



City of  
**Peterborough**

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**To:** **Members of the General Committee**

**From:** **Jasbir Raina, Commissioner of Infrastructure and Planning Services**

**Meeting Date:** **January 23, 2023**

**Subject:** **Terms of Reference for the proposed Peterborough Transit Liaison Committee, Report IPSTR23-001**

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## **Purpose**

A report to provide the Terms of Reference for the proposed Peterborough Transit Liaison Committee for approval.

## **Recommendation**

That Council approve the recommendation outlined in Report IPSTR23-001 dated January 23, 2023, of the Commissioner of Infrastructure and Planning Services, as follows:

That the Terms of Reference for a Transit Liaison Committee, attached as Appendix A to the report IPSTR23-001, be approved.

## **Budget and Financial Implications**

There are no budget or financial implications associated with the recommendations in this report.

## **Background**

Council at its meeting of February 28, 2022, passed the following motion:

That staff bring forward a preliminary report by the September cycle of meetings regarding a Terms of Reference for the next term of Council, describing a potential Transit Rider Liaison Group/ Committee that would provide a forum to facilitate information sharing and education with Transit riders, engagement, and the offering of suggestions.

Following that direction, Report IPSTR22-016 dated September 12, 2022, of the Commissioner of Infrastructure and Planning Services was received for information and Council directed that the following amendments be made to the Draft Report:

- i) That a member of the Amalgamated Transit Union be available as a staff resource at meetings.
- ii) That nine meetings be held per calendar year.

This report is in response to Council direction. At its meeting of September 12, 2022, staff had the opportunity to provide previous Council with a significant level of detail around change management programs undertaken by Peterborough Transit to advance new programs and initiatives to modernize transit services at the direction of Council. Public feedback platforms, communication strategies, implementation of ongoing service changes and tweaks to service delivery in response to customer feedback, including individualized customer programs, were presented to demonstrate an awareness and understanding of the impact of change on transit customers and stakeholders. Previous Council directed that the new Council should receive and review the amended report as an opportunity to introduce new Council to the request and information.

In 2018, the Transit Route Review and Long-Term Growth Strategy Study was launched. The purpose of the Study was to review the City's existing transit services and recommend a redesign of the Transit route system to support future growth of the City. In 2018-2019, the first step of public consultation for this project solicited and received feedback from the public, public funding partners, transit staff and operators.

Staff are preparing a report, as directed by Council at its meeting of December 12, 2022, comparing the current transit network to the prior transit network and detailing the operational and financial implications associated with returning to the prior transit network. The report will be presented during the March Council cycle and the results will be shared as part of scheduled committee meetings with the Transit Liaison Committee.

## **Transformation of Transit**

In mid-March 2020, the Transit Route Review was placed on hold due to the COVID-19 pandemic. Transit services were reduced with fewer routes and shorter operating hours through the initial period of the pandemic. In July 2020, an interim route network was put in place based on a hybrid grid network, to support the safety and wellbeing of the public, customers and transit staff through the ongoing pandemic. In addition to basic transit services, special services for Essential Workers were implemented to provide transportation support to front line workers who needed service outside of the reduced operating hours sustaining the core system.

Operational policy and procedure changes were dynamic, at times changing daily, and were undertaken in response to evolving public health guidance and required continuous change management communication to transit users and the community. Public feedback on the interim route network continued during this phase and the community was invited to provide feedback on the service to help inform the need for service adjustments to improve the customer experience during this period of uncertainty. In response to that feedback, staff made a number of adjustments to routes and schedules to minimize the impact of the necessary changes and improve services where possible to a significantly reduced ridership.

The Transit Route Review study resumed in December 2020. Building on initial consultation activities, additional consultation activities were undertaken including a Transit Rider Survey, public outreach using Transit Ambassadors, public open house sessions (using an online meeting format), key stakeholder information sessions and a survey and travel pin map to capture data based on user input via Connect Ptbo. Transit staff received valuable input from transit users related to the interim network that informed the recommended new route network which was shared with the consultant to synthesize with comprehensive data and consultation with the public, key stakeholders and the ATU membership beginning in 2018. Council also requested that an additional study identifying opportunities for On Demand Transit be included in the report.

On July 26, 2021, Council approved four of the six key recommendations from the Transit Route Review and Long-Term Growth Strategy, contained in Report IPSTR21-013. While the service enhancement plan to improve frequency of service on key routes and expand the area of transit coverage was not approved, Council did approve the redesign of the Transit Route Network, moving from a radial/hub network to a grid system, the reallocation of some federal-provincial infrastructure funding for transit bus purchases, and the launch a Transit On Demand Service Pilot Program, with the following three phases of implementation:

1. Providing the Pink Community Bus service in East City, a low ridership area;
2. Replacing some low ridership fixed routes during off peak hours (i.e., after 9:00 p.m. or on weekend evenings); and
3. Using On-Demand trip booking to replace the Specialized Transit booking system.

Based on Council's approval of the On-Demand Pilot, Transit introduced the On-Demand service in April 2022, with the New Pink Community Bus Route launched to provide service in areas of East City with low ridership. In May 2022, Transit launched On-Demand software to support the specialized (van) service. In September 2022, Transit began testing the final application of On-Demand Service by converting some lower ridership fixed routes to On-Demand Service during the evenings and/or weekends. The routes were supplemented by the operation of several core fixed routes.

On Demand technology eliminated the need to transfer on routes that have lower frequency service during off peak hours, making the service more convenient for customers. The service is safer for travelling at night, with more stops served deeper into residential areas allowing for closer pick up and drop off versus the regular routes. On Demand increased service efficiency by reducing the number of buses and drivers required during the low ridership timeframes. This efficiency allows for new opportunities to redeploy the saved resources to higher customer demand travel times and targets the reduction of transit's carbon footprint.

The service does not require a cell phone or data plan and has options to connect visual and hearing-impaired customers with customer service. In addition to regular booking options, the On Demand Pink Community Bus and the weekday/Saturday evening bus service has an app option for those who can or prefer to book themselves. Over 90+% of On Demand trips are booked through the PTBOnDemand app.

On-Demand technology has also improved the City's accessible van service efficiency and customer experience, which serves seniors and people living with disabilities or mobility issues. There has been no change to how accessible van customers interact with the service. On Demand technology has reduced wait times and overall trip times and increased same-day trip booking options and on time performance. Moving to shared ride technology has resulted in approximately 99% of customers being able to book trips, a significant increase over the prior service delivery technology where customers experienced a lack of capacity.

In addition to these changes, Transit has introduced Contactless Fare Payment, online transit planning tools (i.e.: GOOGLE Transit, Moovit), real-time bus information, bike racks on buses pilot, travel training programs, ride-along videos so customers can experience each route visually online, turn by turn navigation for customers with accessible needs, and The LINK rural transit service connecting the City, Selwyn Township and Curve Lake First Nation.

Customer communication and information sharing is critical to the successful implementation of other Council approved Transit initiatives to fully realize the scope of the Intelligent Transportation System.

## **Transit Feedback and Engagement**

The opportunity to share feedback on their experience is critical to building trust between transit and the public. Customers have expressed frustration that, in addition to the scope and pace of change to Peterborough Transit, they want more opportunities to provide feedback about transit services to talk about how those changes have impacted them, understand all the options they have to navigate the new system, and how those changes support transit's service expansion and long-term growth strategy. As Council makes balanced, and data-informed decisions about the future of transit, customers need to feel heard as part of that process. The Transit Liaison Committee will fill the communication gap, connecting customers and stakeholder groups directly to Transit staff, building on existing tools and recommending additional strategies to reach the customer base.

Transit has and maintains several tools to solicit and receive public feedback on its services. New tools are introduced when a gap is identified and resources to support a new platform are available. These tools direct public inquiries to designated staff in the program areas for review, response, or follow up as appropriate. These tools include:

- Online Transit Feedback Form
- Online Driver Appreciation Form
- Written Customer Feedback Cards
- Dedicated customer service phone lines
- Customer ambassador program (in person)
- Direct email and phone exchanges with the public and all transit management staff
- Direct email and phone exchanges with members of Council to address concerns of their constituents and City residents
- Customer feedback and action tracking system to identify trends and priorities

Transit staff also participate in a number of community and City events such as the Annual Seniors Summit, Capable Con, On the Bus, Shifting Gears, Grade 8 Transit Quest, etc., to maintain public visibility, promote transit, and support access to transit services. In addition, staff participate actively on various committees and work in collaboration with several community groups and service partners to discuss services, deliver training, mentorship, and specialized programming, including:

- Council for Persons with Disabilities – partnership and programming
- Age Friendly Peterborough Committee – partnership and programming
- Accessibility Advisory Committee
- Trent Central Student Association Transit Committee
- Fleming Student Association Committee

Transit also has internal events and processes for engaging with both unions (CUPE 126 and ATU 1320) and all division staff including:

- Regular Labour-Management Meetings
- Employee Engagement Events
- Employee Engagement Committees

## **Benefits of the Peterborough Transit Liaison Committee (PTLC)**

Transit changes have a significant impact on public transit customers. In a short period of time, Peterborough Transit customers experienced reduced services as a result of the COVID-19 pandemic, responded to rapidly evolving operating policies and procedures in response to Public Health guidance, and learned to navigate the interim hybrid and final approved Grid Route Network.

While public health restrictions related to the pandemic have relaxed and allowed much of the Community to return to many of their regular activities, pandemic-related impacts on staffing, recruitment, and ridership have not fully subsided and transit agencies across the Country are still trying to work through these challenges as they try to return to normal service and encourage ridership recovery. This has been observed in the staffing challenges that have arisen with the continued spread of COVID in the community, resulting in sick leave requiring employees to follow protocols to limit exposure in the community and remain home until they are well enough to work. The inability to maintain staffing levels to support full-service delivery has resulted in trip cancellations due to staff absences and limited resources to cover all shifts. Transit staff are aware of the inconvenience and frustration to our customers who rely on transit services. Recruitment strategies have been implemented to begin to effectively address this issue. Customer complaint tracking confirms that trip cancellations are the primary source of customer frustration.

The relationship between Peterborough Transit and its customers is critical to ensuring the success of the service and a positive customer experience. Following a sustained period of significant change, the proposed Transit Liaison Committee will provide an opportunity for the public to share feedback and engage with Transit staff on how the services impact their experience, providing an opportunity for staff to assess opportunities to improve that experience.

The PTLC will provide an opportunity to improve public awareness of transit programs and services, enhance communication and information sharing among members and Transit staff in an effort to effectively address the issues being raised. The PTLC reflects Transit's goal to make tangible improvements in the customer experience.

The PTLC will provide opportunities for members to connect with Transit staff and Council to provide feedback on a variety of topics of mutual importance that may include:

1. Communication and Processes
2. Feedback and Advocacy
3. Engagement and Outreach
4. Learning and Contributing

## **Staff Support**

The PTLC will receive staff support through the Transit Division; however, Transit Divisions programs and projects often include staff from many divisions and departments in the City. Various staff may become involved and contribute to committee meetings

pending the availability of time and resources.

## **Proposed Transit Liaison Committee**

### **Proposed Committee Composition**

Table 1 outlines the proposed members of the PTLC, representing a mix of 2 members of Council, 4 transit riders from the public, and 6 members representing stakeholder groups that advocate for and represent a number of other rider groups.

**Table 1: Proposed Committee Members**

<b>Members</b>
City Councillor – Transportation Chair
City Councillor – Councillor at Large
Transit Rider – Conventional Transit Service
Transit Rider – Conventional Transit Service
Transit Rider – Specialized Van/Mobility Transit Service
Transit Rider – Specialized Van/Mobility Transit Service
Accessibility Advisory Committee Representative
Age Friendly Peterborough Representative
Council for Persons with Disabilities Representative
Fleming College Student Association Representative
Peterborough Green Up
Trent Central Student Association Representative

The identified stakeholder groups have a history of partnership with Peterborough Transit and local organizations that serve transit users in the City. Members representing these groups shall be nominated by the organizations, with the Selection Committee making the recommendation to Council on the appointments for approval.

### **Recruitment and Appointment of Committee Members**

To appoint members of the public to the committee, staff recommend using the annual process for Citizen Appointments facilitated by the Clerk's Office. Upon the Clerk's Office providing notice to the public of any vacancies on specified committees, the public can submit an application to the Clerk's Office. Applications are reviewed by the Citizen Appointment Selection Committee, which is comprised of some members of Council. The Selection Committee then makes its recommendations to Council on the appointments for approval.

Staff propose that both Council Members and public committee members have a term of two years.

A Terms of Reference in the form of a by-law for the PTLC is attached as Appendix A to the report.

### **Recruitment and Selection of a Staff Resource from the ATU Local 1320**

To provide an opportunity for all ATU Local 1320 members to be considered for the position of staff resource, staff recommend that, upon the Clerk's Office providing notice to the public of vacancies on the Transit Liaison Committee, an internal notice to all ATU Local 1320 members be posted to solicit Expressions of Interest. Expressions of Interest will be referred to the Transit Liaison Committee to select an ATU staff resource at their first meeting.

### **Next Steps**

Following approval of the Terms of Reference attached as Appendix A, the Clerk's Office will begin the process to advertise for community members and an internal notice will be posted to solicit Expressions of Interest from the ATU Local 1320. It is anticipated that the Committee meetings will begin in Q2/Q3 of 2023.

### **Summary**

Establishing a Transit Liaison Committee is a positive step in recognizing the importance of communication and information exchange between Council, community stakeholders and the Transit Division, given the significant changes Transit has undergone and their impact on customers. Forming a liaison committee demonstrates leadership and commitment to the continuous improvement of transit services through community engagement. One of the critical benefits to forming a liaison committee is the access that Council and the public will have to Transit staff and other subject matter experts who may be involved in designing and delivering transit programs. To facilitate the exchange of feedback, information, and education between members of the public, a Terms of Reference in Appendix A has been developed to support the implementation of the proposed Peterborough Transit Liaison Committee.

Submitted by,

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Commissioner, Infrastructure and Planning Services



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**Attachment**

Appendix A – Draft Terms of Reference Peterborough – Transit Liaison Committee

## Appendix A – Draft Terms of Reference – Peterborough Transit Liaison Committee



### The Corporation of the City of Peterborough By-Law Number 23-XXX

Being a By-law to establish a Transit Liaison Committee

The Corporation of The City of Peterborough by the Council thereof hereby enacts as follows:

Whereas the Council of the Corporation of the City of Peterborough has determined that it is desirable and in the public interest to establish a liaison committee to provide a forum to facilitate information sharing, engagement, and education and the offering of suggestions with Peterborough Transit riders;

AND Whereas section 10(2) 5. of the **Municipal Act, 2001** permits municipalities to pass by-laws for; economic, social and environmental well-being of the municipality, including respecting climate change.

Now Therefore The Corporation of the City of Peterborough by the Council thereof hereby enacts as follows:

#### 1. Committee Name and Mandate

A liaison committee to be called Peterborough Transit Liaison Committee or “PTLC” is hereby established to engage and inform customers and community stakeholders and provide the opportunity for committee members to share feedback with Transit staff.

#### 2. Roles and Responsibilities

PTLC shall be a liaison committee for the purpose of sharing information received from various stakeholders and providing feedback to Transit staff. The PTLC shall:

- 2.1 Provide feedback and suggestions related to the delivery of transit services in the City of Peterborough which may include hours of service, transit routing, customer policies, customer amenities and proposed service changes.

- 2.2 Provide input and suggestions on customer-facing Transit initiatives including communications plans, marketing strategies, and customer service policies.
- 2.3 Provide input and suggestions on accessibility matters including priorities for bus stop and infrastructure upgrades.
- 2.4 Provide feedback with the best long-term interest of all transit customers and stakeholders as the overarching principle.
- 2.5 Provide input on key performance measures to allow for ongoing monitoring of customer satisfaction and methods to enhance customer satisfaction.
- 2.6 Provide feedback on opportunities and programs for customer engagement and education.
- 2.7 Members recognize that Transit Staff are required to abide by federal / provincial legislation, municipal by-laws, city policies, and contractual obligations (e.g., collective agreements) in the delivery of transit services.
- 2.8 Members do not have any spending or decision-making authority and therefore there are no votes to approve items of discussion or to give direction to staff, other than the approval of meeting minutes.
- 2.9 At the discretion of the Chair, members may vote on a motion to formally support or disagree with an item of discussion, or to establish additional rules of procedure for the Committee that do not conflict with this by-law. The results of such a vote will be recorded in the minutes of the meeting.
- 2.10 Where a vote has been taken on an item of discussion, the Chair or a member of the Committee, designated by the Committee, may make a delegation to Council on behalf of the Committee, regarding the Committee's position on the issue so long as it is part of an item on the Council agenda.
- 2.11 Members who wish to make a delegation to Council regarding an issue of discussion or any other transit issue on the Council agenda, that has not been voted on by the Committee, shall speak on behalf of themselves and not on behalf of the Committee.

### **3. Membership**

PTLC shall be composed of twelve members, appointed by Council as follows:

- 3.1 Two members of Council, represented by the Transportation Chair and a Councillor at Large, appointed to a four-year term commencing in November, or as directed by Council.
- 3.2 Ten citizens of the City of Peterborough.

When choosing citizen appointments preference shall be given to members with experience in, or knowledge of transit services, accessibility, transit infrastructure/planning/design, gender issues, senior issues, indigenous perspectives and youth (16 years and older).

PTLC shall be composed of ten citizen members, representing Transit customers, community groups, local organizations and stakeholders. The structure below collectively represents the PTLC and shall be appointed by Council.

- Two conventional/regular transit service riders from the City of Peterborough.
- Two specialized van/mobility transit service riders from the City of Peterborough.
- One member from the Accessibility Advisory Committee
- One member from Age Friendly Peterborough.
- One member from the Council for Persons with Disabilities.
- One member from Peterborough Green Up.
- One member from the Trent Central Student Association.
- One member from the Fleming College Student Association.

### **4. Term of Appointment**

- 4.1 The term for citizen appointments shall be four years, consistent with the term of Council.
- 4.2 The term of an appointment shall expire in November of the calendar year. Each PTLC member shall continue in their role until their successor is appointed.
- 4.3 Any member of PTLC whose term of office has expired may be eligible for reappointment, up to a maximum of eight years.
- 4.4 PTLC, upon becoming aware of a vacancy, shall notify the Clerk's Office in writing.

### **5. Remuneration**

PTLC members shall serve without remuneration.

## **6. Committee Chair and Vice-Chair**

- 6.1 PTLC, at its first meeting in each calendar year, shall appoint from its membership a Chair and Vice-Chair. The Chair and Vice-Chair shall hold their positions for one-year, renewable terms.
- 6.2 The Chair shall preside over each meeting, ensuring that each item on the agenda is dealt with in an orderly fashion while allowing all members to speak on any item they wish to speak on, or to ask questions of staff. It shall be the duty of the Chair to enforce the observance of order and decorum amongst the members, including ensuring that members and/or staff are permitted to speak about an item without interruption from other members. The Chair may ask a member who is disruptive or unwilling to follow the direction of the Chair to leave the meeting.
- 6.3 The Chair, where required, shall serve as the committee's representative and signing officer.
- 6.4 The Vice-Chair, in the absence of the Chair, shall have all the same rights and privileges as the Chair.

## **7. Meetings**

- 7.1 PTLC, meetings are administrative as they do not qualify as open meetings of Council under the Municipal Act, 2001.
- 7.2 PTLC meetings shall be held nine times annually. Where possible, meetings shall not be scheduled in July, August and December.
- 7.3 Meeting times shall begin at 5:30 pm and end no later than 9:00 pm, unless otherwise agreed to by the Committee through a vote on the matter. Meetings will be held in person or through online formats, at the discretion of the Committee, and in accordance with Public Health Guidelines.
- 7.4 The PTLC Meeting shall commence with the following land acknowledgement statement by the Chair: "We respectfully acknowledge that we are on the treaty and traditional territory of the Mississauga Anishinaabeg. We offer our gratitude to the First Peoples for their care for, and teachings about, our earth and our relations. May we honour those teachings."

**8. Role of City Staff**

- 8.1 Staff from the Transit Division shall attend the meeting to support the Committee to provide support and engage with members of PTLC, including the attendance at meetings and presentation of items for discussion with the Committee.
- 8.2 One ATU Local 1320 member shall be available as a staff resource at meetings.
- 8.3 The General Manager, Transit Services and/or their designate shall identify matters for feedback by PTLC and prepare agendas for each meeting. Meeting Agendas and information to support items for discussion shall be circulated to members of the PTLC no later than one week in advance of the meeting.
- 8.4 Staff from other divisions shall support the Committee and attend meetings as required.
- 8.5 Staff may arrange for presentations from community groups and agencies and bring information to PTLC for feedback and discussion.
- 8.6 Staff may circulate items to PTLC for feedback and comment outside of items presented at Committee meetings.
- 8.7 Staff will prepare draft minutes of PTLC meetings for approval by the committee. Following Committee approval, minutes will be posted on the Transit Website.
- 8.8 Where applicable, matters discussed with PTLC and the feedback received from the committee, will be incorporated into staff reports to General Committee or through the annual Transit Report.

By-law passed this \_\_\_\_\_ day of February, 2023.

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Jeff Leal, Mayor

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John Kennedy, City Clerk