



# Service Plan

Tofino-Ucluelet

*May 2020*



**Alberni-Clayoquot**  
Regional District



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## 1.0 Introduction

A Tofino-Ucluelet Transit Feasibility Study was presented to the West Coast Committee on October 3, 2018. The committee gave direction to BC Transit to proceed with the detailed planning work for the implementation of a fixed route conventional transit service between the two key centres and a service option that routes to the Hitacu First Nations community.

The development of this Service Plan is to support service implementation for September 2021. Due to the recent COVID-19 pandemic events, actual service implementation may be delayed. Establishing this draft timeline helps to inform all involved parties what needs to happen next to develop the delivery of the service. Timelines in the Plan including a firm implementation date can be adjusted once the stability of provincial and local government funding is known.

This service plan includes the following:

1. Existing Transportation Services
2. Market Demand Analysis
3. Engagement summary
4. The proposed route design between Tofino, Ucluelet and the Hitacu First Nations Community
5. Service levels
6. Infrastructure requirements, including operations facility, fleet and bus stops
7. Fare recommendation
8. Future service considerations
9. Next Steps
10. Implementation timeline

## 2.0 Existing Transportation Services

Transportation options around the region are limited. As with many rural communities, walking and cycling infrastructure can be limited in certain sections of each community, shoulders on highways are narrow if present at all, but recent efforts to plan more accessible active transportation options has seen improvements to this. A multi-use pathway currently exists between Ucluelet and the Highway 4 Junction, as well within the District of Tofino along Highway 4. Construction is ongoing to extend the pathway between the two communities via Parks Canada.

Since 2012, the District of Tofino has offered a free hourly, daytime shuttle from late June to early September through a contract with Tofino Bus. This service is funded by a blend of Resort Municipality Initiative funding, pay parking revenue, and Gas Tax grant funding. Ridership statistics from this six-year seasonal shuttle indicate steady growth and an increase in usage by residents and visitors alike. In 2017, the shuttle operated from 8:00 am to 10:00 pm with nine stops servicing 26,270 riders over the two-month program. A 40-foot low floor bus is used to provide this service and can accommodate large surfboards of up to 12 feet. 2018 ridership numbers show an increase in demand over the previous year, with 35,337 riders.



*Figure 1: Tofino Free Shuttle*

School District 70 also contracts Tofino Bus to transport students to local schools.

Many of the residents of the west coast communities rely on private transportation options in order to access basic needs, as such less safe transportation options such as hitch hiking are also common to those without personal transportation.

There is currently no available scheduled service between Tofino and Ucluelet, or service to Hitacu. The proposed service will connect these communities with reliable public transit service and provides opportunities for additional coverage across the area into the short-term future.

## 3.0 Market Demand Analysis

Service options have been developed to meet ridership demand. There are approximately 6,000 people who live in the locality. Due to limited transportation options for these communities, it is anticipated that customers will use the proposed service for all types of trips rather than for the primary purpose of commuting to work in peak morning and afternoon hours. The community population, land use patterns, and low density along Highway 4 suggest that the proposed transit route will have an estimated 5-7 rides per hour.

Public transit service will provide an affordable transportation option to connect to essential services, employment, health care and recreation activities. By connecting to rural and urban communities, this service will reduce social isolation. During the peak season on the west coast, it will also provide a solution to congestion and support environmentally sustainable modes of transportation overall.

## 4.0 Public Engagement

BC Transit and the Alberni-Clayoquot Regional District (ACRD), in collaboration with the District of Tofino, the District of Ucluelet and Ucluelet First Nation undertook two phases of public engagement to contribute to the development of this Service Plan. Phase 1 provided an opportunity to solicit feedback on the proposed transit service. Phase 2 provided information about the alternative approval process for the proposed bylaw to establish transit service in the west coast communities.

### Phase 1 Challenges and Opportunities:

- Desire for stops at Ty-Histanis and Esowista
- Desire for earlier trip from Hitacu to Ucluelet
- In winter, earlier trip from Ucluelet as opposed to Tofino
- Slight routing revisions were suggested in both Tofino and Ucluelet
- Desire to bring surf boards on buses
- Desire for stops at all of the beaches
- Residents willing to pay for transit

### Phase 1 Outcomes:

- Revised routing in Tofino from Neill to Main Street
- Revised routing in Ucluelet from Helen to Matterson and Marine Drive to service the Ucluelet Community Centre

### Phase 2 Challenges and Opportunities:

- Desire to pursue other funding opportunities
- Concern over the increase in taxation and rent

- Concern over duplication of transit service
- Identification of key locations, such as medical clinics, schools, and the national park
- Need stops at outlying communities such as Ty-Histanis, Hitacu, and Millstream
- Desire to have a flexible schedule or a longer service span
- Desire to explore different technologies and amenities such as electric buses or Wi-Fi enabled buses

**Phase 2 Outcomes:**

- Routing modified to include Ty-Histanis and Esowista
- Key locations informed bus stop siting process

## 5.0 Service Design Proposal

This section outlines the proposed service plan along with the associated infrastructure and fare considerations. Implementation of this service plan would occur once all outstanding elements including provincial and local government funding have been secured.

### 5.1 Routing

The proposed routing for route 4 Tofino/Ucluelet is identified in Figure 2 and Figure 3. The proposed routing includes a limited service to the Hitacu First Nations community.

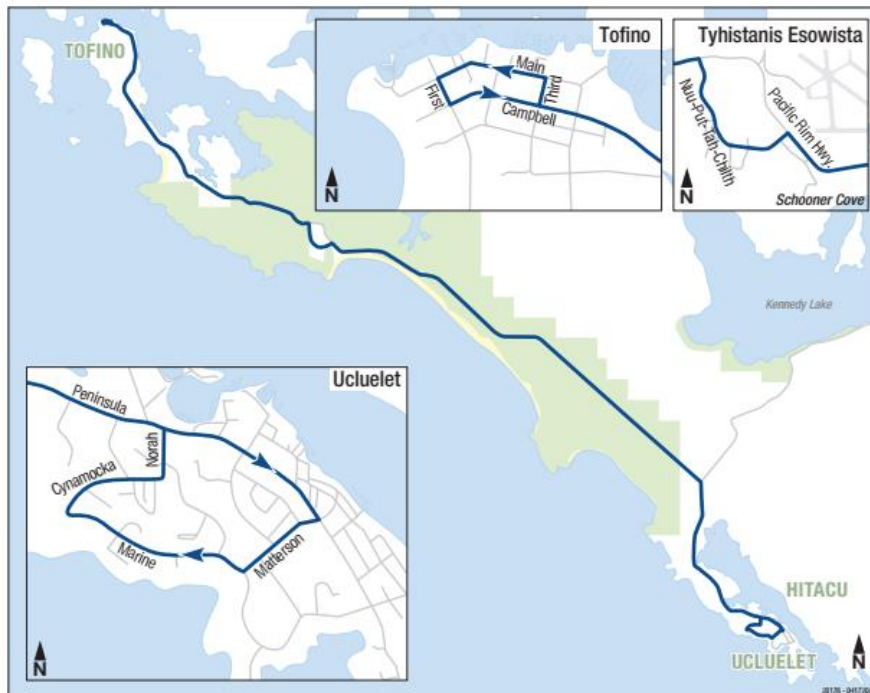


Figure 2: Tofino - Ucluelet routing

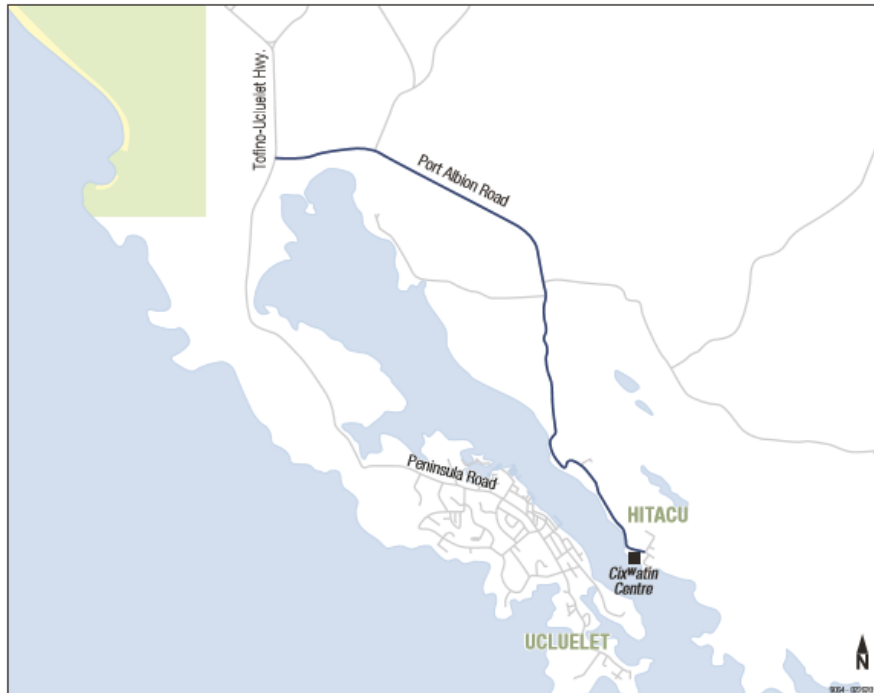


Figure 3: Hitacu routing

## Route Description

### 4 Ucluelet

Start on Main Street, left on First Street, left on Campbell Street, continue on Pacific Rim Highway, continue on Tofino Ucluelet Highway, continue on Peninsula Road, right on Matterson Drive.

### 4 Tofino

Start on Matterson Drive, right on Marine Drive, right on Cynamocka Road, continue on Norah Street, left on Peninsula Road, continue on Tofino Ucluelet Highway, continue on Pacific Rim Highway, continue on Campbell Street, right on Third Street, left on Main Street.

### 4 Ucluelet – AM School Trip

Start on Main Street, left on First Street, left on Campbell Street, continue on Pacific Rim Highway, continue on Tofino Ucluelet Highway, continue on Peninsula Road, right on Norah Street, continue on Cynamocka Road, left on Marine Drive, right on Matterson Drive.

### 4 Tofino with Limited Service to Hitacu

From the Tofino Ucluelet Highway, right on Port Albion Rd., straight on Hit-Tat-Soo Rd., left on Wya Rd., turnaround at Ucluelet First Nation Cixwatin Centre, right on Wya Rd., right on Hit-Tat-Soo Rd., straight on Port Albion Rd., right onto the Tofino Ucluelet Highway, continue on Pacific Rim Highway, continue on Campbell Street, left on First Street, left on Neil Street.

### 4 Ucluelet with Limited Service to Hitacu

From the Tofino Ucluelet Highway, right on Port Albion Rd., straight on Hit-Tat-Soo Rd., left on Wya Rd., turnaround at Ucluelet First Nation Cixwatin Centre, right on Wya Rd., right on Hit-Tat-Soo Rd., straight on Port Albion Rd., left onto the Tofino Ucluelet Highway, continue on Peninsula Road, left on Marine Drive, left on Helen Road, right on Fraser Lane.

## 5.2 Service Levels

Table 1 below shows the proposed service levels. Service levels are proposed to vary by season, with more frequent service during the summer. Service levels have been changed from the Feasibility Study, as the service is limited to the amount of annual kilometres that can be accumulated by vehicles operating the service.

*Table 1: Service levels*

Season	Service Days	Service Span	Service Frequency	Trips per day	Hitacu Trips per day
Summer (May-Oct)	Monday – Sunday	7:00 am - 9:00 pm	140 minutes (base) 70 minutes (peak)	18	4
Winter (Nov-April)	Monday – Sunday	7:00 am – 8:00 pm	140 minutes (all day)	10	4

Detailed scheduling work will commence following the approval of the service plan. Scheduling will include consultation with local businesses as well as School District 70 to help meet demand.

## 5.3 Infrastructure

Prior to service implementation, the delivery of vehicles, securing a transit facility, and transit infrastructure installation is required. This section details fleet recommendations, requirements for a transit facility as well as approved and unapproved bus stops by local road authority.

### 5.3.1 Transit Fleet

When determining the design of the transit fleet considerations include estimated ridership, service area and annual service hours.

Based on the estimated seven rides per hour for this service and the expected seasonal fluctuation of ridership (it is likely there may be higher ridership than estimated for the spring and summer season), a medium duty vehicle (30' Vicinity) is recommended for the operation of this service. This vehicle can accommodate 24-seated passengers plus standees, and two wheelchairs.

Four vehicles are required for the proposed schedule of service. The proposed route will cover a large service area, which will affect the accumulation of annual kilometres on the fleet. BC Transit

Fleet Standards recommend that with four buses, the allowable annual kilometres that can be accumulated is 280,000. This standard has been applied to the service design.

At the feasibility stage of the service design, BC Transit was asked to explore the viability of having surfboard racks on buses for the implementation of the service. It was determined that the redesign of the interior of a 30' vehicle to accommodate surfboards would:

- limit space on the lower seating area between the front wheel arch and the rear steps,
- require removing the forward facing wheelchair position, leaving the rear facing position and restricting the ability to turn around the wheelchair,
- remove forward facing seats in the lower area, blocking emergency exit windows

Exterior modifications would also affect the safe operation of the vehicle for drivers. To implement surfboard racks in a heavy-duty 40' bus would require further review to ensure all required activities on the vehicle can be accommodated. The use of 40' buses would significantly increase the cost of the service. Manufacturing of buses with surfboard racks may also delay the delivery of vehicles.

### 5.3.2 Transit Operations Facility

The facility requirements consider what is needed for the introduction of service and any short to medium term future expansion that could occur. The introduction of the base service will require three buses. Possible future expansions, as outlined in this document, would require the fleet to increase its size to six buses.

A facility for the storage of a fleet of up to six vehicles will also require one bus maintenance bay and one hoist. Though medium duty vehicles are recommended for the implementation of the service, it is recommended that the facility is future proofed for the flexibility of accommodating larger vehicles such as a heavy duty 40' bus and a full lift height of 20'.

The final decision for the location of the operations facility would typically be determined through a Request for Proposal (RFP) process to secure a viable service operator. However, the possibility of having service municipally operated is also an option. Prior to the formal RFP process, BC Transit would coordinate with the ARCD issuing a Request for Expression of Interest (REOI) to assist in determining the location of a suitable operations facility. Potential local facility options include the District of Tofino vehicle garage, or the construction of a new facility in the Tofino airport area. Less centralised options for maintenance consideration include the Port Alberni Transit facility, or a third party facility in the Regional District of Nanaimo. Utilizing the less centralised options for maintenance would result in additional kilometers for the vehicles and could affect actual service hour delivery.

### 5.3.3 Bus Stops

There are a total of 51 stops planned for the initial implementation including 22 stops in Tofino, 18 in Ucluelet, 4 in the Pacific Rim National Park (Parks Canada jurisdiction), 2 in Ty-Histansis and Esowista (Tla-o-qui-aht First Nation territory), 3 in Hitacu (Ucluelet First Nation territory), and 2 stops at the Highway 4 Junction (Ministry of Transportation and Infrastructure jurisdiction). These

proposed bus stops were sited and approved with local road authorities in February 2020. Figure 4 and Figure 5 below detail the approved and unapproved bus stops across the service area.

Bus stop implementation and changes are the responsibility of the local government, The Ministry of Transportation and Infrastructure (MoTI) and Parks Canada.



Figure 4: Approved and unapproved bus stops

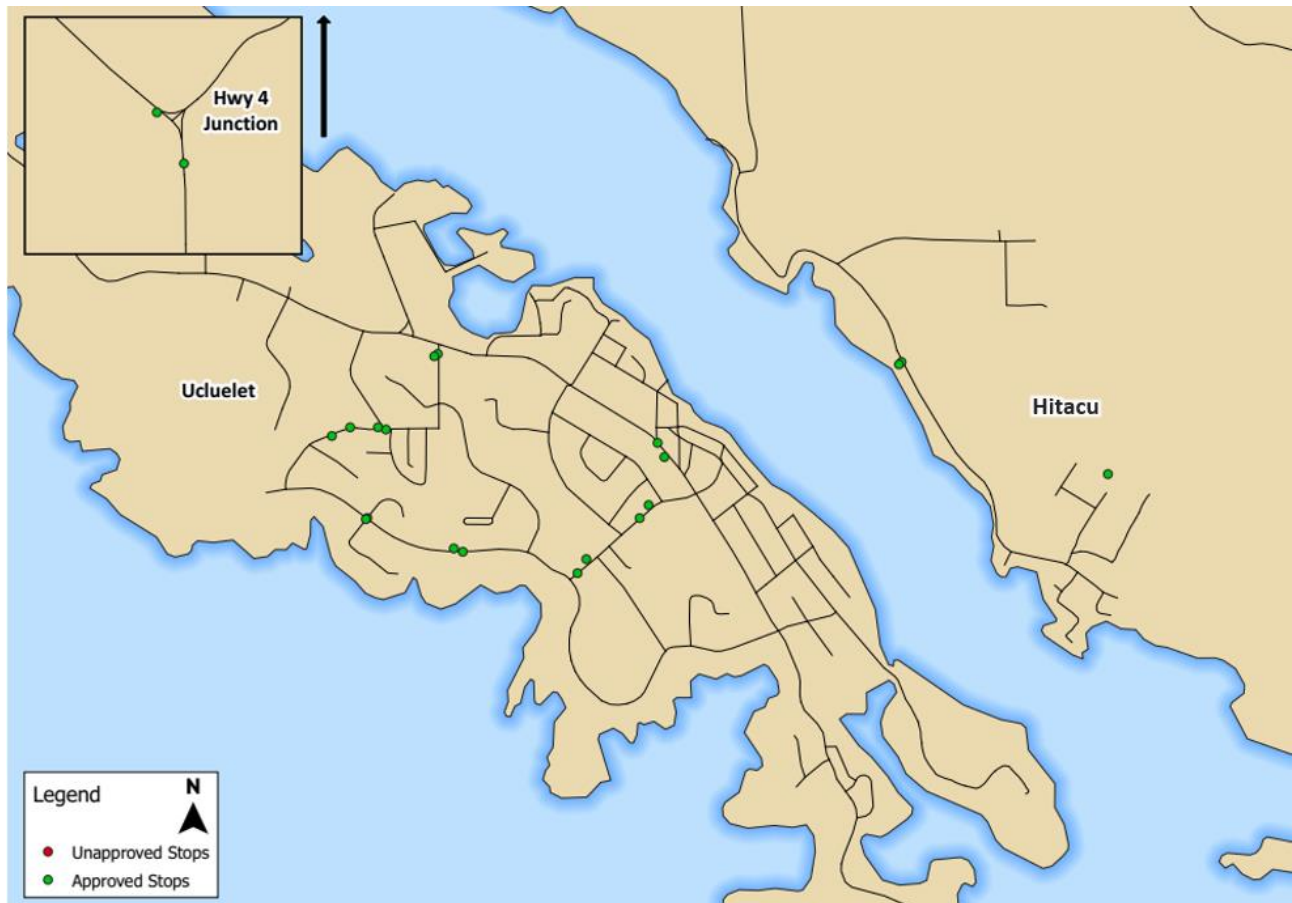


Figure 5: Approved bus stops

At the time of drafting this report, the unapproved bus stops are situated within the Parks Canada jurisdiction of the service area. These stops are required to provide transit access to the Pacific Rim National Park Reserve. The design of service will allow for the use of these bus stops as they are approved and constructed along the route.

Bus stops currently exist within the District of Tofino for the Tofino Free Shuttle service. These bus stops have accessible features and amenities including shelters and highway pullouts.

The continued construction of a multi-use pathway between Tofino and Ucluelet on Highway 4 has created opportunities for concrete pads and highway pullouts, as well as enabling multi-modal connections.

Shelters can be added to bus stops as funding permits, utilizing the [BC Transit Shelter Program](#). The program provides municipalities with access to provincial capital funding in order to purchase standardized shelters for use in their communities. Automated Passenger Count data can inform bus stops with the highest activity, specifically alighting's, to identify stops that would most benefit from a shelter.

## District of Tofino Bus Stops

The District of Tofino already has numerous bus stops that the Tofino Free Shuttle services, which BC Transit buses upon implementation will utilize. There are 22 bus stops to be implemented by the District of Tofino. Table 2 below indicates the approved bus stops to be installed.

Table 2: District of Tofino bus stops

Number	Location	Direction	Existing Condition & Improvements required
1	Westbound Main St nearside First St	Ucluelet	Flag sign, bus stop ID <i>Layover space, Existing shelter</i>
2	Eastbound Campbell St far side First St	Ucluelet	Flag sign, bus stop ID
3	Westbound Campbell St far side 4 <sup>th</sup> St	Tofino	Flag sign, bus stop ID
4	Eastbound Campbell St far side 4 <sup>th</sup> St	Ucluelet	Flag sign, bus stop ID <i>Existing shelter</i>
5	Southbound Campbell St far side Gibson St	Ucluelet	Flag sign, bus stop ID
6	Northbound Campbell St at Tofino Resort and Marina	Tofino	Flag sign, bus stop ID
7	Southbound Campbell St at Gas 'N Go	Ucluelet	Flag sign, bus stop ID
8	Northbound Campbell St at Gas 'N Go	Tofino	Flag sign, bus stop ID
9	Southbound Hwy 4 far side Mackenzie Beach Rd	Ucluelet	Flag sign, bus stop ID
10	Northbound Hwy 4 at Abraham Dr	Tofino	Flag sign, bus stop ID
11	Southbound Hwy 4 far side Hellesen Dr	Ucluelet	Flag sign, bus stop ID
12	Northbound Hwy 4 far side Hellesen Dr	Tofino	Flag sign, bus stop ID

13	Southbound Hwy 4 nearside Beaches Grocery Plaza	Ucluelet	Flag sign, bus stop ID
14	Northbound Hwy 4 far side Beaches Grocery Plaza	Tofino	Flag sign, bus stop ID
15	Southbound Hwy 4 far side Lynn Rd	Ucluelet	Flag sign, bus stop ID
16	Northbound Hwy 4 at Lynn Rd	Tofino	Flag sign, bus stop ID
17	Southbound Hwy 4 nearside Craig Rd	Ucluelet	Flag sign, bus stop ID
18	Northbound Hwy 4 FS Jensen's Bay Rd	Tofino	Flag sign, bus stop ID
19	Southbound Hwy 4 at Pacific Sands Beach Resort	Ucluelet	Flag sign, bus stop ID
20	Northbound Hwy 4 at Pacific Sands Beach Resort	Tofino	Flag sign, bus stop ID
21	Southbound Hwy 4 at Cox Bay Beach Resort	Ucluelet	Flag sign, bus stop ID
22	Northbound Hwy 4 at Tourism Tofino	Tofino	Flag sign, bus stop ID

### District of Ucluelet Bus Stops

There are 18 bus stops to be implemented by the District of Ucluelet. Table 3 below indicates the approved bus stops to be installed.

*Table 3: District of Ucluelet bus stops*

	Location	Direction	Existing Condition & Improvements Required
23	Southbound Peninsula Rd 1760 block	Ucluelet	Flag sign, bus stop ID
24	Northbound Peninsula Rd 1760 block	Tofino	Flag sign, bus stop ID
25	Southbound Peninsula Rd at Co-op Food Store	Ucluelet	Flag sign, bus stop ID

26	Northbound Peninsula Rd nearside Main St	Tofino	Flag sign, bus stop ID
27	Westbound Matterson Dr far side Larch	Ucluelet	Flag sign, bus stop ID
28	Eastbound Matterson Dr far side Bay	Tofino	Flag sign, bus stop ID
29	Westbound Matterson Dr at Ucluelet Community Centre	Ucluelet	Flag sign, bus stop ID <i>Layover space</i>
30	Eastbound Matterson Dr far side Marine Dr	Tofino	Flag sign, bus stop ID
31	Northbound Marine Dr at Black Rock Resort	Tofino	Flag sign, bus stop ID
32	Southbound Marine Dr at Black Rock Resort	Ucluelet	Flag sign, bus stop ID
33	Northbound Marine Dr nearside Cedar Grove Pl	Tofino	Flag sign, bus stop ID
34	Southbound Marine Dr far side Odyssey Ln	Ucluelet	Flag sign, bus stop ID
35	Northbound Cynamocka Rd 1980 block	Tofino	Flag sign, bus stop ID
36	Southbound Cynamocka Rd 1980 block	Ucluelet	Flag sign, bus stop ID
37	Northbound Cynamocka Rd nearside Orca Cr	Tofino	Flag sign, bus stop ID
38	Southbound Cynamocka Rd nearside Humpback Pl	Ucluelet	Flag sign, bus stop ID
39	Southbound Norah St nearside Campbell St	Tofino	Flag sign, bus stop ID
40	Northbound Norah far side Campbell St	Ucluelet	Flag sign, bus stop ID

## Ministry of Transportation and Infrastructure (MoTI) Bus stops

There are two bus stops to be implemented by the Ministry of Transportation and Infrastructure. Table 4 below indicated the approved bus stops to be installed.

Table 4: MoTI bus stops

Number	Location	Direction	Existing Condition & Improvements Required
41	Northbound Tofino-Ucluelet Hwy 4 at Hwy 4 Junction	Tofino	Flag sign, bus stop ID
42	Southbound Hwy 4 at Hwy 4 Junction	Ucluelet	Flag sign, bus stop ID

## ACRD Bus Stops

There are five bus stops to be implemented by the ACRD. Table 5 indicates the approved bus stops to be installed in Hitacu as well as Ty-Histanis and Esowista.

Table 5: ACRD bus stops

Number	Location	Direction	Existing Condition & Improvements Required
43	Northbound Nuu-Put-tah-chilth far side Wickaninnish Rd	Tofino	Flag sign, bus stop ID <i>Existing shelter</i>
44	Southbound Nuu-Put-tah-chilth far side Muuchinink Rd	Ucluelet	Flag sign, bus stop ID <i>Existing shelter</i>
45	Cixwatin Community Centre	Tofino Ucluelet	Flag sign, bus stop ID
46	Southbound Hitacu Rd at Ucluth Community Centre	Tofino Ucluelet	Flag sign, bus stop ID
47	Northbound Hitacu Rd at Ucluth Community Centre	Tofino Ucluelet	Flag sign, bus stop ID



Figure 6: Cixwatin Community Centre bus stop

### Parks Canada Bus Stops

Four bus stops were sighted in the Pacific Rim National Park Reserve. At the time of drafting the report, these bus stops have not been approved. Approval of bus stops can occur prior to or after implementation and be utilized upon construction. Table 6 indicates the bus stops sighted within Pacific Rim National Park Reserve.

Table 6: Proposed Parks Canada bus stops

Number	Location	Direction	Existing Condition & Improvements Required
48	Southbound Hwy 4 at Radar Hill	Ucluelet	Flag sign, bus stop ID
49	Northbound Hwy 4 at Radar Hill	Tofino	Flag sign, bus stop ID
50	Southbound Hwy 4 at Long Beach	Ucluelet	Flag sign, bus stop ID
51	Northbound Hwy 4 nearside Airport Rd	Tofino	Flag sign, bus stop ID

### 5.3.4 Transit Hubs

To make transit a viable option and to connect with other modes of transportation, the development of transit exchanges and transit hubs should be considered. Key areas that will provide multi-modal opportunities include:

- Beaches Grocery Plaza: This plaza is located in the District of Tofino and is a notable destination for both residents and tourists.
- Long Beach: Long Beach is a major attraction within Pacific Rim National Park Reserve. The main parking lot is across from Airport Road, connecting to the Long Beach Airport.

Implementation of amenities including shelters, benches, garbage containers, crosswalks and bike racks at these locations could be considered prior to the start of the service.

## 6.0 Fares

### BC Transit Fare Guidelines

Fares are set at the discretion of the local government partner. BC Transit recommends that fares align with the BC Transit Fare guidelines outlined in Table 7.

Table 7: BC Transit Fare Guidelines

Fare Product	Audience	BC Transit Guideline
Cash	All	Base Fare
DayPASS	All	2 Times Base Fare
Tickets (10)	All	9 Times Base Fare
Monthly Pass	Regular	20 to 30 Times Base Fare
	Discount	Regular Monthly Pass Less 15%

Fare products such as monthly passes or tickets would be sold through local vendors, while DayPASS can be purchased onboard. Local governments receive all revenue collected through fares. For the purposes of estimating revenue in this report, a \$2.00 cash fare was assumed.

## 7.0 Transit Service Estimated Costs

Table 8 outlines the required resources and estimated annual cost for the initial service implementation. The costs have been estimated for a September 2021 implementation date. Once the service has approved funding and a firm implementation date the cost will be recalculated and provided to the local government funding partners, including cost share and part year budget if service is implemented part way through a fiscal year.

*Table 8: Resources and Estimated Costs*

Total Vehicles	Annual Service Hours	Estimated Annual Revenue	Estimated Annual Total Costs	Estimated Net Municipal Share
4	7,500	\$63,000	\$847,239	\$458,576

## 8.0 Future Service Considerations

The service design proposal outlines the base service to be introduced. Any future expansion of the base service needs to be initiated through the BC Transit Improvement Program, which identifies service priorities for the following three fiscal years. This process allows the local government to identify priorities for service improvements and request provincial funding through BC Transit. As ridership grows and additional funding becomes available, the following options to expand the service can be considered.

### 8.1 Ucluelet Future Expansion

#### **Amphitrite Point Lighthouse**

One of Ucluelet's biggest attractions is the Wild Pacific Trail. A main access point for this trail is at the Amphitrite Point Lighthouse located at the south end of the peninsula. With future expansion initiatives, this area could be serviced by transit. Amphitrite Point also provides an option for layover space. Expansion to this area would require approximately 500 annual service hours.

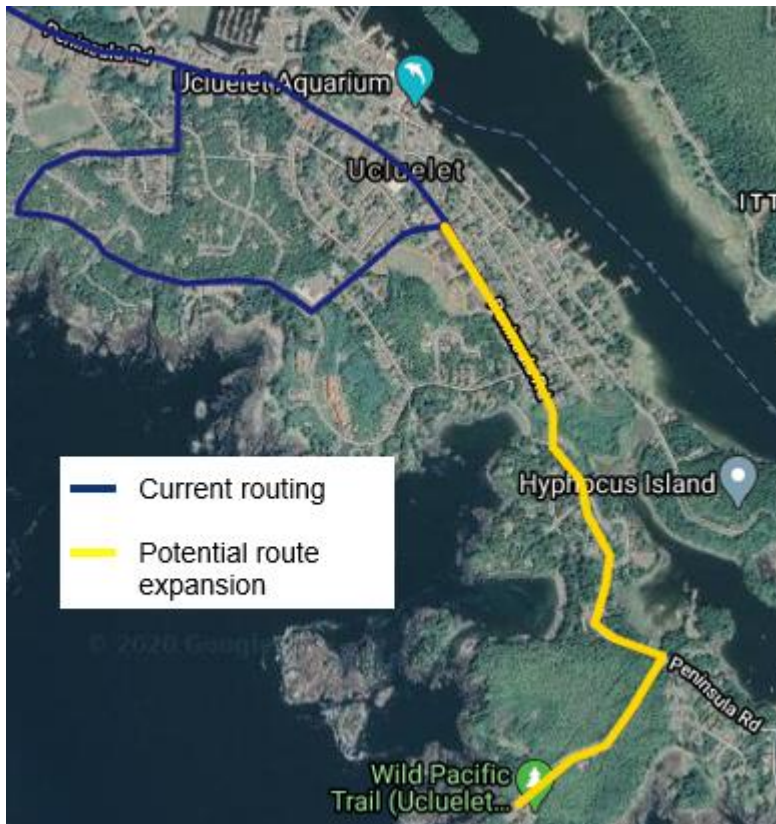


Figure 7: Potential route expansion to Amphitrite Point Lighthouse

## 8.2 Tofino Future Expansion

Several areas in the southern portion of Tofino are increasing residential developments. Notable developments include the area north of Industrial Way near the Tofino Gas N' Go and Abraham Drive, highlighted in Figure 8. As development continues and density increases in these areas, it may be beneficial to deviate off Highway 4 to serve these areas.



Figure 8: Potential expansion areas in Tofino

### 8.3 Future Service Frequency Expansion

Upon the introduction of a base service, service frequency can continue to be improved.

Table 9 below outlines target frequencies for both summer and winter levels of service. These service levels would require an investment of approximately 3,000 annual hours and 2 buses. Improvements to service frequency however can occur incrementally over time.

Table 9: Proposed target frequencies

Season	Service Days	Service Span	Service Frequency	Trips per day	Hitacu Trips per day
Summer (May-Oct)	Monday - Sunday	7:00 am - 9:00 pm	70 minutes	28	6
Winter (Nov-April)	Monday - Sunday	7:00 am – 8:00 pm	140 minutes	12	6

## 9.0 Next Steps

Upon approval of the service plan and provincial funding, BC Transit will work in collaboration with the local partners to secure a service operator and facility arrangement. Following this detailed scheduling work will commence for the service implementation. Next steps and the high-level timeline are detailed below in Table 10.

Table 10: Next steps

Date	Deliverable	Lead
Summer 2020	Service Plan approved	West Coast Committee/ACRD Board of Directors
July 2020	Request For Expression of Interest issued for service operator*	BC Transit
Fall 2020	Information from REOI brought to West Coast Committee*	BC Transit
Fall/Winter 2020	Fare strategy approved	West Coast Committee/ACRD Board of Directors
November 2020	Request For Proposal issued for service operator*	BC Transit
Winter 2021	Funding indicated	Province of B.C.
Winter 2021	Implementation Memorandum of Understanding issued to ACRD for review and signature	BC Transit, ACRD
Spring 2021	Schedule development	BC Transit, ACRD, Operating Company
Summer 2021	Marketing and media materials developed	BC Transit, ACRD, Operating Company
September 2021	Service implementation	BC Transit, ACRD, Operating Company

Fall 2021	Monitor transit service and make adjustments when necessary	BC Transit, ACRD, Operating Company
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\*REOI and RFP processes may not be necessary

## 10.0 Recommendation

It is recommended that the West Coast Committee:

- Approve the Tofino-Ucluelet Service Plan;
- Pursue provincial funding through the Transit Improvement Program;
- Confirm local government funding; and
- Upon confirmation of provincial and local government funding, approve a Memorandum of Understanding including the service delivery date

## 11.0 Implementation Plan

Table 11 below outlines the detailed service implementation plan, highlighting the critical path for service to start at the suggested date of September 2021. These timelines can be adjusted if provincial and local funding is delayed due to the recent events of the COVID-19 Pandemic.

*Table 11: Implementation plan*

Date	Milestone	Lead
Winter 2020	Final route timing	BC Transit
April 2021	Service inception meeting	BC Transit, ACRD, Operating Company
April 2021	Marketing and Communications Plan drafted	BC Transit, ACRD, Operating Company
May 2021	Detailed service specification complete, schedule development begins	BC Transit, ACRD, Operating Company
June 2021	Schedules completed and approved, Rider's Guide development begins	BC Transit, ACRD, Operating Company
June 2021	Service summary completed	BC Transit, ACRD

July 2021	Rider's Guide completed *	BC Transit, ACRD, Operating Company
June/July 2021	Bus stop installation	ACRD, District of Tofino, District of Ucluelet, MoTI, Parks Canada, Operating Company
August 2021	Marketing campaign begins	BC Transit
September 2021	Service implementation	BC Transit, ACRD, Operating Company

\*At the time of drafting this Service Plan, BC Transit is developing their Digital First Strategy; additional consultation with the local government partners will determine the need for printed Riders Guides or online schedules and promotion.