

DECEMBER 2025

Arcadia Transit



Strategic Assessment



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Executive Summary

The 2025 Arcadia Transit Strategic Transit Service Assessment (STSA) evaluates the transit services operated by the City of Arcadia, ten years after the opening of the Arcadia Light Rail Station for the Los Angeles County Metropolitan Transportation Authority's (Metro) A Line (previously the Gold Line) in Arcadia and the launch of the Arcadia Transit fixed-route system. The introduction of the fixed-route system was accompanied by the restructuring of the Dial-A-Ride service to serve only senior and disabled residents rather than the general public. Through analysis of the current transit services' performance, the demographics and travel patterns of the City's residents, workers, and visitors, and two rounds of stakeholder and public outreach, this study identified recommendations for Arcadia Transit to better meet the community's transit needs and operate more efficiently and sustainably.

This STSA found that Arcadia Transit's fixed-route system is fundamentally well-designed and generally still aligned with where people live, work, and travel the most in Arcadia. However, there are areas of opportunity for targeted improvements. **This study recommends maintaining a fixed-route system oriented around the City's regional transit hub at the Arcadia A Line Station, while expanding coverage to new destinations and improving direct connections between key locations within Arcadia.** Preserving strong transit connections at the Arcadia A Line Station, which will function as a major gateway for 2028 Olympic equestrian event attendees, will importantly also support the City's Olympic preparations. These route adjustments would be accompanied by improved operating hours and route frequency to enhance the usability and convenience of the system for a variety of riders.

	Service	Recommended Service Change
☑	All Routes	Extend the span of service to 6:00am to 9:00pm weekdays and 7:00am to 7:00pm on weekends
☑	Green Line	Modify the route to extend east of the Arcadia A Line Station to Second Avenue
☑	Green Line	Improve the schedule to operate regular 15-minute headways throughout the day
☑	Red Line	Modify the route to continue operating northbound along First Avenue between Foothill Boulevard and Colorado Boulevard but return southbound via Second Avenue
☑	Blue Line	Modify the route to serve The Shops at Santa Anita Mall via Holly Avenue and Baldwin Avenue
☑	Red/Blue Lines	Improve the schedule to operate regular hourly headways throughout the day

The STSA recommends maintaining the DAR service given its importance to the community and its strong ridership recovery post-pandemic, and offers actions to improve efficiency and reliability. The City should explore adopting advanced scheduling software to help improve dynamic trip assignment, which could in turn help address the concerns expressed by riders and the current transit service operator regarding limited vehicle availability during peak morning hours. If future cost pressures arise and fixed-route performance is strong, strategies could include DAR fare adjustments to encourage fixed-route use for those who are able to switch, or reducing DAR service hours and vehicle availability.

In addition to the proposed service changes, the STSA team identified a suite of potential supporting strategies to maximize Arcadia's investments to improve public transit services over the next five years.

- Invest in upgraded infrastructure and technology such as intersection improvements at Holly/Duarte, new stop infrastructure, bus stop signage, bus stop improvements, wayfinding, and Metro TAP integration to improve system visibility and rider experience.
- Pair transit service changes with a marketing action plan that builds excitement and awareness in the community to help attract riders. The STSA team recommends a two-pronged approach, consisting of 1) upfront investments, and 2) ongoing marketing and engagement.
- Monitor system performance over time through tracking and benchmarking performance measures.

1. Introduction

The **2025 Arcadia Transit Strategic Transit Service Assessment (STSA)** is a comprehensive assessment of the fixed-route and Dial-A-Ride (DAR) services provided by Arcadia Transit. The STSA identifies the transit needs of the community and evaluates potential changes to the existing system. Arcadia last conducted a transit assessment in 2015 to inform the design of the current fixed-route system. Prior to the launch of the fixed-route services in June 2016, Arcadia Transit operated a general-public DAR service to supplement existing fixed-route services provided by Metro and Foothill Transit within the City of Arcadia (“City”).

The Metro Light Rail Foothill Extension brought regional light rail service to Arcadia in early 2016, and presented an opportunity to introduce a scheduled local circulator network with the train station as its hub. The Arcadia Transit fixed-route system worked well in its initial years, connecting commuters to the Gold Line (now the A Line) and visitors and residents to points of interest within the City (such as The Shops at Santa Anita Mall, USC Arcadia Hospital, Santa Anita Park, and the L.A. County Arboretum). The decline in ridership on Arcadia Transit, particularly following the COVID-19 pandemic (“pandemic”), suggests the community’s transit needs, travel patterns, and/or mode preferences have changed. This report seeks to understand these changes, and recommends strategies for meeting the transit needs of Arcadia residents, workers, and visitors today.

The report is structured as follows:

- **Transit Service Evaluation** reviews Arcadia Transit’s current operations, including routes, schedules, connections, and fare policies. This evaluation looks at the performance of the fixed-route system as a whole, its individual routes, and the DAR service.
- **Travel Market Assessment** uses demographic data, future development projections, and travel pattern data to identify areas where Arcadia Transit resources could be better aligned with the community’s needs.
- **Public Outreach and Engagement** summarizes insights from community engagement activities conducted during Fall 2024 and Spring 2025 with stakeholders, riders, non-riders, and bus operators on Arcadia’s transit system.
- **Areas of Opportunity** brings together the key findings that informed potential service changes from the travel market assessment, transit service evaluation, and first phase of community engagement.
- **Recommended Service Enhancements** provides recommendations for service changes, supporting investments in infrastructure and technology, and a marketing action plan.

2. Transit Service Evaluation

The service evaluation provides an overview of the current Arcadia Transit system, including headways, span of service, connecting services, and fare policies.

- **Current and historical ridership data** informs our understanding of ridership recovery since the COVID-19 pandemic, and identifies areas of the city with the greatest transit ridership.
- Together with ridership data, **annual revenue hours** by route and by service allow us to analyze service productivity (passenger trips per revenue hour) by service and day of week.
- **Fare data and community transportation survey data** illuminate Arcadia Transit's different ridership markets and each market's share of overall ridership.
- Results from the **Community Transportation Survey**, conducted online and in-person at various locations in Arcadia in November 2024, inform our understanding of the rider experience as well as the overall travel patterns of Arcadia residents.

Key Terms

Some important concepts about transit services and how this evaluation addresses them:

Fixed-route services are bus routes following a specific series of stops on a published schedule. Riders must go to a bus stop before the bus is scheduled to arrive and can only exit the bus at a designated stop. Fixed-route buses generally have the capacity to carry dozens of passengers an hour as people get on and off the route, and no reservation or advanced tickets are required. Arcadia Transit uses cutaway buses, which can accommodate up to 14 seated passengers.

Dial-a-ride (DAR) service, also known as demand response, refers to reservation-based transit programs that will pick up and drop off an individual at times and places of their choosing (within a defined service area). Demand-response programs traditionally require riders to request their trips at least a day in advance, although recent advances in technology have made it more practical to offer same-day or even on-demand response times. Demand-response programs using this on-demand technology are sometimes called microtransit. DAR capacity is typically limited to only serving a few passengers per hour per vehicle.

Service span is how much of the day transit service is offered; for example, between 4:00am and 10:00pm.

Service frequency is how often a given fixed-route bus heading in one direction departs a stop. In California, service is generally considered "frequent" if buses come at least every 15 minutes throughout the day.

Fiscal years: Governmental agencies typically follow a fiscal year (FY) that begins on July 1st and concludes the following June 30th. For brevity, this report will refer to fiscal years only by the year they end. For example, fiscal year 2023 (FY23) began on July 1, 2022, and ended June 30, 2023. In most cases, this report will refer to fiscal year ridership unless otherwise specified.

Revenue hours and miles are the hours and mileage each day that service is operating to pick up and drop off passengers. Buses driving that are not in passenger (revenue) service are deadheading. Local bus routes generally try to avoid deadhead hours and miles. In this report, **transit productivity** is measured by dividing the annual number of passenger boardings by the annual revenue hours operated.

Systemwide Overview

Arcadia Transit offers three fixed-route bus routes as well as a DAR service. Figure 1 shows the three current bus routes—the Green Line, the Blue Line, and the Red Line. The DAR system operates within City limits.

The DAR service is available for residents with a disability, and to residents aged 62 years or older, but not the general public. Access Services is a Countywide agency that meets the requirements of ADA complementary paratransit service—shared-ride, curb-to-curb public transportation service for individuals with disabilities who are unable to use fixed-route public transit must be provided within $\frac{3}{4}$ of a mile of fixed-route bus service—and is also available to Arcadia residents with disabilities. The fixed-route services were implemented in 2016 due to the expansion of the Metro A Line (then Gold Line) to Arcadia, as well as in response to general feedback from riders about the DAR service (then available to all residents) being overwhelmed by students around high school bell times.

Fixed-Route Services

Green Line

The Green Line provides connections between the Arcadia A Line Station and the Los Angeles County Arboretum, predominantly via Huntington Drive. This route serves major community destinations including USC Arcadia Hospital, The Shops at Santa Anita Mall, Santa Anita Park, and the civic center. It runs on weekdays every 15–30 minutes between 6:30am and 7:30pm, and on weekends every 20 minutes between 9:20am and 6:20pm.

Blue/Red Lines

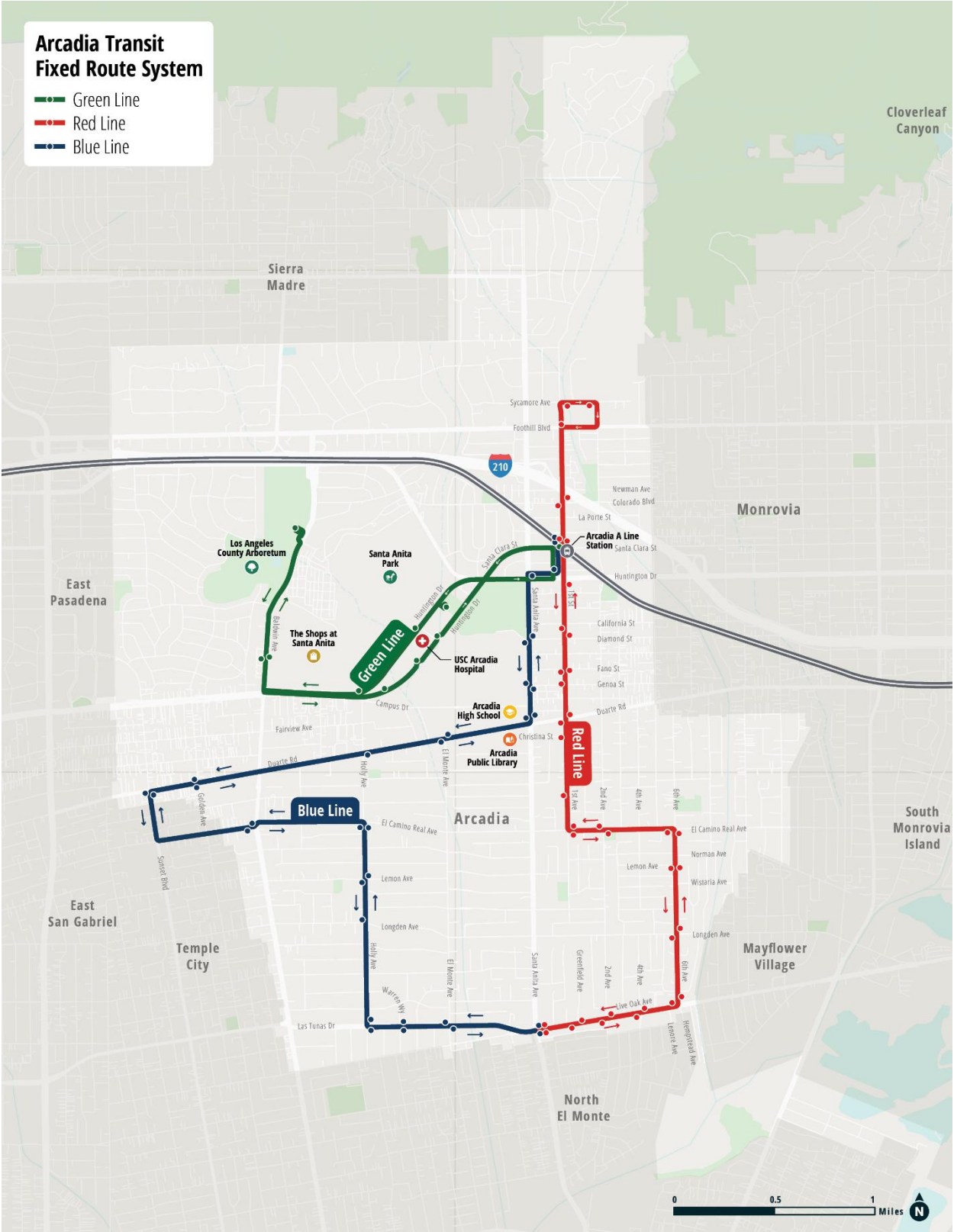
The Blue and Red Lines operate together to form a bidirectional loop between the Arcadia A Line Station and Las Tunas Drive and Live Oak Avenue on the south end of the City. The Blue and Red Lines predominately serve the City’s residential neighborhoods, as well as Arcadia High School, the Arcadia Public Library, and the Arcadia Hub Shopping Center at Baldwin Avenue and Duarte Road. The Red Line extends beyond the Arcadia A Line Station, serving neighborhoods along First Avenue in north Arcadia and the retail plaza at Foothill Boulevard and Second Avenue. The Blue and Red Lines each run on weekdays every 45–90 minutes between 6:30am and 8:30pm, and on weekends every 45–55 minutes between 7:00am and 7:00pm.

Fixed-Route Access

In addition to providing access to most educational, civic, recreation, and healthcare facilities in the City of Arcadia, the fixed-route network provides a bus stop within one-half mile of approximately 60 percent of Arcadia’s overall population, or about 33,000 people. This includes:

- 61 percent of Arcadia seniors
- 57 percent of Arcadia youth
- 66 percent of Arcadia households living below the poverty line
- 63 percent of Arcadia households without access to a motor vehicle
- 68 percent of jobs in Arcadia

Figure 1. Arcadia Transit Fixed-Route System



Dial-A-Ride

The DAR service is available for residents with a disability, and to residents aged 62 years or older, to and from any destination within City limits. This service requires passengers to complete a one-time pre-registration to confirm their eligibility, must be reserved in advance, and may be shared rides, depending on the origin and destination points and demand for services at the time. The DAR service operates on weekdays between 7:00am and 9:00pm and on weekends between 7:00am and 7:00pm.

Connecting Services

Metro and Foothill Transit also provide transit service within the City of Arcadia for local trips and trips to the broader San Gabriel Valley region. Metro operates the A Line Metro Rail service, providing access to Long Beach, Downtown Los Angeles, Pasadena, and points as far east as Pomona in the San Gabriel Valley. The Foothill Extension to Montclair is expected to be completed in 2029. Metro also provides bus service to communities to the south and west such as El Monte, Temple City, and Pasadena. Foothill Transit provides bus service that connects Arcadia to communities such as Monrovia, Azusa, Duarte, and Pasadena.

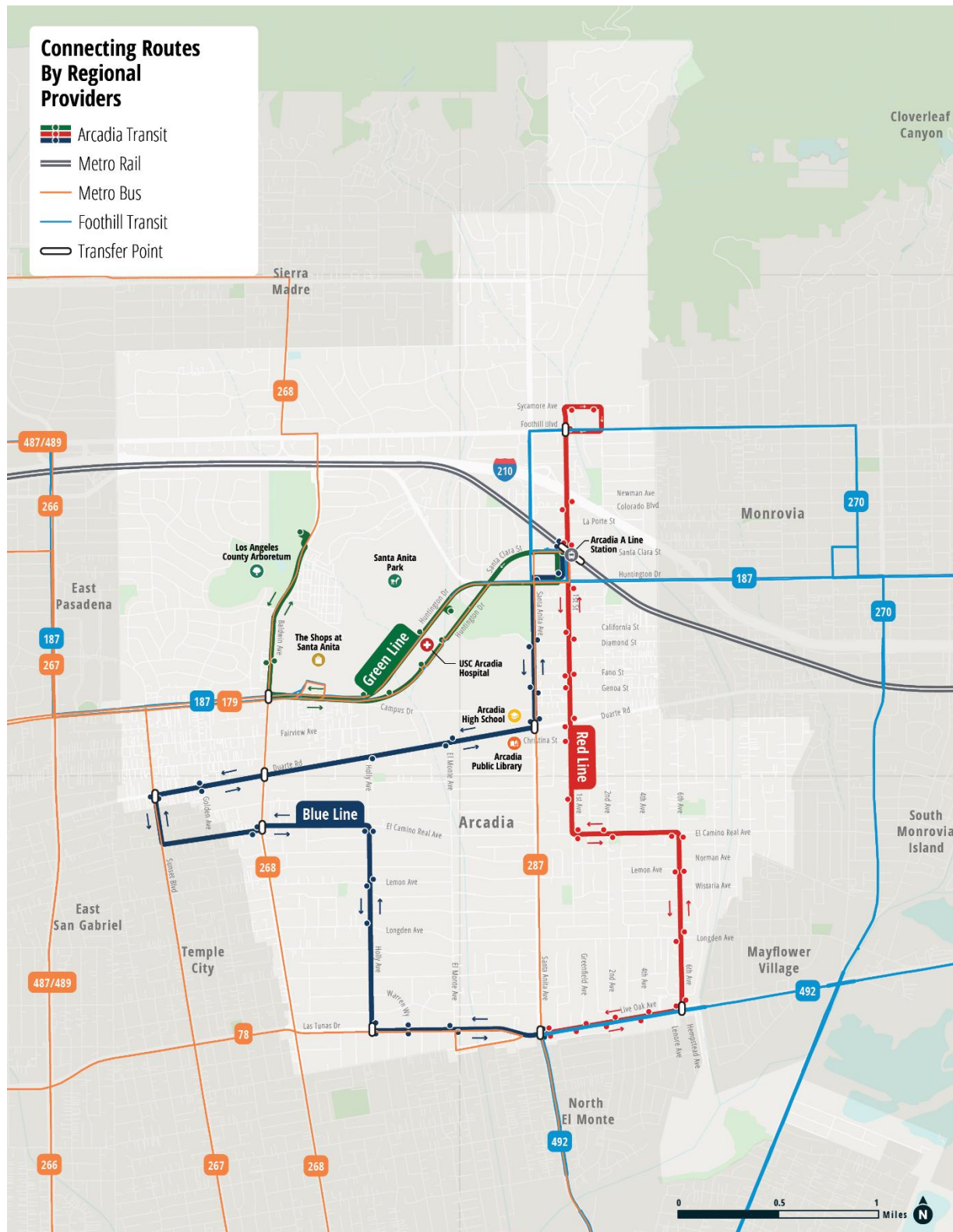
Table 1 shows transit service frequency by day of the week and key destinations for regional transit routes that pass through Arcadia. Figure 2 shows a map of these services in relation to Arcadia City limits and Arcadia Transit services.

Table 1. Local and Regional Route Frequencies and Key Destinations

Operator/Route	Weekday Frequency	Saturday Frequency	Sunday Frequency	Key Destinations
Metro A Line	8–10 min	10 min	10 min	Long Beach, Downtown LA, Pasadena, Azusa
Metro 179	30 min	45 min	45 min	San Marino, South Pasadena, Alhambra
Metro 267	30 min	30 min	30 min	Pasadena, El Monte
Metro 268	30–60 min	60 min	60 min	Temple City, El Monte
Metro 287	40 min	60 min	60 min	El Monte, Montebello
Foothill 187	15 min	30 min	30 min	Pasadena, Duarte, Azusa
Foothill 270	60 min	60 min	60 min	Monrovia, El Monte
Arcadia Transit Green Line	15–30 min	20 min	20 min	Santa Anita Park, City Hall, USC Arcadia Hospital, The Shops at Santa Anita Mall, and L.A. County Arboretum
Arcadia Transit Blue/Red Lines	45–90 min	45–55 min	45–55 min	Arcadia schools, commercial, retail, and residential areas along and south of Duarte Road

Source: Transit agency websites.

Figure 2. Arcadia Transit Connecting Routes by Regional Providers



Source: GTFS data.

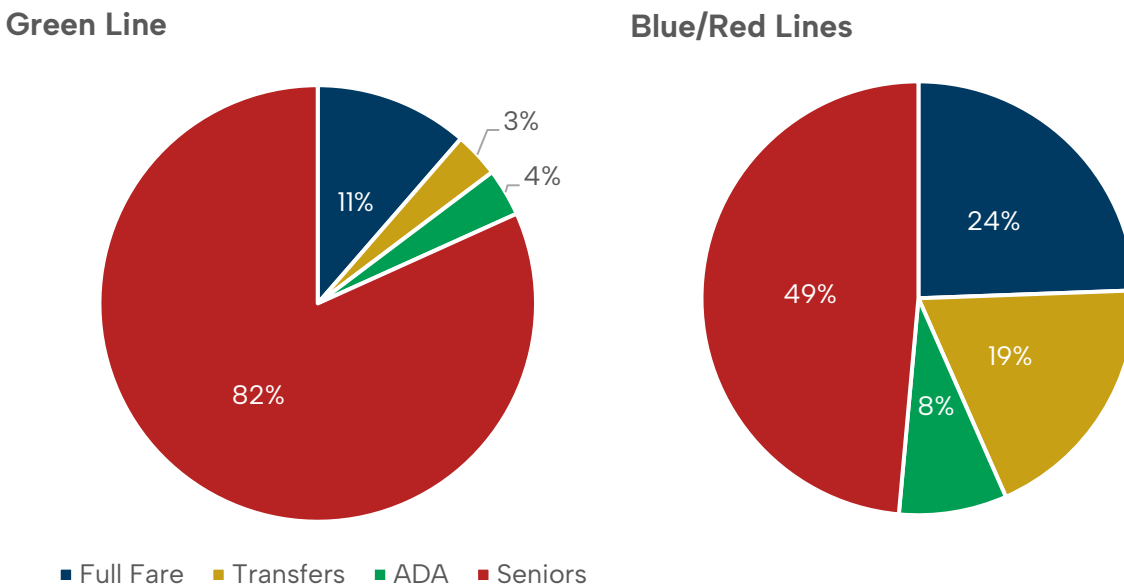
Fares and Transfers

The base fare for the fixed-route services is \$0.50, with one free transfer between Arcadia Transit routes. Seniors and persons with disabilities can ride the fixed-route system for free, or pay \$0.50 per ride for the DAR service. Additionally, there is a \$5.00 monthly pass available for DAR users that provides unlimited rides. Children under the age of five are also eligible to ride the fixed-route system free of charge. Fares must be paid with cash in exact change; the system does not accept TAP or other farecard media.

Currently less than a quarter of riders pay the full fare, as shown in Figure 3. Seniors make up nearly 82 percent of Green Line ridership and about half of Blue/Red Line ridership, making them Arcadia Transit's largest ridership market.

Ridership data also indicates that 19 percent of Blue/Red Line riders are transferring from the Green Line to the Blue/Red Lines. Irregular schedules of every 45–90 minutes on the Blue/Red Lines and every 15–30 minutes on the Green Line limit the opportunity for timed connections between these routes at the Arcadia A Line Station. More than half of all Blue/Red Line trips require waiting more than 15 minutes to transfer to the Green Line and nearly two-thirds of Green Line trips require waiting more than 15 minutes to transfer to the Blue/Red Lines.

Figure 3. Ridership by Fare Type, FY24



There are currently no transfer agreements in place with regional transit providers like Metro or Foothill Transit. Passengers transferring from an Arcadia Transit bus to a Metro or Foothill Transit route must pay both fares. Full fare on either connecting system is \$1.75, but both Metro and Foothill Transit offer reduced fare options for seniors, students, and those with disabilities; there is also a countywide low-income fare subsidy program called LIFE. Riders must also pay the \$0.50 Arcadia Transit fare when transferring from Metro or Foothill Transit routes onto Arcadia Transit services, unless they are eligible for free fare.

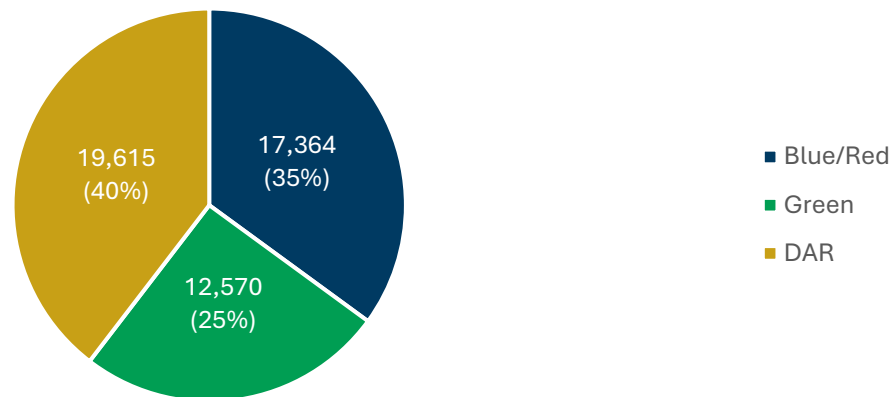
Public Awareness

Low awareness of Arcadia Transit services is a significant factor affecting ridership potential. Nearly half of all respondents to the Fall 2024 community transportation survey indicated they were not familiar with Arcadia Transit. The need to grow awareness of Arcadia Transit was also a common theme raised during conversations with operators and stakeholders, which included representatives from the Arcadia Unified School District, Arcadia Chamber of Commerce, Arcadia Recreation & Community Services, Santa Anita Park, and several local hotels. Several stakeholder representatives acknowledged their assumption was that Arcadia Transit services were primarily for senior citizens.

Ridership

Arcadia Transit had just under 50,000 total annual boardings across its services in FY24, which translates to 83 average daily fixed-route boardings and 55 average daily DAR boardings. Fixed-route services accounted for about 60 percent of total Arcadia Transit ridership, while DAR accounted for the remaining 40 percent of ridership. Figure 4 shows the breakdown between the Blue/Red Lines, Green Line, and the DAR service.

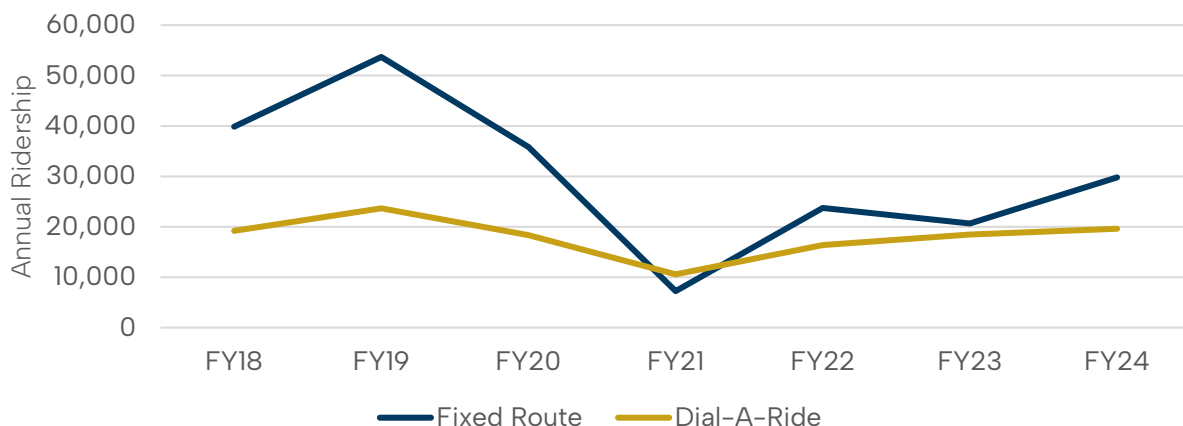
Figure 4. Arcadia Transit Ridership by Service, FY24



Post-Pandemic Recovery

Fixed-route ridership reached a high point of over 53,000 total annual boardings in FY19, before a sharp decline during the COVID-19 pandemic. DAR ridership also peaked that year with almost 24,000 total annual boardings. DAR ridership declined during the pandemic, though not as drastically as fixed-route ridership. Since 2020, ridership recovery on the fixed-route services has been slower than on the DAR service, which has nearly returned to pre-pandemic ridership. In FY24, the fixed-route services had nearly 30,000 total annual boardings (53 percent of FY19 total boardings), while DAR had just under 20,000 total annual boardings (83 percent of FY19 total boardings).

Figure 5. Arcadia Transit Annual Ridership, FY18 – FY24

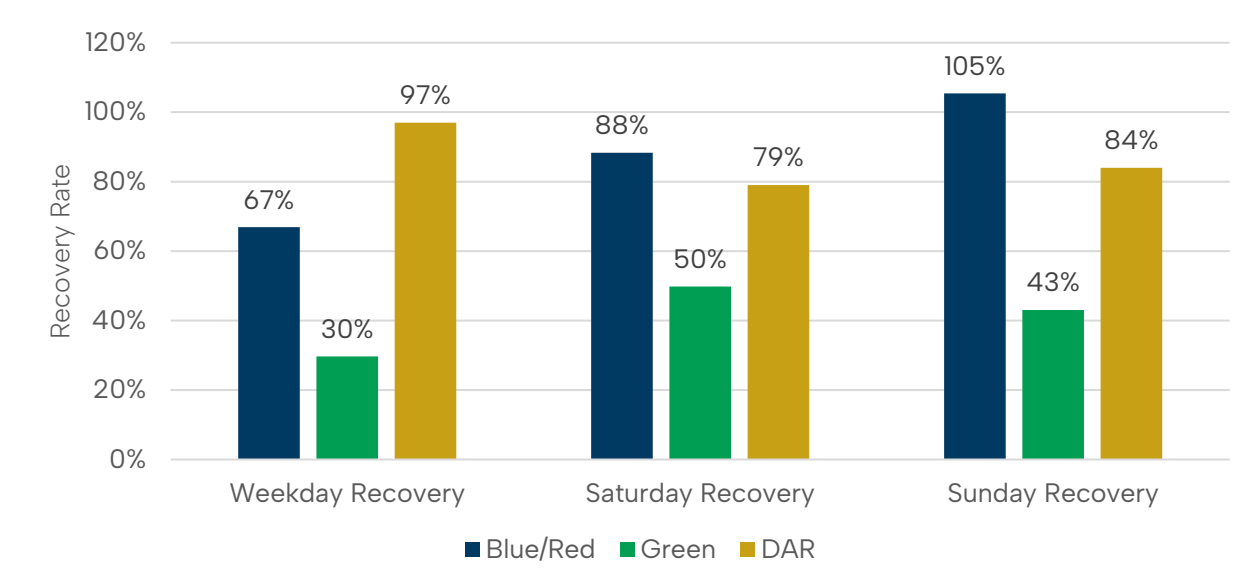


Note: FY18 data is for October–July only.

Ridership recovery since the peak of the COVID-19 pandemic has been uneven across Arcadia Transit services. DAR weekday ridership has nearly recovered to pre-pandemic levels and weekend DAR ridership is around 80 percent of pre-pandemic ridership. Weekday ridership has been slower to recover than weekend ridership across the fixed-route services, though the Blue/Red Lines have seen stronger ridership recovery than the Green Line on both weekdays and weekends. Figure 6 shows the ridership recovery for each transit service by day of the week, comparing January and February 2024 ridership with January and February 2020 ridership.

There are several possible reasons for these differences in ridership recovery. The Green Line is more dependent on employment centers for weekday ridership, including the civic center and USC Arcadia Hospital, than the Blue/Red Lines, which receive much of their ridership from senior facilities and schools. Additionally, the Green Line might be more dependent on ridership recovery of the Metro Rail system, as it predominantly connects the Arcadia A Line Station to important regional destinations in the City. August 2024 weekday Metro rail boardings were about 23 percent lower than August 2019 weekday rail boardings¹. Lower racetrack attendance and fewer race days at Santa Anita Park since the pandemic may be another contributing factor.

Figure 6. Arcadia Transit Ridership Post-Pandemic Recovery by Service, Jan/Feb 2024 vs. Jan/Feb 2020



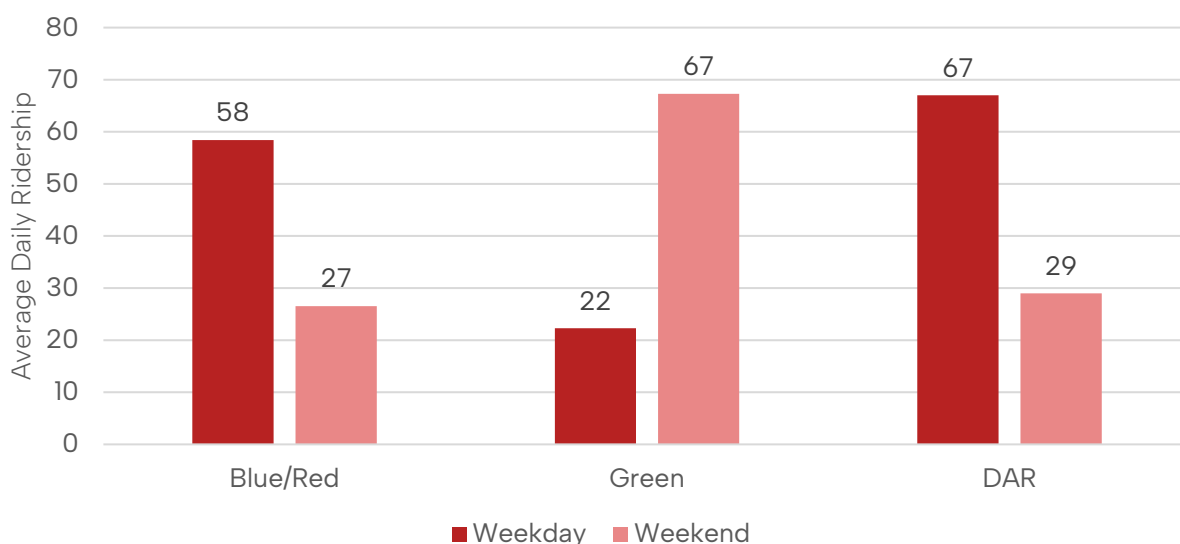
Ridership by Day of Week

During the week, the Blue/Red Lines carry nearly three times as many daily passengers as the Green Line. However, the Green Line experiences significantly higher ridership on weekends compared to its weekday levels. In fact, Green Line average daily weekend ridership surpasses the average daily ridership of the Blue and Red Lines on both weekdays and weekends—despite the Green Line only recovering 40–50% of its pre-2019 ridership levels. These trends may be related to the destinations served by each service. The Blue/Red Lines serve schools and senior facilities, which are largely oriented around weekday programming, while the Green Line serves a major shopping mall and recreational attractions. DAR services serve seniors and people with disabilities, helping them access

¹ LA Metro. "LA Metro's August Ridership Marks 21st Consecutive Month of Year-Over-Year Growth," September 2024.

appointments for healthcare or other needs, which are also more likely to occur Monday through Friday. Figure 7 compares the average daily ridership in the most recent fiscal year between different Arcadia Transit services on weekdays and weekends.

Figure 7. Arcadia Transit Average Daily Ridership by Service, FY24



Ridership by Stop

Arcadia Transit relies on driver counts for stop-level ridership information. As a result, stop-level ridership is not available for all stops, as drivers only record stop-level boardings at major stops/timepoints.

Amongst stops where stop-level boardings are tracked, the Arcadia A Line Station has the highest ridership in the system. This stop had over 12,000 boardings during FY24, averaging 34 boardings per day. Other high ridership stops are spread out across the system but are predominantly on the Blue/Red Lines. The USC Arcadia Hospital was the only Green Line stop with greater than 1,000 annual boardings in FY24, which translates to just under four boardings per day. Table 2 lists Arcadia Transit stops with more than 1,000 annual boardings, as counted by operators in FY24.

Table 2. Highest Ridership Stops, FY24

Stop	Total FY24 Boardings	Routes Served
Arcadia A Line Station	12,364	Blue, Red, Green
Sunset & Duarte	4,102	Blue
Live Oak & Santa Anita	3,815	Blue, Red
USC Arcadia Hospital	2,825	Green
Baldwin & Duarte	1,916	Blue
Camino Real & Second	1,404	Red

Service Productivity

Overall fixed-route productivity in FY24 was 2.0 boardings per revenue hour, with the lowest productivity service being the Green Line on weekdays, which averaged 1.1 boardings per revenue hour. This is considered low for fixed-route transit. In FY24, other comparable systems operating in the nearby communities of Monterey Park, Baldwin Park, and El Monte had productivity values of 3.4, 3.3, and 10.7 boardings per vehicle revenue hour, respectively—although these communities all serve areas with greater population density than Arcadia. The City of Monterey Park is closest in size to Arcadia in terms of population, and operates a transit service that was 60 percent more productive than Arcadia Transit in FY24, as shown in Table 3. The Spirit Bus, Monterey Park’s transit service, serves a mix of residential areas, commercial corridors/plazas, and public buildings throughout the community, as well as East Los Angeles College. Unlike Arcadia Transit, the Spirit Bus only operates on weekdays.

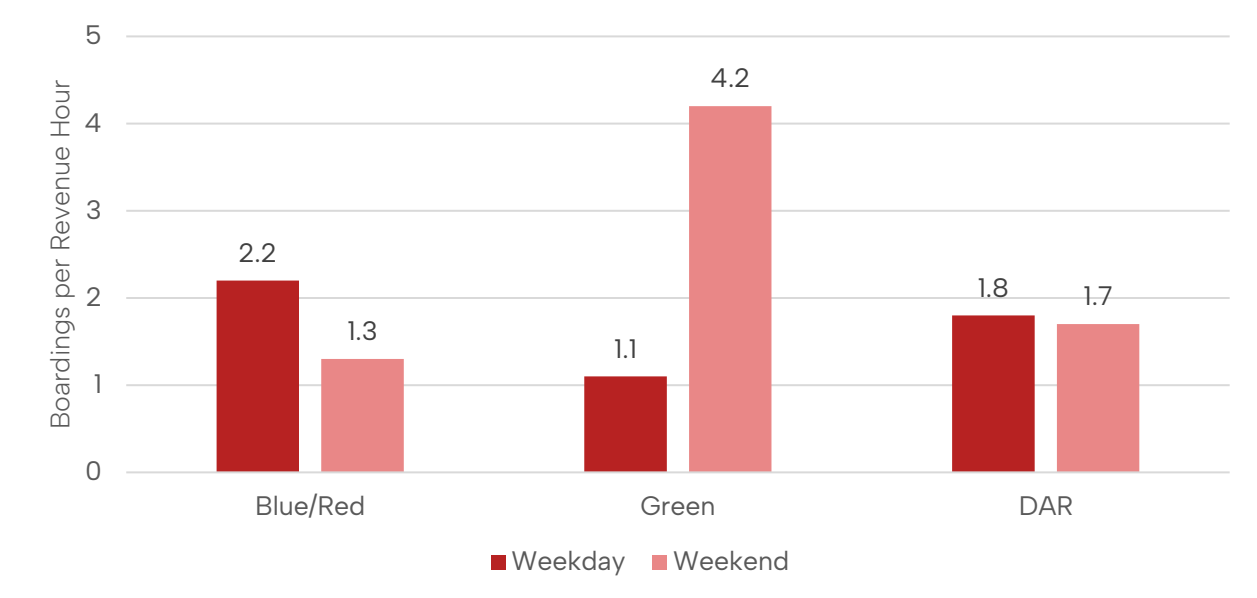
Table 3. Transit Agency Comparison, FY24

	City Population	Density (Pop. per Square Mile)	Fixed-Route Ridership	Number of Routes	Operating Days	Fixed-Route Revenue Hours	Fixed-Route Boardings per Revenue Hour
Arcadia Transit	56,697	5.2k	29,934	3	Mon–Sun	15,330	2.0
Spirit Bus (Monterey Park)	61,828	7.7k	64,354	4	Mon–Fri	18,944	3.4
Baldwin Park Public Transit	76,056	10.9k	70,849	3	Mon–Sun ¹	21,584	3.3
El Monte Transit	201,889	20.2k	264,012	5	Mon–Sun	24,698	10.7

Source: City of Arcadia; Federal Transit Administration National Transit Database, “Transit Agency Profiles,” 2024.
Note:
¹ Baldwin Park Public Transit’s Express Line operates on weekdays only. The Pumpkin and Teal Lines, which follow the same route but operate in opposite directions, offer service seven days a week.

During the weekdays, the Blue/Red Lines serve more passengers per hour than the Green Line. However, this trend reverses on weekends, when the Green Line becomes nearly four times more productive than the Blue/Red Lines, as shown in Figure 8. Weekends on the Green Line are the most productive service and time period operated by Arcadia Transit by a substantial margin, and the only time period to exceed four boardings per hour. This level of productivity remains low compared to similar fixed-route systems but is approaching the level at which fixed-route transit surpasses the maximum efficiency demand-response service could achieve. Pre-pandemic, the Green Line was even more productive on weekends, carrying twice as many passengers as it did in the most recent fiscal year.

Figure 8. Arcadia Transit Weekday vs. Weekend Productivity by Service, FY24



Rider Experience

Arcadia Transit riders are generally satisfied with their on-board experience. In the Fall 2024 community transportation survey, riders identified top areas for fixed-route service improvement as on-time performance, service frequency, and convenience of bus stop locations. Top areas for improvement for DAR services were trip availability and the trip reservation process. As shown in Figure 9 and Figure 10, these areas of opportunity are among the most important features for riders when considering taking transit. Arcadia Transit bus operators confirmed that these are the areas of improvement they hear most about from passengers as well. Many non-riders shared that one of their top reasons for not using Arcadia Transit was that it does not come often enough, suggesting greater frequency could be a lever for growing ridership in addition to improving existing rider satisfaction. Areas with the most rider satisfaction across Arcadia Transit services were ease of payment and affordability.

Figure 9. Community Travel Survey Results: Question 8, Fall 2024

Q8 – When considering taking a fixed-route bus, what are the three most important features to you?

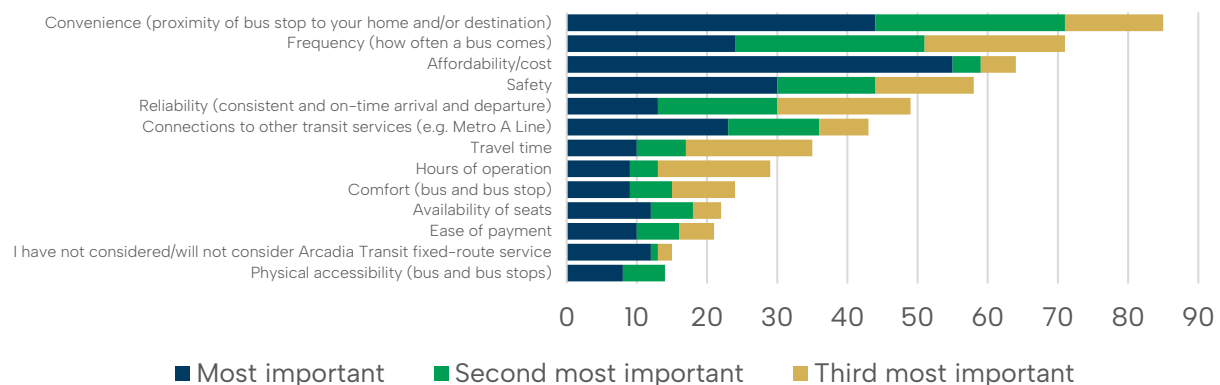
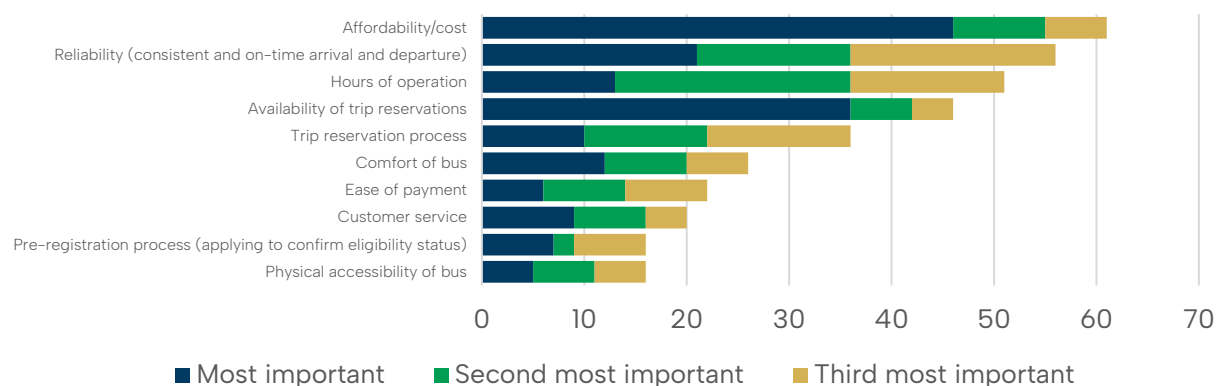


Figure 10. Community Travel Survey Results: Question 9, Fall 2024

Q9 – When considering taking Dial-A-Ride, what are the three most important features to you?



Financial Overview

Arcadia Transit spent around \$2.6 million delivering transit services in FY24, with nearly half of contract operations expenditures supporting DAR operations. For fixed-route service, the operating cost per passenger trip generally decreases as ridership increases. In FY24, the per passenger trip operating cost for DAR services in Arcadia was \$59.00, which is typical of the industry average. However, at \$49.29, the operating cost per passenger trip in Arcadia for fixed-route service is considered high. Table 4 shows the operating cost per passenger trip for Arcadia in FY24 compared to other transit agencies serving nearby communities.

Table 4. Transit Agency Operating Subsidy Comparison, FY24

	City Population	Fixed-Route Boardings per Revenue Hour	Fixed-Route Operating Cost per Passenger Trip	Fixed Route Operating Cost per Revenue Hour
Arcadia Transit	56,697	2.0	\$49.29	\$97.35
Spirit Bus (Monterey Park)	61,828	3.4	\$45.92	\$155.98
Baldwin Park Public Transit	76,056	3.3	\$26.89	\$88.28
El Monte Transit	201,889	10.7	\$11.35	\$121.37

Source: Federal Transit Administration National Transit Database, “Transit Agency Profiles,” 2024.

The average fare collected per passenger ranged from \$0.08 to \$0.19 depending on the Arcadia Transit service, leading to a farebox recovery ratio of around 0.3 percent. Given the farebox revenue being collected, it is likely that charging fares is costing Arcadia Transit more than the net proceeds in fares collected, and that fares represent a negligible line item in the annual operating budget. Assuming four hours a week of staff time at \$100 per hour to collect, account for, and deposit fares, this amounts to \$20,800 annually to collect fares compared to \$7,500 in total fare revenue in FY24. Table 5 summarizes fare-related metrics across Arcadia Transit services for FY24.

Table 5. Selected Financial Information by Arcadia Transit Service, FY24

	Blue/Red Lines	Green Line	DAR
Ridership	17,364	12,570	19,615
Average Fare Collected per Trip	\$0.16	\$0.08	\$0.19
Farebox Recovery	0.4%	0.2%	0.4%

Fleet and Facilities

As of 2024, the Arcadia Transit fleet included a total of 18 paratransit vehicles—12 Starcraft Allstar cutaway buses and six Dodge Entervan minivans. The fixed-route service fleet is comprised of ten cutaway buses that run on compressed natural gas (CNG) and can seat 12 to 16 passengers. The DAR service operates six minivans with a seating capacity of five, and two cutaway buses with a seating capacity of 12, all powered by gasoline. Most of the City’s fleet was manufactured in 2019, with two cutaway buses manufactured a year later in 2020.

The replacement schedule laid out in the City of Arcadia’s most recent Transit Asset Management Plan is summarized in Table 6. While only a subset of the City’s fleet was procured with FTA funds, Arcadia’s 2024–2028 Transit Asset Management Plan describes the City’s intention to use the FTA’s Useful Life Benchmark (ULB) rule² to determine the replacement schedule for the entire fleet. This replacement schedule is being revisited since the City is no longer proceeding with its plan to build a Compressed Natural Gas fueling facility. The contracted transit operator, Transdev, shared that some DAR riders have expressed concerns with the minivan vehicle size and would feel more comfortable traveling in larger vehicles. The City may want to consider this feedback ahead of purchasing new minivans in 2028. Arcadia Transit does not own any other equipment or facilities.

Table 6. Arcadia Transit Fleet Replacement Schedule

Vehicle Type	Fuel Type	Number of Vehicles	Primary Service	Approximate Cost	Project Year
Cutaway bus (26 ft)	CNG	5	Fixed-Route	\$655,000	2026
Cutaway bus (22 ft)	CNG	2	Fixed-Route	\$234,000	2026
Cutaway bus (22 ft)	Gasoline	2	Fixed-Route	\$234,000	2028
Cutaway bus (26 ft)	CNG	3	Fixed-Route	\$393,000	2028
Minivan	Gasoline	6	DAR	\$702,000	2028

Source: City of Arcadia Transit Asset Management Plan 2024–2028.

² The FTA defines the ULB as the minimum acceptable period a capital asset purchased with FTA funds should be used in service. The FTA’s service life categories indicate the City’s cutaway buses have a minimum service life of five years or 150,000 miles and that the minivans have a minimum service life of four years or 100,000 miles.

Technology

The primary rider-facing technology for Arcadia Transit riders is the Passio GO! app, which can be used to track the location of fixed-route buses in real time and see the estimated time of arrival for a given stop. The app is free and available in the Apple and Google Play app stores. Real-time arrival information can also be accessed via the Google Maps, Apple Maps, Transit, and Moovit apps. There are currently no technological solutions supporting fare payment or DAR trip reservation on the customer side. Ease of payment did not rank as a top issue area for fixed-route or DAR riders in the community travel survey, though expanding fare payment options could help reduce barriers for new riders looking to try the service. The trip reservation process and availability of trip reservations ranked as the biggest pain points for DAR riders, pointing to a potential opportunity to leverage technology to improve current processes.

Arcadia Transit uses several technologies to support its fixed-route and DAR operations: Connected Signals Inc. powers the transit signal priority (TSP) system and TripMaster by CTS Software is used to manage DAR. TSP is a traffic management technique that adjusts signal timing at intersections to favor public transit vehicles, helping reduce delays and improve schedule reliability. It typically involves extending green lights or shortening red lights when a bus is approaching. Arcadia's TSP system is adaptable to different transit systems and is beginning to be accessible to regional transit service providers such as Metro. The benefits of TSP in Arcadia have not yet been fully realized as individual Arcadia Transit operators' use of the technology is inconsistent. Arcadia Transit should work with Connected Signals to analyze usage statistics, and partner with operators to develop a plan for more consistent use of the technology. The TripMaster solution for DAR is meeting the agency's needs according to Transdev management. Trip availability issues are driven more so by uneven demand throughout the day, with a disproportionate number of trip requests for the 8:00am–10:00am period. This challenge may be better addressed through a rider-facing trip reservation solution.

3. Travel Market Assessment

The travel market assessment uses data to explore where, when, and how people travel in and around Arcadia. This, in turn, highlights the opportunities to provide transit that will serve the greatest need and the most people. The following data sources informed the assessment:

- Census data from the **2022 American Community Survey (ACS) five-year estimates** identifies demographic factors that correlate with higher transit usage, such as concentrations of lower income households, seniors, and school-age children.
- Data from 2022 from the **U.S. Census Longitudinal Employer-Household Dynamics (LEHD) Origin-Destination Employment Statistics (LODES)** dataset provides information about the location and concentration of employment in the City.
- **Replica data** models travel patterns between census block groups by time of day. Replica uses land use characteristics, mobile app data, traffic counts, and other data sources to estimate travel demand, trip purposes, and other factors which can be used to identify travel markets where transit may successfully compete with other modes.
- Anticipated changes in population and employment from the **Southern California Association of Governments (SCAG) Travel Demand Model** define where travel demand may grow in the coming 5-10 years as new developments are constructed and occupied.
- Results from the **Community Transportation Survey**, conducted online and in-person at various locations in Arcadia in November 2024, inform our understanding of the rider experience as well as the overall travel patterns of Arcadia residents.

Service Area Characteristics

As a component of the Transportation Services Division within the City’s Development Services Department, Arcadia Transit’s primary responsibility is to address the transportation needs of Arcadia residents, students, and visitors within the City’s boundaries. The Arcadia Transit service area spans approximately 10.9 square miles with just over 54,000 residents and around 25,000 jobs.

Population Density

Average population density within Arcadia is about 4,900 people per square mile. For comparison, Monrovia has a density of around 2,700 people per square mile, Pasadena has a density of around 5,800 people per square mile, and West Covina has a density of around 6,600 people per square mile.

Table 7. Nearby Average Population Densities

City	Average Population Density (people per square mile)
West Covina	6,600
Pasadena	5,800
Arcadia	4,900
Monrovia	2,700

Source: 2022 ACS 5-year estimates.

Higher density areas have a larger potential ridership market within walking distance of a transit stop, and as a result, generally have a higher demand for transit services. The most densely populated areas of Arcadia are along Duarte Road, including east of Santa Anita Avenue as well as west of Baldwin Avenue to the City limits. Figure 11 visualizes population density across the City by census block group, in relation to the existing fixed-route transit routes and stops operated by Arcadia Transit. The current fixed-route system is well aligned with the most densely populated areas of the City.

Job Density

Arcadia's 25,000 jobs are generally concentrated within a few areas of the community, most of which are served by the existing fixed-route system. The area around The Shops at Santa Anita Mall and Santa Anita Park, and the area surrounding USC Arcadia Hospital along Huntington Drive are the City's largest job centers. Over 1,000 jobs are concentrated in the area surrounding the mall and racetrack. Additional employment centers include the retail and medical facilities located near Baldwin Avenue and Duarte Road, the commercial area just east of Downtown Arcadia along Huntington Drive, and the industrial park in far southeast Arcadia. Figure 12 shows job density across the City by census block group. Arcadia Transit does not currently offer fixed-route stops along Huntington Drive east of First Avenue or in the industrial and warehouse district in the southeast, though the former is served by Foothill Transit Line 187.

Income

Arcadia's median household income is above the countywide average. In 2022, Arcadia had a median household income of \$108,000, higher than the L.A. County average of \$83,000.

From an equity perspective, an important role of transit is to make key destinations more accessible to the lowest-income households in the community, thereby supporting their participation in the economy, and access to healthcare, social, and recreational opportunities. Households with median incomes below the City and countywide averages are concentrated in the western portion of the city along Duarte Road west of Baldwin Avenue.

As shown in Figure 13, the Blue Line serves the census tracts with the lowest median household incomes. The northern portion of the City has the highest median household income and the least amount of Arcadia Transit fixed-route service coverage.

Figure 11. Arcadia Population Density and Fixed-Route Network

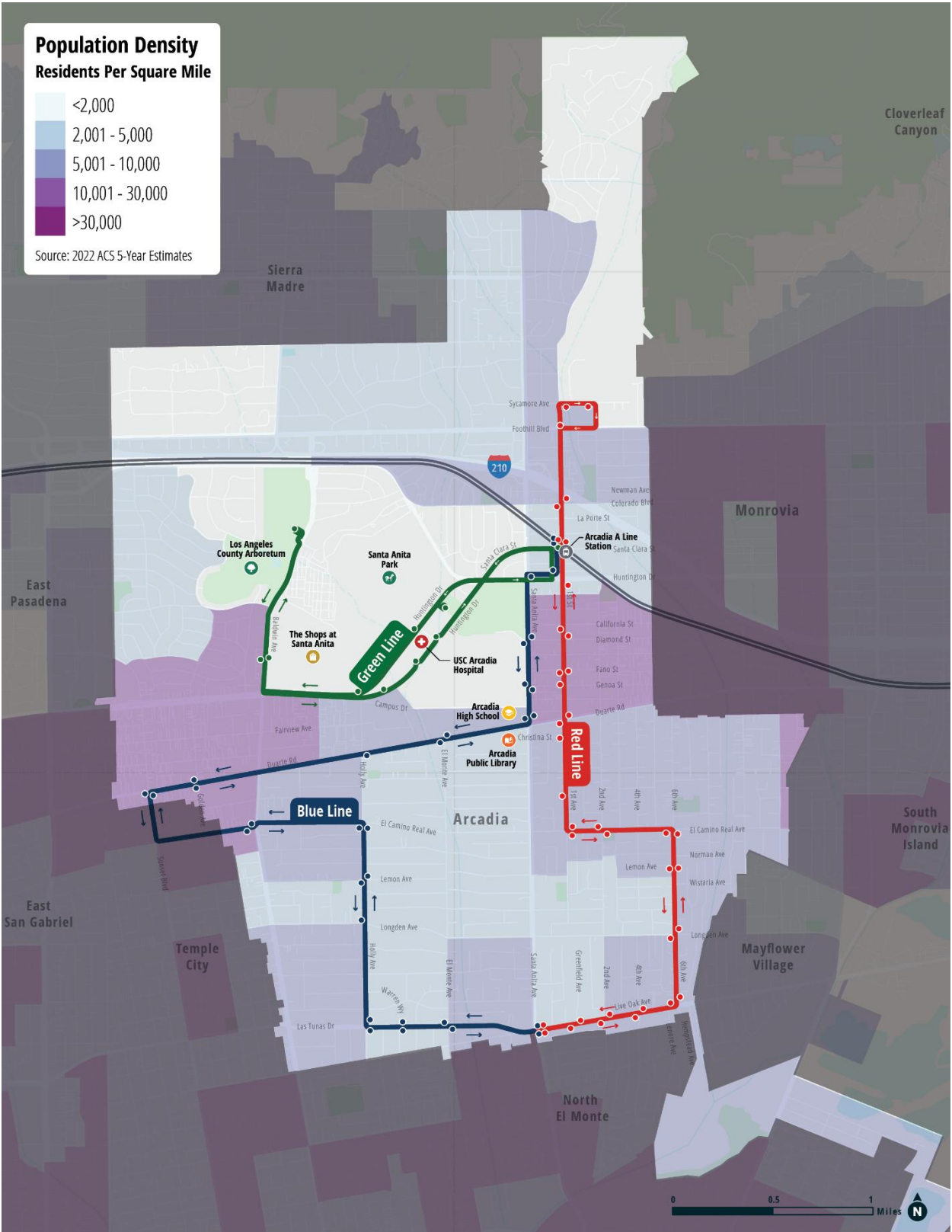


Figure 12. Arcadia Employment Density and Fixed-Route Network

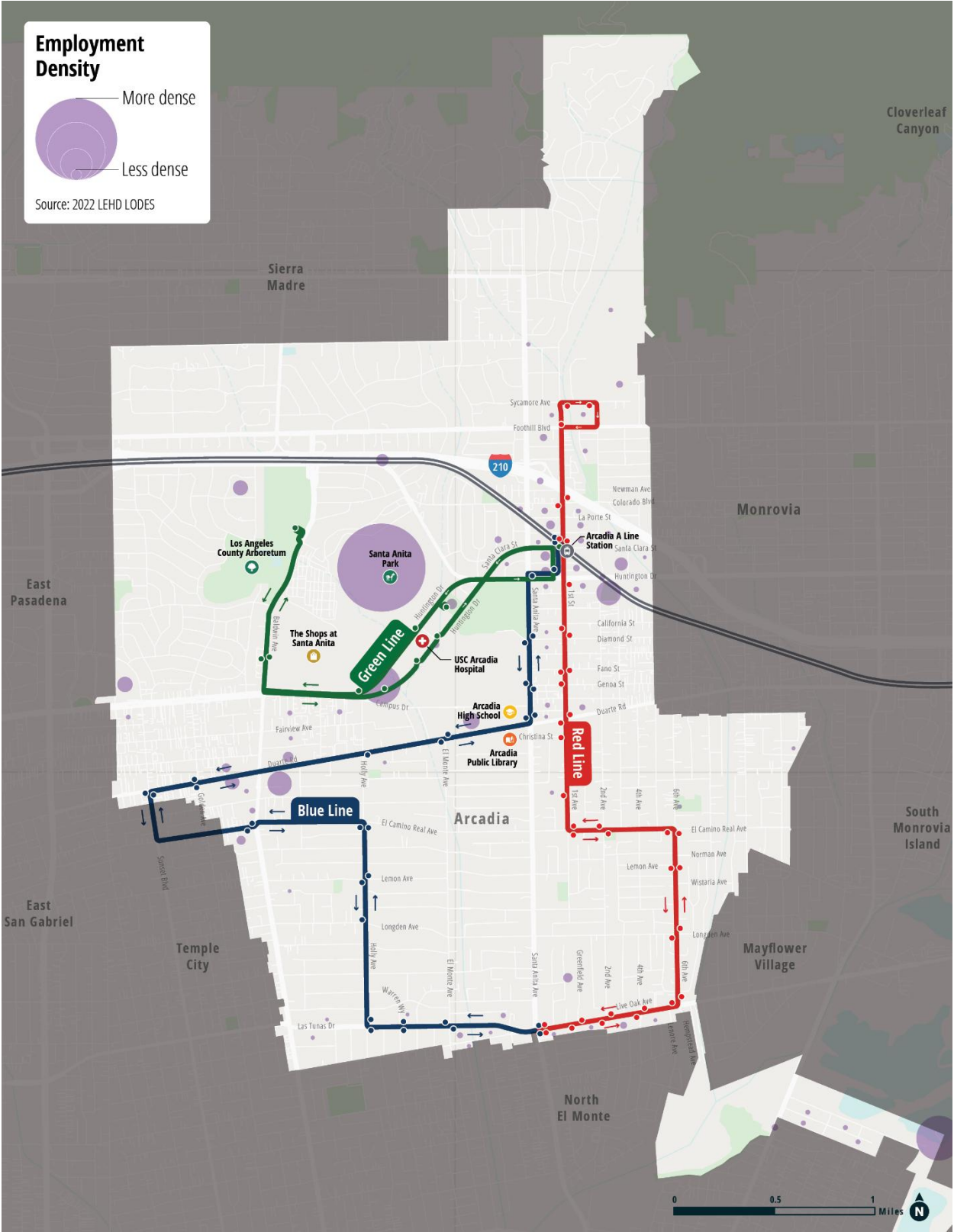
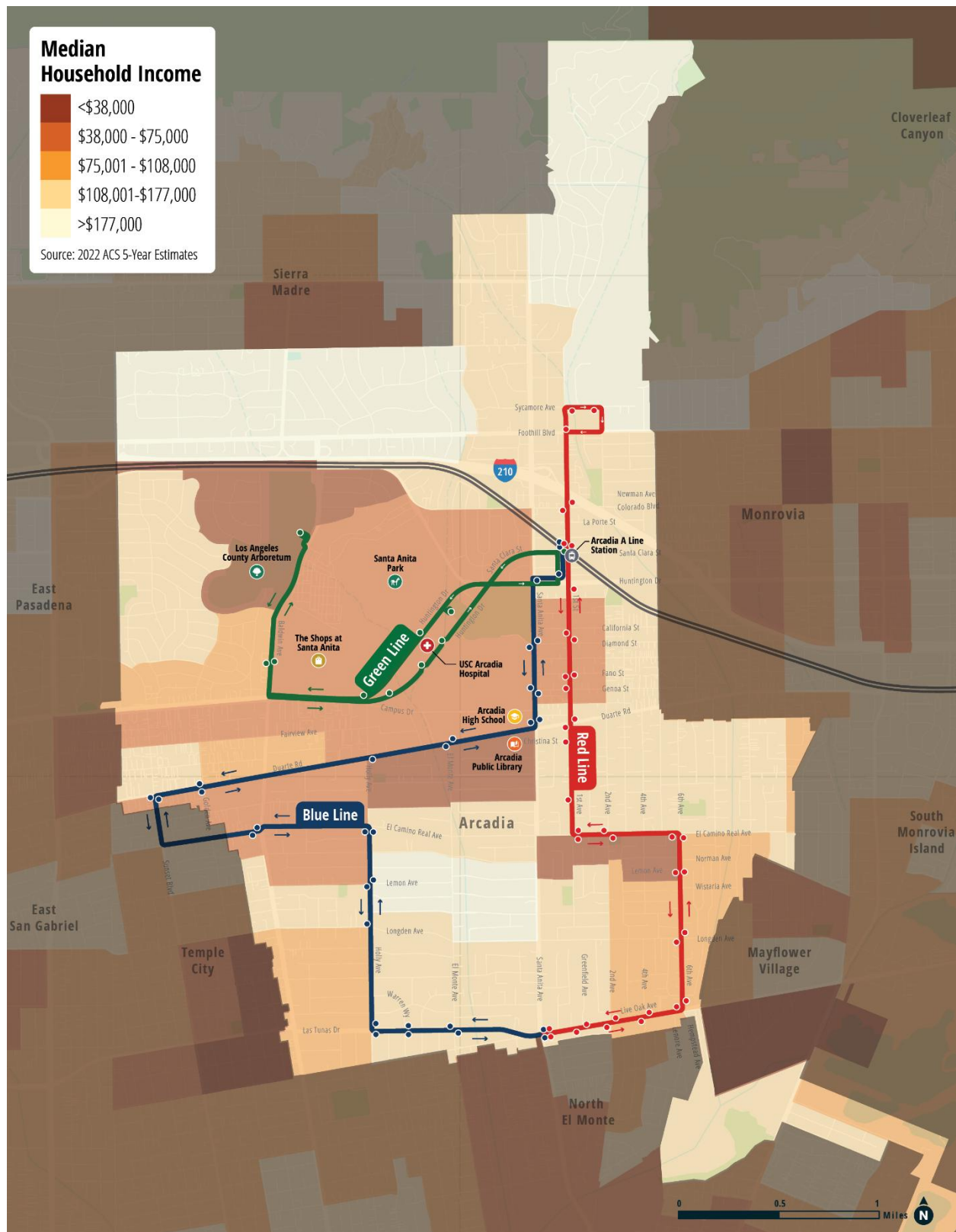


Figure 13. Arcadia Household Income and Fixed-Route Network



Vehicle Access

Most households in Arcadia have access to at least one vehicle. Concentrations of households with zero vehicles generally have higher demand for public transportation services. In Arcadia as a whole, 96 percent of households have access to at least one vehicle, which is higher than the L.A. County average of 91 percent. There is no single area with a notable concentration of zero-car households. Transit still has opportunity even where vehicle ownership is high; young adults and seniors in particular are less likely to drive and may be going to different places at the same time as driving adults in the household. There are also many adults who would prefer not to drive for every trip, even if they have access to a car. Regardless, the high percentage of vehicle access presents a greater challenge than a clear opportunity for transit adoption.

Senior Population

Twenty percent of Arcadia's population is over the age of 65, with the largest concentration of seniors living in the southern portion of the city, and in the neighborhoods west of Baldwin Avenue between Hugo Reid Drive and Colorado Boulevard. Seniors may be less comfortable driving and have a range of local destinations they visit throughout the day compared with working adults, including medical appointments and shopping centers. Arcadia Transit offers at least one fixed-route stop in every census block group where seniors account for 40 percent or more of all residents. Seniors with limited mobility also typically make up a high proportion of DAR program users, which is provided throughout the City.

Youth Population

Twenty-one percent of Arcadia's population is under the age of 18. The youth population is generally spread out across the City, though there are more significant concentrations south of Huntington Drive, in the southwest portion of the city between Longden Avenue and Santa Anita Avenue, and north of Foothill Boulevard. Areas with a higher concentration of youth may have a higher demand for transit services, particularly because high school students in California often rely on public transportation services to reach school. Young people may also have limited resources to spend on private vehicles. Arcadia Transit fixed-route services are well aligned with areas with higher concentrations of youths today.

Population with Disabilities

The areas of Arcadia with a higher concentration of individuals with disabilities include the racetrack and mall area, as well as along Duarte Road west of Baldwin Avenue. Persons with disabilities may utilize public transit to get around if their disability prevents them from operating a motor vehicle. In Arcadia, 8.1% of the population has a disability.

Key Travel Markets

This section analyzes travel within Arcadia and regional travel patterns between Arcadia and neighboring communities using data from the Replica Fall 2023³ model for a typical weekday to better understand how well Arcadia Transit serves key travel markets. Travel demand markets are measures of total estimated travel between different places and can be distinguished by the type of traveler (such as seniors or students) or the purpose of the trip (such as work or recreation). Data from the U.S. Census Longitudinal Employer–Household Dynamics (LEHD) dataset was also analyzed and provides additional context on commute patterns.⁴ The travel market analyses considered travel volumes and trends at three scales:

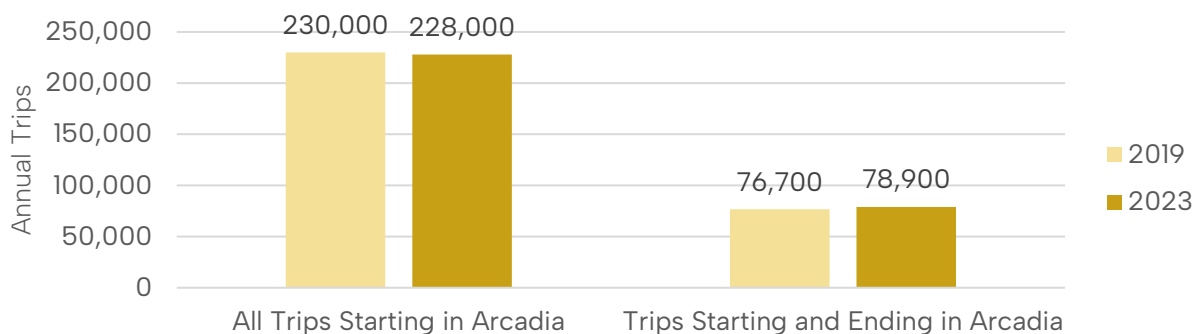
- **Overall travel:** Total volume of trips within, to, and from Arcadia
- **Local travel:** Common origins and destinations for key areas across the City
- **Regional travel:** Common origins and destinations for work-based travel in the City

Overall Travel Demand

Overall travel in Arcadia in 2023 reflected a return to pre-COVID levels, despite lower transit ridership, as shown in Figure 14. Approximately 228,000 trips originated within the City of Arcadia on an average weekday, per the Replica travel demand model from Fall 2023. Of those trips, about 35 percent remained within Arcadia, with the remainder having a destination outside city limits. The following areas generate the most trips in the city.

1. The area encompassing the Shops at Santa Anita Mall, Santa Anita Park, Arcadia High School, and the civic center
2. The Arcadia A Line Station and adjacent commercial corridor and hotel cluster along Huntington Drive
3. The area surrounding the intersection of Baldwin Avenue and Duarte Road

Figure 14. Total Travel Originating in Arcadia, Fall 2019 versus Fall 2023



Source: Replica, Fall 2023.

³ Replica is a nationwide activity-based travel demand model developed using connected vehicle data, location-based services, and public traffic and transit data.

⁴ LEHD is a program run by the Center for Economics Studies and the U.S. Census Bureau that provides a quarterly database covering over 95% of employment in the United States. It integrates administrative data (e.g. unemployment insurance earnings data, Quarterly Census of Employment and Wages) on jobs, businesses, and workers with existing census and surveys.

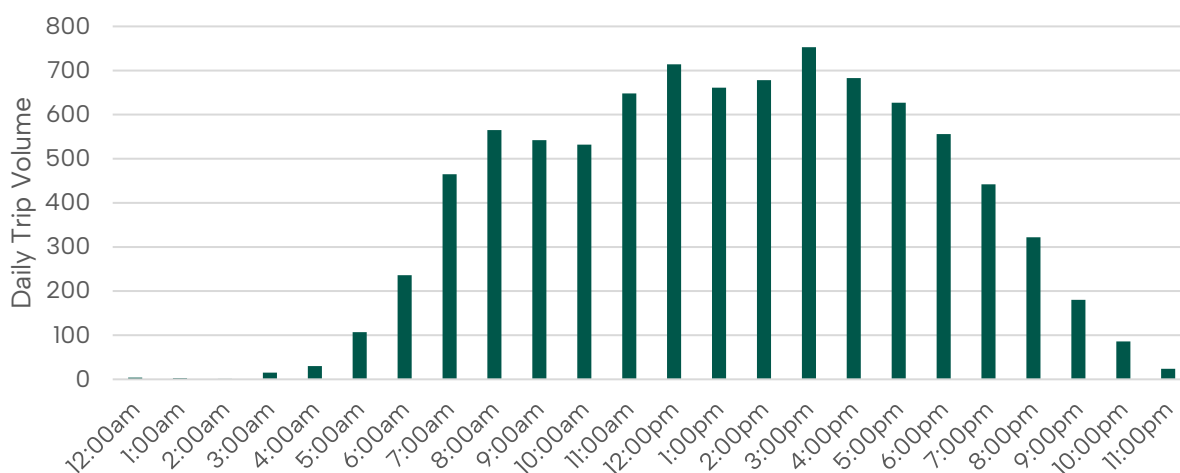
Local Travel

The Arcadia Transit fixed-route transit system was designed to connect the city’s commercial areas, civic center, and residential neighborhoods with the Metro Rail system at the Arcadia A Line Station. Given the increased reliance on telework and other remote technologies post-pandemic, this study sought to understand whether trip patterns within Arcadia still align with Arcadia Transit’s existing fixed routes. The local travel market analysis relies on Replica data to/from the three areas of the City generating the most overall trip activity: the Shops at Santa Anita Mall and Santa Anita Park, the Arcadia A Line Station, and Baldwin Avenue and Duarte Road.

Mall, Racetrack, and Surrounding Area

The Shops at Santa Anita Mall and Santa Anita Park (“mall/racetrack area”) are important community destinations, and are also some of the largest employers in the area. Currently, the Arcadia Transit Green Line provides fixed-route connectivity between the mall/racetrack area and the Arcadia A Line Station. Although a significant portion of trips to the mall/racetrack area begin at the Arcadia A Line Station, many other trips to the mall/racetrack area begin in the area surrounding the intersection of Baldwin Avenue and Duarte Road, and the area surrounding the intersection of Santa Anita Avenue and Live Oak Avenue. For most Arcadia residents, taking Arcadia Transit to the mall/racetrack would require taking the Blue/Red Lines to the Arcadia A Line Station, then transferring to the Green Line. Providing more direct circulation between Arcadia neighborhoods and the mall/racetrack area is a potential untapped market for Arcadia Transit. Trip volumes are largely consistent throughout the day but peak in the late afternoon and stay relatively high into the evening past the 8:00pm hour as shown in Figure 15.

Figure 15. Trips Originating within Arcadia to the Mall/Racetrack Area by Start Time



Source: Replica, Fall 2023.

Arcadia A Line Station

Replica travel pattern data suggests that Arcadia Transit fixed-route services remain well aligned with the most frequented destinations for trips starting near the Arcadia A Line Station. The most common destinations for trips starting near the Arcadia A Line Station are served by the Green Line. The next three top destinations—the area south of Duarte Road near Arcadia Library, the commercial area at

Baldwin Avenue and Duarte Road, and the area directly north of Arcadia A Line Station—are served by the Blue/Red Lines.

Baldwin Avenue and Duarte Road

The service area demographics analysis highlighted the area around Baldwin Avenue and Duarte Road on the western side of Arcadia as an area with potentially higher transit propensity; relative to other parts of Arcadia, this area has a higher population density, lower household incomes, and high proportions of seniors and people with disabilities. This area also includes large retail plazas and a cluster of medical offices. The Replica travel demand analysis indicated high levels of trip volume between this area and destinations along Huntington Drive and Duarte Road. Nearly 37 percent of travel to this area is for retail and dining, while 40 percent of travel is home-bound trips for residents from other parts of the city. This demonstrates strong bi-directional travel demand from this area to other parts of the community throughout the day, underscoring the importance of all-day transit service in this area.

Regional Travel

Even with the growth of remote work, work-based travel remains a key market for public transit. Understanding where employees commute to and from can help Arcadia Transit better serve these trips, including the first/last mile component for regional trips. This section relies on Replica data as well as data from the 2022 Census LEHD Survey of employee home and work locations to identify the common commuter travel patterns in Arcadia.

Where Arcadia Residents Work

Approximately 24,000 Arcadia residents commute to jobs across the City and region. Areas within the City with the highest concentration of jobs held by Arcadia residents include The Shops at Santa Anita Mall, Downtown Arcadia, and the commercial and hotel district along Huntington Drive east of Santa Anita Avenue. However, a much larger proportion of Arcadia residents commute to jobs elsewhere in the region. Important employment destinations for Arcadia residents include Irwindale, Pasadena, and Central Los Angeles. There are also concentrations of workplace locations in El Monte and La Puente to the south and southeast of the community.

Where Arcadia Workers Live

Approximately 28,000 workers commute to jobs in Arcadia. Most people who work in the City of Arcadia live in Arcadia or commute in from neighboring communities like Monrovia. A high concentration of Arcadia workers live in the census tract north of Duarte Road and east of Santa Anita Avenue around Downtown Arcadia. Many Arcadia workers also live in the southwest and southeast portions of the City.

Mall, Racetrack, and Surrounding Area

As the largest employment destination within the Arcadia community and one of the larger retail facilities in the surrounding areas, travel demand to The Shops at Santa Anita Mall/Santa Anita Park area extends beyond City limits. Understanding where these trips originate and where the strongest travel patterns are can help Arcadia Transit plan services that facilitate better first/last mile connections to the mall/racetrack area. The Replica travel demand analysis found that trips from

outside Arcadia to the mall/racetrack begin in areas served by the A Line, underscoring the role of Arcadia Transit as a first/last mile connection for regional trips.

Top origins for regional trips ending in the mall/racetrack area include the East Pasadena/Caltech area, Monrovia, and Temple City. The first two geographies are well served by the A Line and highlight the value of maintaining transit connectivity between the mall/racetrack area and the Arcadia A Line Station in Arcadia. Metro Bus Line 268 offers a direct transit connection between Temple City and the mall/racetrack area in Arcadia and provides service along Huntington Drive via Line 179. Regional work-related trips peak during the AM and PM peak commuting hours, while shopping and recreational trips are highest between 3:00pm and 7:00pm.

Future Growth Impacts on Arcadia Transit: Population and Employment Forecasts to 2035

Growth or decline in the residential population, jobs, and student population can alter the demand for public transit services. The SCAG Travel Demand Forecast Model (TDFM) was used to estimate the future demand for transit and transportation in Arcadia. 2035 was chosen as the horizon year for this analysis, as a 10-year horizon provides an appropriate view of development for transit service planning purposes.

Residential Population Change

The TDFM projects residential population growth in Arcadia to reach 66,000 residents by 2035. The model predicts that much of this growth will occur in Downtown Arcadia, within walking distance of the Arcadia A Line Station transit hub. Additional growth is expected just outside city limits in North El Monte and Mayflower Village. These areas are within walking distance of existing Arcadia Transit fixed-route bus stops. Figure 16 shows the anticipated population change between 2019 and 2035 by transportation analysis zone (TAZ).

Student Population Change

Mirroring statewide and national trends of a declining fertility rate and an aging population, the SCAG TDFM shows flat or declining K-12 student populations across all TAZs in the city. Between 2019 and 2035, the model predicts that Arcadia as a whole will see a reduction of around 1,500 K-12 students, representing a 15 percent decrease. Arcadia Transit may eventually see a gradual reduction of youth trips on the system, especially to and from school campuses.

Employment Change

Between the present day and 2035, the SCAG TDFM projects modest employment growth throughout Arcadia. There are no large concentrations of employment growth anticipated, suggesting there are no large commercial developments planned. Local employment change should have a minimal effect on the demand for public transit in Arcadia. Figure 17 shows the modeled change in employment between the present day and 2035 by TAZ.

Figure 16. Residential Population Change by TAZ, 2019 to 2035

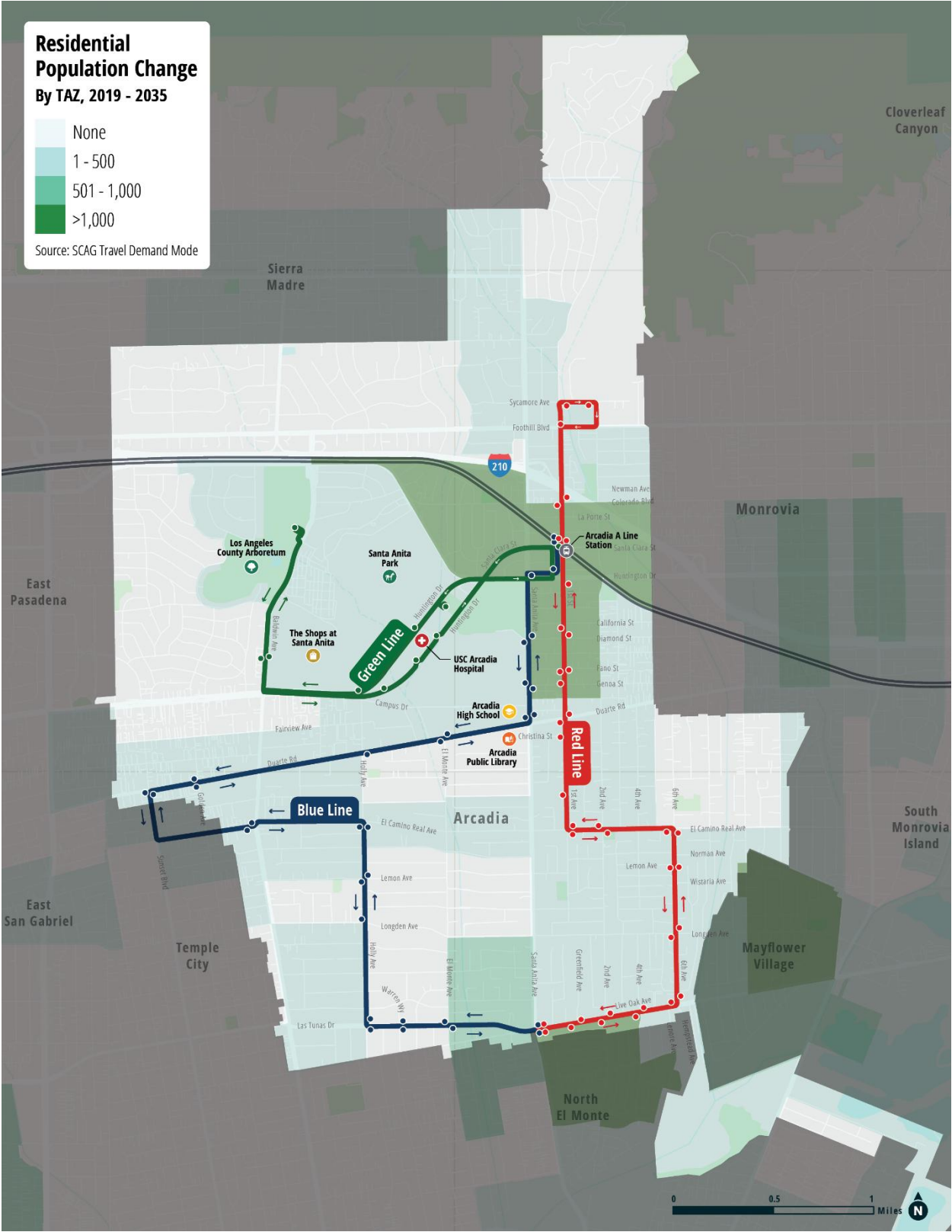
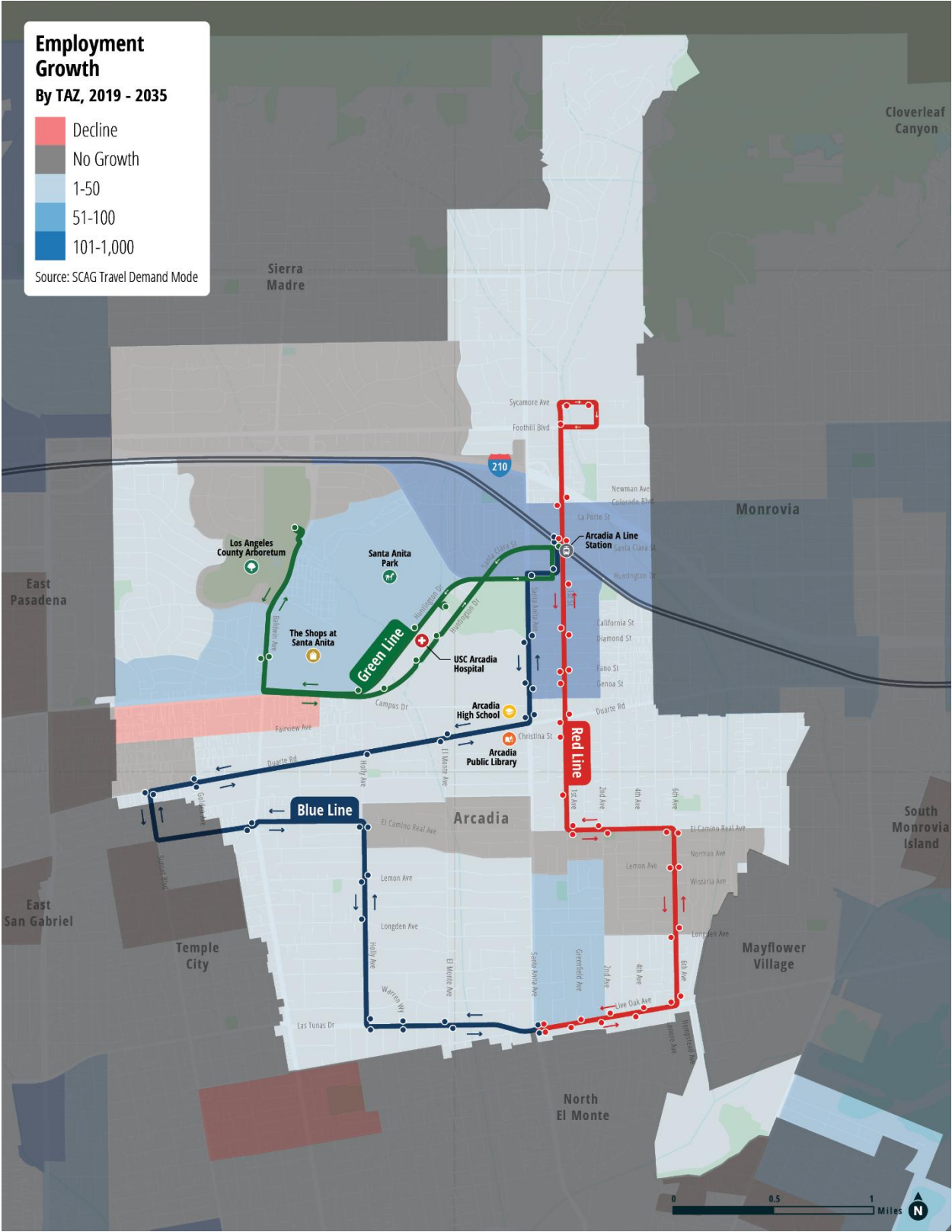


Figure 17. Employment Change by TAZ, 2019 to 2035



4. Public Outreach and Engagement

This section summarizes engagement activities and feedback gathered during the two phases of community outreach for the STSA. The first phase of community engagement focused on gathering perspectives on what is working well or could be improved with the existing transit system in Arcadia from the perspective of transit riders, non-riders, and bus operators. The STSA team used feedback from this first phase, along with transit service analysis, to develop potential future transit concepts. These concepts were then shared for feedback during the second phase of engagement.

Phase One

Phase one engagement took place during Fall 2024 and, alongside the transit service evaluation and travel market assessment, helped identify the opportunities to improve Arcadia Transit summarized in Chapter 4 of this report.

Engagement Activities

During the fall of 2024, the STSA team conducted a series of community engagement activities spanning conversations with key stakeholders, in-person events designed to reach both riders and non-riders, and two survey efforts. The events and community transportation survey were open to all community members and advertised via the project website, social media, City newsletter, and flyers. To ensure these outreach channels were accessible to a diverse range of community members, all print and digital materials were produced in English, Chinese, and Spanish.

Stakeholder Meeting

Date: November 19, 2024, 2:00pm–3:00pm

Location: Virtual meeting

To spread awareness about the project and the community survey, the STSA team hosted a virtual kick-off meeting with key stakeholders. The kick-off included a presentation on the Arcadia Transit system, the goals of the STSA, and the phase one engagement strategy as well as a discussion about how the system could be improved. Eleven stakeholders representing several City departments, USC Arcadia Hospital, Santa Anita Park, local hotels, Arcadia Unified School District, and Metro attended. Stakeholders expressed a need to increase community awareness of Arcadia Transit service and brainstormed expansion opportunities, the most popular being an expansion to destinations east of the Arcadia A Line Station.

Transdev Interview

Date: November 20, 2024, 10:00am–11:00am

Location: Arcadia Transit Plaza

Fehr & Peers staff met with Transdev managers to discuss what aspects of Arcadia Transit Services are working well and what could be improved. The interview included discussion of fixed-route operations, Dial-A-Ride operations, the rider experience, and bus operator experiences. Growing awareness of the fixed-route system and optimizing Dial-A-Ride scheduling emerged as key themes.

Tabling Events

Date: November 20, 2024, 8:30am–5:30pm

Location: Arcadia Transit Plaza, Arcadia Senior Center, Arcadia Library

The STSA team conducted tabling events at the Arcadia Transit Plaza, the Arcadia Senior Center, and the Arcadia Public Library over the course of a day to promote the project and community survey. The team successfully engaged with many community members, many of which were youth, parents, and seniors.



Onboard Observations

Date: November 20, 2024 8:30am–3:00pm, November 23, 2024, 10:00am–12:00pm

Location: Green Line, Blue Line, Red Line

Fehr & Peers staff rode each of the fixed-route bus service lines (e.g., Green, Blue and Red) to observe operations and engage with both riders and drivers. Weekday observations included all three Arcadia Transit fixed-route lines while Saturday observations focused on the Green Line. The team observed low levels of ridership (fewer than five people per hour) during the observation period. Riders were mostly seniors and youth who were using Arcadia to complete a trip to or from a specific destination of interest like the Arcadia A Line Station, a park/recreational facility, or school. The onboard observations also presented an opportunity to pass out flyers with project information and a link to the community transportation survey to riders.



Community Transportation Survey

Date: November 20, 2024 – December 9, 2025

Location: Online survey available on project website, paper surveys distributed during onboard observations and tabling events

The STSA team created and distributed a community transportation survey to understand current travel patterns in Arcadia and to obtain feedback on how to improve Arcadia Transit services. The community survey was framed towards both riders and non-riders and was available online as well as in hard copy format during in-person engagement events. The survey was open for 20 days, available in English, Chinese, and Spanish, and received a total of 183 responses—comprised of 145 online responses and 38 hard copies. The results of the survey indicated that Arcadia Transit serves respondents' top weekly destinations, however roughly half of survey respondents were not familiar with any transit services in Arcadia and another thirty percent identified as occasional transit riders (i.e., a few times a year). See Appendix A for more details on the community transportation survey results.

Bus Operator Survey

Date: November 2024

Location: Distributed directly to bus operators

An operator-specific survey was also developed and distributed to current Arcadia Transit bus operators to better understand their experiences and pain points. The survey received 12 responses, captured equal representation among all Arcadia Transit service lines and DAR, and represented a blend of work experience ranging from less than a year to more than 10 years. While most operators reported that the fixed-route system is operating well, they noted that rider awareness of the service and its procedures could be improved across both the fixed route and DAR services.

Key Findings

The following key themes emerged from the phase one engagement activities, which helped the STSA team identify opportunities for improving transit service. These findings informed the potential transit service concepts that were shown to the public during the second phase of engagement and the final recommended service changes.

- The stakeholders value Arcadia Transit and shared that the service is especially important for seniors and youth. For example, one stakeholder recounted that approximately 20–30 people use transit daily to arrive at the clubhouse at Santa Anita Park. Another stakeholder noted that many seniors use transit daily—primarily DAR—to travel to and from classes and special events at the Arcadia Senior Center.
- Despite its value to existing riders, overall awareness of Arcadia Transit service is low. Ideas raised to grow awareness included a general marketing campaign that reintroduces Arcadia Transit in the post-COVID context, improved transit signage at and around the Arcadia A Line Station, making bus stops more visible and accessible for the visually-impaired, marketing Arcadia Transit as a way to access special events that occur in the City, brochures for hotel guests, and messaging at The Shops, particularly aimed at students.
- Community members expressed a desire to expand fixed-route bus service to a variety of locations, most frequently Huntington Drive east of the Arcadia A Line Station. Other locations of interest included H Mart, Wilderness Park, and Michilinda Park. Gaps in service coverage raised by

the stakeholder group included serving those who work overnight shifts, and the area around Duarte Road and Sixth Avenue since Metro cancelled Line 264.

- Fixed-route improvement priorities for riders include ease of connections to other transit services (e.g., Metro A Line), frequency, convenience, and reliability.
- The top areas for improvement from the operator perspective are route schedules, vehicle reliability, and bus layover conditions.
- Drivers indicated riders would like more and easier access to updated maps and schedules and real-time arrival information.
- DAR is struggling to meet demand during the AM peak hour with the current supply of vehicles and riders noted that the trip reservation process could be improved.

Phase Two

Phase two engagement took place during Spring 2025 and directly informed the recommended service enhancements in Chapter 6 of this report.

Engagement Activities

During the project's second phase of engagement the project team presented and sought feedback on three potential future transit concepts for Arcadia Transit. These potential future transit concepts were developed based on feedback from the first phase of community engagement and an analysis of existing transit service performance and travel patterns. See Appendix B for additional detail on the three potential future transit concepts explored during this phase of the study.

- Concept #1 – Expanded service on existing Arcadia Transit fixed route bus lines
- Concept #2 – Two fixed route loops with a transfer point at the Shops at Santa Anita Mall
- Microtransit Alternative – Citywide microtransit service that would replace fixed-route service

The phase two engagement approach applied a mixed-media strategy in May 2025 and early June to gather feedback from key stakeholders and community members. Participants included current riders, non-riders familiar with the City's transit services, and folks with limited knowledge and experience with Arcadia Transit.

Stakeholder Meeting

Date: May 13, 2025, 11:00am–12:00pm

Location: Virtual meeting

The STSA team held a second virtual stakeholder meeting as part of this phase of engagement, inviting the same list of key stakeholders identified via collaboration with the City for the first stakeholder engagement event in 2024. Ten stakeholders attended the meeting. There was generally a positive reaction to both Concept #1 and Concept #2. However, a subset of stakeholders expressed concerns over the loss of a direct connection to the Arcadia A Line Station and the loss of service to Foothill Middle School and along First Avenue under Concept #2. Several stakeholders expressed the importance of retaining an option to make reservations via phone under the microtransit alternative. Others noted that shifting to microtransit may be redundant, given residents already have the option to use app-based ride hail services (i.e., Uber, Lyft, and Waymo).

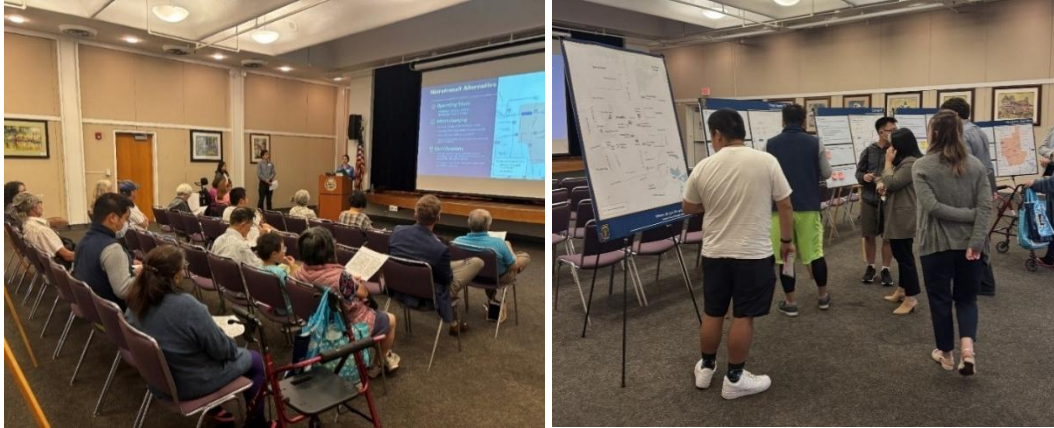
Public Meeting

Date: June 4, 2025, 6:00pm–7:30pm

Location: Arcadia Public Library

A public meeting was held to share draft public transit concepts with the public and gather feedback in an in-person setting. Fifteen people attended the meeting, which took place at the Arcadia Public Library Auditorium on a weeknight. The meeting began with a presentation of the transit concepts, followed by group discussion, and ended with an open house format. During the open house portion, attendees could review poster boards of each proposed concept, ask questions to individual project team members, and provide additional feedback. Participants placed sticky notes directly on the poster boards to share what they liked and did not like about each concept. Twenty-two written comments were submitted at this event. Public meeting attendees generally preferred Concept #1

due to the importance of service to the plaza at Foothill Blvd and Second Avenue. Riders shared that removing Arcadia Transit service here would impact their ability to access grocery stores and medical appointments. There were also requests to update the payment system (e.g., Apple Pay, Google Pay, TAP compatible) and bus stop amenities (e.g., shelters, shade, real-time bus arrival information).



Community Survey

Date: May 9, 2025 – June 14, 2025

Location: Online survey available on project website, paper surveys distributed at Resource Fair and STSA public meeting

To encourage broad community participation, the STSA team developed an online survey to supplement the public meeting and collect feedback on the proposed transit concepts for Arcadia Transit. The survey received a total of 122 responses (104 online and 18 paper). City staff marketed the survey via the City’s website, social media account, and at a Resource Fair at the Community Center. Paper surveys were available at the Resource Fair and at the public meeting. Overall, Concept #1 was the narrowly preferred concept among survey respondents, though the current system and the microtransit alternative received strong support as well. The preference for the current system was greatest among respondents who indicated that they ride Arcadia Transit often.

Key Findings

The data gathered during the second phase of engagement highlighted advantages and disadvantages of each potential future transit concept from different community perspectives and informed the recommended service enhancements in Chapter 6 of this report.

- Overall, community feedback indicated that the current system and Concept #1 would best serve the needs of the Arcadia community. This finding was consistent across engagement channels.
- The microtransit alternative was the second most preferred concept in the survey; however, respondents expressed a low tolerance for wait times above 20 minutes and fares above \$2, suggesting microtransit would require substantial financial investment to meet community expectations.
- General areas for improvement highlighted by the public included fixed-route reliability—particularly with regard to on-time bus performance—and fixed-route frequency. These focus areas align with commentary heard during the first phase of engagement.

5. Areas of Opportunity

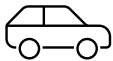
Findings from the transit service evaluation, market assessment, and phase one community engagement highlighted a variety of opportunities for Arcadia Transit to optimize operations and better serve the transit needs of the community. The following key takeaways guided the exploration of potential service changes and this report's final recommendations.



Arcadia Transit's fixed-route system is well aligned with the most population dense areas of the City and with current trip patterns to/from the Arcadia A Line Station, but overall **awareness of Arcadia Transit service is low** in the community. Testing a marketing-focused strategy ahead of any major service redesign could be a low-cost way to grow ridership in the short term.



Seniors and school-aged youths are key ridership markets in Arcadia, given most residents own cars, the density is largely suburban, and incomes are high. Service planning should explore whether attracting more riders in these demographics is practical, and consider what strategies will help retain these riders, especially given the projected decline of student-age population in the next decade.



Arcadia is **a suburban community with high car ownership rates**, so attracting larger proportions of working adults to Arcadia Transit will be a challenge. Service planning should explore how transit can be useful to working-age adults in this context, whether that be on evenings, weekends, or connecting people to regional transit without having to drive and park at the Arcadia A Line Station.



The Blue/Red Lines serve neighborhoods with strong transit rider potential but require transferring to reach destinations along Huntington Drive and have **low weekend ridership**. There may be an opportunity to provide more direct access to The Shops at Santa Anita Mall, Santa Anita Park, and the USC Arcadia Hospital/civic center area for Arcadia residents, potentially avoiding a transfer for them at the Arcadia A Line Station between routes and boosting weekend ridership.



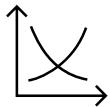
The **area around Baldwin Avenue and Duarte Road has the highest transit propensity in the City** across a variety of factors including population density, senior population, income levels, and percentage of residents with disabilities, and is a top trip generator. Arcadia Transit serves this area today but there may be a benefit in providing more direct connections between this area and other key destinations in the City.



Green Line ridership has the lowest weekday productivity despite serving two of the City's top trip destinations for regional and local trips, **while weekend service on the Green Line is the most productive service and time period** operated by Arcadia Transit. The Green Line **has also been slowest to recover post-pandemic**, but its historic strength indicates great opportunity. These trends suggest a mismatch between travel demand and the awareness and/or desire to use Arcadia Transit, which could be addressed through additional marketing efforts. The area around the Arcadia A Line Station, together with the commercial corridor and hotels along Huntington Drive east of the station, generates the second largest amount of trips in the City, pointing to a potential expansion opportunity for the Green Line.



Many non-riders shared that one of their **top reasons for not using Arcadia Transit was that it does not come often enough**, suggesting greater frequency could be a lever for growing ridership across all fixed-route services.



Dial-A-Ride is struggling to meet demand during the AM peak hour with the current supply of vehicles. Riders also noted that the trip reservation process could be improved. Exploring strategies to spread out demand throughout the day, as well as considering technological solutions for scheduling and dispatching, could improve DAR productivity and rider experience.

6. Recommended Service Enhancements

The STSA identifies three key recommendations to strengthen Arcadia Transit’s offerings based on community and stakeholder feedback, transit service and market analysis, and best practices for transit service design.

1. **Transit Service Changes** – Enhance the fixed-route design and transit service operations to better meet community needs.
2. **Supporting Infrastructure and Technology** – Consider investments in infrastructure and technology that would improve reliability, accessibility, and rider experience.
3. **Marketing and Outreach** – Increase awareness and ridership through targeted communication and partnerships.

Together, these recommendations provide a comprehensive approach for improving service quality and expanding Arcadia Transit’s role in the community.

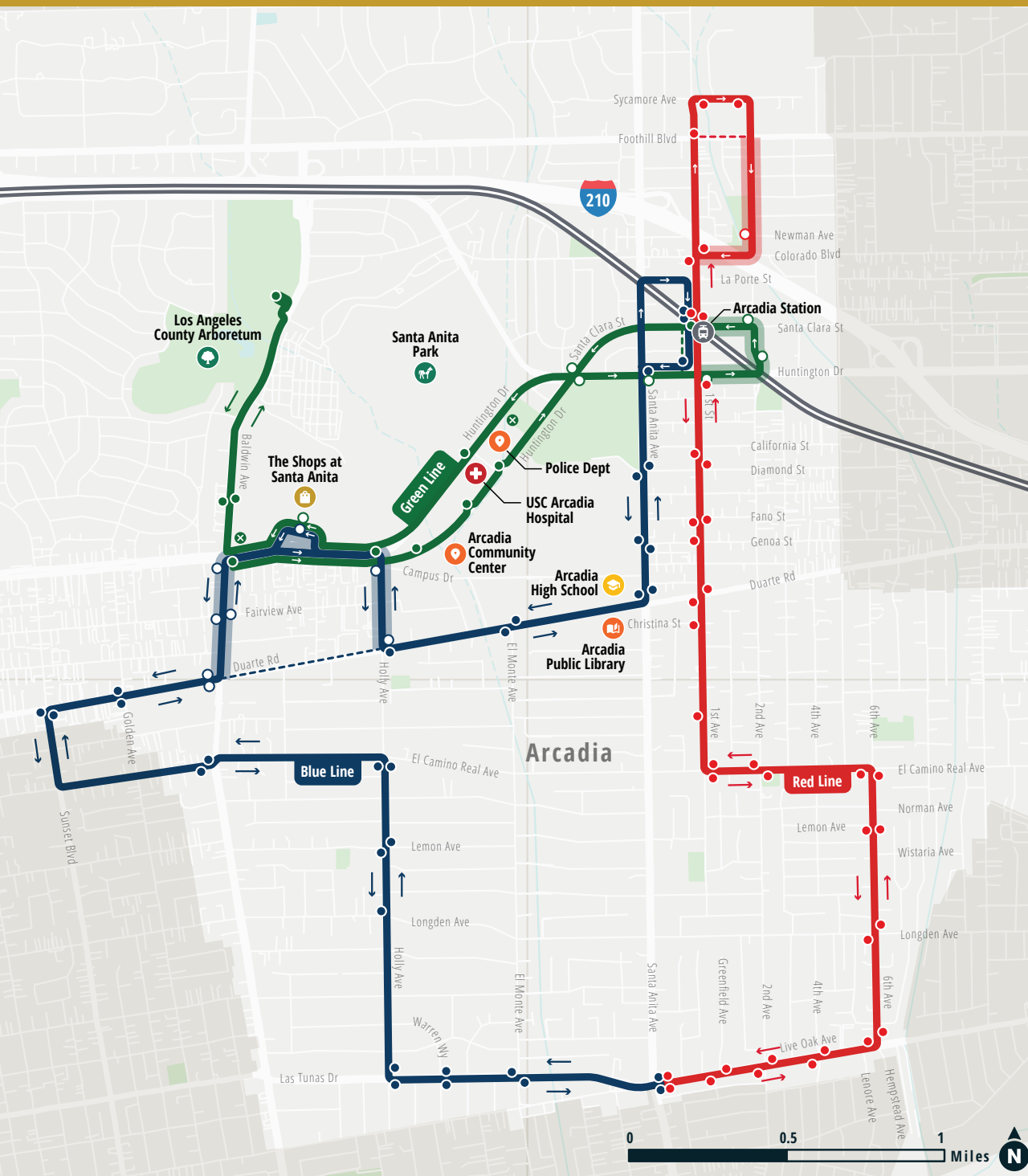
Recommended Transit Service Changes

Fixed-Route Recommendations

The STSA recommends maintaining a fixed-route system oriented around the City’s regional transit hub at the Arcadia A Line Station, while expanding coverage to new destinations and improving direct connections between key locations within Arcadia. The proposed fixed-route concept would expand the Green Line east of the Arcadia A Line Station to Second Avenue and modify the Red Line and Blue Line to serve additional destinations. These route adjustments would be accompanied by improved operating hours and route frequency to enhance the usability and convenience of the system for a variety of riders.

	Service	Proposed Change
☑	All Routes	Extend the span of service to 6:00am to 9:00pm weekdays and 7:00am to 7:00pm on weekends
☑	Green Line	Modify the route to extend east of the Arcadia A Line Station to Second Avenue
☑	Green Line	Improve the schedule to operate regular 15-minute headways throughout the day
☑	Red Line	Modify the route to continue operating northbound along First Avenue between Foothill Boulevard and Colorado Boulevard but return southbound via Second Avenue
☑	Blue Line	Modify the route to serve The Shops at Santa Anita Mall via Holly Avenue and Baldwin Avenue
☑	Red/Blue Lines	Improve the schedule to operate regular hourly headways throughout the day

Bus Routes & Span Of Service



THE CONCEPT

Maintain service that's oriented around the city's transit hub at Arcadia Station while reaching new destinations and creating direct connections where you need them, all on a more regular and frequent schedule.

PROPOSED FIXED-ROUTE BUS SERVICE

- Green Line
- Red Line
- Blue Line

CHANGES

New Service & Stops

- Green Line
- Red Line
- Blue Line

Removed Service & Stops

- Green Line
- Red Line
- Blue Line
- Removed Stops
Green Line Only

DESTINATIONS

- Metro A Line Station
- Schools
- Civic Facilities
- Parks & Recreation
- Medical Centers
- Shopping Centers

SPAN OF SERVICE

	PROPOSED			EXISTING		
	Frequency	Weekdays	Weekend	Frequency	Weekdays	Weekend
Green Line	Every 15 minutes	6:00am - 9:00pm	7:00am - 7:00pm	Every 15-30 minutes	6:30 am - 7:30 pm	9:20 am - 6:20 pm
Red Line	Every 60 minutes	6:00am - 9:00pm	7:00am - 7:00pm	Every 45-85 minutes	6:30 am - 8:30 pm	7:00 am - 6:15 pm
Blue Line	Every 60 minutes	6:00am - 9:00pm	7:00am - 7:00pm	Every 40-90 minutes	6:30 am - 8:30 pm	7:45 am - 7:00 pm

Dial-A-Ride Recommendations

While our recommendations do not include any immediate changes to the DAR service, adopting advanced scheduling software would help improve dynamic trip assignment, which could in turn help address the concerns expressed by riders and the current transit service operator regarding limited vehicle availability during peak morning hours. If future cost pressures arise and fixed-route performance is strong, strategies could include DAR fare adjustments to encourage fixed-route use for those who are able to switch, or reducing DAR service hours and vehicle availability.

Expected Benefits

These recommendations are based on multiple iterations of service planning alternatives developed and refined throughout the process by the project team. The STSA team collected feedback on a set of alternatives from stakeholders during a virtual meeting and from the public through an online survey and an in-person workshop in May 2025 and conducted preliminary route testing of the concepts with the transit operator. The recommended fixed-route concept reflects the preferred public alternative—maintain a system oriented around the Arcadia A Line Station—while addressing areas of opportunity identified during the transit service evaluation, market assessment, and initial phase of community engagement. Operating convenient and reliable service to and from the Arcadia A Line Station will also be critical in preparation for the 2028 Olympic and Paralympic Games as the Arcadia A Line Station will be a primary entry point for spectators accessing the Olympic venue at Santa Anita Park. The STSA team did not identify any adverse effects, disparate impacts, or disproportionate burdens that would result from these service changes, as service frequencies would remain the same or better across all routes and all residents living within a quarter mile of an existing Arcadia Transit stop would remain within walking distance of an Arcadia Transit stop.

Area of Opportunity	Recommendations	Benefits
Arcadia Transit’s fixed-route system is well aligned with the most population dense areas of the City and with current trip patterns to/from the Arcadia A Line Station.	Maintain a direct connection to the Arcadia A Line Station for all three Arcadia Transit fixed routes	<ul style="list-style-type: none">- Continues to serve the travel needs and limit change for existing riders- Will support access to and from Olympic equestrian events during the 2028 Olympic and Paralympic Games
The Blue/Red Lines serve neighborhoods with strong transit rider potential but still see low ridership. Trips within town to reach destinations along Huntington Drive currently require transferring at the Arcadia A Line Station.	<p>Add service to The Shops at Santa Anita Mall on the Blue Line</p> <p>Expand operating hours (see span of service recommendation below)</p>	<ul style="list-style-type: none">- Offers a direct connection to the mall (a top-requested destination during community engagement) for Arcadia High School students and residential areas in the City- The new transfer opportunity to the Green Line at the mall may reduce travel times to additional destinations like the Arcadia Community Center, USC Arcadia Hospital, and Arboretum

Area of Opportunity	Recommendations	Benefits
The area around the Arcadia A Line Station, together with the commercial corridor and hotels along Huntington Drive east of the station generates the second largest amount of trips in the City, but Green Line weekday ridership is low.	<p>Extend Green Line east of the Arcadia A Line Station to Second Avenue</p> <p>Expand operating hours (see span of service recommendation below)</p>	<ul style="list-style-type: none"> - Expands Arcadia Transit access to hotel guests and employees - Maintains or improves existing service frequency
Existing riders value Red Line service to commercial destinations and medical services along Foothill Boulevard, but other potential transit demand is lower in northern Arcadia compared to other areas.	Add service to Eisenhower Park on the Red Line	<ul style="list-style-type: none"> - Maintains service to destinations north of the Arcadia A Line Station - Expands destinations served by the northern segment of the Red Line
Arcadia is a suburban community with high car ownership rates, so service planning must explore how transit can be useful to working-age adults in this context.	<p>Extend weekday span of service to 6:00am–9:00pm on the Blue/Red Lines and Green Line</p> <p>Extend weekend span of service to 7:00am–7:00pm on the Green Line</p> <p>Standardize span of service across routes</p>	<ul style="list-style-type: none"> - Meets the needs of more commuters - Offers more reliable transfers between routes - Simplifies rider experience for existing and new riders alike - Does not exceed City’s current budgeted revenue hours for fixed-route service
Many non-riders shared that one of their top reasons for not using Arcadia Transit was that it does not come often enough	Implement consistent frequencies throughout the day (Green Line comes every 15 minutes, Blue/Red Lines come every 60 minutes)	<ul style="list-style-type: none"> - Offers more reliable transfers between routes - Simplifies rider experience for existing and new riders alike - Prioritizes high frequency on Green Line to minimize wait times for transfers to/from Metro A Line, and improve regional access to employment, shopping, and entertainment destinations within Arcadia

Supporting Strategies

In addition to the new transit service concept, the STSA team developed a suite of supporting strategies to maximize Arcadia's investments to improve public transit services. These strategies detail how Arcadia could approach infrastructure and technology investments, develop a marketing action plan to build stronger relationships with riders and partners, and monitor system performance.

Infrastructure and Technology Investments

Expanding Blue Line Service to the Mall through Holly Avenue and Duarte Road Intersection Improvements

The intersection improvements described below at Holly Avenue and Duarte Road will allow bus operators to turn safely onto Holly Avenue from Duarte Road, and are needed in order to expand Blue Line service to the Shops at Santa Anita Mall.

1. **Restripe Holly Avenue (north of Duarte Road)** – Widen the northbound lane to accommodate the new Blue Line bus route, which will turn right from westbound Duarte Road to northbound Holly Avenue. New traffic signal loops would be installed for southbound Holly Avenue in parallel with the striping changes.
2. **Install Signal Improvements on Holly Avenue** – Install Protected-Permissive Left Turn (PPLT) phasing and add northbound and westbound right-turn arrows to better facilitate those turning movements.
3. **Upgrade Traffic Signal Cabinet** – Upgrade to an Advanced Transportation Controller (ATC) cabinet to improve signal reliability, support video detection, and enhance overall traffic management; capabilities that the current equipment does not provide.

Initial restriping is estimated to be relatively low cost and quick to implement. Depending on the availability of funding and construction timelines, the proposed improvements could be made all at once or in a phased approach.

New Stop Infrastructure

The recommended fixed route adjustments include the introduction of new stops and the removal of some existing stops. These changes will better align service with demand and improve operational efficiency. Each line has at least one new proposed bus stop. The Green Line is the only route with suggested stop removals. Table 8 summarizes the recommendations for bus stop additions and removals.

Table 8. Bus Stop Additions and Removals

Line	Location	Stop Type	Investment Required
Blue	WB Holly/Duarte	New	Only signage required
	EB Holly/Huntington	New	Only signage required
	The Shops at Santa Anita ¹	New	Only signage required
	WB Baldwin/Huntington	New	Only signage required
	EB Baldwin/Fairview	New	Only signage required
	WB Baldwin/Fairview	New	Only signage required
	WB Duarte/Baldwin	New	Only signage required
	EB Duarte/Baldwin	New	Only signage required
Red	SB 2 nd /Newman (Eisenhower Park)	New	Only signage required ²
	WB 2 nd /East Arcadia Hotels	New	Only signage required
	WB Santa Clara/2 nd Ave	New	Only signage required
	WB Santa Clara/Huntington	New	Only signage required
Green	The Shops at Santa Anita ¹	New	Only signage required
	EB Huntington/Huntington	New	Only signage required
	EB Huntington/Santa Anita	New	Only signage required
	EB Huntington/1 st Ave	New	Only signage required
	WB Huntington/Baldwin	Remove	Removal costs
	WB City Hall	Remove	Removal costs

Note: Sidewalks at bus stops must have a length parallel to the curb of at least 5 feet and a width perpendicular to the curb of at least 8 feet to be ADA compliant. The 8' x 5' boarding area should align with where the wheelchair ramp or lift of the bus would land to board or alight a passenger using a mobility device.

¹ The Blue Line and Green Line stop at The Shops at Santa Anita Mall would be located at the existing Metro and Foothill Transit bus boarding island in the mall parking lot.

² This study recommends locating the stop immediately before the park parking lot entrance on the western end of Forest Avenue. City staff should plan to widen the sidewalk at the bus stop to be ADA compliant in the long term but can pull up to the parking lot driveway to enable wheelchair boarding in the short term.

Bus Stop Improvements

Suggested bus stop improvements include bus shelters, shade where bus shelters are not viable, benches, lighting, trash receptacles, and service information (e.g., system map and schedule) which could include real-time bus arrival information.

All current Arcadia fixed-route stops have signage indicating the line that serves the stop (e.g., red, blue, or green); however, the signs do not offer other route information, and can be difficult to see from a distance due to their relatively small size. Other bus stop amenities vary by stop, with some but not all providing benches, trash receptacles, and shade. Figure 18 shows the amenities most commonly found at Arcadia fixed-route bus stops today.

This report recommends equipping Arcadia Transit bus stops with essential bus stop amenities such as benches, shade, and lighting to improve system visibility and rider comfort. The City should also consider installing bus shelters with additional enhanced amenities (e.g. real-time tracking information, trash receptacles, etc.) prioritizing locations that are most likely to generate ridership and especially those that are more likely to serve seniors or people with disabilities. Suggested locations to prioritize for bus shelters with enhanced amenities include:

1. Arcadia A Line Station (Santa Clara Street)
2. Community Center/Senior Center
3. Arcadia High School
4. Arcadia Library
5. Live Oak at Santa Anita Avenue
6. Duarte Road at Baldwin Avenue

Generally, installing bus shelters in residential neighborhoods is a more significant challenge. However, the combination of more consistent schedule patterns, improved access to trip planning, and real-time bus location services (through apps like Google Maps, Apple Maps, and Transit) can reduce the need for stop improvements near homes. This is because dependable, app-based information about schedules and bus arrivals allow riders to time departures from their home more effectively, and spend less time waiting at a stop.

Figure 18. Current Arcadia Bus Stop Amenity Examples

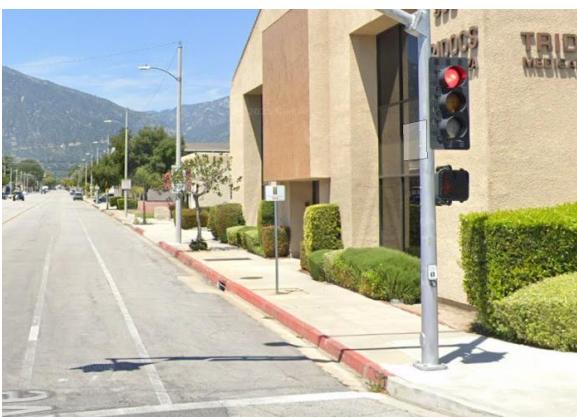
Green Line – Santa Anita Park (Gate 3)



Green Line – Arcadia A Line Station (Santa Clara St)



Red Line – Duarte Rd and First Ave



Blue Line – Duarte Rd and Baldwin Ave



Transit Signal Priority (TSP)

TSP is a technology that modifies traffic signal timing so transit vehicles either encounter a green light, or experience reduced wait times at intersections with traffic lights and signals. Arcadia Transit launched an initial TSP program in 2019. However, TSP is not being used consistently across trips and routes. Route testing conducted over the course of this study indicated substantial time savings when TSP was employed. Going forward, this study recommends City staff work with the contracted transit operator to operationalize the use of TSP across all Arcadia Transit bus operators.

In addition to working with bus operators to use the TSP system, the City should budget for staff and equipment to maintain the TSP system in the same way they maintain other functions of the traffic signal system. Typical TSP systems can provide statistics to help staff monitor the health of the system, providing extra value to the transit operation.

Over time, staff should also use data provided by the contractor to monitor on-time performance (OTP) metrics by route and time of day. When the TSP system is providing its maximum benefit, it may be possible to reduce “slack” in the schedules by decreasing the published time between major stops and provide more recovery time for operators between trips. This provides better service for riders by decreasing their travel time, and reduces the likelihood that operators will have to wait at certain stops to avoid running ahead of schedule. Operators tend to use this strategy when there is too much variability in travel time on the route, which TSP should correct for.

DAR Software

The technology available for scheduling demand-response trips has improved dramatically in the past decade. New software platforms can quickly batch-process the entire trip schedule and optimize the vehicle assignments in seconds, a process that traditionally takes a human scheduler (even with software assistance) minutes to hours, depending on the volume of trips. This has allowed a proliferation of truly “on-demand” services where requests can be taken and assigned to vehicles within minutes for same-day service. By comparison, DAR has traditionally required riders to make their appointment no later than close of business the day prior.

Because Arcadia Transit employs a contractor to handle all trip reservations (call-taking), dispatching, and operation of the service, the City can work with the contractor to update and modernize their software. The vendor currently uses a computer-aided dispatching program and may be able to further optimize service delivery. The City should also require detailed monthly reporting of operating efficiency metrics (or direct access to the performance metrics dashboard that some platforms offer), and monitor the performance to ensure the contractor is providing the most efficient and high-quality service possible within the contract parameters.

Some elements to consider as requirements for future contracts include:

- Dispatch assistance
 - System that automatically processes incoming trip requests (from user-end and dispatcher-created), batches upcoming trips, and assigns them to available vehicles following service parameters defined by Arcadia Transit (number of vehicles, operating hours, staff availability, service area, etc.)
 - Ability to override the booking algorithm and assign riders as needed
 - Ability to enter client eligibilities, categories, disabilities, and equipment required
 - Ability to add/cancel rides in the system

- A customer-facing app that provides:
 - Ability for customers to both schedule ahead and book in real time (same day)
 - Flexible booking methods such as an ADA-compliant web option, and call-in option
 - Estimated arrival / drop off times before booking
 - Multiple languages for customer needs
 - Ability to identify a passenger count analysis (PCA) from a number of companions riding along
 - Ability to view service zone in the mobile/web app on the customer side
- A driver app or mobile data terminal (MDT) that provides real-time audio / visual directions and notifications for the driver
- A performance reporting system or dashboard that provides easy-to-read and clear operational efficiency metrics including:
 - Average passengers per revenue hour/mile by day and ability to analyze peak versus off-peak efficiency
 - Shared ride percentage
 - On-time performance

Based on the experience of other similar cities in Southern California, with the deployment of modernized dynamic dispatching software, coupled with best practices in negotiating trip times and managing subscription trips, it may be possible to actually reduce the revenue hours and staff hours associated with the DAR program while still serving the same number of people. Results have varied depending on prior contractor performance and other factors.

TAP Integration

During community engagement efforts for the Arcadia Transit Service Assessment, the STSA team received multiple comments requesting that the fare payment system be upgraded and/or made more seamless. City staff have begun to engage with Metro to explore a TAP integration. TAP is a fare payment system, owned and administered by Metro, that uses a physical card or a mobile app to pay for rides on Metro buses and trains, as well as on 27 other participating transit agencies, including Foothill Transit. The system allows for virtual payment, managing multiple fares, and using your phone to tap and pay via the TAP mobile app. Another benefit of TAP is fare capping, which ensures riders never pay more than the cost of a daily, weekly, or monthly pass—even if they pay per ride. In addition to the benefits to riders, City participation in LA Metro’s TAP enables the City to access a suite of tools and reports including real-time access to TAP data, transaction data, revenue, and route/vehicle data to aid with performance monitoring and operations.

Marketing Action Plan

In the Fall 2024 Community Survey, nearly half of respondents reported not being familiar with Arcadia Transit fixed-route bus services, and just over half reported not being familiar with the City’s DAR services. Improvements to the Arcadia Transit system will only be useful if the community knows about them. Pairing transit service changes with a marketing action plan that builds excitement and awareness in the community will help attract riders. The STSA team recommends a two-pronged approach, consisting of 1) upfront investments, and 2) ongoing marketing and engagement.

Upfront Investments

Upfront investments are focused on improving transit service visibility and community understanding and awareness.

Improving branding and public information: The City of Arcadia is already working on updated logos and branding guidance. It's important for Arcadia Transit's branding to be consistent with the City's, but it would also benefit from a distinctive element that is welcoming to residents and conveys its mission to the public. In other words, people should recognize the City's transit vehicles and published materials as a professional service open to all, and buses should look distinct from the vehicles the City uses for employee or "official" business and utility-type services.

A strong brand includes consistent use of color palette, typography, and iconography, and applying these elements across all touchpoints: vehicles, bus stop signage, shelters, maps, and digital platforms. Because these elements form the foundation for other improvements, brand development would best occur before implementing upgrades like enhanced bus stop signage and wayfinding.

Bus stop signage: Good signage can boost branding and communicate how to navigate a new or familiar space. All current Arcadia fixed-route stops have signage indicating the line that serves the stop (e.g., Red, Blue, and Green); however, the signs do not provide any information about the service and can be difficult to locate, particularly at a distance. A new standard for bus stop signs should use a more prominent logo consistent with the above branding recommendation. Bus stop signs should identify the service and routes operating at their location, and additional information—name of the stop, the direction of the route, the transit schedule for that location, and how to access real-time arrival information—should be provided at eye-level for riders. Many transit providers now include a QR code for fast access to the service webpage.

Wayfinding: Effective wayfinding helps users—especially new or infrequent riders—navigate to transit stops more easily and strengthens the overall user experience by making the system feel more intuitive and welcoming. Gateway signs should be evaluated as a key wayfinding element, serving to both welcome individuals to the system and guide them through the various pathway options. Gateway signs could supplement existing wayfinding elements—system maps, basic directional signage—already in place at the Arcadia A Line Station and should also be considered at the L.A. County Arboretum, The Shops at Santa Anita Mall and Santa Anita Park. Determining the location of these signs should include a walk audit of the site that considers how people enter the area and look to find their connection to Arcadia Transit. For example, at the Arcadia A Line Station, people may be coming from the train or the adjacent parking garage. Walking from the platform and from the ground level of the garage, identify each point at which someone unfamiliar with the area would be faced with a choice of where to go to connect with Arcadia Transit ("Do I turn left or right?"), confirm whether directional signage is already in place, and consider any paths along the way where a sighted person would not be able to determine if they're still headed the right way.

In addition to physical wayfinding, digital wayfinding is now an essential strategy for public transit. Ensure that Arcadia Transit service is publishing a GTFS feed that is compliant with the latest specification, and work with third-party vendors including Transit App and Google Maps

to ensure the feed is accessible across a spectrum of user apps. This helps potential riders consider Arcadia Transit when they search for map directions.

Ongoing Marketing and Engagement

Ongoing marketing and engagement keep existing riders informed while encouraging potential, new riders to try Arcadia Transit. The key messages to convey by market segment are:

Who	What
All Residents	Arcadia Transit routes are a safe and reliable way to get around town and are open to all (not just seniors)
Employees who work in Arcadia	Improved service on the Green Line is your connection to job centers with consistent, 15-minute frequency seven days a week
Tourists and visitors staying at hotels	The Green Line is your connection to Arcadia and the rest of Los Angeles; service every 15 minutes between hotels and the Arcadia A Line Station to Pasadena, Los Angeles, and other regional destinations plus local attractions including the L.A. County Arboretum.
Seniors in Arcadia	Improved schedules on all Arcadia Transit routes mean better transfers between the Red, Blue, and Green Lines, and more dependable ways to get to key destinations like the library, senior center, mall, and medical centers.

EXISTING MARKETING CHANNELS

Current marketing channels for Arcadia Transit include a dedicated webpage, social media posts (specifically the City’s general Instagram page), email-based listservs, and direct contact with strategic partners. These tools and channels are in line with best practices to keep existing riders informed about existing services, short-term system changes, and other initiatives. These channels are important to maintain and to retain and reach more users and partners.

ENGAGING WITH EXISTING RIDERS

Consistent content production: Produce schedule updates and rider engagement (such as a monthly newsletter) on regular intervals. Schedule updates should generally be limited to once or twice a year at the same time of year; transit agencies often publish a new schedule in the late summer to adjust service schedules to local school bells, for example. Rider engagement strategies could include a monthly newsletter highlighting upcoming events that riders can attend (e.g. special events at the library, City festivals, free fare day, take the bus to school day). Creating these resources will give existing riders a reason to regularly engage with Arcadia Transit and has the potential to build riders’ trust with Arcadia Transit as a resource for reliable and useful information.

Themed content: Creating clear themes for engagement can boost its effectiveness. For example, Arcadia Transit could create a weekly social media post on Sundays called “Sunday Stories” that highlights the stories of transit riders, bus drivers, or representatives of establishments (e.g., business owners, community center leaders, etc.) along the fixed-route service lines. Other theme examples could be holiday content or service updates. Themes help City staff (or a contracted marketing team) plan ahead to deliver consistent content and build community around relatable ways people use Arcadia Transit in their daily lives and for special occasions.

Facilitating dialogue: Feedback channels should offer riders of different ages and backgrounds an easy way to provide feedback on system performance and to communicate recommended improvements. These could take the form of inviting users to engage in the comments section of social media posts or a more formal channel like an online form, City email address, or in-person “office hours.” Offering clear and consistent responses is an important component of collecting feedback, as it creates a culture of transparency and encourages participation. Rider engagement and feedback through online channels should be integrated with traditional customer input databases.

EXPANDING RIDERSHIP

Transit providers must invest time in informing the community that their service is a great option for getting around. Improved Arcadia Transit service presents the perfect opportunity to reinvigorate interest in the community locally and expand awareness for visitors from around the region. To reach the fullest extent of potential new riders, consider these key market segments:

- Resident students and parents, schools, and after-school organizations
- Resident seniors and senior-oriented programs and community organizations
- Employers and employees along Huntington Drive and at The Shops at Santa Anita Mall
- Tourists and visitors interested in the L.A. County Arboretum
- Visitors from the nearby San Gabriel Valley of the Shops at Santa Anita Mall
- Visitors staying in local hotels
- Patients of the hospital and associated medical specialists in the City

Each of these market segments, and potentially others, may need tailored messaging and different engagement techniques.

Multi-channel Targeted Marketing: Multi-channel targeted marketing involves several strategic investments in diverse media in various geographic and digital locations where there is the greatest opportunity for ridership growth. Arcadia Transit already deploys diverse media to engage its riders—to enhance its reach, Arcadia Transit will need to amplify and/or deepen its presence with the tools it already wields.

- Participate in and/or sponsor community events where crowds are drawn locally and regionally. Some public transit providers have showcased their newly branded transit vehicles to such events to increase awareness of brand identity.
- Cross-promote service enhancements on regional routes (e.g., Metro and Foothill Transit) to expand the audience of regular and occasional riders who directly benefit from improved transit connections. This could include working with their social media and blog staff to work on a cross-promotional feature, purchasing interior “car card” advertising, and informational updates at appropriate committee meetings such as the San Gabriel Valley Service Council.
- Conduct outreach to local school districts and after-school programs to promote service and seek input for improvements. Offer informational flyers and travel training workshops for parents or student programs.
- Connect with local businesses, entertainment venues, and community centers for promotional opportunities. How does the new span of service support employee access to work or for general entertainment? Offer promotions for businesses to be

featured “on the route” to riders and vice versa. Furthermore, Arcadia Transit could provide printed materials to these establishments.

- Promote and provide incentives for current DAR users to try new fixed routes; offer travel training through community organizations such as senior programs, libraries, schools/after-school programs, and local business associations.

When the medium is fitting, targeting key travel market areas like the Arcadia A Line Station or the mall are promising geographic locations to begin such marketing.

Partnerships: Take every opportunity to promote the transit service to City Council, at college and high school events and fairs, adult education programs, community events, and more. Regular communication with the strategic partners that were engaged during the Transit Service Assessment—like school district administrators, business representatives, after-school clubs, senior center program directors, and other community leaders—can help educate people about Arcadia Transit.

Partnerships will recognize the importance of two principles:

1. The partnership offers benefits in both directions, and
2. The collaborative partnership is cultivated via some level of continuing interaction and exchange of information.

Where Arcadia Transit can offer something of value to their partners, this can build relationships and generate advocates. The value or benefit most readily offered is information. This can include:

- Information about the transit network (and improvements being made)
- Free fare promotions for target groups (e.g., free youth fares)
- Special fare promotions for all ridership (e.g., free fares on Transit Equity Day or Earth Day)
- General information on how to access public transportation
- Specific information on how to use trip planning tools (i.e. Google, Transit App, Passio Go! etc.)

Some ideas for Arcadia Transit partnerships include:

- L.A. County Arboretum—coordinating transportation to the A Line for special events and peak visitor days, with shared marketing on Metro A Line, social media, etc.
- Arcadia Senior Services, and Library Youth/Teen programs—hosting informational seminars at least twice a year, that include basic travel training and updates on service improvements; organizing group trips on regular service to local destinations
- Chamber of Commerce—periodic members forum to hear issues at bus stops, patron and business need for information, and exploring opportunities related to special events
- Hotels—coordinating with hotel managers to promote the Green Line as a convenient way to access local attractions through guest welcome packets, talking points for front desk staff, and featuring the Green Line in hotel newsletters, social media posts, and local tourism guides.

7. Implementation Plan

The STSA proposes implementing the recommended service changes and supporting strategies over a five-year timeline, beginning in FY26 and aiming for completion in FY30.

The implementation plan also discusses performance monitoring considerations for both fixed-route service and DAR. Evaluating performance will enable Arcadia Transit to measure the effectiveness of the system changes that are implemented and further address any gaps that are identified through evaluation.

Implementation Timeline

The STSA recommends that the service changes, Holly/Duarte intersection improvements, new stop infrastructure, bus stop signage branding, and TAP integration be initiated immediately and completed by the end of FY27. Intersection improvements at Holly/Duarte and new stop infrastructure will be required to make the proposed route configurations possible, and installing new bus stop signage in conjunction could have a compounding effect on the visibility of changes made. If the Holly/Duarte striping does not occur before the service recommendations are made, the proposed service changes can still go into effect without the Blue Line deviation to the mall. TAP integration is another improvement that would offer a high return on investment from a system usability perspective.

The bus stop improvements and wayfinding will contribute to the overall quality and legibility of the system, however, they are not crucial to the implementation of the proposed service changes and require additional planning and funds.

DAR software modernization may be beneficial considering the productivity levels analyzed, although for a program of this scale, achieving improved productivity should be well within the means of traditional scheduling and dispatching methods.

Lastly the marketing actions should be implemented early on and continue indefinitely to provide consistent, dependable, and visible engagement with riders and partners.

Table 9. Proposed Implementation Timeline

Category	FY26	FY27	FY28	FY29	FY30
Infrastructure & Technology					
Service Changes	•	•			
Holly/Duarte Intersection Improvements	•	•			
New Stop Infrastructure	•	•			
TAP Integration	•	•			
Bus Stop Improvements			•	•	•
DAR Software			•		
Marketing Action Plan					
Bus Stop Signage	•	•	•	•	•
Wayfinding			•	•	•
Engaging with Existing Riders	•	•	•	•	•
Expanding Ridership	•	•	•	•	•
Partnerships	•	•	•	•	•

Cost Estimates

The proposed service improvements include extended hours of service seven days a week, and an increase in revenue hours on the Green Line to provide consistent headways throughout the day. These improvements are estimated to increase annual revenue hours for the fixed-route service from approximately 15,000 to just over 20,000. The City currently budgets for 22,000 fixed-route revenue hours annually, so the recommended schedule adjustments would fit within the City's current transit operations budget if implemented.

Other recommendations with ongoing costs include marketing, promotions, and partnership development. To calculate these costs, the team assumed these marketing efforts would account for approximately 20 percent of a full-time employee's responsibilities, or about one day a week of ongoing attention. The staff time on marketing projects does not necessarily include budget for promotional materials such as advertising campaigns (digital and print), event organization and space reservation, etc. A budget of up to \$100,000 for marketing collateral in the first year is recommended to ensure the long-term success of the improvements, in addition to the ongoing dedicated staff time. In future years, reassessing the marketing collateral budget based on what approaches were most effective could bring the ongoing costs down and rely more on staff time to maintain partnerships.

Potential one-time capital or program investments include the intersection improvements, new bus stop infrastructure, enhancements to existing stop comfort and safety, new signage, and wayfinding. Table 10 shows the cost estimates for the one-time capital or program investments. Because a wayfinding project involves design and planning work to suit the City's scope, an estimate is not provided here.

Table 10. Cost Estimates for Potential One-Time Capital or Program Investments

Potential Investment	Unit Cost	Quantity	Total Cost
Holly/Duarte Intersection Improvements	–	–	\$130,000
New Stop Infrastructure	\$500	16	\$8,000
Bus Stop Improvements (shelter, bench, lighting and digital signage, trash bin)	\$100,000	12	\$1,200,000
Bus Stop Signage	\$200	16	\$3,200
Total			\$1.3M

Performance Monitoring

An important aspect of the STSA implementation is monitoring Arcadia Transit's performance over time through tracking and benchmarking performance measures. Too often, communities see "buses driving around empty," and incorrectly interpret that there is no demand for transit. Low utilization does not necessarily reflect low demand. It may instead indicate that people are unaware of, or unable to use the service in its current form. These issues can be addressed directly.

When considering a route's performance, the City should first confirm that the route's design follows all appropriate industry-standard guiding principles, and that they have employed the marketing strategies described above. If these conditions are met, and the service still fails to attract sufficient

ridership, it is reasonable to conclude that the service may be fundamentally underperforming, and more significant actions are warranted.

Minimum Performance Thresholds and Considerations for Fixed Routes

The fixed-route services should expect the following outcomes at a minimum:

- **Average daily productivity of at least 6 passengers per revenue hour, with a goal of 10**
- Peak ridership periods, typically falling between 7:00am to 9:00am, and between 2:00pm and 5:00pm; and at least a few riders per trip throughout the day, even if certain trips are significantly lower than peak periods
- When ridership and crowding are monitored by time of day, loading standards generally should not exceed 1.2 passengers per seated capacity for more than two peak hours per day⁵

For any local route, there will naturally be peak and off-peak ridership periods. There is an important distinction between the first metric (average of at least 6 passengers per revenue hour) and the idea of carrying at least a few riders per trip throughout the day. A very peak-heavy ridership pattern could still result in an average of 6 passengers per hour, even if nearly all ridership occurs on the first and last trips of the day. This is why monitoring both daily averages and trip-level statistics is important.

Minimum Performance Thresholds and Considerations for DAR

For demand-response service, the top priorities should be per-trip efficiency and customer service. Below are minimum performance thresholds that DAR should meet, which may require upgrading DAR software to support dynamic trip assignment.

- **The DAR program should strive for 3 or more passengers per revenue hour**
- Earn average satisfaction ratings of at least 4 out of 5
- Have shared rides represent at least 40% of all rides served
- Balance available vehicle capacity (sometimes measured as “failed searches” where users are unable to request a trip) with total program budget
- Meet the published response time for 95% of trips

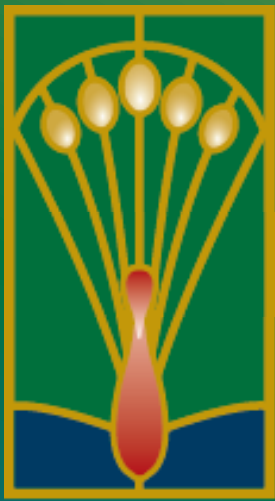
Performance Evaluation

The performance standards above describe a minimum threshold for evaluating routes or services for corrective action, but the bar to strive for should be significantly higher. If certain performance metrics are not being met, it is important to evaluate the causes and understand the context. First, evaluate to understand if the unmet performance standards are a short-term problem or a long-term trend. Having a long enough period of ridership data to identify problems is key. Consider external factors that may skew results and any service changes, such as new routes. Service changes can take 18 months or more to achieve suggested goals as new routes and services need time to build awareness and ridership. If Arcadia Transit has fully implemented all recommendations from this STSA and conducted a thorough assessment of the root causes of poor performance, additional service redesign may need to be considered.

⁵ The current Arcadia Transit fleet uses small cutaway style buses that may not permit standees, in which case analyzing ridership by time of day becomes even more important. Bus operators should alert supervisors whenever ridership exceeds seated capacity and Arcadia should be prepared to consider higher-capacity buses and/or “tripper” service if peak loads are regularly reaching capacity.

8. Appendix

Appendix A: Fall 2024 Community Transportation Survey Results



ARCADIA TRANSIT

SERVICE ASSESSMENT

TOPIC:

COMMUNITY SURVEY RESULTS

December 2024



OVERVIEW

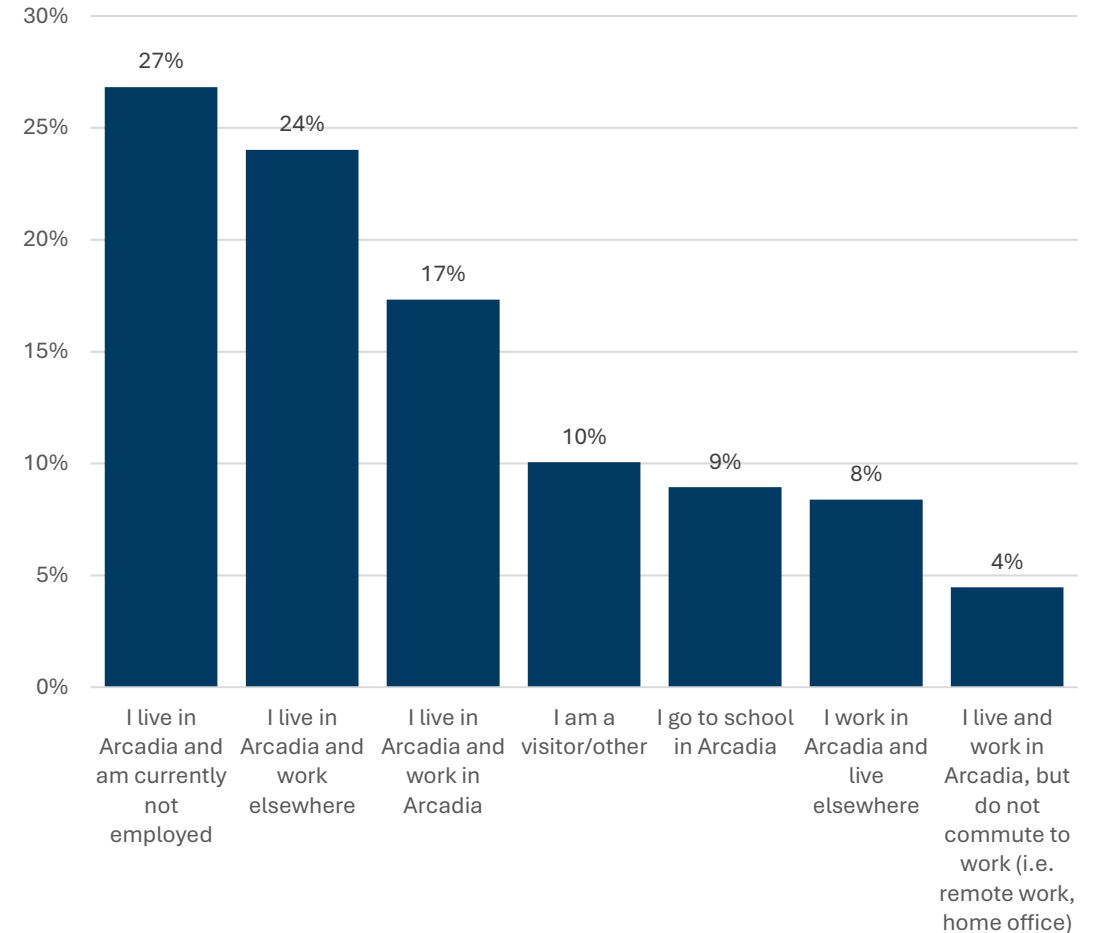
- Survey overview and demographics
- Travel behavior
- Transit preferences & experience



SURVEY RESPONDENT PROFILE

- Survey was open for **20 days** (Nov 20-Dec 9)
- **183** survey responses
 - 145 online
 - 38 hard copy
- Who completed the survey?
 - Respondents skewed **female and higher income** (\$100,000 or more).
 - Most respondents were **working age or seniors**.
 - 54% of survey respondents identified as **Asian**, 25% as white, and 10% as Hispanic or Latino/a/e.
 - 68% of respondents **live in Arcadia**.
 - 30% **ride Arcadia Transit** at least a few times a year.
 - 25% of respondents are a **parent** of one or more children enrolled in school in Arcadia.
 - 18% identified as having a **disability**.

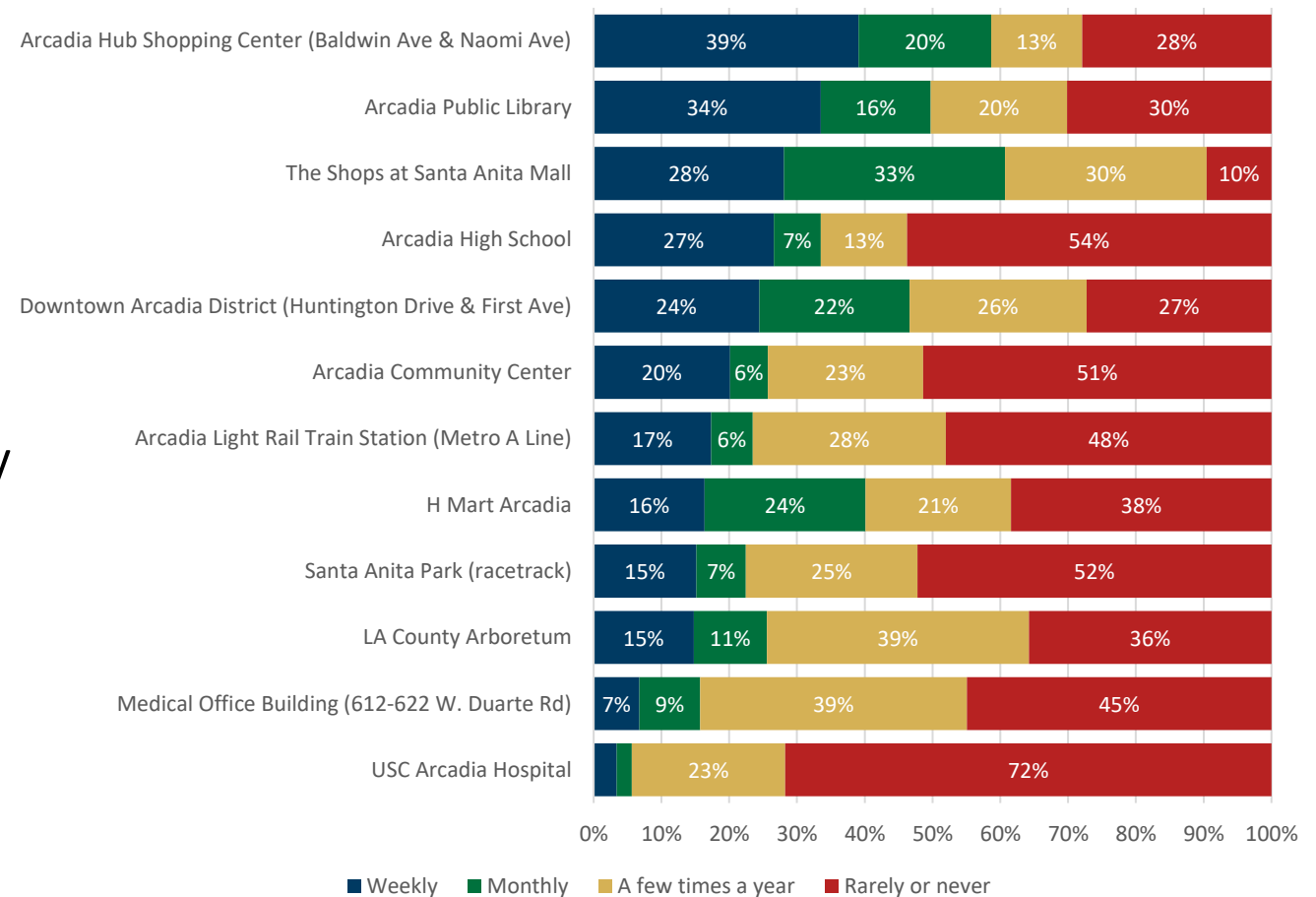
Q1. What is your relationship with the City of Arcadia?



Top weekly destinations are well-served by Arcadia Transit today

- Top weekly destinations:
 - Arcadia Hub Shopping Center *Blue*
 - Arcadia Public Library *Blue*
 - The Shops at Santa Anita Mall *Green*
 - Arcadia High School *Blue*
 - Downtown Arcadia District *Red*
- Other common destinations visited monthly or yearly:
 - H Mart Arcadia
 - LA County Arboretum *Green*
 - Medical Office Building (W. Duarte Road) *Blue*

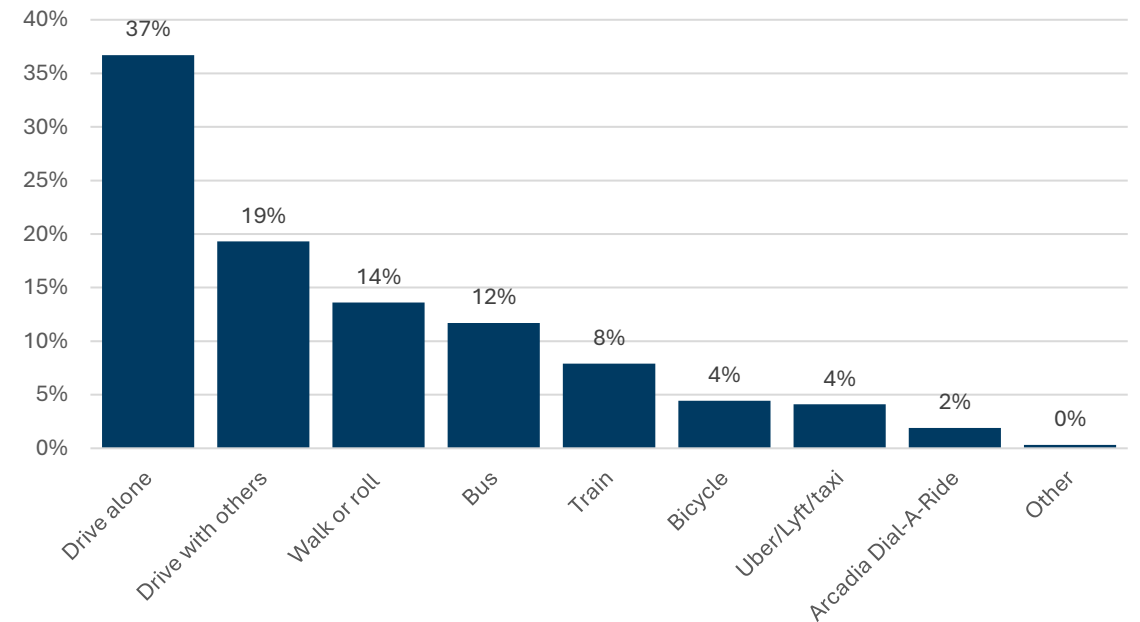
Q4 - How often do you travel to the following local destinations?



Nearly half of survey respondents' primary mode of travel is transit, walking, or biking

- Driving alone or with others accounts for half of survey respondent's primary mode of travel.
- 1 in 5 respondents get around via walking or biking.
- 1 in 5 respondents use transit (bus and rail) to get around.

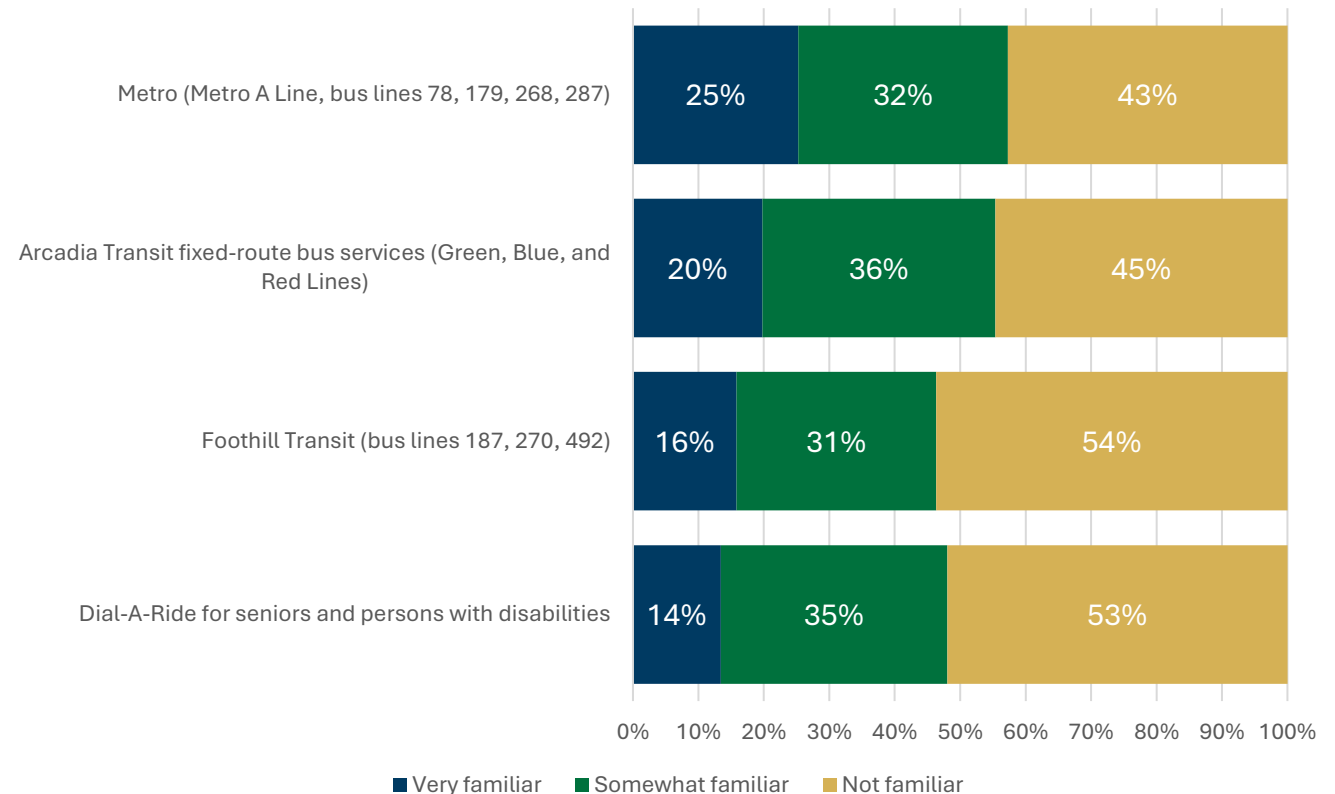
Q3 - On a typical day, how do you normally get where you need to go?



Transit awareness among survey respondents was low across transit providers

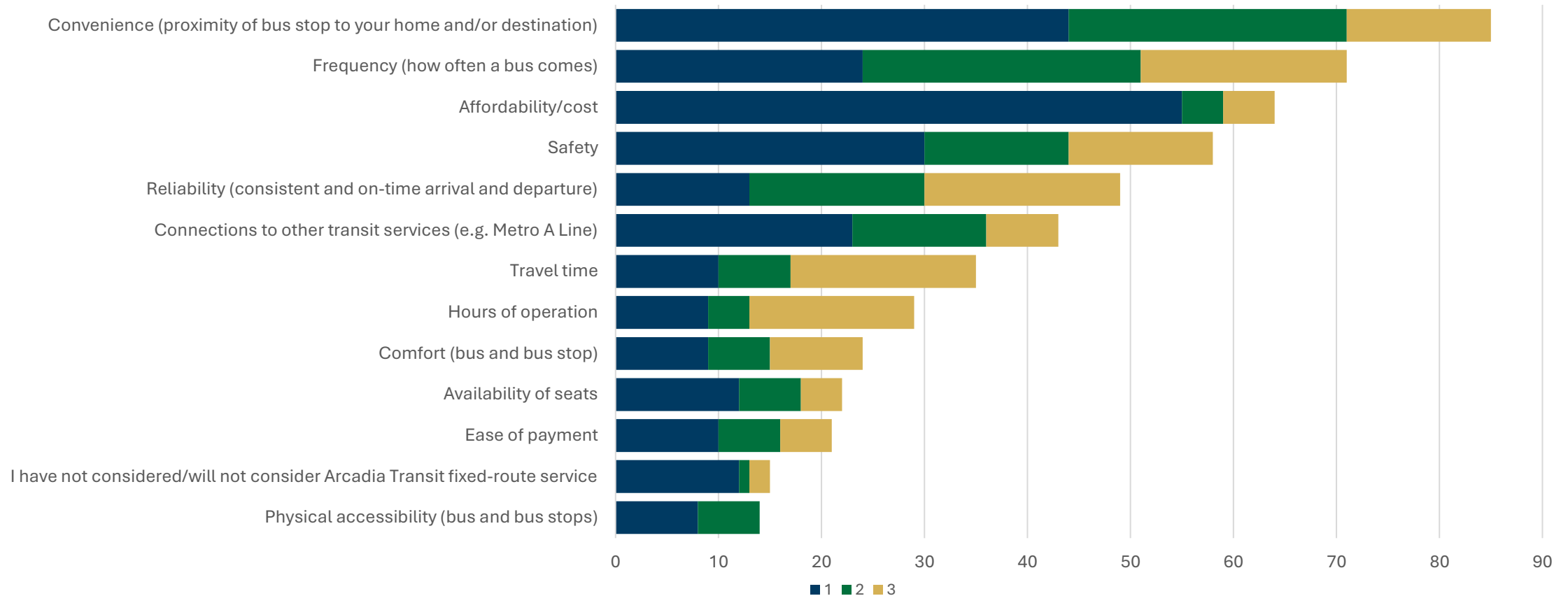
- Survey respondents were most familiar with Metro, followed by Arcadia Transit.
- Among Arcadia Transit services, survey takers reported more familiarity with the fixed-route bus services than DAR.

Q6 - How familiar are you with the following public transportation options in Arcadia?



Survey respondents ranked convenience and frequency highest in importance for fixed-route

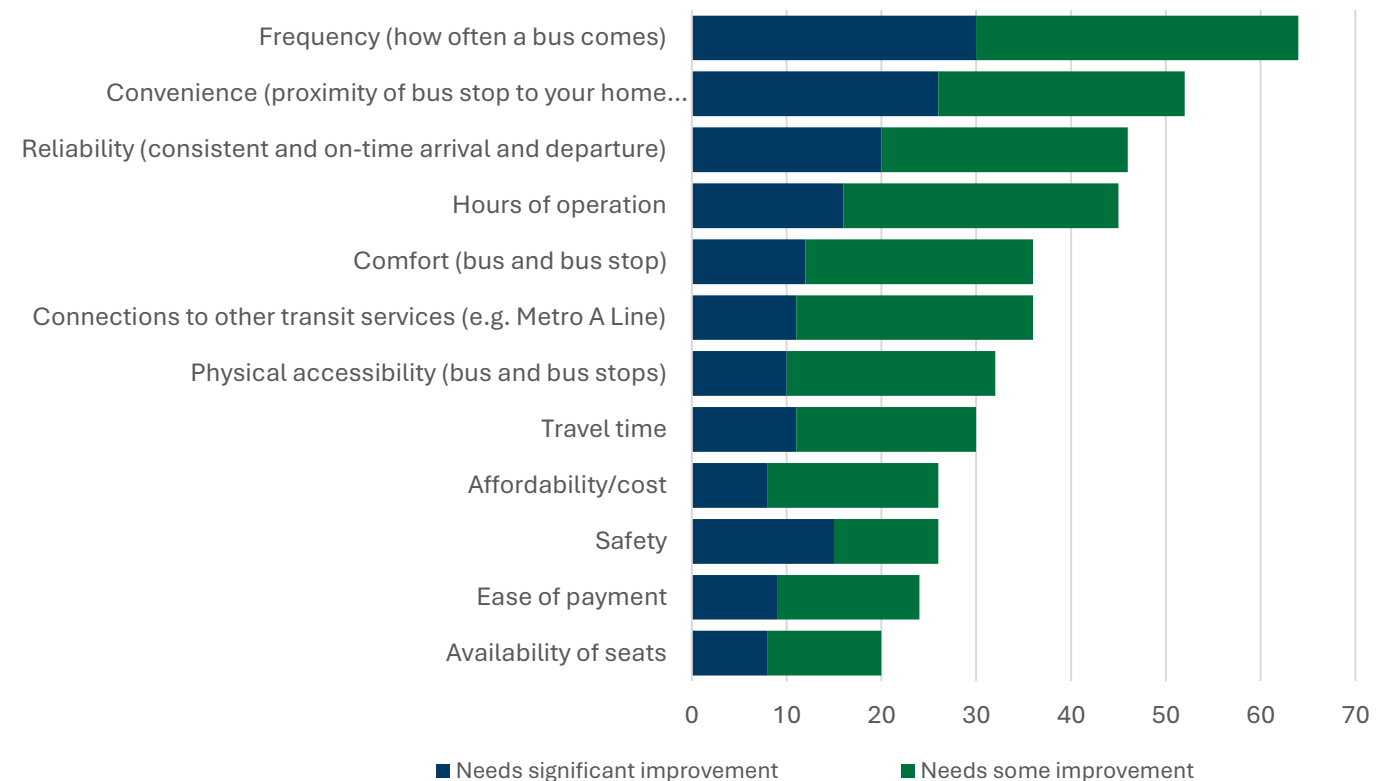
Q8 - When considering taking a fixed-route bus, what are the three most important features to you?



Convenience and frequency also ranked high on fixed-route features needing improvement

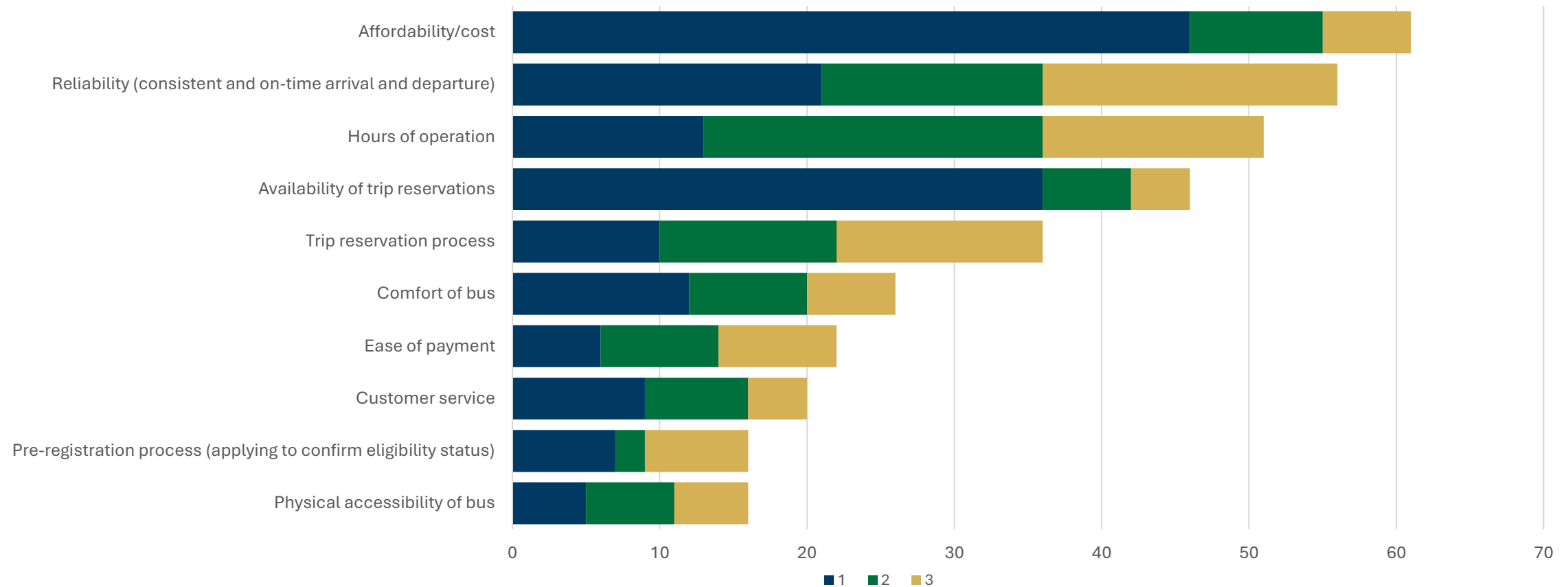
- **Frequency, convenience, and reliability** were rated as needing the most significant improvement.
- Survey respondents were relatively satisfied with Arcadia Transit fares and safety.

Q11 - How would you rate the quality of existing Arcadia Transit fixed-route bus services (Green, Blue, and Red Lines) in the following areas?



Survey respondents ranked affordability and reliability highest in importance for DAR

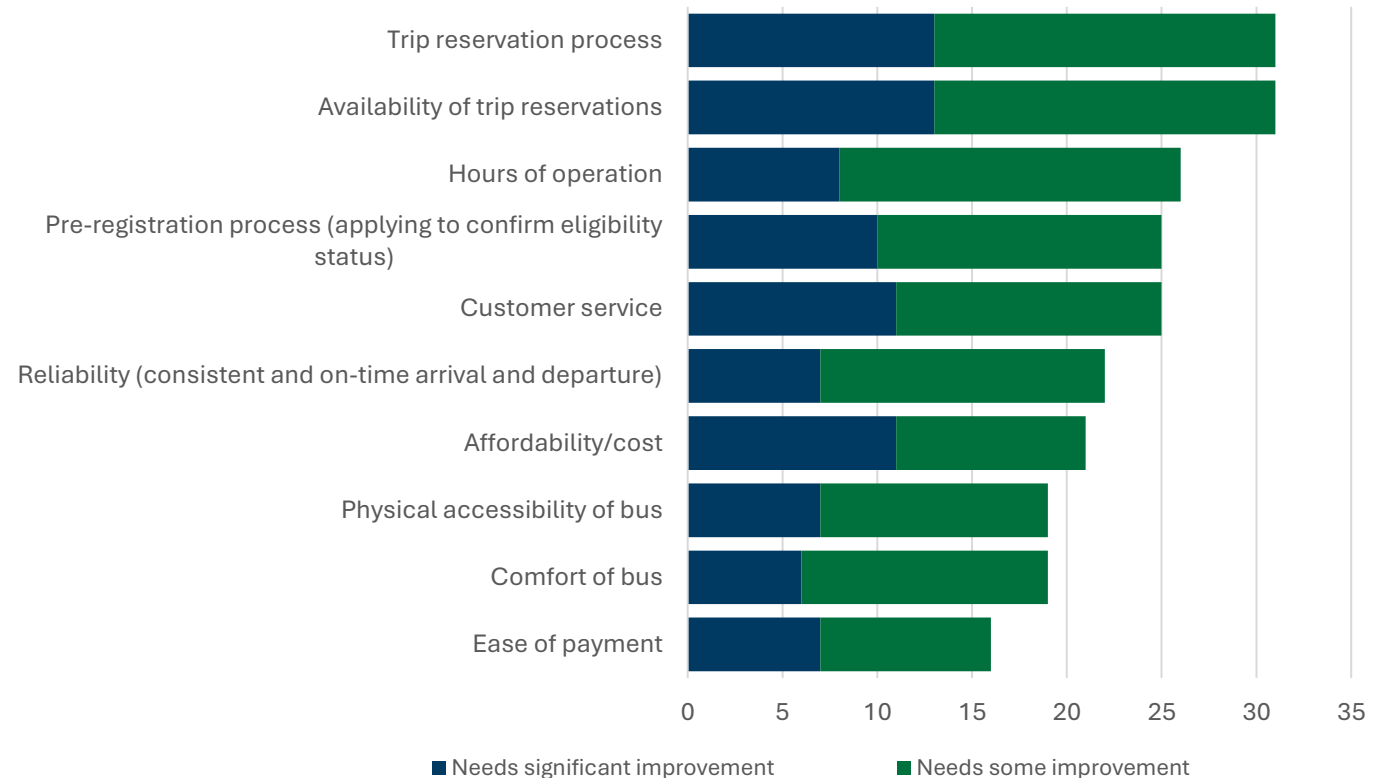
Q9 - When considering taking Dial-A-Ride, what are the three most important features to you?



Respondents indicated DAR trip reservation process & availability need most improvement

- Trip reservation process and availability of trip reservations ranked highest in needing improvement.
- Hours of operations also ranked third highest in needing improvement.
- Respondents are relatively satisfied with DAR reliability.

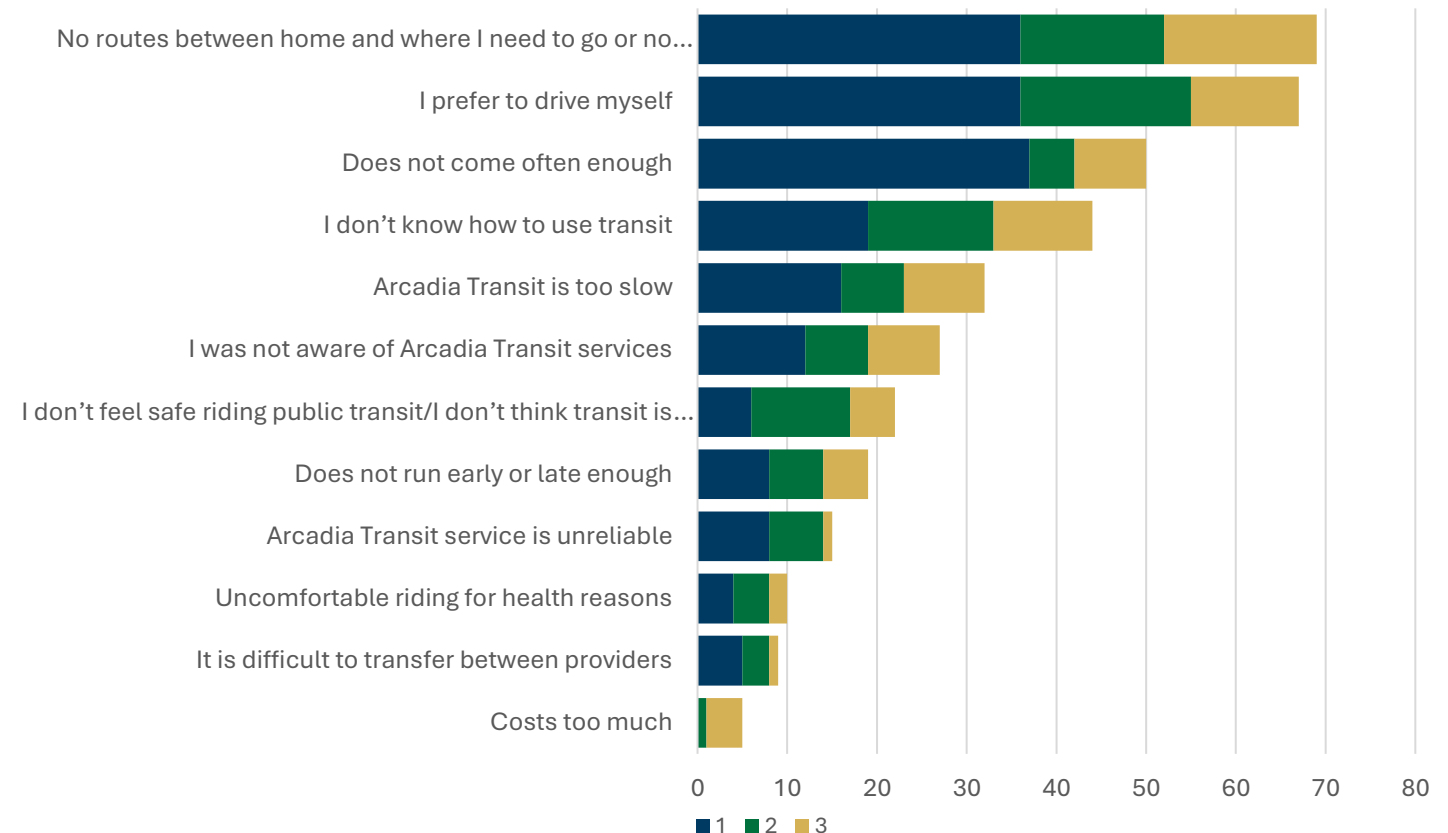
Q12 - How would you rate the quality of existing Arcadia Transit Dial-A-Ride services in the following areas?



Convenience and frequency were top cited reasons for not using Arcadia Transit.

- Top 3 reasons for not using Arcadia Transit:
 - There are no routes or stops that serve the places people want to go
 - People prefer to drive
 - It doesn't come often enough
- Another major obstacle for people is a need for information regarding how to use transit

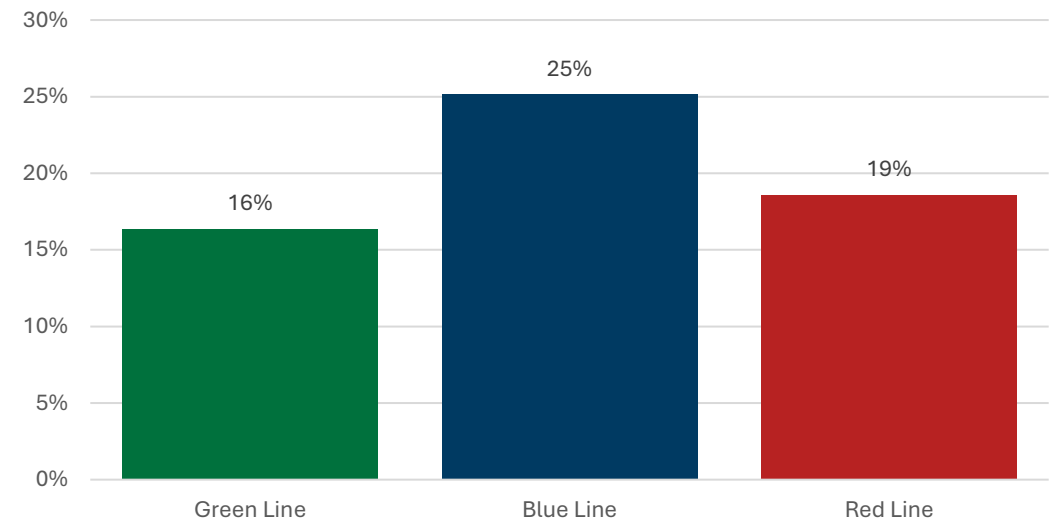
Q10 - What top 3 reasons best describe why you don't ride Arcadia Transit often or at all?



Blue Line had the most requests for greater frequency

- Approximately 25% of survey respondents indicated support for greater frequency on the Blue Line

Q13 - Are there any existing Arcadia Transit fixed-route bus services you wish ran more frequently (less time between buses)? Select all that apply.



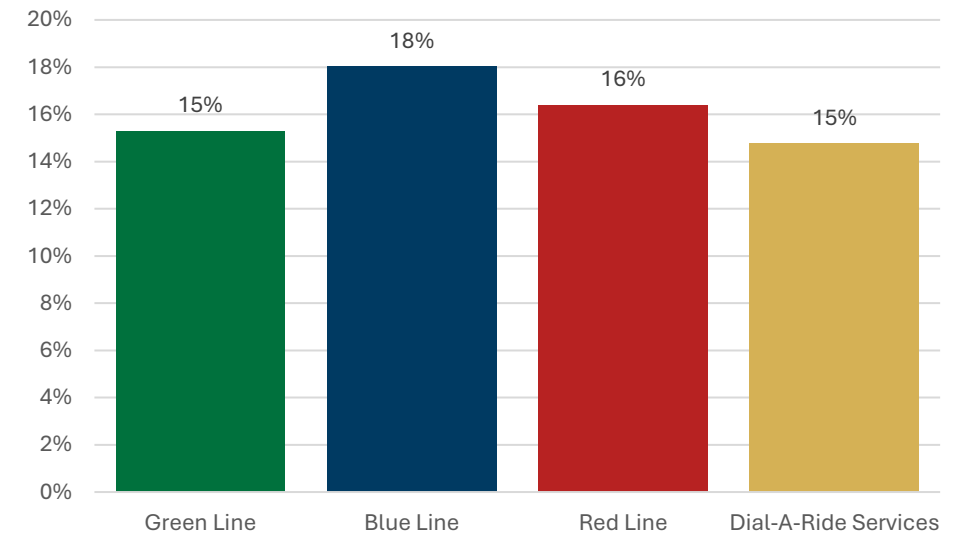
Note: Percentages are relative to the total number of survey respondents



15-20% of respondents expressed wanting to expand span of service across fixed routes & DAR

- Less than 20% of service respondents indicated interest in expanding the operating hours of Arcadia Transit services
- Referencing back to questions asking survey respondents to rank features needing improvement:
 - 39% of survey respondents indicated fixed-route hours of operation need significant or some improvement
 - 25% of survey respondents indicated Dial-A-Ride hours of operation need significant or some improvement

Q14 - Are there any existing Arcadia Transit services you wish ran at earlier or later hours?
Select all that apply.



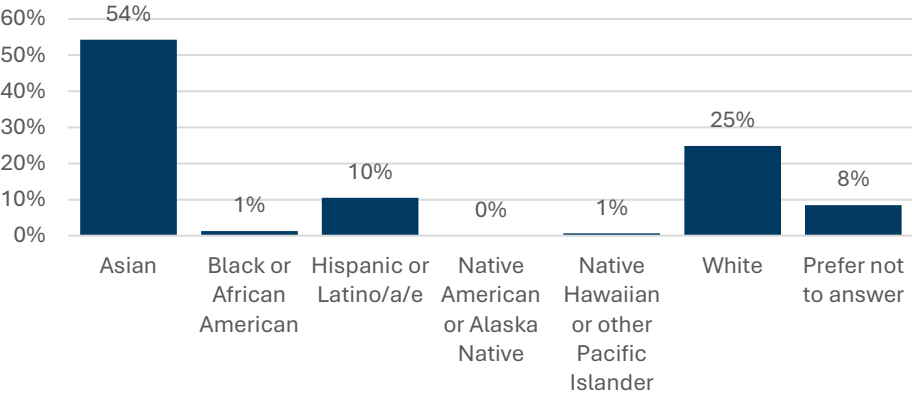
Note: Percentages are relative to the total number of survey respondents



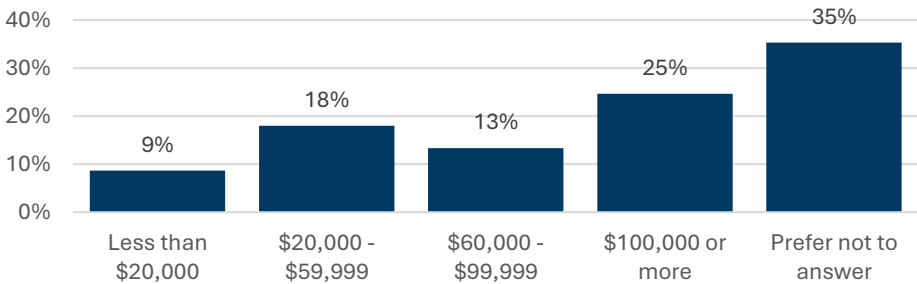
APPENDIX

DEMOGRAPHICS

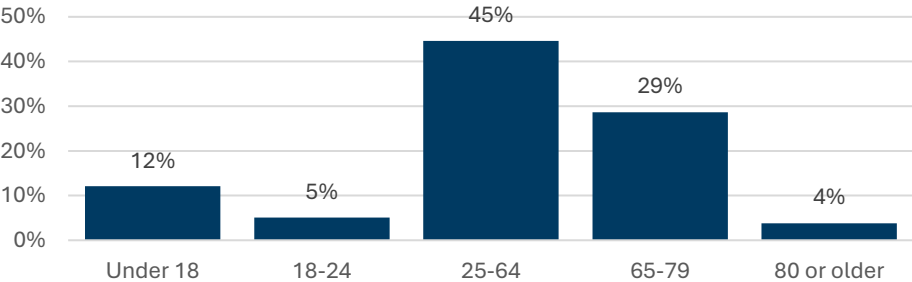
Race or Ethnicity



Annual Income



Age Groups



Mobility Disability

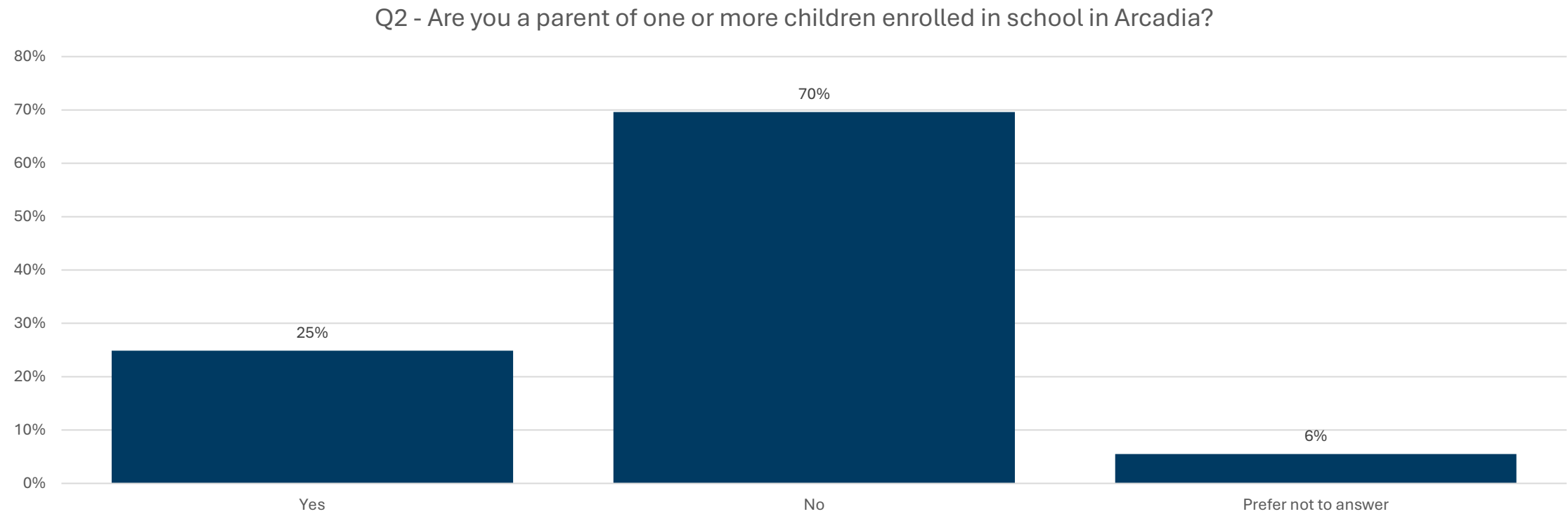


Gender Identity



TRAVEL BEHAVIOR

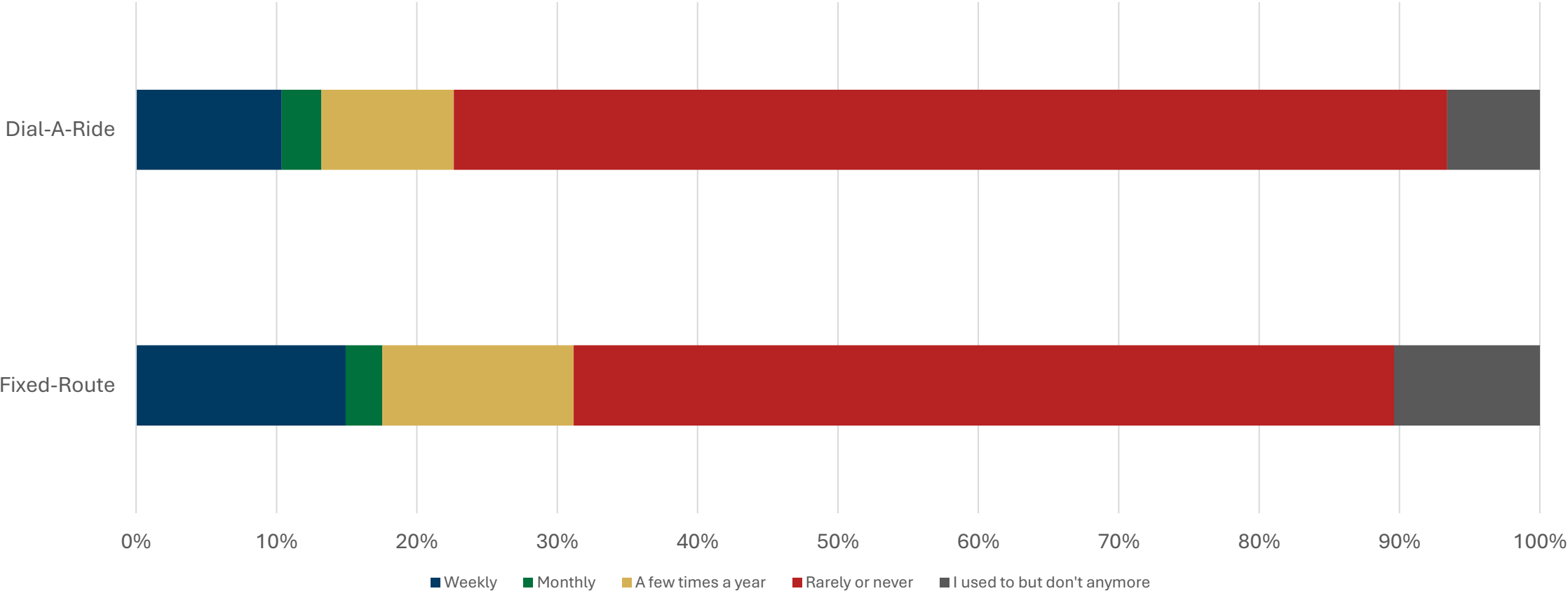
Q2 - Are you a parent of one or more children enrolled in school in Arcadia?



TRAVEL BEHAVIOR

A third of survey respondents take Arcadia Transit at least a few times a year

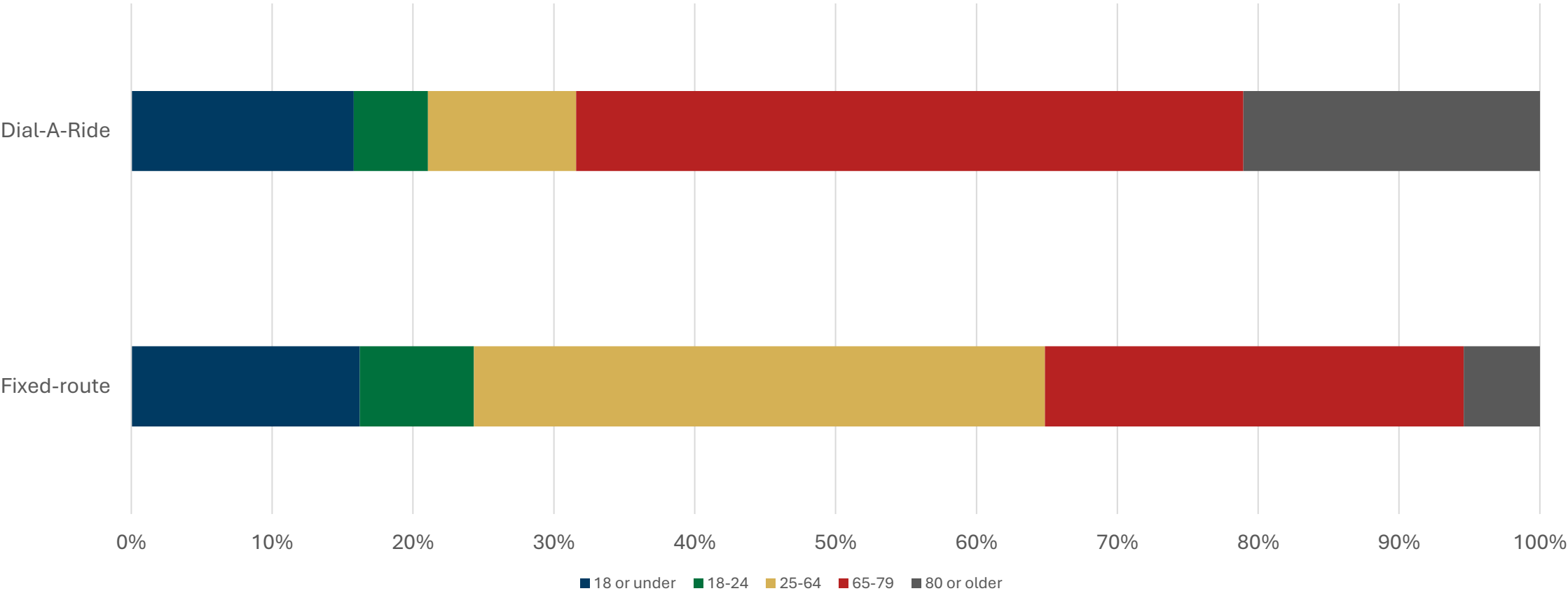
Q7 – How often do you use Arcadia Transit services?



TRAVEL BEHAVIOR

Most Dial-A-Ride riders are seniors, though seniors also make up 25% of fixed-route riders

Q7 – How often do you use Arcadia Transit services? (Responses who answered yearly or more frequently)



Requested Stop Locations

- Requests for stops included:
 - Blue Line: Palm/Holly, Colorado/2nd
 - Green Line: Route back to the Mall
 - Red Line: Huntington/1st
 - General additions: Huntington/5th, Foothill/5th, Orange Grove/Santa Anita, Camino Real/7th, Camino Real/Sunset, Monte Station



Free Responses

Systemwide:

- It is difficult to obtain information about Arcadia Transit services.
- Customer service incident reports are not followed up on.
- Being assured of safety would incentivize greater ridership.
- Wheelchair lifts have not worked in the past.
- Passio Go app is useful.
- Suggested implementing a system similar to Monrovia's GoMonrovia which provides discounted Lyft rides for residents.
- Desire for buses to be able to transport bikes, e-bikes and scooters.
- Traffic is a concern for bus effectiveness.

Fixed route:

- Arcadia transit works well for senior citizens and or people that cannot drive and that don't have a vehicle of their own.
- There is a desire for an updated payment system because quarters are uncommon to keep on-person; recommended to incorporate TAP system.
- Drivers do not stop for riders waiting at bus stop and are consistently late.
- Fixed-route needs to come with greater frequency; this will also help parents when sending their kids on the bus for travel to/from school.
- Concerned that the fixed-route system lacks ridership to justify the existence of the service.
- Walkability of Arcadia, particularly lack of sidewalk and safe walking space, prevents people from using transit.
- Shade covering at stops is desired.

Dial-A-Ride:

- There are issues with Dial-A-Ride scheduling including technical issues, and availability of preferred times (even when booking a week in advance).
- There is a desire for people of all ages to use Dial-A-Ride, which would particularly benefit people without a car.



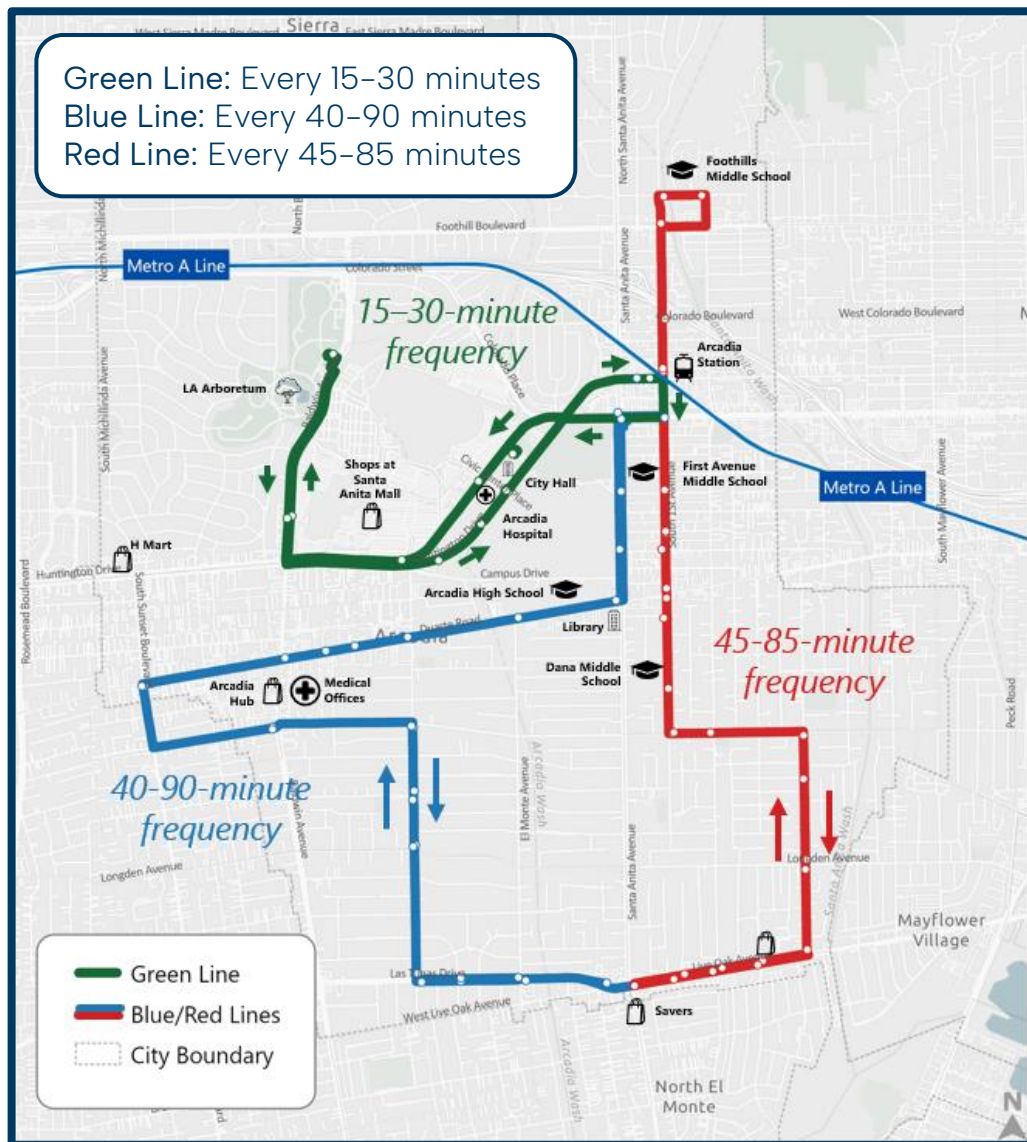
Appendix B: Alternative Transit Service Concepts Considered



Arcadia Transit Service Assessment – Concept Maps

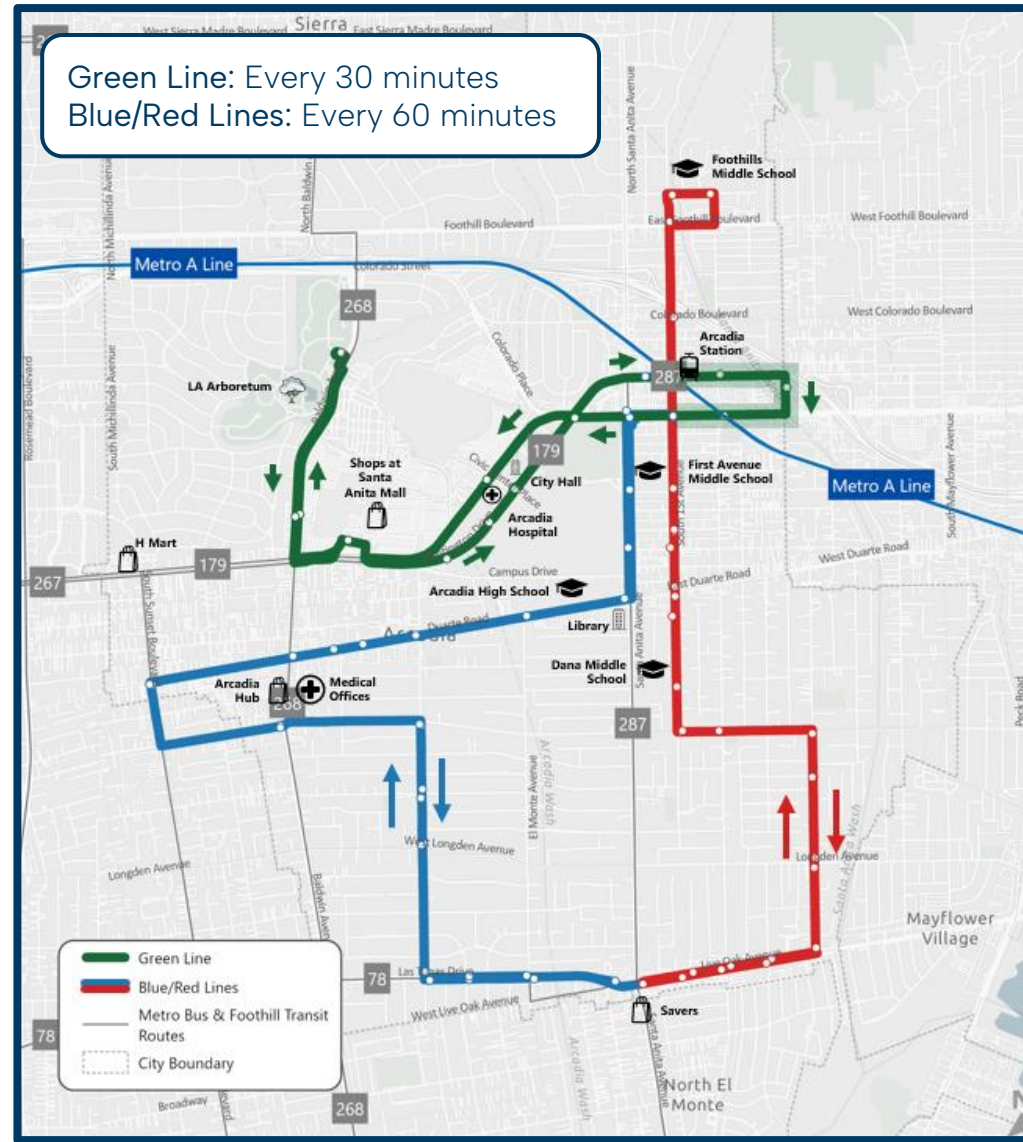
Current System

Fixed-Route



Concept #1

Current Fixed-Route System with Minor Modifications

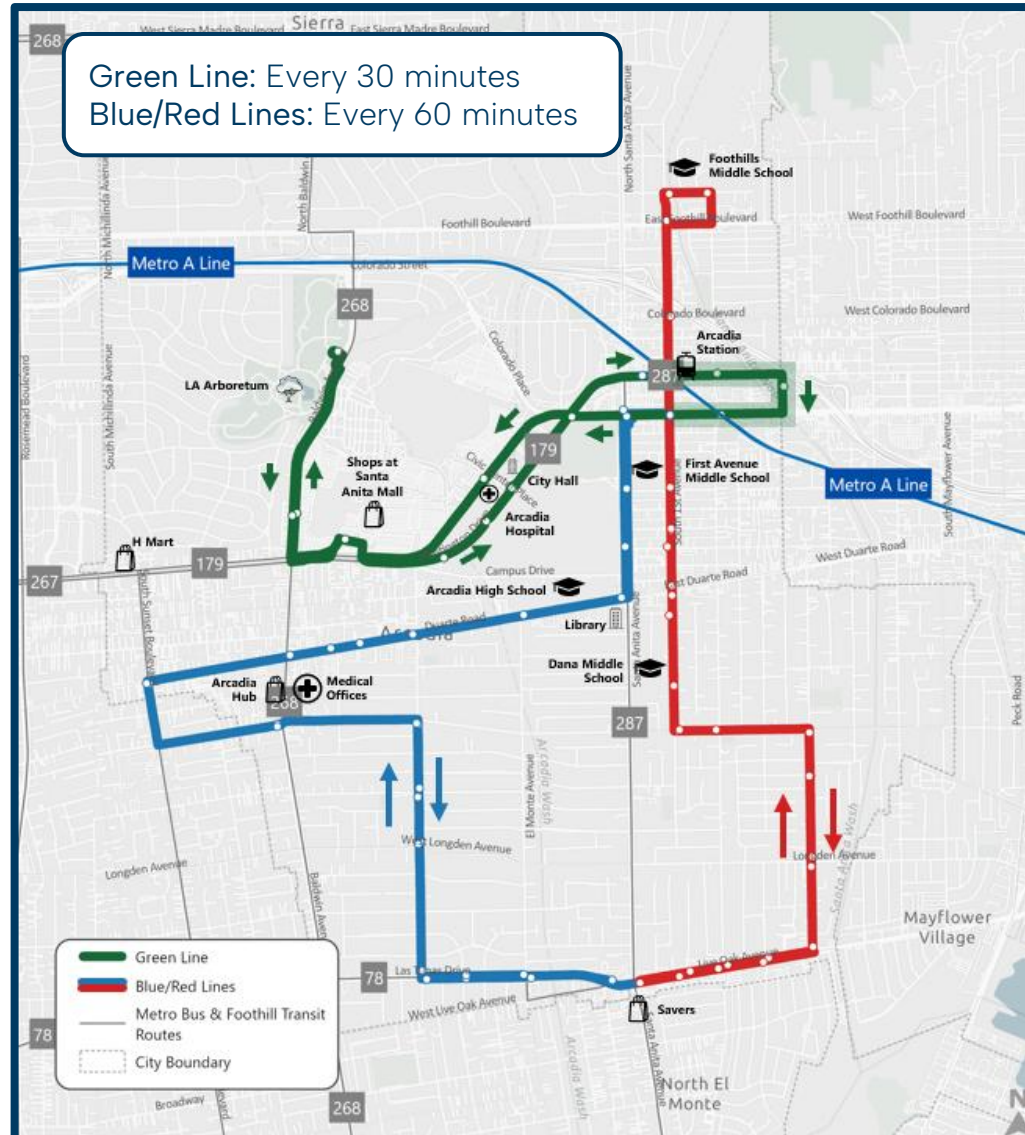




Arcadia Transit Service Assessment – Concept Maps

Concept #1

Current Fixed-Route System with Minor Modifications



Concept #2

Two Fixed-Route Loops





Arcadia Transit Service Assessment – Concept Maps

Current System

Fixed-Route



Microtransit Alternative

On-demand transportation service

