

## **TransLink Custom Transit Service Delivery Review**

### **Stakeholder Advisory Committee Summary Report**

TransLink's vision for accessibility is a seamless and inclusive public transit system that welcomes people from all communities and meets the needs of customers in accessing transit vehicles, information, customer service and other programs. Since 1998, the TransLink HandyDART system has provided paratransit services for those customers with a disability who are less able to rely on conventional transit systems.

In 2013/2014, TransLink conducted an in-depth "HandyDART Service Review" project, with a strong focus on stakeholder consultation. The review asked whether TransLink services for people with disabilities met their needs and the current demand, and sought to ensure that TransLink was making the best use of available resources to do so.

The 2013/2014 review gave TransLink a clear understanding of what stakeholders felt were the strengths and challenges of HandyDART service, as well as a useful demand and supply assessment. In addition, the review generated a set of recommendations, including to consider altering the service delivery model structure to make better use of accessible transportation service options in the region.

In terms of operational efficiency recommendations, the following have been completed to date:

- Increasing the effective use of non-dedicated vehicles (taxis)
- Optimizing the fleet size to meet demand
- Improving the trip cancellation policy
- Offering customers and their caregivers more education on services and operations

Throughout 2015/2016 TransLink heard from customers at several Board meetings and through other customer feedback that the HandyDART service still needed to be reviewed and improved, particularly in relation to responsiveness to customer concerns, service quality and the service delivery model. As a result, TransLink decided to conduct another focused review of custom transit services, and struck a project Stakeholder Advisory Committee (with diverse stakeholder representation), to participate in the review process.

This summary report provides an overview of the Advisory Committee's role, its activities during the review, and the recommendations produced. It also identifies several learnings from and about the process itself, including those that can be applied to future projects where a stakeholder advisory committee might be used.

### **PROJECT RATIONALE AND OBJECTIVES**

The purpose of TransLink's Custom Transit Service Delivery Review (CTSDR) was to improve transportation access for HandyDART customers by assessing operations and policy alternatives and making recommendations about the HandyDART program, service policies, service profile and service delivery model. Staff conducted extensive research into current operations, consultants were used to

provide technical advice, and an Stakeholder Advisory Committee (“Advisory Committee”) was struck to provide substantive input throughout the review process.

The review of TransLink’s custom transit service included an objectives definition step, a review of operational policies and service delivery structure in other jurisdictions (a “peer review”), a public sector comparator study (a financial analysis of various service delivery model configurations), and recommendation formation.

Overall, the review process intended to answer the following questions:

1. What should TransLink’s custom transit service achieve? (Objectives definition)
2. How does TransLink’s custom transit service currently compare to other North American services? (Peer Policy and Service Delivery Structure Review)
3. How do the service model options achieve the objectives set?
4. How do the service model options compare financially? (Public Sector Comparator)
5. What are the Advisory Committee’s recommendations to improve operational policies?
6. What are the Advisory Committee’s recommendations on the future model for service delivery?

## **ADVISORY COMMITTEE TERMS OF REFERENCE AND MEMBERSHIP**

In September 2016, the Advisory Committee was formed, and it adopted a Terms of Reference that outlined the objectives and responsibilities of the group. These responsibilities included:

- Provide advice to the Review, including identification of key issues, considerations and stakeholders;
- Confirm the objectives of TransLink’s custom transit service;
- Establish a common understanding of current barriers to custom and conventional transit services specific to people with disabilities;
- Provide advice related to the development of policy objectives, evaluation framework and criteria, and alternatives;
- Help evaluate findings from analysis of current and potential custom transit policies and performance;
- Help evaluate findings of the public sector comparator; and
- Provide recommendations for the service profile of the HandyDART program, including operational policies and service delivery model.

The full terms of reference can be found in Appendix A.

Prior to the Committee’s first meeting, invitations for membership were extended to four existing HandyDART customers, frontline staff representatives and other agencies with responsibilities or influence on HandyDART ridership. The resulting membership included:

Voting members:

- Tasia Alexis, Developmental Disability Association
- Carolyn Bauer, Vancouver Taxi Association
- Marilynne Bradford, retired HandyDART driver

- Laura Chow, Vancouver Coastal Health
- Lorraine Copas, SPARC BC
- Victor Dino, HandyDART customer
- Jane Dyson, Disability Alliance BC
- Rachel Goddyn, Access Transit Users' Advisory Committee
- Gudrun Langoff, Council of Senior Citizens Organizations of BC
- Lorraine Logan, Council of Senior Citizens Organizations of BC
- Tim Louis, HandyDART Riders Alliance
- Patrick Maxcy, HandyDART customer
- Patty Szafranski, HandyDART customer

Non-voting members:

- Louise Hearty, Director, Access Transit Service Delivery CMBC
- Sarah Ross, Director, System Planning & Consulting, TransLink

## **PROJECT TIMELINE**

The CTSDR project was initially scheduled to run from September 2016 to January 2017. However, two additional advisory committee meetings were added in February to accommodate the necessary workload. In total, the process included:

- 8 Advisory Committee meetings (every 3 to 4 weeks), each with a detailed agenda and materials sent in advance
- Discussion of project information between meetings, using email and the online discussion tool, Basecamp
- A “peer agency” policy and service delivery structure review conducted by Nelson/Nygaard
- A Public Sector Comparator study conducted by PricewaterhouseCoopers
- Broader stakeholder engagement activities, conducted by TransLink with support from MODUS Planning, Design & Engagement
- Final recommendations from the Stakeholder Advisory Committee

The following graphic was used to track the work of the committee against the overall project timeline, and to ensure that Stakeholder Advisory Committee efforts were directly linked to the technical studies as well as to recommendation formation:



## WORK PHASES



## COMMITTEE WORK: SUMMARY AND MILESTONES

In total, eight Stakeholder Advisory Committee meetings took place at TransLink’s head offices in New Westminster, facilitated by MODUS Planning, Design & Engagement. Presentations, advanced readings and minutes from all meetings have been archived by TransLink.

The success of the Advisory Committee was the result of an intensive and positive process based on a shared vision for the future of HandyDART service. Members of the Advisory Committee felt empowered to bring their concerns and comments forward throughout the project during meetings, through correspondence or by phone. Both staff and committee members worked together to ensure that the resulting recommendations accounted for the technical findings and were inclusive of broad stakeholder perspectives. Final feedback from the Advisory Committee included appreciation for the process and feeling that their concerns were truly heard by staff.

### September 7

At the first meeting of the Advisory Committee, the objectives were to introduce the project team and committee members to each other, discuss the committee’s role, provide background information on the CTSDR project, clarify project scope and timeline, discuss what success looked like from all perspectives, and confirm the committee’s Terms of Reference.

Key discussion points included:

- An overview of how HandyDART is operated and how it fits in the structure of TransLink
- How the CTSDR process would build upon from previous work/previous review
- The role and function of the consultants doing technical studies
- Possible addition of frontline staff and caregiver representation on the committee

### *October 5*

Objectives for this meeting included updating the committee on technical work underway and completed, establishing an understanding of service objectives, and introducing the consultants for the policy review and public sector comparator.

Key discussion points included:

- Ensuring the HandyDART survey conducted by Seniors Advocate BC will be considered
- The addition of another committee member to represent caregivers
- That service objectives will be used as indicators of success for the committee
- That having a short timeline for such a substantive policy review felt rushed
- That extending Advisory Committee meetings to 3 hours going forward would be helpful
- Ensuring that work from previous review is not ignored
- Overview of how the policy review and public sector comparator will be evaluated
- Moving towards an integrated system that views HandyDART and conventional transit as a single public transit system

### *October 25*

The objectives of this meeting included updating the committee on work completed on service objectives, planning for broader stakeholder engagement, progress on the multiple account evaluation and policy review.

Key discussion points included:

- Overview of the Multiple Account Evaluation tool being used in the technical review
- Overview of the results of the peer agency policy review and clarification on methodology used
- Organizing a field trip at HandyDART's office to observe and understand dispatching and scheduling process
- The addition of another committee member to represent frontline staff
- Whether to move away from language in the service objectives regarding "people who are unable" to use the conventional system, and instead using language that reflects people who have uncertain changes in abilities day-to-day
- Having Advisory Committee members present at the broad stakeholder engagement events

A visit to MVT head offices in Cloverdale was coordinated through email and Basecamp. Two committee members attended the trip on November 4<sup>th</sup>. An additional site visit was conducted on December 14, with one committee member.

### *November 10*

The objectives of this meeting included updating the committee on work completed on the broader stakeholder engagement, the public sector comparator, multiple account evaluation and policy review and proposed delivery models.

Key discussion points included:

- How the public sector comparator evaluates service delivery models and the bidding process for contractors
- Concerns regarding the accuracy of the on-time window and the difference between policy and experience
- Concerns regarding eligibility policy and how eligibility should be improved while being respectful of HandyDART customers and/or without creating additional barriers
- That all service delivery functions should be considered in an in-house or contracted capacity  
That improving customer experience should be central to all decisions

After this meeting, information regarding improved signage at HandyDART Pick-up/Drop-off Locations, HandyDART signage for taxis, and HandyDART pick-up notification calls was sent to committee members via Basecamp and email. Some committee members expressed that their experience on these items does not align with the stated policy, and that measures should be taken to ensure practice reflects policy. Another comment was that policies relating to taxi drivers are not practical, with taxi drivers facing many barriers to provide higher quality service as they are not using TransLink vehicles.

#### *December 6*

The objectives of this meeting included reviewing the public sector comparator report, clarifying the timeline and process to develop committee recommendations, examining the various the service delivery models, and the format and schedule of the broader stakeholder engagement activities.

Key discussion points included:

- The importance of a customer feedback/complaint section as a recommendation topic
- Training for taxi service and potential changes in definition
- Definition for eligibility and a need to encompass nuances in rider ability
- Shifting to a more integrated transit system
- Ensuring numbers used for analyses are specific to TransLink's current conditions
- Inclusion of both staff and stakeholders in the broad engagement process

Following the meeting, three threads were started on Basecamp and via email regarding the recommendation topics:

- *Customer Experience Policies:* Some Committee members expressed that the advance reservation window is not feasible in practice due to demand, that reducing trip denials is an important priority, and that reported trip denial rates do not match personal experience. Improving advance calls and reducing ride times were supported for comfort and dignity of passengers, and that the customer feedback process should include follow up with the customer.
- *Access to Service:* Noted that the family of service approach and intermodal trips are supported, providing more options for full spectrum of ability. There was recognition that the program eligibility criteria needs to be improved, but there was concern regarding in-person evaluation by the service provider or assessors. Efforts to improve eligibility accuracy and match rider capacity to services address the comfort and dignity of HandyDART users.

- *Service Model:* Committee members focused on taxi service. Some comments supported regular training for all taxi drivers who serve HandyDART passengers, utilizing existing resources that have been developed. Training and incentives should be implemented to improve customer experience.

#### *January 17*

The objectives of this meeting included reviewing the technical work completed since the previous meeting, providing an update on the broader stakeholder engagement process, and forming a set of operational policy recommendations.

The committee worked with TransLink staff to draft the first three of six recommendations (summary of key issues can be found in the “Operational Policy Recommendation Formulation” section below). TransLink posted additional documents raised at the meeting to Basecamp and through email. This included the Office of the Seniors Advocate HandyDART survey findings contrasted to the TransLink HandyDART Customer Satisfaction Survey, the status of Federal Accessibility Legislation, statistics for on-time trip arrivals, and a bulleted list of findings from the MVT site visit conducted by Nelson/Nygaard.

#### *February 9*

The objectives of this meeting included reviewing the reported results of the broader stakeholder engagement process, reviewing the findings of the public sector comparator, and completing policy and service delivery model recommendations.

The committee worked with TransLink staff to complete all six policy recommendations (summary of key issues can be found in the “Operational Policy Recommendation Formulation” section below). As the committee did not have the time needed to form a recommendation for the service delivery model, an additional meeting was agreed to and scheduled.

Following this meeting, Committee members submitted feedback to TransLink staff to present to the February 23 TransLink Board Strategy Session.

#### *February 28*

The objectives of this meeting included reviewing the benefit and trade-off analysis of the service delivery models and completing a final recommendation for the service delivery model.

### **STAKEHOLDER ENGAGEMENT ACTIVITIES AND FINDINGS**

From December 2016 to January 2017, TransLink worked with MODUS to develop and deliver a broader stakeholder engagement process as part of the Custom Transit Service Delivery Review. The following activities took place:

- January 16<sup>th</sup> - 1 Staff Workshop (MVT Head Offices with frontline staff)
- January 18<sup>th</sup> and 19<sup>th</sup> - 3 Stakeholder Workshops (Vancouver, Coquitlam and Surrey)
- January 18<sup>th</sup> to January 29<sup>th</sup> – Online survey
- January 18<sup>th</sup> to January 30<sup>th</sup> – Individual meetings

Over 150 individuals and organizations were invited to attend a workshop or participate in the online survey. A total of 68 stakeholders attended the four forums and 6 stakeholders attended individual meetings. There were 132 online survey respondents.

Participants in all engagement activities were asked to rate their level of agreement with four statements. A summary of the level of agreement for each of the statements were as follows:

- Q 1: Customer access to HandyDART will be improved by extending the trip reservation deadline, from noon (the current deadline) to late in the afternoon on the day before the trip. **(78% Agree or Strongly Agree with this statement).**
- Q 2: HandyDART applications should be expanded to include information about the ability to use conventional public transit services, including bus, SkyTrain, and SeaBus. **(62% Agree or Strongly Agree with this statement).**
- Q 3: TransLink should continue to use taxis for some trips, to maximize the availability of HandyDART. **(67% Agree or Strongly Agree with this statement).**
- Q 4: HandyDART customers should use conventional transit (bus, SkyTrain, or SeaBus) for some or part of their trips when they can, to maximize the availability of HandyDART. **(47% Agree or Strongly Agree with this statement).**

There was only one statement with a high level of disagreement:

- Q 4: HandyDART customers should use conventional transit (bus, SkyTrain, or SeaBus) for some or part of their trips when they can, to maximize the availability of HandyDART. **(40% Disagree or Strongly Disagree with this statement).**

Participants were then asked to rank three statements on service delivery in order of importance. The majority of participants **(52%)** ranked the last statement: **“Do not deny any requested trips (within certain parameters)” as their first priority.**

For question 6, workshop participants were asked to rank four statements on service delivery in order of importance. Feedback included:

- **38%** of the participants ranked the following statement as a top priority: **“Experience during a HandyDART trip (e.g. timeliness of pickup, duration of trip).”**
- **30%** of the participants ranked the following as a top priority: **“Providing the highest number of trips possible within the funding available.”**

General comments submitted by participants focused on: service delivery, availability, and quality; the reservation system; taxi and HandyDART drivers; screening/registration and operational concerns.

- **Availability and accessibility** of the service: needing to grow the system and make it safer to meet growing demand and changes to that growing demand due to an aging and changing demographic
- **Service quality:** making scheduling and trips more efficient with time accuracies and grouping similar pick-ups, travel and drop offs.
- **Reservations** being expanded to the end of the working day, the day before; use of trip optimization booking system that all users can access (use of app).
- **Taxi** drivers (if and when used) being trained along with all staff and drivers, to deliver quality, meaningful and safe service to all client user groups including how clients are spoken to, treated, handled to/from client’s locations/homes (especially in poor weather conditions). This includes enabling the right information for all drivers to be aware/ready for their clients’ needs.

- **Registration / eligibility:** Ensuring transparent and accountable method of screening for registration: making it easy for all users of the system; and including mandatory travel training.
- **Service delivery model:** whether to bring all aspects of HandyDART in-house.
- **Operational aspects:** Ensuring suitable inventory levels and improving safety and access within and to/from vehicles.

## **OPERATIONAL POLICY RECOMMENDATION FORMULATION**

Formation of operational policy recommendations were the focus of Advisory Committee meetings on January 17<sup>th</sup> and February 9<sup>th</sup>. TransLink staff drafted a set of six recommendations prior to the meeting, reflecting what had been discussed and learned during the first five meetings.

The Advisory Committee worked through each of the recommendations, providing feedback, language changes and other key issues that needed to be addressed. The key issues and language changes for each recommendation is summarized below, and the final recommendations are provided.

### **Draft Recommendation 1: Improving Reservation Convenience**

Issues discussed:

- Later reservation times provide users with more spontaneity with their transportation needs
- Concerns regarding those who cannot access or are not proficient with technology
  - This can be addressed by only dedicating a portion of rides for the online system

Changes suggested:

- None

*Final recommendation:*

In order to improve customer experience by improving reservation convenience, the committee recommends:

- The reservation window be extended from 12pm to later in the afternoon the day before.
- TransLink introduce options for online booking.

### **Draft Recommendation 2: Reducing Wait Times**

Issues discussed:

- A more accurate 10-minute advanced warning
- Assess the data to increase number of trips arriving in the first 15 minutes of the pick-up window
- Public reporting on wait times, interest in assessing wait times by location

Changes suggested:

- Including taxis in the 10-minute advance warning improvement
- Establishing a specific target to increase number of trips that arrive within the first 15 minutes
- Added:
  - Report out on wait times for customers
  - Assess the feasibility of reducing wait times without reducing availability of trips

*Final recommendation:*

In order to improve customer experience by reducing wait times, the committee recommends TransLink:

- Improve the performance of the 10-minute advance warning of vehicle arrival for all HandyDART trips, including taxis.
- Report out on wait times for customers on the TransLink Accountability Dashboard.
- Assess the feasibility of reducing wait times without reducing availability of trips
- Based on this feasibility assessment, establish a specific target to increase the number of trips that arrive within the first 15 minutes of the pick-up window

**Draft Recommendation 3: Reducing Travel Times**

Issues discussed:

- Room to improve proactive scheduling
- Comparing HandyDART trips to conventional system in terms of time is inaccurate, since HandyDART makes trips that conventional system does not

Changes suggested:

- Changing language to “Look for opportunities to be more proactive...”

*Final recommendation:*

In order to improve customer experience by reducing travel times, the committee recommends

- TransLink implement a policy where HandyDART trips take no longer than 1.5x the duration of the same trip on conventional bus services pending a timely feasibility assessment and further engagement with stakeholders.
- Look for opportunities to be more proactive in dispatching, such as regularly checking projected conditions and schedules and re-distributing customer trips.
- TransLink perform an in-depth review of the existing HandyDART trip scheduling software to ensure trip routing and scheduling are as efficient as possible.

**Draft Recommendation 4: Continuing to Use and Enhancing HandyDART Taxi Service**

The original draft recommendation focused on customer feedback and experience. It was identified through discussion that there needed to be additional work before landing on a recommendation. Therefore the recommendation was changed to focus on HandyDART taxi service.

Issues discussed:

- Consider using incentives to ensure service quality
- The Ask, Listen, Act training program for taxi drivers has already been created by a third party and should be used rather than starting over
- TransLink should receive HandyDART complaints rather than a contractor
- Providing immediate feedback to drivers should be an option

Changes suggested:

- Split first bullet point into two:
  - Implement mandatory HandyDART taxi driver training.
  - Implement other ways to ensure HandyDART customer service standards are met by taxi drivers.

*Final recommendation:*

In order to improve customer experience by continuing to use and enhancing HandyDART taxi service, the committee recommends TransLink:

- Implement mandatory HandyDART taxi driver training.
- Implement other ways to ensure HandyDART customer service standards are met by taxi drivers.
- Explore technical solutions to integrate HandyDART and taxi scheduling software for tracking customer pick-up/drop-off information.
- Implement policy for mandatory high-visibility signage for all taxis performing HandyDART trips.

**Draft Recommendation 5: Available Trips When Needed**

Issues discussed:

- Working group should include staff as well as users
- Eligibility process should be customer centred
- Should draw on past work

Changes suggested:

- Language adjusted to “A working group with **customers, stakeholders and staff...a customer-centred** and respectful”
- Added:
  - TransLink deliver more HandyDART trips.
  - TransLink continues to make the conventional system more universally accessible including bus stops, signage, stations, and fleet.

*Final recommendation:*

In order to ensure HandyDART trips are available for customers when they need to use the HandyDART system, the committee recommends:

- TransLink deliver sufficient HandyDART trips to meet customer demand.
- An implementation strategy be developed for a Family of Services Approach.
- A Travel Training Program be implemented to teach customers how to use conventional transit safely and independently.
- TransLink continues to make the conventional system more universally accessible including bus stops, signage, stations, and fleet.
- A working group with customers, stakeholders and staff be immediately established to build on previous work to identify, maintain and ensure a customer-centred and respectful eligibility process that provides substantive information on registrants’ abilities.

**Draft Recommendation 6: Appropriate Funding**

Issues discussed:

- Improve funding to HandyDART and accessibility of conventional services
- External funding, partnerships needed
- Acknowledge that many trips are health related

Changes suggested:

- Language added “...HandyDART **and improvements to the universal accessibility of the conventional system.**”

*Final recommendation:*

In order to ensure that HandyDART is appropriately funded, the committee recommends:

- TransLink further examine the demographic changes that could drive increased demand for HandyDART service.
- In recognition that a high proportion of trips are to access health-services, TransLink engage with senior government and other agencies to review opportunities for funding HandyDART and improvements to the universal accessibility of the conventional system.

## **SERVICE MODEL DISCUSSIONS AND INPUT**

A Service Delivery Model recommendation was developed during Advisory Committee meetings on February 9<sup>th</sup> and February 28<sup>th</sup>. These meetings reviewed each service delivery model and the benefits and trade-offs for all options.

Criteria that were identified as most important to the Advisory Committee

- Accountability and responsiveness to customer feedback
- Improving technology to increase passenger trips
- Flexibility in managing more trips
- That the criteria used is balanced

The Advisory Committee asked clarification questions and discussed the benefits and trade-offs identified in the analysis of service delivery model functions when performed by different providers.

Other summative comments:

- A model that puts customers/riders first
- TransLink should be a leader

After these discussions, the Advisory Committee was able to draft and support the following service delivery recommendation:

TransLink should be a leader in the province, inspiring other agencies to achieve higher quality service. In order to best achieve a high level of customer experience, flexibility in managing demand, and effective use of financial resources, the committee recommends:

- TransLink increase oversight and accountability for HandyDART by establishing clear standards and moving **Customer Feedback** in-house and retaining **Registration** in-house.
- A single dedicated provider **Deliver Rides** to ensure consistency of service.
- The **Call Centre** function should be delivered by a separate provider from the provider **Delivering Rides** (unless TransLink **Delivers Rides**.)
- TransLink pursue additional opportunities for HandyDART customers to provide input.
- TransLink take into account existing HandyDART employees through any transition.

## LESSONS LEARNED

### Positive outcomes

- Dedicated committee members participated as fully as possible in all discussions and decisions while respecting and supporting the detailed committee Terms of Reference throughout the process.
- Dedicated committee members contributed substantially to all aspects of the process, working well with TransLink and consultants to discuss issues/needs, explore possible solutions, review technical studies and research, and to form recommendations.
- There was a strong diversity of viewpoints on the committee, providing well-rounded experiences in the field/topic, deep understanding of the issues/needs of the audiences discussed, wide networks to reach, and resources to access and reference. All these aspects contributed to the learning and adaptations needed throughout the life of the process.
- Carefully designed committee meeting agendas allowed for good balance of process and content discussions. Commitment from all committee members and staff to open discussion and consensus-based decision-making also allowed for meaningful discussion.
- TransLink and consultants were responsive to inquiries, providing useful information, and answers to detailed questions. Committee members were treated with respect, and this was essential to the smooth functioning of the committee. CEO Kevin Desmond's participation and support at key moments of the project built integrity and trust into the process.
- TransLink dedication to improving custom transit services and service delivery model to meet a shared goal was the foundation of all discussions and collaborative work.
- A clear map of the process, project timeline and how the technical and process aspects were integrated allowed all participants to contribute when and where they could, with a shared goal and commitment to success.
- Discussion of sensitive topics like eligibility was handled carefully and committee input on same was directly reflected in recommendation formation.
- Committee members were supportive of and pleased by the efforts to look at other jurisdictions and models to ensure the committee deliberations were informed by best practices and knowledge of a wide range of options.
- Committee members were pleased by and supportive of how TransLink staff helped the committee form draft recommendations "live" onscreen during the last several meetings, and how these were finalized with their input over several rounds of thoughtful editing.

### Opportunities for improvement

- Some of the technical work was difficult for committee members and staff to fully understand and discuss, with some confusion over technical terms and processes, exacerbated by timing and circulation of some of the work (especially the public service comparator).
- Scope of the project discussions was challenging for some committee members who had only partial system and policy knowledge, while some members wanted to focus on operational details that were critically important to them but were not within scope.
- Use of the Basecamp online discussion forum and document control software was difficult or impossible for some committee members.

- The process was sometimes rushed with delivery and circulation of technical reports too close to advisory committee dates.
- Although a commitment to consensus decision-making was agreed early on, the specific mechanism for doing this was not fully resolved and the committee reverted to calling for support formally at the end of the recommendation development stage.
- Additional meetings being added to the planned process meant committee members had to donate more time and effort than expected.
- Though the committee composition was meant to strike a balance between size and broad perspectives, some feedback from the community indicated that some felt the Advisory Committee should have included additional members.

## **APPENDIX A**

Appended is the Custom Transit Service Delivery Review Stakeholder Advisory Committee Terms of Reference.