



Winnipeg Transit Plus Roadmap

Report prepared by:

Left Turn Right Turn Ltd.

To the attention of:

Winnipeg Transit

March 2026

Document Revisions Control

Revision	Date	Description
A	August 8, 2025	Draft Report
B	February 27, 2026	Final Report
C	March 10, 2026	Updated Final Report

Table of Contents

Executive Summary	I
Winnipeg Transit Plus Today.....	I
Current Eligibility Criteria.....	I
Stakeholder Feedback.....	II
Ombudsman Recommendations	II
Future of WTP Service	II
Update Eligibility Criteria and Policy.....	II
Update Supporting policies and Enhance Services	III
Implement First Last Mile Option	III
Non-Emergency Medical Transport	III
Enhance Customer Communications	IV
Resource Requirements and Implementation Roadmap	IV
Looking Ahead.....	VII
1 Introduction	1
2 Winnipeg Transit Plus Today	2
2.1 Overview of Current Service.....	2
2.2 Current Eligibility Criteria and Process	5
2.2.1 Eligibility Criteria	5
2.2.2 Application Review and Assessment Process	7
2.3 Stakeholder Feedback and Service Summary	8
2.3.1 Booking Rides and Trip Availability	9
2.3.2 Trip Experience.....	10
2.3.3 Customer Communication	13
2.3.4 Customer Policies	14
2.3.5 Need for Services Beyond Public Transportation.....	14
2.4 Status of Ombudsman Recommendations.....	14
3 Future of WTP service	17
3.1 Update Eligibility Criteria, Policy and Processes	18
3.1.1 Develop New Criteria and Update Policy	18

3.1.2	Update Application, Assessment Process and Appeals Panel	18
3.1.3	Determine Fleet and Facility Requirements	21
3.1.4	Implement Change Management and Training	22
3.2	Update Supporting Policies and Enhance Services	23
3.2.1	Update No-Show and Cancellation Policies.....	23
3.2.2	Develop and Update ATSR Policies.....	25
3.2.3	Expand Travel Training Program.....	26
3.2.4	Develop Service Standards	27
3.3	Implement First Mile/Last Mile Option.....	27
3.4	Non-Emergency Medical Transport	29
3.5	Enhance Customer Communications	29
4	Resource Requirements and Roadmap	30
4.1	Resource Requirements	30
4.2	Roadmap Implementation	31
5	A Way Forward	35
Appendix A – Metrics to Inform Service Standards		i

Figures

Figure 1. Summary of 2024 WTP Service Metrics	I
Figure 2. WTP Implementation Roadmap	IV
Figure 1. Key drivers of the WTP Roadmap.....	1
Figure 2. 2024 WTP High-Level Service Figures.....	3
Figure 3. WTP Trips Completed by Month	4
Figure 4. WTP Total Registrants by Eligibility Criteria and Category for 2023 and 2024	6
Figure 5. Existing and New Applicants to WTP (2022-2024)	9
Figure 6. Completed Trips by Booking Method June 2024-July 2025.....	10
Figure 7. Trips Marked as No-Show (2019-2024).....	12
Figure 8. Summary of Recommendations.....	17
Figure 9. Best Practice Peer Review Regarding Eligibility Criteria Assessment	19
Figure 10. Population Served and % of Active Registrants for Peer Agencies (2023).....	22
Figure 11. Recommended Phase 1 Trip Policy and Parameters	28
Figure 12. WTP Implementation Roadmap	32

Tables

Table 1. High-Level Service Metrics	3
Table 2. Winnipeg Transit Plus Eligibility Criteria.....	5
Table 3. Service Quality and Client Service Indicators for WTP	10
Table 4. Cancellation Windows and Penalties Among Peer Agencies	24
Table 5. Additional Policy Changes	25
Table 6. Summary of Staff/Consultant Requirements	30
Table 7. Summary of Fleet/Facility and Technology Requirements	31
Table 8. Service quality Indicators	i
Table 9. Safety and Efficiency Indicators	ii
Table 10. Eligibility and Registrant Related Indicators	iii

Executive Summary

Winnipeg Transit Plus (WTP) is committed to providing reliable specialized transit service for its customers. The development of the WTP Roadmap is driven by an aging population, current customer challenges, the AMA timeline, Ombudsman recommendations, and the Winnipeg Transit Master Plan. The WTP Roadmap seeks to address key challenges facing WTP and identify required resources and actions to align with new legislation and ensure policy and service improvements both enhance inclusivity and customer experience.

Winnipeg Transit Plus Today

WTP provides daily service from Monday to Friday (6:00 am to 12:00 am), Saturday (7:00 am to 12:00 am), and Sundays and Holidays (8:00 am to 10:00 pm), excluding New Year’s Eve and other special events. Customers can book up to a week in advance or until 5 pm the day before travel. Figure 1 summarizes key metrics of the service.

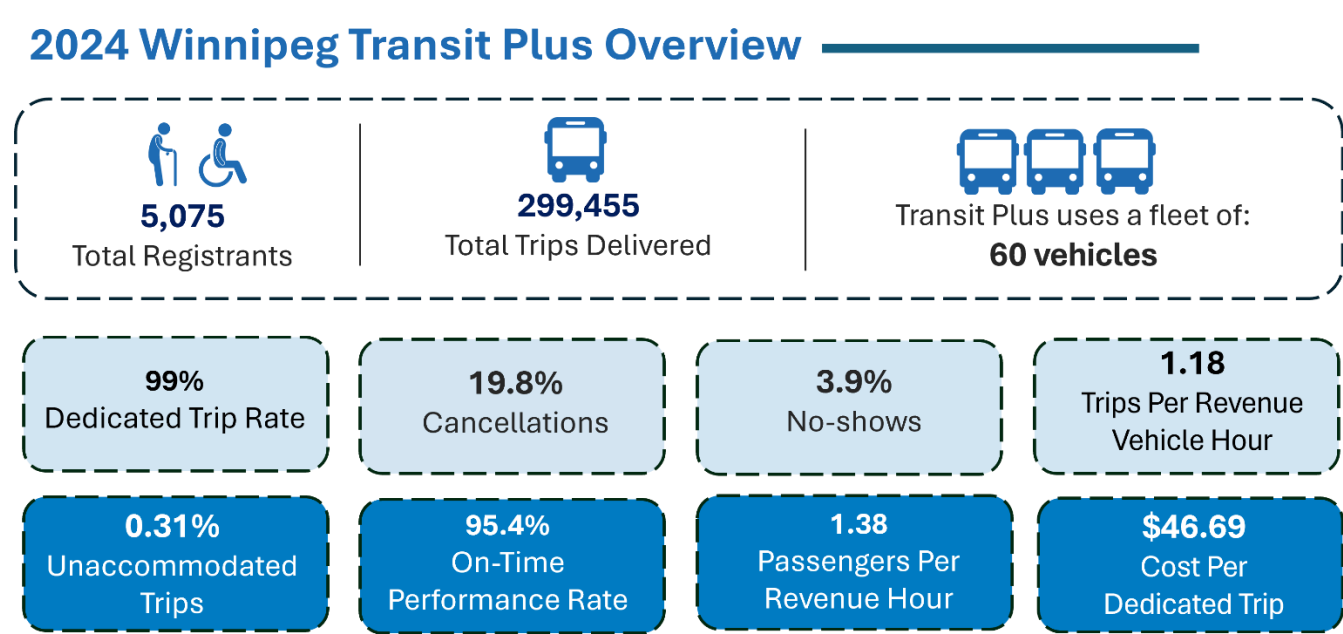


Figure 1. Summary of 2024 WTP Service Metrics

Current Eligibility Criteria

Currently, to qualify for the specialized service, applicants must meet one of the following eligibility criteria:

- Unable to walk 175 metres outside
- Requires the use of a wheelchair or scooter
- Legally blind
- Has Alzheimer’s disease or related Dementia

Key stakeholders and past engagements with the community report that this criterion does not reflect diverse community needs. This medical, condition-based criteria excludes many potential applicants who are unable to

use conventional transit. As such the need for a comprehensive eligibility review and update and its related policies and processes is a key aspect of this roadmap.

Stakeholder Feedback

To inform other recommendations in the roadmap, the project team engaged with several disability organizations, many of whom represent WTP's clients. Key feedback received include:

- Positive feedback was around the increased options to book trips through the app as well as the efficiency of the new booking software platform (launched in July 2024). The new system has enabled an increase in trip accommodation rates.
- WTP's 2024 service metrics indicate average time spent in a vehicle measuring just under 26 minutes. Stakeholders expressed challenges regarding instances of long on-board ride times for some customers and the challenges for neurodivergent customers in understanding pick-up windows. These insights point to an overarching need for better communication of WTP's service capabilities to customers.
- Challenges with policies such as no-show, late cancellation and carry-on bag policies. WTP staff have been working with stakeholders and customers to understand the challenges and update the policies.
- A significant challenge and criticism that WTP has faced is its limitations in meeting the expectations of customers that go beyond providing public transit services. These include customers who have require services beyond what a door to door, prescheduled transit agency can provide.

Ombudsman Recommendations

In 2019, Ombudsman Manitoba published a report outlining findings and recommendations around WTP's processes and policies. The report highlighted the need to review eligibility criteria to ensure broader types of disabilities are assessed. In addition, the recommendations were made to refine the no-show policy and revise the clarity and consistency of communications with the public and customers.

Future of WTP Service

WTP plans to transform the way service is delivered in the upcoming years. Ensuring that the service is available to people with a broad range of functional abilities and having the resources required to accommodate trips will be paramount. This roadmap recommends updates to key policies, processes, services and public communications to enhance WTP's ability to deliver quality service.

Update Eligibility Criteria and Policy

A key recommendation of this Roadmap is for WTP to update its eligibility criteria to be function-based, reflecting an individual's ability to use conventional transit. Additional recommendations for the eligibility update include redesigning the application, creating a standardized eligibility key and guide, enhancing the in-person assessment process, and modernizing technology to support eligibility. WTP is also recommended to make necessary updates to the Spare software to ensure the appropriate tools are in place to support eligibility changes. As a result of expanding eligibility criteria to ensure more equitable access to the service, it is anticipated that an increase in

applications and therefore demand for the service will occur. As such, WTP must assess fleet and facility requirements and ensure appropriate resources are in place to meet demand.

Update Supporting policies and Enhance Services

To support eligibility, WTP is recommended to update its supporting policies and services in accordance with AMA requirements. These include:

- **Update No-Show Policy:** WTP is recommended to make changes to the no-show policy to remove the financial penalty and determine an appropriate and defined no-show allowance. To support the change in no-show policy, WTP is recommended to update its technology to enable no-show notifications triggers and support penalty tracking.
- **Update Late Cancellation Policy:** The late cancellation policy should be updated to expand the cancellation window from 30 minutes to 2 hours to align with industry practices. This will enable WTP to reschedule cancelled trips. It is also recommended that financial penalty system be eliminated.
- **Develop and Update ATSR Policies:** The ATSR requirements highlight the need to develop new or update existing customer policies including, but not limited to the carry-on bag policy, support person, companion, visitor eligibility, travelling with children and mobility device size and storage policies. WTP will be completing a separate report on all requirements that must be met to be compliant with the ATSR.
- **Expand Travel Training Program:** The travel training program has been crucial to supporting community members who are unfamiliar with conventional transit. It is recommended that additional travel trainers and a dedicated program coordinator are recommended to assist with the eligibility assessment process and support customers who can use conventional transit for some or all their trips.
- **Develop Service standards:** Service standards help to build trust with customers and ensure customers understand what they can expect from WTP's service. WTP is recommended to develop broader standards around customer service, service quality, efficiency, and operations.

Implement First Last Mile Option

To enhance transportation options to its customers, it is recommended that WTP implement First Mile Last Mile (FMLM) option for trips to eligible customers. WTP is recommended to take a phased approach to the FMLM options for customers. Phase A, for which planning has already begun, will involve travel training and working with a small subset of customers with year-round/unconditional eligibility who will use the FMLM option for specific trips that are recurring and generally going to the same destination.

After phase A is completed, it is recommended that WTP evaluate the service and inform the scope for Phase B to expand the FMLM service to a broader customer base, for those who are eligible for it. Given the broadening of scope, implementation of Phase B will require technology update, additional resources and an increase in fleet.

Non-Emergency Medical Transport

WTP does not have the resources or medical expertise to meet the tailored needs of some customers who require additional flexibility, specialized and medical support during and after a trip. Many of these customers require access to services that provide Non-Emergency Medical Transport (NEMT). Given that the intent of WTP's services

is to ensure provincially funded services are not duplicated. It is recommended that WTP explore opportunities to meet with other service organizations to identify gaps in NEMT services. WTP should also leverage opportunities to improve public education and awareness of the scope of services that WTP is able to offer.

Enhance Customer Communications

WTP is recommended to adopt a holistic approach to communications that both addresses the Ombudsman Report requirements and supports the public to transition to the recommendations outlined in this report. This includes engaging with the public on proposed policy and eligibility updates and implementing an education campaign on WTP services and capabilities. A key aspect to enhancing communication will be refreshing all customer-facing materials and developing an accessible customer handbook outlining all policies and processes.

Resource Requirements and Implementation Roadmap

Significant levels of resources, fleet and technology upgrades are necessary to implement and operationalize the recommendations in this report. The resource requirements and proposed implementation timeline have been organized into phases for planning purposes as summarized below:

- **Staff Resource requirements** include the hire of consultants, Administrative clerks, Assessors, Customer Service Representatives, Customer Service Coordinator, Data Analyst, Transit Service Quality Specialist, Operations Coordinator, Travel Trainers and a Travel Training Coordinator. These resources must be hired in phases 1 and 2 to implement all recommendations. In Phase 3, additional operational and internal technical staff are required to support with the expansion of FMLM option to the broader customer base.
- **Fleet and facility requirements** include increasing fleet size to ensure it can meet the anticipated increase in demand in ridership. Due to lengthy procurement timelines, orders for additional fleet must be placed in phase 1. WTP must also ensure appropriate space and equipment are in place in phase 1 to conduct assessments in alignment with updated eligibility criteria.
- **Technology requirements** in phase 1 include updating the scheduling software to support new eligibility criteria and application and automatic trigger and tracking of no-shows. The system also requires significant upgrades in phase 2 to support the expansion of FMLM option to the broader customer base.
- **Eligibility criteria, policy and process updates** will largely happen in phase 1, with staff training in phase 2. The updated eligibility policy will be launched in the first half of phase 3.
- **Supporting policies** including the updated no-show, late cancellation and carry-on bag policies will launch in the first half of Phase 1.
- **Expansion of the travel training program** will be implemented in the second half of phase 1.
- **Establishment of service standards** will begin in phase 2 and continue through phase 3.
- **First Mile Last Mile (FMLM) option** will be implemented across all three phases. The planning and rollout of FMLM to a subset of customers will occur in phases 1 and 2. The expansion of FMLM option to those who are eligible in the broader customer base will occur in Phase 3.
- **Enhancement of customer communications** including the development of customer information resources and website updates will occur in phase 1.

Legend	
Resource Requirement	Fleet/Facility Requirement
Public Engagement	Technology Update/Requirement

Winnipeg Transit Plus Roadmap Resource Requirements			Phase 1				Phase 2				Phase 3			
Staff Resources Required to Implement Recommendations														
Consultants to assess and update eligibility criteria and support comms & change management planning and execution														
Temporary Administrative Clerks to support existing staff while they are being trained on new eligibilty & process, no-show/late cancel/bag policies														
Additional Administrative Clerks to process increased applications and answer public inquiries about policy/application														
Additional Assessors to support increase in assessments and sit on appeals panel														
Additional Customer Service Representatives to support increase in trip bookings and general customer service														
Customer Service Coordinator to coordinate enhanced communication between riders and transit departments including website refresh and update of user guides.														
Data Analyst to support with monitoring of applications, ridership trends, operational KPIs, fleet requirements, FMLM analysis and service standard development & implementation														
Transit Service Quality Specialist to support with updating contact centre processes, quality assurance and overall customer satisfaction														
Operations Coordinator to support with procurement and administration of vendor contracts														
Additional Travel Trainers and Travel Training Coordinator (assessments, general TT, FMLM)														
Operational and internal technical staff to support with required integration of specialized and conventional systems to enable FMLM trips.														
Fleet & Technology Required to Implement Recommendations														
Place order for additional fleet required to meet anticipated increase in demand														
Ensure appropriate space and equipment are in place to conduct assessments in alignment with updated eligibility criteria														
Update technology to automate application process and support booking processes														
Technology updates for no-show notification triggers and penalty tracking														
Upgrade software to implement Phase B of FMLM														
Winnipeg Transit Plus Recommendations Roadmap			Phase 1				Phase 2				Phase 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Recommendation	ID	Implementation Steps												
1. Update Eligibility Policy														
Update Eligibility Criteria	1.1	Update Eligibility criteria and policy												
	1.2	Update application to align with approved policy/criteria												
	1.3	Develop eligibility key & guide to reflect changes in application												
	1.4	Review and update how in-person assessments are completed to include Travel Trainers												
	1.5	Explore partnerships in assessments to support eligibility decisions												
	1.6	Update/develop other documentation/templates for assessors to complete assessments												
	1.7	Provide staff training (assessors and customer centre/admin staff on all eligibility criteria and processes changes)												
	1.8	Update/develop new customer letters/etc. for results												
	1.9	Update appeals panel (incl. composition to ensure the panel is balanced with various expertise (i.e. include OT))												
	1.10	Develop appeals panel materials												
	1.11	Train appeals panel on new criteria												
Determine fleet and facility requirements	1.12	Assess fleet size requirements for anticipated increase in ridership due to eligibility criteria changes												
	1.13	Assess fleet type requirements for anticipated change in customer demographics (e.g. ambulatory vs non-ambulatory) due to eligibility criteria changes												

Legend	
Resource Requirement	Fleet/Facility Requirement
Public Engagement	Technology Update/Requirement

Winnipeg Transit Plus Recommendations Roadmap			Phase 1				Phase 2				Phase 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Recommendation	ID	Implementation Steps												
1. Update Eligibility Policy Cont'd														
Change Management and Communication	1.14	Communicate outcome of May Council Meeting												
	1.15	Develop communication and change management plan to prep for launch of new eligibility												
	1.16	Prep for launch of new eligibility												
	1.17	Conduct engagement to prepare and support customers/stakeholders for changes to come												
Launch	1.18	Launch updated eligibility policy												
2. Supporting Policies and Services														
Update No-Show/Late Cancellation Policy	2.1	Determine allowance for number of no-shows over a defined time period												
	2.2	Remove financial penalty for no-show violations												
	2.3	Expand cancellation window 2 hours to align with industry norms and improve unaccommodated rate												
	2.4	Document policy changes												
	2.5	Update internal processes around no-show triggers, investigations and penalty tracking												
	2.6	Update letter, website, user manuals to be consistent												
	2.7	Ensure customer service and driver refresher training includes reporting/handling of no-shows												
	2.8	Communicate to customers the launch of the updated no-show policy and processes												
	2.9	Launch updated No-Show/Late Cancellation Policy												
Update Carry-on Bag Policy	2.10	Update & Launch Carry-on Bag policy												
Expand Travel Training Program	2.11	Evaluate how travel training will need to be expanded to increase transportation options for WTP customers												
	2.12	Community with public on changes/expansion to travel training												
	2.13	Implement expanded travel training program (e.g., develop training materials, communications, etc.)												
Establish Service Standards	2.14	Continue to gather data, review current standards and explore establishment of new standards												
	2.15	Plan, prep and conduct public engagement to obtain feedback on proposed minimum service standards												
3. First Mile Last Mile Option														
Design and Conduct Phase 1	3.1	Develop and design Phase A of FMLM												
	3.2	Develop operations processes in support of Phase 1 of first/last mile policies												
	3.3	Conduct training for call takers/schedulers												
	3.4	Conduct and evaluate Phase A of FMLM												
Expand to Phase 2	3.5	Develop Phase B scope, technology needs, policies and operational processes												
	3.6	Incorporate FMLM into eligibility criteria and launch Phase B of FMLM for broader customer base												
4. Enhance Customer Communications														
Develop Content for Customer Communications	4.1	Update all customer comms/ information(e.g. letters, information packages/videos) to include relevant policies and Ombudsman Recommendations												
	4.2	Develop user handbook with all policies and information to use the service and upload to website as part of the website refresh												

Figure 2 - WTP Implementation Roadmap

Looking Ahead

The roadmap has been developed to lay the path forward in updating and sustaining WTP's services in a way that meets growing demand and changing customer needs. Recommendations have been developed to support WTP in addressing these needs and customer challenges.

The policy, process, technology and service recommendations in the WTP Roadmap offer an exciting opportunity for both staff and customers in transforming the way specialized services are delivered and experienced. The recommendations will guide WTP in meeting customer needs, modernizing service delivery, improving accessibility, and preparing for growth. To ensure success, WTP must be supported with the required resources to implement the recommendations and enhance communication with customers. Although the changes to come are significant, with the right resources in place and a roadmap to guide change, WTP will be well positioned to meet the evolving needs and growing demand for specialized services in Winnipeg.

1 Introduction

Winnipeg Transit Plus (WTP) is a specialized public transit service that provides door-to-door services for people with disabilities in Winnipeg. The service provided by WTP is regarded as essential for many of its customers to participate actively in society. Since the update of its specialized software, WTP has seen improvements in service over the past year. Specifically, customers noted better service availability and improved booking experience through the new app. Building on this momentum, WTP is planning to undergo transformational change over the next few years to continue to enhance and improve the service.

This transformational change will be achieved through significant policy updates to improve inclusivity and customer experience. Additional recommendations have been made to prepare WTP to implement new and improved service offerings that will address challenges experienced by customers. Key drivers of the recommendations in this report are described in Figure 1.

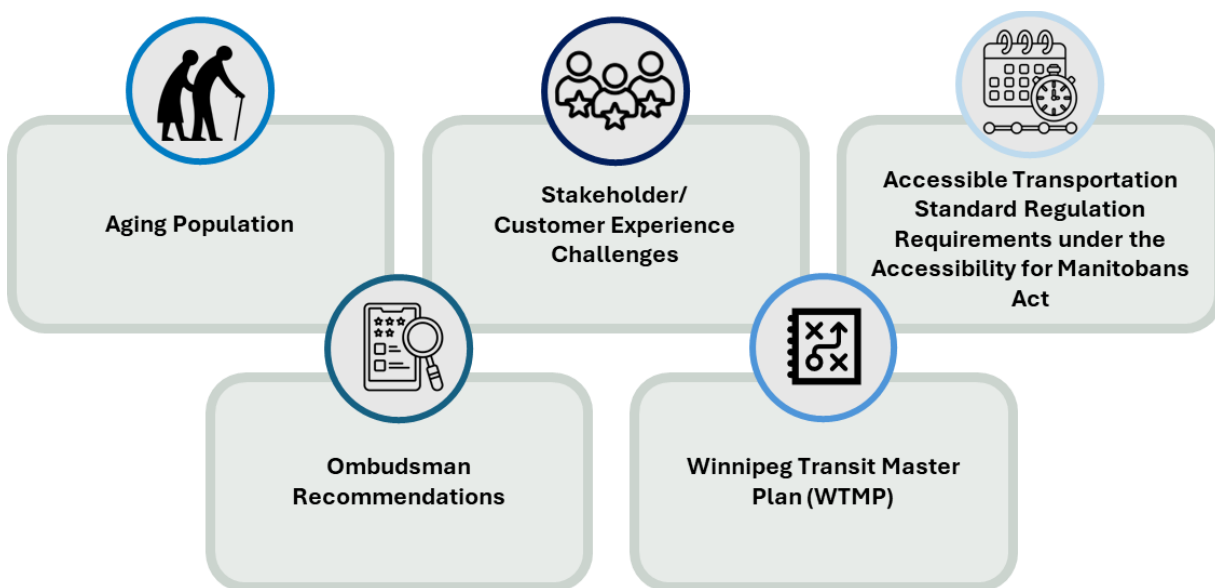


Figure 1. Key drivers of the WTP Roadmap

- **Aging population:** Similar to many of its peers, Winnipeg is experiencing growth in its aging population. According to the 2021 census, individuals aged 65 and older make up 17%¹ of Winnipeg's total population, an increase of 15% from the 2016 census. Based on census projections, it is estimated that by 2036, nearly 19% of all Manitobans will be aged 65 and older². This growth will lead to an increase in the demand for transportation options that WTP must prepare for.
- **Stakeholder/customer experience challenges:** WTP continually engages with the community to receive feedback on the service. Customers are generally satisfied with the service, specifically with the experience

¹ Data from Statistics Canada: [Census Profile 2021 Census of Population Winnipeg Manitoba](#)

² Data from Statics Canada: [Projected population, by projection scenario, age and gender, as of July 1](#)

they have with frontline staff such as operators and customer service agents. The community also noted some current challenges around eligibility determinations, customer policies, and service flexibility.

- **Accessibility for Manitobans Act (AMA) timeline:** The AMA Accessible Transportation Standard Regulation (ATSR) will come into effect on January 1, 2027. While many of WTP's policies and processes are aligned with some of the requirements, there are several significant and resource heavy changes required to be fully in compliance. These changes will enhance the equity and accessibility of the service for customers.
- **Ombudsman recommendations:** In 2019, an Ombudsman review was conducted of WTP services. Several recommendations were made to improve customer policies and processes. Many of these have been actioned, and this report outlines the implementation plan for outstanding recommendations.

Winnipeg Transit Master Plan (WTMP): One of the short-term goals of the WTMP is the launch of the Primary Transit Network (PTN). In June 2025, Winnipeg Transit launched its Primary Transit Network (PTN). This first phase of the WTMP is to lay the foundation to improve the frequency and reliability of the conventional service, and offer more transportation options to Winnipeg Transit Plus customers. As stated in WTMP: "By making conventional transit more accessible, more travel options for people with disabilities can be provided.³". The WTMP takes a phased approach to continue to remove barriers in transit for all.

Left Turn Right Turn (LTRT) was retained as the consultant for this project and has worked alongside staff to develop the WTP Roadmap. This report outlines current challenges and details recommendations and implementation steps to support WTP in redefining the way specialized transit is delivered.

2 Winnipeg Transit Plus Today

This section provides an overview of the existing specialized service and discusses the challenges faced by WTP and its customers. Key findings of the current state were informed by an analysis of performance measures and insights from discovery interviews with staff and stakeholders.

2.1 Overview of Current Service

WTP provides specialized transit services to customers across Winnipeg. Service is provided seven days a week. Service hours are from:

- Monday-Friday from 6:00 am to 12:00 am
- Saturday from 7:00 am to 12:00 am
- Sunday and Holidays (excluding New Years Eve⁴ and other special events) from 8:00 am to 10:00 pm

Customers can book trips through the phone, web portal, or the app booking tool. Trips may be requested up to one week (seven days) in advance, and until 5 pm the day before travel. Dedicated trips are provided by 11 contracts, over 6 contractors/service providers, while non-dedicated trips may be provided by other services. WTP is responsible for the day-to-day operations of providing the service, including determining eligibility of the service,

³ 2021 Winnipeg Transit Master Plan (WTMP) <https://info.winnipegtransit.com/assets/2794/Winnipeg_Transit_Master_Plan-reduced.pdf>

⁴ New Years Eve Service ends at 1:30 am.

assisting with reservations, driver training and oversight, while contractors are responsible for vehicle procurement, maintenance and driver recruitment.

A number of measures are used to assess the performance of specialized services. Using data collected throughout 2024, high-level service metrics are summarized in Figure 2 and Table 1.

2024 Winnipeg Transit Plus Overview

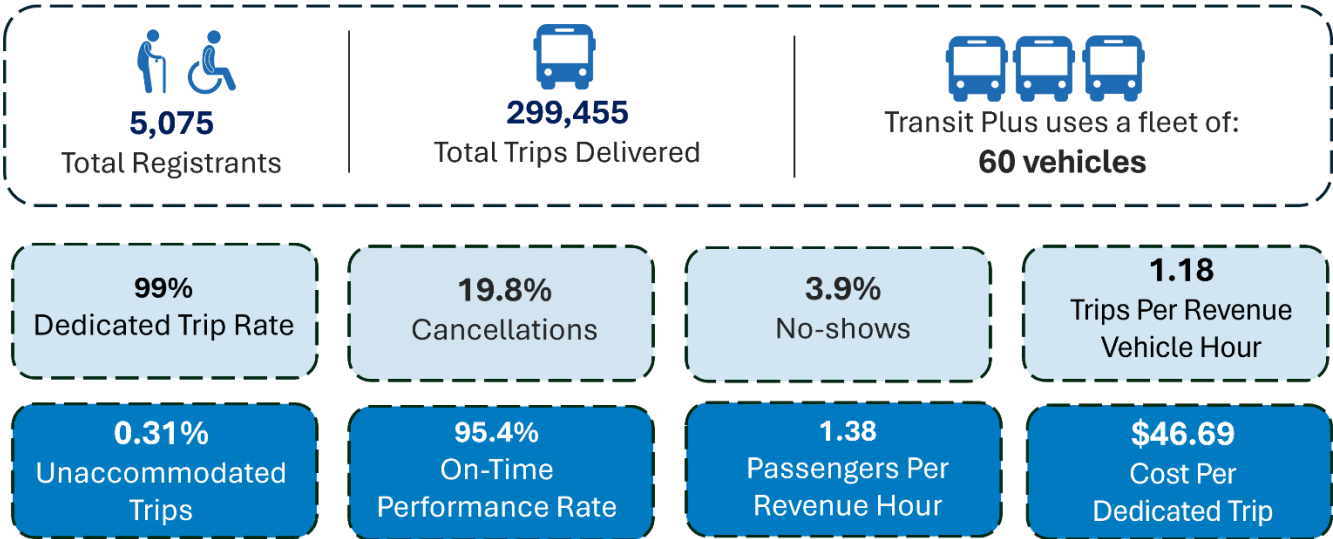


Figure 2. 2024 WTP High-Level Service Figures

Table 1. High-Level Service Metrics

Metric	Definition	WTP 2024 Stats
Revenue Vehicle Hours	The total number of hours that vehicles are in service over the course of a calendar year. Vehicles are in service the moment they leave the garage and remain in service until the operator goes on break or finishes their shift, regardless of whether a passenger is on board.	250,672 hours
Passenger Ridership	The total number of passenger trips that were provided by the agency over the course of a calendar year. Passenger ridership is the sum of dedicated and non-dedicated ridership.	299,455 trips
Dedicated Ridership	Trips are delivered through vehicles dedicated to the service. Dedicated Ridership therefore describes the total number of dedicated trips provided for a calendar year.	296,971 trips
Non-Dedicated Ridership	Trips delivered by taxis on behalf of the agency over the course of the calendar year. These contractors may deliver other trips, in addition to specialized trips. Non-dedicated vehicles are leveraged to supplement the dedicated fleet to ensure capacity is available to deliver trips.	2,484 trips

Metric	Definition	WTP 2024 Stats
Revenue Vehicles in Service	The number of vehicles utilized to provide revenue service. This does not include support, maintenance, and administrative vehicles.	60 vehicles
Unaccommodated Trip Rate	The proportion of customer trip requests that could not be accommodated by the service.	0.31%
Dedicated Trip Rate	The number of dedicated trips delivered divided by the total number of delivered trips, (both dedicated and non-dedicated trips). The indicator gives a sense for how much of the agency's service is provided by dedicated vehicles.	99.17%
Dedicated Trips per Service Hour	The number of dedicated trips delivered by WTP is divided by the total number of service hours the agency operated over the calendar year. This indicator is used to understand how efficient service delivery is.	1.18

Winnipeg Transit Plus delivered more than 290,000 trips to over 5,000 registrants in 2024. This is an increase of approximately 6% in trips and 5.1% in registrants from 2023, respectively. Over the last 13 months, ridership has been fairly steady at an average of 25,000 trips per month, as summarized in Figure 3.

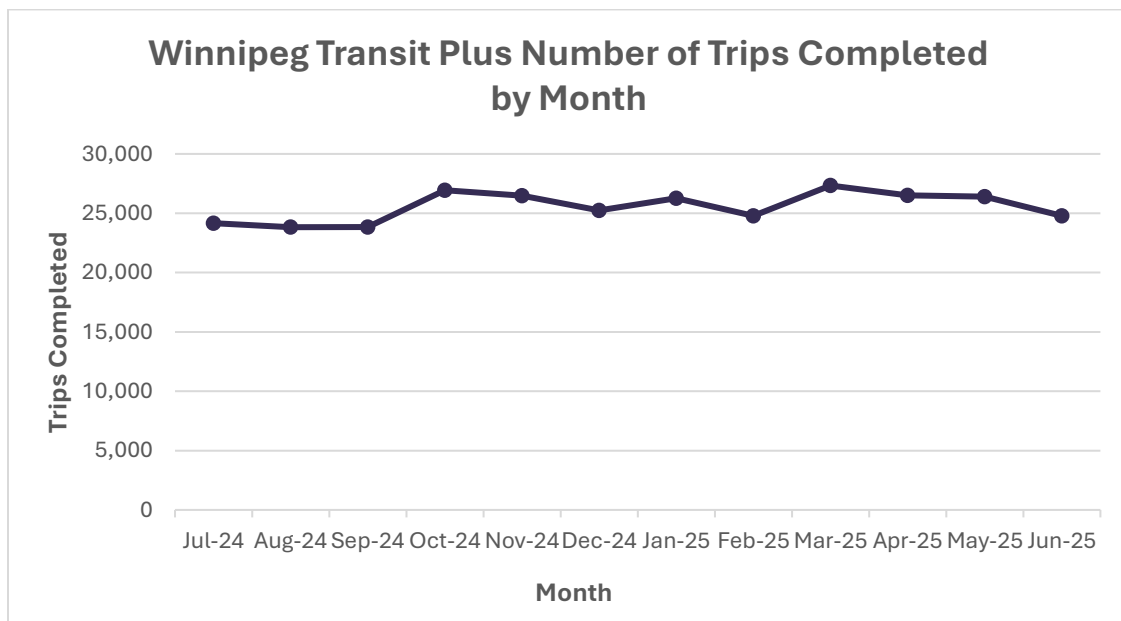


Figure 3. WTP Trips Completed by Month

WTP uses 60 dedicated vehicles in service, with 12 spare vehicles (to support with situations such as vehicle breakdowns) that provide more than 250,000 revenue vehicle hours (dedicated service) to accommodate this demand. This is reflected in 290,000 annual dedicated trips in 2024, which translates to approximately 1.18 dedicated trips per revenue vehicle hour, with an average cost of \$46.69 per dedicated trip.

The goal of the service is to accommodate as many trips as possible within the budgeted resources. While the likelihood of never denying a trip is unrealistic, the closer to 0% trip denials an agency can get to, the greater indication that an agency has the resources required to meet demand. In 2024, WTP had a rate of 0.32% of

unaccommodated trips, which was down from 0.64% in 2023. This improvement may be attributed to the new trip-booking system implemented in 2024. This software enables advanced scheduling algorithms compared to the prior platform used. As a result, increases in ride pooling and better utilization of the dedicated fleet have allowed for higher accommodation rates of trips requested. On-Time Performance (OTP) for WTP is 95.41%. Using a modern scheduling algorithm through the new software, WTP continues to improve on-time performance. Although the goal always remains 100 percent OTP, WTP targets 92%-95%, which is aligned with industry best practices.

2.2 Current Eligibility Criteria and Process

2.2.1 Eligibility Criteria

To qualify for service, applicants must meet at least one of the four criteria. Within each criterion, a determination is made on whether the applicant is eligible for unconditional, conditional, or temporary service. The current eligibility criteria are described in further detail in the Table 2.

Table 2. Winnipeg Transit Plus Eligibility Criteria

Eligibility Criteria Category	Eligibility Criteria
Unable to walk 175 metres outside	Unconditional Eligibility (Year-Round): Applicants who qualify based on this category can use WTP service at all times. Conditional Eligibility (Dialysis Only): WTP service can be used for trips to and from dialysis treatment only. Conditional Eligibility (Winter Only): WTP service can be used during winter months (Nov 1-April 15). These dates are adjustable based on Environment Canada’s 7-day forecast. Temporary Eligibility (Short Term): Applicants who qualify based on this category can use WTP service until a specified end date.
Requires the use of a wheelchair or scooter	Unconditional Eligibility (Year-Round): Applicants who qualify based on this category can use WTP service at all times. Conditional Eligibility (Dialysis Only): WTP service can be used for trips to and from dialysis treatment only. Temporary Eligibility (Short Term): Applicants who qualify based on this category can use the WTP service until a specified end date.
Vision Challenges	For customers who are legally blind, defined as; ,have 20/200 vision or less, or a visual field of less than 20 degrees in both eyes (not corrected by lenses. Unconditional Eligibility (Year-Round): Applicants who qualify based on this category can use WTP service at all times.
Has Alzheimer’s Disease or Related Dementia	For customers who have Alzheimer’s Disease or Related Dementia (ADRD) which interferes with their ability to use the regular fixed route transit system with an equivalent level of independence and safety.

Eligibility Criteria Category	Eligibility Criteria
	• Unconditional Eligibility (Alzheimer’s Disease and Related Dementia): Applicants who qualify based on this category can use WTP service at all times.

In 2024, WTP received 2,314 new applicants. This is an 8.2% increase from new applicants in 2023. Of those that applied for the service, around 80% were eligible for the service. The total registrants by eligibility criteria and category for 2023 and 2024 are summarized in Figure 4.

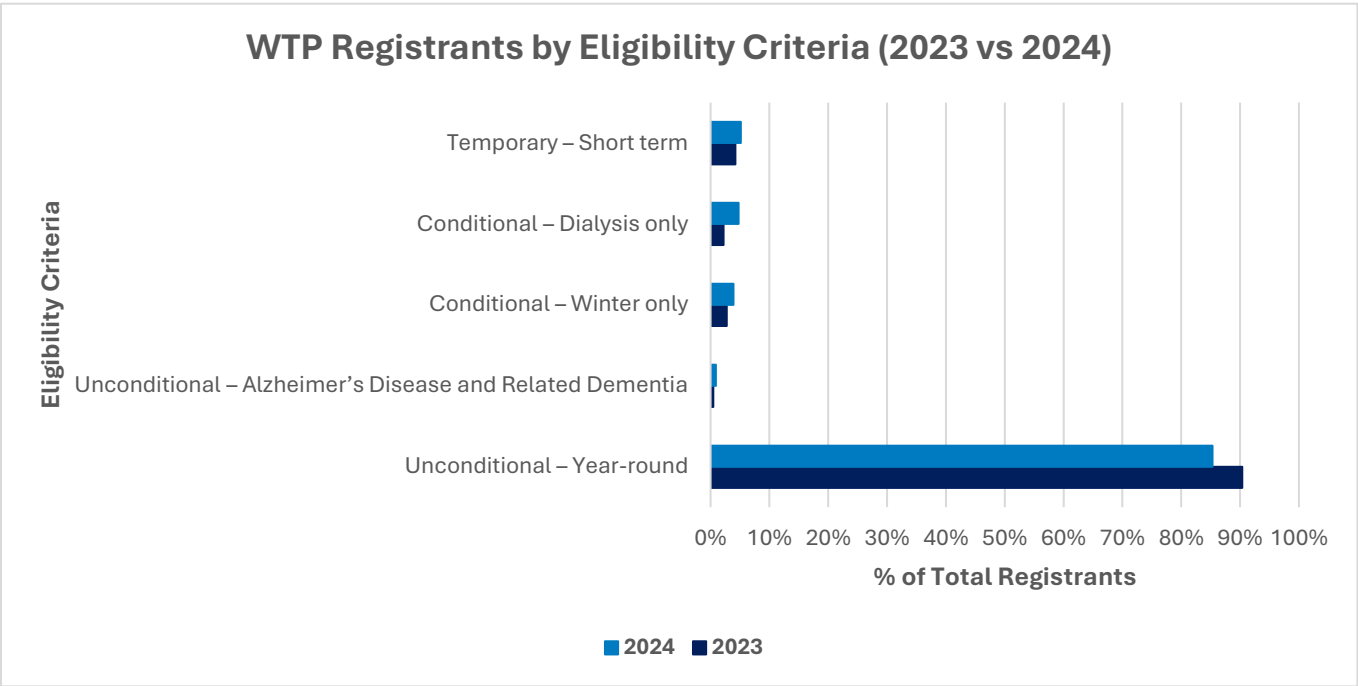


Figure 4. WTP Total Registrants by Eligibility Criteria and Category for 2023 and 2024

Comparing the 2024 figure to 2023, Winnipeg Transit Plus has clear increases in most categories, especially in registrants for conditional and temporary eligibility categories, while unconditional year-round eligibility slightly decreased.

Consultation with stakeholders and past engagements conducted with customers and the broader community have led to significant concerns about the current eligibility criteria. The main feedback is that the current criteria are not representative of the diverse needs of the community. Stakeholders have shared that there needs to be improvements made on how one’s ability to use the conventional service is evaluated. Assessors evaluate and make determinations based on the current established eligibility criteria. As the current criteria are specific condition based, it excludes many populations of applicants.

The current criteria do not adequately consider other disabilities related to sensory, cognitive (other than Alzheimer's), neurodivergence, mental health, etc. This has led to the exclusion of some applicants who have challenges using the conventional transit some or all of the time.

2.2.2 Application Review and Assessment Process

When applying for WTP, applicants submit their self-referral completed application form, medical verification is not required and is sought if clarification is needed later in the process. A Registration & Assessment (R&A) clerk at Winnipeg Transit Plus pre-screens all applications internally for completeness. Completed applications are reviewed by a clinician to determine the next step in the eligibility process. WTP received the following applications in 2024:

- 2,314 new applications
- 511 re-registered
- 463 customer accounts closed⁵

Around 70% of these applications are referred to assessors (e.g., Occupational Therapists (OTs)/Physiotherapists (PTs)) for further assessment. Around 5-10% of applications require the assessor to contact a healthcare provider for additional information. WTP currently has several contracted assessors, who conducts around 8-10 assessments per day, Monday - Friday. Assessments take place at the Transit Customer Service Centre (414 Osborne St). Once eligible, recertification for the service occurs every three years.

Due to increases in the number of applications and staffing shortages, limited assessment bookings are available. Currently, WTP takes assessment bookings up to two weeks in advance.

If an applicant disagrees with an eligibility decision made on their file, they have 30 days from the date of the decision to appeal. The numbers of appeals vary from year to year. There were 26 appeals in 2023 and 13 appeals in 2024. WTP has an appeal process with a formal appeal panel. To request an appeal, applicants can call the contact centre. The current appeals panel consists of three voting members, which include a community member (usually a member from Policy Advisory Committee), a contracted physician, a representative from the conventional service. The Manager of Client Services, or their delegate, also attends the panel as a non-voting member to provide required information on the service and to hear and understand barriers faced by appellants.

One of the gaps noted by both internal and external stakeholders relates to a lack of consistency and expertise between the eligibility assessment and the appeal process. Specifically, assessments are currently conducted by qualified professionals—such as Occupational Therapists (OTs) and Physiotherapists (PTs)—who evaluate applicants based on functional ability. However, the appeal panel does not include members with comparable clinical expertise. This creates an imbalance in the process and raises concerns about the panel's ability to fairly, accurately and consistently evaluate appeals, as there is no “apples-to-apples” comparison between the original assessment and the appeal decision-making process. This presents a gap in the appeals hearing and decision-making. As such, having a contracted functional assessor to balance the panel is important to ensure procedural fairness.

Stakeholders noted that applicants are often unclear about the eligibility criteria and appeals process, leading to frustration when applying for the service. This is commonly the case when applications are denied despite recommendations from medical practitioners to use WTP. Some customers feel that physician recommendations

⁵ Accounts are closed upon request for those who have not used the service for 18 consecutive months or more or are deceased.

should be sufficient and feel that requiring a separate assessment by an Occupational Therapist or Physiotherapist is duplicative. However, WTP (similar to other specialized transit agencies) requires assessments by assessors who are specifically trained to assess functional related abilities, including reviewing transit-related barriers experienced by applicants. Additionally, stakeholders have noted that more awareness of the scope of WTP services will be beneficial for service organizations that can provide information to their clients about the service.

Stakeholders have also noted challenges with the application process, specifically for those people with sight loss. Currently, applications and renewals are completed on paper and returned to WTP by mail. This poses an accessibility barrier to applicants who must receive assistance from a sighted person to complete the application.

2.3 Stakeholder Feedback and Service Summary

Engagements were conducted with key internal and external stakeholders to ensure that the roadmap was reflective of staff and stakeholder input. The following stakeholder organizations were invited to virtual sessions to provide input.

- A & O: Support Services for Older Adults
- Abilities Manitoba
- Accessibility and Inclusion Subcommittee (Human Rights Committee of Winnipeg City Council)
- Alzheimer's Society of Manitoba
- CNIB Foundation
- Community Therapy Services
- Health Sciences Centre Winnipeg
- Independent Living Resource Centre
- Lifeworks Manitoba
- Manitoba Accessibility Office
- Manitoba Deaf Association
- Manitoba League of Persons with Disabilities
- Manitoba Possible
- Winnipeg Transit Plus Policy Advisory Committee
- Seven Oaks General Hospital
- Manitoba Shared Health
- St. Boniface Hospital
- The Cerebral Palsy Association of Manitoba
- Vision Loss Rehabilitation
- Winnipeg Regional Health Authority

The feedback gathered from stakeholders is summarized in the sections below.

2.3.1 Booking Rides and Trip Availability

WTP has experienced new challenges due to the increase in various demands on the service. With an aging population increases, clients requiring specialized transportation and medical needs, the number of applications and complexity of transportation is expected to rise.

Figure 5 highlights the growth in applications and the number of customers who qualified from 2022-2024. The key finding from this data is that although applications have grown, the number of applications that qualify for the service has remained steady. This demonstrates the need for other transportation services to meet needs that go beyond public transportation. This is expected to change based on anticipated changes to eligibility criteria.

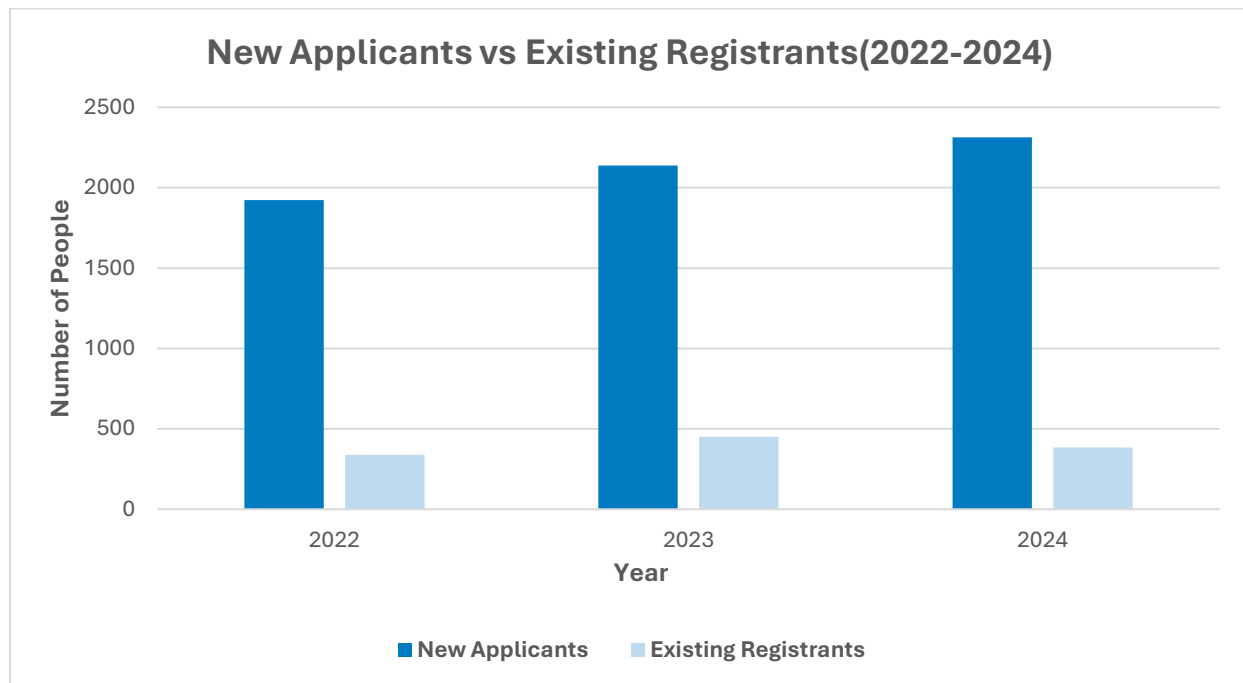


Figure 5. Existing and New Applicants to WTP (2022-2024)

In June 2024, WTP implemented a new mobility operations/trip-booking software platform, developed by Spare. Following the implementation of the core software, mobile and web-based rider apps were launched to the full customer base in July 2024. Customers are now able to book trips through a Customer Service Representative over the phone and using self-serve options including an automated phone service using Interactive Voice Responsive (IVR) technology, a mobile app ("Winnipeg Transit+ On-Request") and web application. Overall, there has been general positive feedback over the ability to book trips using the self-service options. Since its implementation, the number of customers booking trips using the self-service app options have continued to grow, which has decreased the number of trips being booked thorough Customer Service Representatives. Despite these improvements, there is still a continued need to support those without smartphones and access to web applications required to make use of these self-serve booking options. This is highlighted in the Figure 6, which shows that trips booked through phone calls make up over 80% of trips booked by customers.

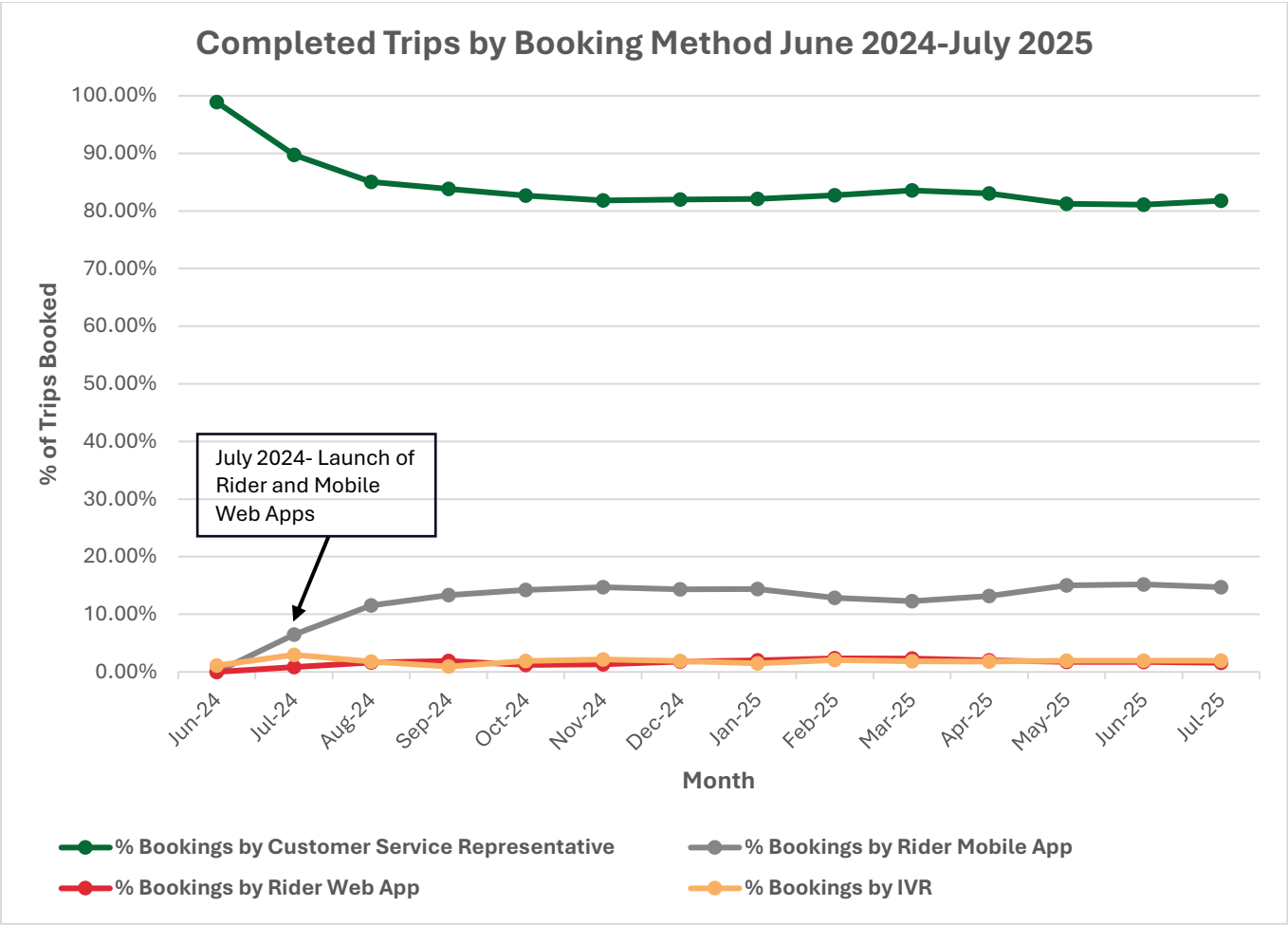


Figure 6. Completed Trips by Booking Method June 2024-July 2025

2.3.2 Trip Experience

Service quality and client service indicators provide important context to understand some of the quantitative factors that affect the trip experience for customers. These figures are useful to compare between agencies to assess best practices and over time to understand progress and growth. Table 3 summarizes the 2024 service indicators for WTP.

Table 3. Service Quality and Client Service Indicators for WTP

Indicator	Definition	WTP 2024 Stats
Trip Length	Trip length is the length of a trip provided in kilometres, minutes, or hours. Trip length is represented by the average length of one trip, determined by the total revenue kilometres or vehicle hours divided by the total number of trips.	9.28 km
Complaints and Compliments	The number of complaints and compliments regarding the specialized transit service per year. Complaints and compliments are closely tied to service quality.	2,795 complaints 382 compliments

Indicator	Definition	WTP 2024 Stats
On-Time Performance	The percentage of trips arriving on time for pickup at both the origin and destination points within the allowed tolerance or window for pickups. If on-time performance is too low, it is detrimental to service quality and client satisfaction.	95.41%
Pick-Up Window	The pick-up window is the agency-defined time range before and after the requested pick-up time, within which clients are required to be ready for pick-up.	30 minutes
Cancellations	The number of trip requests that are cancelled in advance per year for the specialized service.	59,375 trip requests
Wait-Time	Wait time refers to the maximum time that vehicle operators are required to wait for clients after they have arrived at the pick-up location.	5 minutes
No-Shows	The percentage of scheduled trips that did not occur and did not make an attempt to cancel per year for the specialized service.	3.9%

As a best practice, specialized transit providers keep trip distance to a minimum. For larger systems, collecting data regarding time on-board the vehicle is usually the most effective means of capturing trip length data, as customers should expect of reasonable ride time. From 2024 data, the average WTP trip is around 9.3 km in length, and the average time spent in a vehicle is 25.9 minutes. Feedback from stakeholders has indicated challenges where customers have experienced long on-board vehicle times, sometimes leading to missed or delayed appointments. These average expected trip times can be better communicated to enhance customer understanding of the level of service WTP can reasonably provide.

In addition, greater education is needed on the pick-up window. Stakeholders have noted this causes challenges for people to understand. For example, the concept of the bus being early or late is difficult for neurodivergent customers to understand conceptually. Currently, Winnipeg transit offers a 30-minute pick-up window. While pick-up windows vary widely across the industry, the most common pick-up window is 30 minutes. Before this, customers were given an exact pick-up time, impacting customer satisfaction, and creating increased demand in the call centre line with customers checking on their trip (and reducing the ability to book new trips for other customers). However, providing a pick-up window has enabled WTP to provide a more realistic expectation to account for traffic and other operational impacts to pick-up times. Since the implementation of the mobile app, customers are now able to track where the vehicles are, greatly improving service reliability. If customers opt for notifications, they will receive a phone call, email, text message, or app push notification notifying them of their trip status at various stages, including but not limited to one hour before a scheduled pick-up and when a vehicle is arriving for pick-up, creating increased predictability. On-Time Performance (OTP) for WTP in 2024 was 95.41%.

A WTP vehicle will wait five minutes at a scheduled pick-up time before the vehicle must leave for other pick-ups. This is to ensure that other customers are not delayed. Customers who are not ready to leave within that five-minute period may be considered a no-show⁶. Operational and communication issues have been noted as related

⁶ No shows describe when a passenger does not appear to be picked up at the schedule time and location or when a passenger does not call to cancel a scheduled pickup within the required time period to cancel a trip

to no-shows. There are cases where a driver will arrive early or be at the wrong pick-up door, causing riders, especially those with vision challenges, who are unable to locate the driver, to be marked as no-shows. To mitigate some of these issues, consistent processes need to be ensured, for example, making sure that drivers are always going to the front door and audibly announcing themselves. Figure 7 summarizes the number of no-shows from 2019 to 2024.

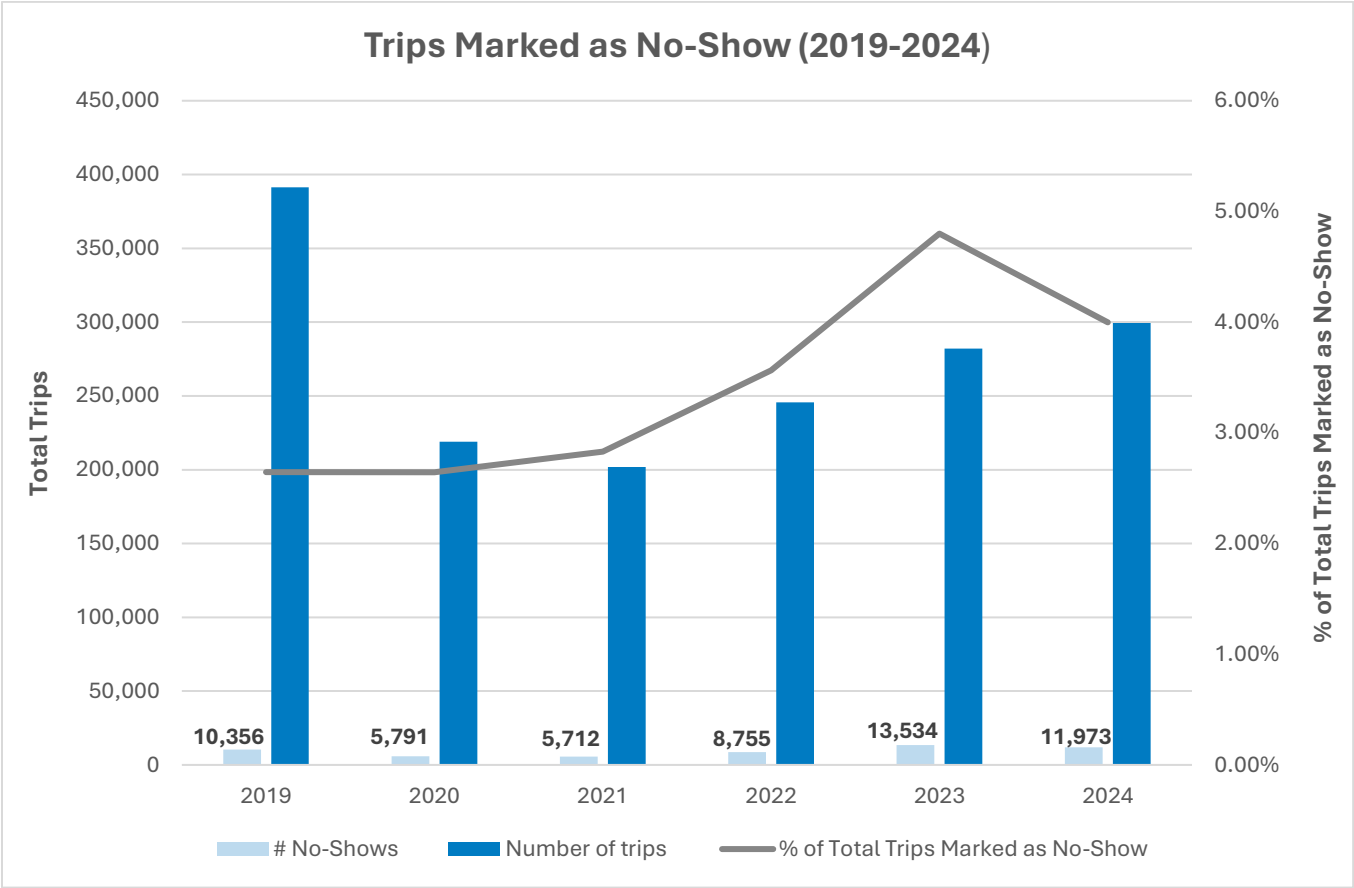


Figure 7. Trips Marked as No-Show (2019-2024)

From 2019, there has been an increase in the number of trips marked as no-shows. 2023 had the highest number of trips marked as a no-show. Staff have noted that the increase in complaints related to no-shows can be partly attributed to the limitations and issues of their previous software. This rate has decreased slightly in 2024, and staff have noted that the new software aims to reduce problems such as notification failures. WTP is currently exploring additional technology solutions to support in reducing no-show incidents. Although cancellations are not ideal, they are still preferable to no shows, especially when they are made in advance. In 2024, WTP reported 59,375 trips cancelled in advance, compared to 29,935 trips in 2023.

From discovery sessions and stakeholder meetings, it was noted that some customers have challenges accessing vehicles, which is common in specialized service, as there is no one vehicle that meets all needs. Non-wheelchair accessible vehicles (e.g. SUV, small sedans) do not work well for some ambulatory customers who have difficulties getting in and out of certain vehicle types or require more leg room when travelling. The latest vehicle added to the WTP fleet, the Creative Carriage Community Shuttle 2 ("CS-2") offers more flexibility with a dual ramp entry, a smoother ride, and allows enough clearance for vehicles to get into tight spots. Stakeholders have also raised the need for more frequent refresher training for drivers. From engagement we heard that drivers can

be provided with stronger education and more frequent training around disabilities, especially when working with those who are blind or have vision challenges, for example ensuring that they are greeting the customer at the pickup point and identifying themselves.

2.3.3 Customer Communication

WTP customers can communicate and interact with the system through various channels, including the following:

- Customer feedback & engagement:
 - Mobile app trip ratings via the Winnipeg Transit+ On-Request app
 - Customer contact centre interactions, including complaints and satisfaction surveys.
- General Winnipeg transit survey.
- Launch events: Both in-person and virtual.
- One-off Engagements: Including Spare trials and first-come-first-serve pilots.
- Emails, mail-outs (e.g., newsletters,) in-app notifications, banner advertisements on web and mobile applications.

Both the Ombudsman recommendations and feedback from stakeholders highlight the need for improved customer communications. In the past few years WTP has made improvements to its communication channels. However, there is room for further improvement.

In July 2023, a new web form was introduced. This provides customers with a convenient way to contact WTP for inquiries, commendations, or complaints. In 2023, a post-call customer survey was also launched as a new tool to measure feedback following a call. Staff have noted that customers generally participate well in the in-app trip ratings, and while a general transit survey exists, there is a lack of focus on WTP specifically.

Stakeholders have noted that there have been notable improvements in call handling and scheduling efficiency. In 2023, due to the poor performance of the trip-booking platform, the average wait time in the Winnipeg Transit Plus Contact Centre was 19.66 minutes. With the launch of the new, improved trip-booking system using Spare software, Winnipeg Transit has been working on significant improvements in contact centre metrics. This is evident in the decrease in average wait time to 11.08 minutes, despite increases in number of calls answered.

Customer service representatives documented 8,002 customer cases in 2024, up from 6,372 in 2023, including 2,795 complaints, 382 commendations, and 4,825 inquiries requiring follow-up. There were 9.34 complaints received for every 1,000 trips in 2024, compared to 7.81 complaints in 2023. The increase in complaints can partly be attributed to the adjustment period when WTP transitioned to a new system. Some stakeholders felt that the time to resolve complaints is slow and stated that some customers feel discouraged from filing complaints, possibly due to past long wait times or fear that a complaint would negatively impact their trips.

A particular focus for improvement is communicating more clearly the eligibility criteria and scope of WTP service. Staff have noted the need for better communication of what WTP service is mandated to offer. While WTP seeks to accommodate those who are unable to use conventional transit due to a disability, some see the service as a flexible service, emphasizing the need for greater public education and communication to clarify the purpose and appropriate use of the WTP service. This includes being clear on what the service is, but also what it is not. Some

work on this has been happening through webinars, and stakeholders have noted that more of this would be beneficial. Some customers are unaware that they could book a ride to get to/from an assessment, highlighting a need for clearer communication about available services and accommodations.

2.3.4 Customer Policies

Currently, WTP has ongoing challenges with policies around carry-ons, , and other customers' policies as it relates to the trip experience. Customers have noted that the current two bag limit is too limiting. Sometimes, customers with very heavy mobility devices have led to unsafe situations for operators. This has caused policy issues to arise, such as denials at boarding.

2.3.5 Need for Services Beyond Public Transportation

WTP receives varying types of non-emergent medical transportation demands, such as complex medical conditions that impact customer needs and equipment that fall beyond public transportation. Customers require complex specialized and/or medical needs that requires flexibility (e.g. pulling over, or specific pick up and drop off times), or assistance, and equipment size/weight that requires medical transport vehicles and medically trained personnel.

A prime example are customers that use WTP to attend extremely impactful treatments (e.g. dialysis, chemotherapy) with unpredictable session times. To ensure a return trip is available, customers usually need to book a two-way trip at the time of booking. If treatment ends earlier than anticipated, customers find it challenging after a tiring session to wait long for their return trip. On the other hand, if the treatment ends closer to the return trip, customers need more time to recover from the treatment before being able to travel. This level of flexibility is beyond the capabilities of public transportation.

Unfortunately, this level of flexibility, specialized and medical requirements are beyond the capabilities of public transportation. These customers require services beyond what a door to door, prescheduled transit agency can provide.

2.4 Status of Ombudsman Recommendations

In 2019, Ombudsman Manitoba published a report outlining findings and recommendations around the various processes and policies of WTP. The agency has implemented several of the recommendations and as of 2025, has three outstanding recommendations. These recommendations have been incorporated into the WTP roadmap and is actively being addressed. The outstanding recommendations are summarized below.

Eligibility:

The Ombudsman report recommended that the agency review and update eligibility criteria to ensure broader types of disabilities are assessed when determining eligibility for WTP services.

The review and update of eligibility policy (including criteria) is a significant undertaking that involves changes to the application, assessment process, staff training, and customer engagement and communication. WTP is in the

process of implementing this review and update. This roadmap report will detail the expected changes and resources required to update the eligibility policy and support the changes that will follow.

No-Show policy and processes:

The Ombudsman Report made the following recommendations about the no-show policy and processes to address customer concerns around the reasonability and efficiency of the existing approach to no-shows:

- The list of criteria for a no-show charge should appear in all public materials, be updated and refined to better reflect WTP policy.
- The approach to investigate no-show charges should be reviewed to ensure accurate and efficient process.
- The wording of no-show notification letters should be revised to ensure the letter does not assume the registrant contravened ridership policies. The letter should instead advise the registrant that a situation triggered the notification letter, and that a related no-show charge may stand in the absence of information to the contrary.

Staff engaged with the public to obtain feedback on the no-show policy and processes to inform changes. The feedback from the engagement pointed to the public's preference for the agency to prioritize its efforts on improving the customer experience around trip booking, and other operational elements of the service, before focusing its efforts on no-shows. WTP paused its efforts on the no-show review, pending the replacement of its trip-booking software platform. This roadmap report will detail the expected changes and resources required to review and update the no-show policy and processes.

Customer Communications:

The Ombudsman report made several recommendations on specific information that WTP should communicate or improve the clarity and consistency of its communications to the public. WTP has implemented many of these recommendations, with the following that are outstanding:

- Develop a comprehensive user guide to include information on customer policies and processes, and what customers can expect of the service. (This is actively being worked on)
- The Ombudsman report suggested the various types of information that should be made available to customers in the user guide and website. WTP has made much of the suggested information available on their website; the following are outstanding:
 - Ensure that information about the complaint process – including how to make a complaint using the phone, email, letter, or elected representative – is clear and widely communicated. Public and internal materials, Customer Service Representative and driver training manuals, should all set out the complaint process clearly.
 - Inform registrants about acceptable fare payment methods and procedures for non-payment disputes so that they are aware of applicable policy in the event of driver error. (This will be part of upcoming updates to policy).
 - The availability of visitor services, including information about the process to obtain visitor services and associated timelines.

- The process for customers to make requests or make complaints related to issues such as vehicle temperature, radio, and the complaint process about driver conduct.
- Requirements and standards for securements, including approved transit securement webbing loops, and what testing and specifications pertain to these particular securement devices.
- Driver responsibilities at the time of pick-up, drop-off, and during the trip.

WTP has made efforts to better communicate information with its customers through enhanced training of its customer service representatives, additional information made available on its website, and new tools for communication with its new software platform . WTP is in the process of developing a refreshed website with revised content and a more accessible, user-friendly and easier to navigate interface. Once the website update is complete, a user handbook will be developed and made available on the website.

3 Future of WTP service

WTP plans to transform the way service is delivered in the upcoming years. Ensuring that the service is available to people with a broad range of functional abilities and having the resources required to accommodate trips will be paramount. Figure 8 and this section discusses these recommendations and outlines the key implementation steps involved.



Update Eligibility Criteria, Policy & Processes

- Conduct a comprehensive review and update eligibility criteria, policy and application.
- Leverage partnership with organizations that have specialists to support the assessment process.
- Increase the involvement of travel trainers to support the assessment process.
- Update technology to support eligibility process.
- Update and train the appeals panel.



Update Supporting Policies & Enhance Services

- Update the no-show, late cancellation and carry-on bag policies.
- Develop and update additional ATSR policies to comply with regulation.
- Expand the travel training program to support eligibility assessments and support customers with additional transportation options.
- Define broader service standards to support continued improvement of service.



Implement First Mile Last Mile Option

- Launch a First Mile/Last Mile (FMLM) option in a phased approach to provide specialized service for those who need it to access conventional service.
- Implement Phase A of FMLM option with a subset of customers and evaluate the outcomes.
- Evaluate technology and resources requirements to expand to the broader customer base (Phase B).



Non-Emergency Medical Transport

- Explore opportunities to meet with other service organizations to identify gaps in NEMT services.
- Leverage opportunities to improve public education and awareness of the scope of services that WTP is able to offer.



Enhance Customer Communications

- Update all customer comms/ information(e.g. letters, information packages/videos) to include relevant policies.
- Develop user handbook with all policies and information to use the service and upload to website.

Figure 8. Summary of Recommendations

3.1 Update Eligibility Criteria, Policy and Processes

As discussed in section 2.3, the community has concerns over the current eligibility criteria due to its gaps in addressing eligibility for the impact of using the conventional service due to cognitive, sensory, neurodivergent, and mental health-related disabilities. The current application and assessment are not designed to capture the barriers in using conventional transit for people with disabilities outside of the current criteria.

To address the concerns, it is recommended that WTP conduct a comprehensive review and update of its eligibility criteria and policy. It is important that the updated eligibility criteria move away from focusing on specific medical conditions (or diagnosis) and be designed to evaluate an applicant on their ability to use conventional transit, regardless of the type of disability. To review and update the eligibility criteria and policy, the following subsections discuss the key implementation steps involved.

3.1.1 Develop New Criteria and Update Policy

WTP has been exploring and engaging with the community to inform the update of its eligibility criteria. This first step involves developing new criteria that ensures:

- Those who need the service have access to it.
- The inclusion of a broad spectrum of disabilities when assessing the ability to use conventional transit.
- The updated policy does not duplicate other services provided by other agencies. Alignment with best practices in the industry.

It is recommended that WTP develop an updated set of criteria that aligns with the above elements. Once draft criteria have been developed, WTP should engage with the public to obtain feedback before finalizing the criteria and updating the eligibility policy. It is recommended that the eligibility policy clearly state the intent of WTP's service and explain the eligibility criteria to ensure clarity.

3.1.2 Update Application, Assessment Process and Appeals Panel

Successful implementation of the updated eligibility policy involves having the appropriate tools and processes in place to assess the eligibility of applicants. Once eligibility criteria have been updated, WTP must redesign and update various elements of its eligibility assessments and processes. These are further detailed below.

Update application to align with new criteria:

The current application focuses on gaining information about the disabilities that make up the current eligibility criteria. Comparing to best practices among peers (as shown in Figure 9), the current application has gaps in the questions it asks applicants. Primarily, the application does not focus enough on understanding the functional barriers that applicants have in using conventional transit as a result of their disability.

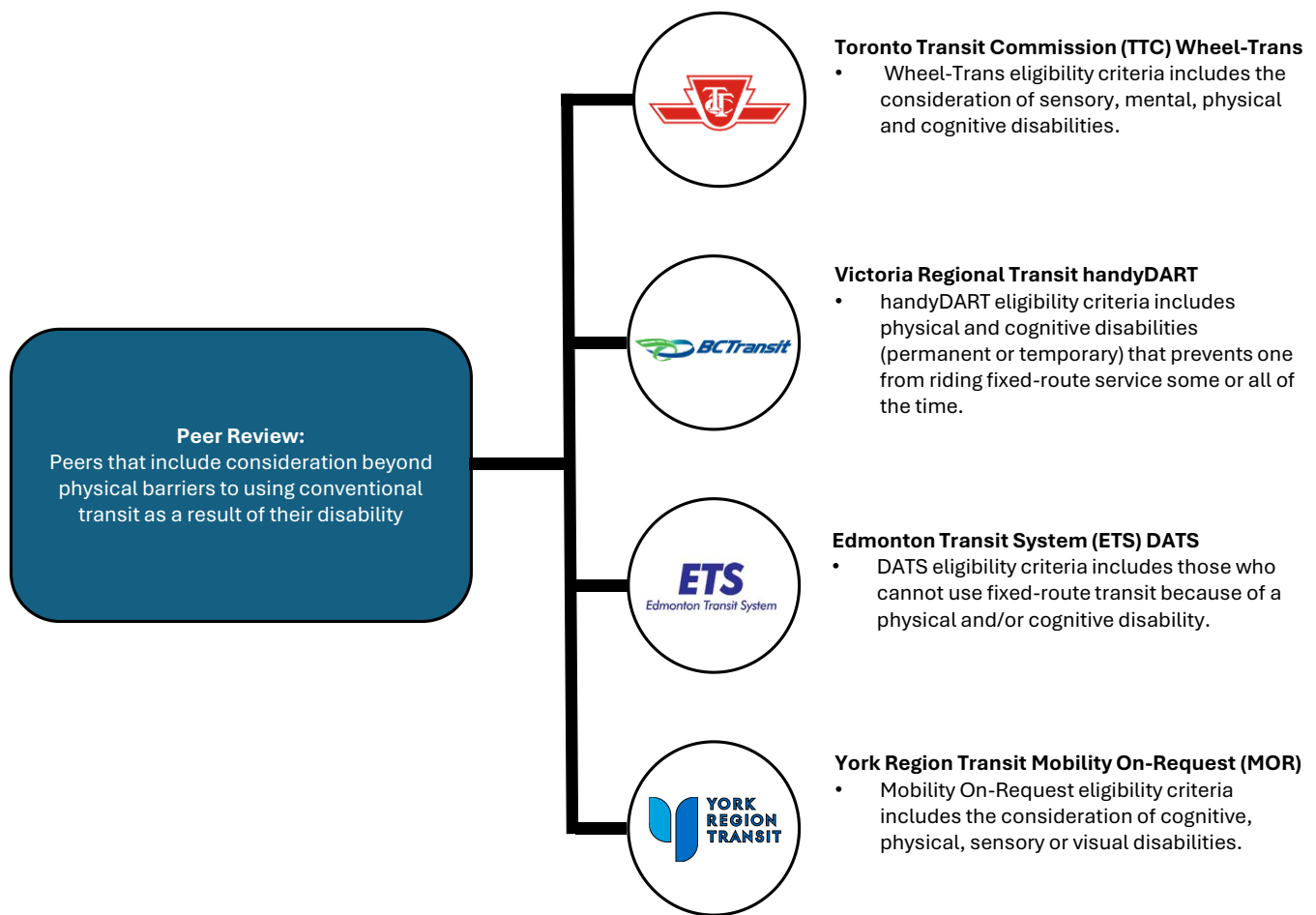


Figure 9. Best Practice Peer Review Regarding Eligibility Criteria Assessment

Develop an eligibility key and guide:

One of the common challenges in assessing eligibility is the inconsistency in how different assessors interpret the information from application forms. To be successful, it is recommended that an eligibility key and guide be developed to go hand in hand with the updated application. These tools will help assessors consistently determine eligibility by completing a key that keeps track of the criteria met by applicants based on the application. Assessors can reference the guide to ensure that information in the application is interpreted consistently.

Enhance the in-person assessment process:

WTP invites about 70% of its applicants to an in-person assessment to better understand their functional ability to use conventional transit. Often, the result of this assessment determines eligibility, and informs WTP about vehicle access, securement of equipment, pick up access, general service needs, and the applicant's ability to safely travel independently.

For certain sensory and neurological disabilities, such as blindness and Alzheimer's disease, there may be opportunities for WTP to leverage partnerships with organizations that have specialists to support with

eligibility recommendations. For example, applicants could be referred to work with specialists from these organizations to ride conventional transit together. In a session, the specialist would be able to understand any barriers the applicant experiences and provide their observations with to WTP assessors. This can help WTP make eligibility determinations. This partnership can provide both applicants and WTP with the assurance that the right experts are involved in information gathering for eligibility decisions. As such, it is recommended that WTP explore partnerships with potential organizations.

It is also recommended that WTP increase the involvement of Travel Trainers to support the assessment process. Travel Trainers can work with select applicants to assess their ability to travel on conventional vehicles. The insight from Travel Trainers is valuable in understanding an applicant's functional abilities and challenges and inform eligibility decisions.

Update technology to support eligibility:

WTP recently implemented the Spare software platform to support the booking and scheduling functions of the specialized service. Currently, WTP is working with the vendor to implement an eligibility module. This module will enable applicants to apply digitally, and allow staff and applicants to keep track of the progress of applications. While applicants will have multiple options to apply, the goal is to move the eligibility process to a digital platform to improve efficiency and expedite timelines for communication and applying for service. This module will be integrated with the rest of the system so that all customer information, including eligibility status and specific customer notes can be kept in one place and accessed easily by staff. As new eligibility criteria is rolled out, launching the module in conjunction can help with change management for staff and public to know that new processes will be more intuitive and efficient. This includes using the system to generate and send automated notifications and letters to applicants about the outcome of their application and next steps.

The WTP software will also require updates to support the new eligibility criteria. This is paramount to implement criteria that may require specific parameter adjustments to be able to book trips. As such, it is recommended that WTP work with the vendor to make required upgrades to the software platform to ensure that the appropriate capabilities are in place to support updated eligibility and application.

Update and retrain appeals panel:

The current WTP appeal panel consists of three voting and the Manager of Client Services also sits on the panel as a non-voting member. One the of gaps of the current panel is that contracted physicians, while well versed in disabilities, are typically not as informed on how a disability can impact ability to travel on conventional transit. As such, to balance the types of expertise on the panel, it is recommended that an expert in functional assessments/abilities (e.g. Occupational Therapist) be added as soon as possible as a to ensure procedural fairness and consistency. OTs have a holistic approach of the functional limitations that can prevent people with disabilities from being able to ride conventional transit. A contracted Physician will continue to be leveraged to provide medical expertise as required.

In addition, it is recommended that once eligibility is updated, the appeal panel be retrained on the new criteria in advance of launching the policy. This should involve updating the existing appeal panel documentation to reflect the updated eligibility, as well as holding training sessions.

3.1.3 Determine Fleet and Facility Requirements

Expanding the eligibility criteria to ensure people of all disabilities are included, will lead to an increase in applications. Peer agencies such as the TTC saw a 10-15% increase in applications upon launching their updated eligibility criteria. It is anticipated that WTP will see a similar, or higher (up to 20%) increase in applications.

This is due to the change in eligibility criteria as well as the service updates and policy changes from the AMA. Changes to policies such as support person, visitors, children, as well as impacts of the Accessible Transportation Standard Regulations is expected to increase both applications and passengers. Given that it is challenging to predict what percentage of future applications and resulting trip requests under the updated criteria will be eligible for the service, it is recommended that WTP take a conservative approach to ridership estimates to budget for operating and capital resources. Among peers, most who include criteria beyond physical ability (i.e. mental, cognitive and sensory eligibility) have a greater percentage of applications in relation to the population served compared to Winnipeg Transit Plus. As accessible vehicles can require up to an 18-month lead time from purchase to delivery, an estimate is required to place orders as soon as possible; early on. As such, it is recommended that staff determine fleet requirements based on a 20% increase in applications and ridership. This estimate is also supported by a comparison of the ratio of active registrants to the population served among peer agencies. The graph in Figure 10 highlights peer agencies that incorporate non-physical disabilities into their eligibility criteria. Many of these agencies serve a greater portion of the population than WTP does today.

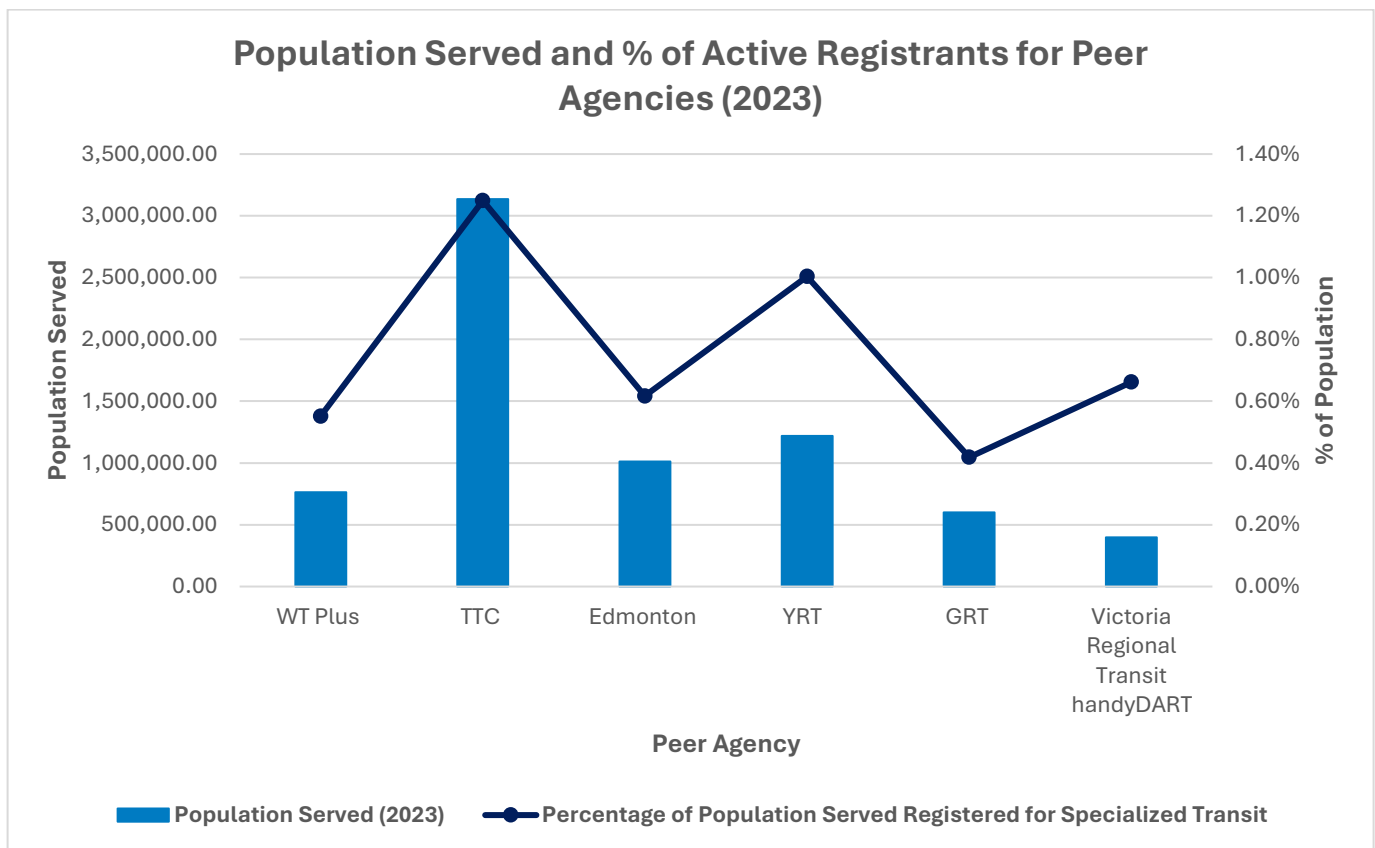


Figure 10. Population Served and % of Active Registrants for Peer Agencies (2023)

With an aging population, as WTP opens up eligibility to a greater portion of its population, it is expected that applications and ridership will increase. To be successful WTP must be prepared to meet this demand.

When projecting fleet requirements, WTP must assess both fleet size and type. Based on 2023 CUTA statistics, and consistent with its peers, about 70% of WTP’s customers are ambulatory. Based on projections from paratransit properties, this number will increase with the introduction of eligibility criteria and will result in varying customer needs for vehicle access. As such, thorough evaluation of vehicle types will need to be conducted from the industry market, PAC input, and jurisdictional scan to inform fleet needs. In addition to fleet requirements, WTP must also ensure that facility space and necessary equipment are available to perform in-person assessments. As applications increase, the need for in-person assessments will also rise. Having the appropriate staffing, space and tools required for these assessments is essential to make eligibility determinations consistently and timely and in compliance with the AMA requirements.

3.1.4 Implement Change Management and Training

Updating eligibility criteria will have a significant impact on customers and staff. On the customer front, the community will likely have fears around their ability to qualify for the service as a result of the change in criteria. In addition, changes to the application and introduction of the eligibility module, while intended to improve experience, can be met with resistance due to the natural hesitation that people have with change. To ensure success, it is recommended that WTP develop a comprehensive Change Management Plan for all

impacted by the update to eligibility and other changes recommended in this report. This plan should also include a communication strategy outlining required public engagement to prepare and support customers with changes to come. This strategy goes beyond simply informing the public on specific changes. Rather, it involves conducting a broader public education campaign on the scope of WTP services, why the planned changes are happening and how customers will be supported to transition to new policies. The key communication recommendations are summarized in the figure below.

- Once recommendations including policy changes are approved by Council, conduct a public education campaign on the scope of WTP services, updated eligibility and processes.
- Develop communication and change management plan to prep for launch of new eligibility and updates to other policies.
- Communicate to prepare and support customers/stakeholders for changes to come.

In tandem with a Change Management Plan, a training plan should be developed and implemented to ensure that administrative staff, assessors, customer service representatives, and the appeals panel have the knowledge and skillset required to apply the eligibility changes.

Section 3.1 has detailed the several changes that must take place to update and implement WTP's eligibility criteria. To be successful, WTP will require additional resources to implement these changes. Specific resources requirements for these recommendations are outlined in section 4.

3.2 Update Supporting Policies and Enhance Services

3.2.1 Update No-Show and Cancellation Policies

One of the key focus areas of the 2019 Ombudsman Report is the recommendations around WTP's no-show policies and related processes. As discussed in section 2.4, WTP has conducted public engagement to understand the challenges of the no-show policy. To ensure that no-show charges are validated and customers do not experience financial burden, especially from unvalidated charges, WTP plans to implement the following updates to the policy:

- Officially remove financial penalty for no-show violations.
- Determine an appropriate allowance for the number of no-shows a customer can have over a defined period. When the customer exceeds this number, a no-show penalty/deterrent will trigger, leading to suspension of service of a period of time instead of a financial penalty.

Once the no-show allowance and suspension terms are developed, WTP plans to engage with the public to obtain feedback on the proposed changes. In tandem, WTP will work to make technology process updates to enable automatic no-show notification triggers, ensure clear process to dispute no-shows and support penalty tracking.

Past engagement about the no-show policy also revealed customer challenges with the cancellation policy. Staff sought feedback on the cancellation window and heard from customers that the current window of 30

minutes was too inconvenient. As such, WTP is considering making the following updates to its cancellation policy:

- Eliminate the financial penalty system to enforce cancellation policy
- Expand the cancellation window to 2 hours to enable WTP sufficient time to reschedule trips and align with industry practice.

Table 4 provides a summary of peer policies around cancellation windows and penalties.

Table 4. Cancellation Windows and Penalties Among Peer Agencies

Peer Agency	Cancellation Window (Hours)	Penalties
Winnipeg Transit Plus	30 minutes	Financial Penalty System (same structure as used for no-shows): • 1st No-Show/Late Cancel: No charge • 2nd No-Show/Late Cancel: Charge equivalent to one fare • 3rd No-Show/Late Cancel: Charge equivalent to two fares • 4th No-Show/Late Cancel: Charge equivalent to three fares • 5th and further No-Show/Late Cancel: \$15.00 • Service is suspended once the amount owed reaches or exceeds \$30.00.
TTC Wheel-Trans	4	Point System: 8 per month • Late cancellation: -1 point • No-Show/Cancellation at door: -2 points
Edmonton Transit Services DATS	2	Point System: 8 per month • Late cancellation: -1 point • No-show/cancellation at door: -2 points
YRT Mobility On-Request	2	Point System: Accumulate for one year and amount to service restriction penalties • Late cancellation: 1 point • No-shows: 2 points
GRT mobility Plus	2	Service Restriction Penalty: • First set of late cancellations in a calendar month – customer receives a courtesy call from GRT staff • Second set of late cancellations in a calendar month – customer receives a letter of warning • Third set of late cancellations in a calendar month – customer receives a letter with information about a one-month service suspension

Peer Agency	Cancellation Window (Hours)	Penalties
Victoria Regional Transit HandyDART	2	Service Restriction Penalty: • 3 unexplained no-shows or late cancellations within 30 days gets a two (2) week service suspension • Subscription riders who have 3 unexplained no-shows or late cancellations within 30 days will lose their subscription trip status and are only permitted to book one-off trips after their suspension period has ended.

Once the cancellation penalty process is determined, WTP should engage with the public on proposed changes to obtain feedback. Once both policy updates are approved, WTP must document the new policies and communicate to customers and support them in the transition to the changes. WTP must also plan for the update of policy information on the website and other information channels, as well train staff on related processes to investigate disputes, track and manage penalties.

While the way forward on no-show and late cancellation policies are clear, WTP requires resources to conduct analysis and make determinations on when and how to implement penalties, as well as communicate to and support customers with changes.

3.2.2 Develop and Update ATSR Policies

ATSR requirements as well as stakeholder engagement have revealed the need to update several other customer policies. WTP is developing a report that will provide a comprehensive list of updates required to be compliant with the requirements of the ATSR. Table 5 outlines key customer policies that require updates.

Table 5. Additional Policy Changes

Policy	Current Challenges	Updates to comply with ATSR Requirements
Carry-On Bag policy	Two bag limit is too limiting for customers and does not mirror requirements on conventional service.	Update policy to allow customers to bring as many items with them as they are capable of managing on their own within their seat space
Support person policy	Currently, a mandatory support person/attendant policy exists. However, no general support person policy exists.	Update of eligibility policy and application must incorporate a way for WTP and customers to identify the need for a support person during trips. Fleet requirements must be assessed to ensure that support persons can be accommodated on vehicles once the policy is launched.
Companion policy	Currently, companions are loosely termed and not clearly defined.	Separate and define the difference between companions and support persons. Companions will

		be required to pay a fare, whereas support persons can ride for free.
Visitor eligibility policy	Current timelines around how long visitor eligibility lasts does not align with industry practices.	WTP must review eligibility timelines and update its policy to ensure that visitors apply for the service using the same process as residents if they are here to stay for the long term.
Travelling with one or more children policy	Current practice is for one child to travel	Update processes to enable customers to travel with more than one child when requested. Fleet requirements must be assessed to ensure that additional children can be accommodated on vehicles once the policy is updated.
Policy	Current Challenges	Recommended Updates
Storage/size of mobility devices policy	Staff input and stakeholder feedback highlighted the need for a clear policy outlining the size, weight, and storage of mobility devices to ensure trips can be safely and reliably accommodated.	WTP must make the policy around the storage and size of mobility devices easily accessible to customers. WTP must also decide on and communicate the policy enforcement process.

Given the number of policy reviews and updates that are required, WTP will require additional resources to update documents and processes, as well as engage with customers and communicate changes

3.2.3 Expand Travel Training Program

Travel training programs have been a crucial part of supporting community members who are unfamiliar with conventional transit to learn to travel independently. As conventional transit becomes more accessible to use with improved coverage and technology, Transit agencies have seen significant benefits and an increase in demand for travel training programs. As of the timing of this report, Winnipeg Transit has one full-time travel trainer. With the launch of the PTN, seven temporary travel trainers were provided to support with the increased transportation options. Having a well-resourced travel training program can support managing the demand on WTP services. As the change in eligibility criteria is expected to increase demand for WTP service, it is recommended that the Travel Training Program be expanded. This will ease the demand on the WTP service and support a range of transportation options, which is necessary for its sustainability. Furthermore, expanding the Travel Training Program will support customers who are already interested in receiving travel training to ride conventional transit.

To expand the Travel Training program, WTP is recommended to:

- Evaluate how travel training will need to be expanded to support eligibility updates, the AMA, Winnipeg Transit Master Plan (WTMP) and the PTN.

- Communicate with the public on changes/expansion to the travel training program to ensure it is tailored for success.
- Implement expanded travel training program features (e.g., develop training and presentation materials, communications, etc.).

To be successful, it is recommended that additional travel trainers and a Travel Training Coordinator roles be made permanent to support the evaluation and expansion of the program. This will enable WTP to tailor the program and provide training sessions in a timely manner.

3.2.4 Develop Service Standards

Service standards play an important role in guiding service planning and building trust with customers on what they can expect from WTP services. Service standards also help to identify organizational strengths and areas of improvement and can be an effective approach to inform resource requirements. Currently, WTP has a minimum standard that ensures customers do not spend more than 90 minutes on board a vehicle (this standard is in alignment with peers such as the TTC). This standard has been made part of the policy, and budget planning incorporates the fleet and resources required to deliver on this standard.

In addition to time spent onboard, it is recommended that WTP establish broader service standards that reflect other areas of WTP service. This can include standards across functions such as eligibility, customer service, service quality, efficiency, and operations. When establishing service standards, it is recommended that WTP take the following steps:

- Continue to gather data to review current standards and compare them to industry practices.
- Develop draft service standards and conduct public engagement to obtain feedback.
- Evaluate required changes to service hours, fleet and resources to deliver on minimum service standards.

Additional resources are required to review, develop, engage and implement service standards. While standards do not need to be developed across every function, WTP should make a determination on which metrics can be established as standards. A list of metrics based on a study conducted by CUTA in 2016 which compares and recommends metrics and targets across peer agencies in Canada is provided in Appendix A.

3.3 Implement First Mile/Last Mile Option

Successful FMLM options not only eliminate barriers for people using conventional transit, but also provides WTP customers who are able and interested, more transportation options based on their abilities and the opportunity to become comfortable with conventional transit. To improve transportation options for WTP customers, WTP is recommended launch a phased roll out of a First Mile/Last Mile (FMLM) option to provide specialized service for those who need it to access conventional services. This means that customers who cannot access bus stops from their origin or during transfers, will have access to WTP

services to connect to conventional transit, providing customers with additional transportation options and enabling those who wish to make use of conventional service but otherwise would be unable to do so.

Phase A, which has already begun involves making tweaks to the existing software and conducting customer outreach to solicit interested parties to take FMLM trips. Phase A will be focused on travel training and working with a small subset of customers with year-round/unconditional eligibility who will use the FMLM option for specific trips that are recurring and generally going to the same destination. It is recommended that WTP apply the considerations outlined in Figure 11 to ensure that customer experience is convenient with the first phase of the FMLM implementation:

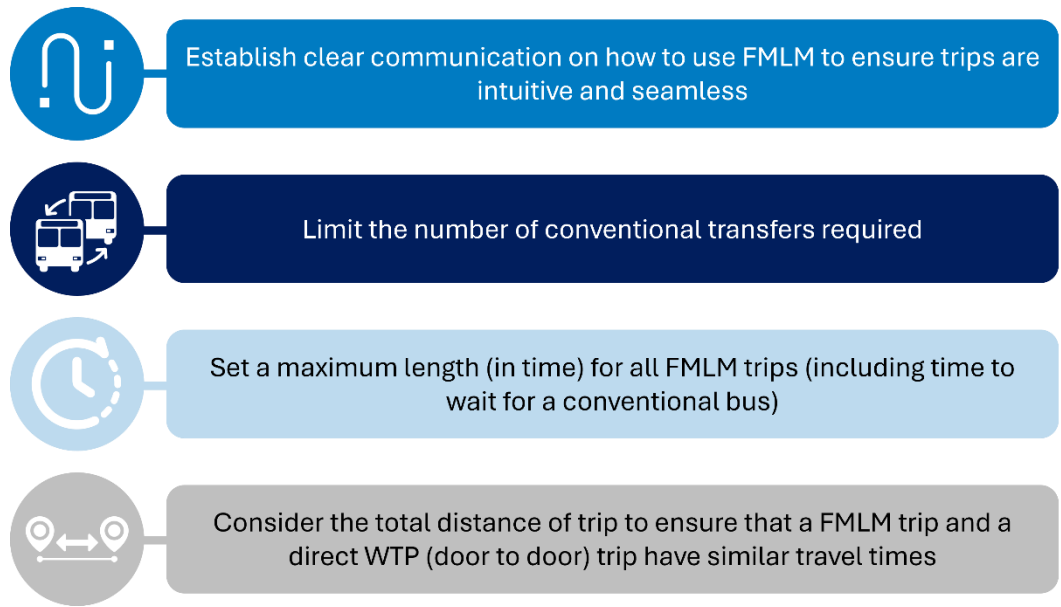


Figure 11. Recommended Phase 1 Trip Policy and Parameters

Once Phase A parameters are designed, WTP should update its trip booking processes and adjust its software to enable FMLM trips. A clear process and mechanism should be put in place to monitor and obtain customer feedback and ensure any challenges are addressed and overall experience is continually improved. Ensuring that travel training resources are in place to support customers taking FMLM trips is also paramount to success.

After phase A is completed, it is recommended that WTP evaluate the service and identify changes to improve both the backend processes and the customer experience. This evaluation will inform the scope for Phase B of the FMLM option and the budget required to implement it. Phase B should be designed to expand the FMLM service to a broader customer base, for those who are eligible for it. Given the broadening of scope, implementation of Phase B will require additional updates to the system and an increase in fleet.

WTP should ensure that processes are in place to only provide FMLM service to customers who can ride conventional transit for part of the trip. While customers using FMLM in Phase A will be a small cohort, the expansion in Phase B to broader customers will require software updates to incorporate FMLM into the eligibility criteria as well as additional functionality to ensure seamless FMLM trips. Further, successful

FMLM trips will require additional resources to support customers with this transition. Ensuring the required funding is in place to update software and implement Phase B is crucial for success.

3.4 Non-Emergency Medical Transport

WTP is an essential service for customers who rely on it to get to medical appointments, work, recreational, and many other trip purposes. A significant challenge and criticism that WTP has faced is its limitations in meeting the expectations of customers that go beyond providing public transit services. These include customers who have the following needs:

- Require flexibility to change trips spontaneously.
- Need access to specialized and/or medical support on board the vehicle.
- Have bariatric needs beyond the capabilities of public paratransit vehicles and operators .

These customers require services beyond what a door to door, prescheduled transit agency can provide. Many of these customers require access to services that provide Non-Emergency Medical Transport (NEMT). WTP does not have the resources or medical expertise to meet the tailored needs of customers who require additional flexibility and support during and after a trip.

Given that the intent of WTP's services is to ensure provincially funded services are not duplicated. It is recommended that WTP explore opportunities to meet with other service organizations to identify gaps in NEMT services. WTP should also leverage opportunities to improve public education and awareness of the scope of services that WTP is able to offer.

3.5 Enhance Customer Communications

This report has outlined significant changes to WTP's policies, processes, and delivery of services. While the recommendations seek to continually engage with customers to inform improvements, there will be large policy changes that require change management. The various engagement and communication activities for specific recommendations have been described throughout section 3. In addition, As outlined in the Ombudsman Recommendations, WTP is recommended to take a holistic approach to communications that reflects the various changes to come and enhances communication channels.

- Update all existing communications to reflect changes in policies (e.g. policy documents, eligibility decision letters, customer service scripts).
- As outlined in the Ombudsman Recommendations, develop user handbook with all policies and information to use the service. Ensure this handbook is accessible through the updated website.

To be successful in implementing the significant communication activities in a timely manner, it is recommended that WTP have the appropriate resources to lead the planning and support the execution of communication enhancements. This includes the development of various communications materials such as videos, messaging, media and posters, as well as updating the website.

4 Resource Requirements and Roadmap

This section highlights the resource requirements needed to support the recommendations, along with the implementation roadmap and timeline, which are summarized in the figure below.

4.1 Resource Requirements

Winnipeg Transit Plus staff and consultant support is required to carry out the recommendations in the roadmap. This section summarizes the types of resources necessary to evaluate, update and operationalize changes across WTP policies, processes, fleet and technology. The recommended resourcing will increase operational functionalities, enabling WTP to effectively analyze, plan, and implement the changes in outlined in this roadmap. It is important to note that the resources outlined Tables 6 and 7 are necessary to implement the recommendations in this roadmap. The resource requirements have been organized into phases for planning purposes.

Table 6. Summary of Staff/Consultant Requirements

Staff Resource Required to Implement Recommendations	
	
Phase 1	• Consultants to assess and update eligibility policy and application and develop and implement a change management plan and communications. • Temporary Administrative Clerks to support existing staff while they are being trained on new eligibility & process, no-show/late cancel/bag policies. • Customer Service Coordinator to lead coordination of enhanced communication between riders and transit departments, including website refresh and user guides. • Data Analyst to support with monitoring of applications, ridership trends, operational KPIs, fleet requirements, FMLM analysis and service standard development & implementation. • Operations Coordinator to support with procurement and administration of vendor contracts. • Travel Trainers and Travel Training Coordinator (assessments, general TT, FMLM).
Phase 2	• Additional Administrative Clerks to process increased applications and answer public inquiries about policy/application. • Assessors to support increase in assessments and sit on appeals panel. • Customer Service Representatives to support increase in trip bookings and general customer service.

- Transit Service Quality Specialist to support with updating contact centre processes, quality assurance and overall customer satisfaction.

Phase 3

- Operational and internal technical staff to support with required integration of specialized and conventional systems to enable FMLM trips.

Table 7. Summary of Fleet/Facility and Technology Requirements

Fleet/Facility and Technology Requirements	
	
Phase 1	• Additional fleet required to meet anticipated increase in demand. • Sufficient space and equipment to conduct assessments in alignment with updated eligibility criteria. • Technology update to automate application process and support booking processes. • Technology update for no-show notification triggers and penalty tracking.
Phase 2: N/A	
Phase 3:	• Technology update to implement Phase B of FMLM.

4.2 Roadmap Implementation

Once resources described in section 4.1 are secured, WTP staff can implement the recommendation based on the proposed implementation timeline detailed in Figure 12. The proposed timeline in the roadmap organize the implementation of recommendations into three phases as summarized below:

- **Eligibility criteria, policy and process updates** will largely happen in phase 1, with staff training in phase 2. The updated eligibility policy will be launched in the first half of phase 3.
- **Supporting policies** including the updated no-show, late cancellation and carry-on bag policies will launch in the first half of Phase 1.
- **Expansion of the travel training program** will be implemented in the second half of phase 1.
- **Establishment of service standards** will begin in phase 2 and continue through phase 3.

- **First Mile Last Mile (FMLM) option** will be implemented across all three phases. The planning and rollout of FMLM to a subset of customers will occur in phases 1 and 2. The expansion of FMLM option to those who are eligible in the broader customer base will occur in Phase 3.
- **Enhancement of customer communications** including the development of customer information resources and website updates will occur in phase 1.

Figure 12 visually summarizes the implementation activities detailed in the recommendations summarized above and outlined in detail in section 3.

Legend	
Resource Requirement	Fleet/Facility Requirement
Public Engagement	Technology Update/Requirement

Winnipeg Transit Plus Roadmap Resource Requirements			Phase 1				Phase 2				Phase 3			
Staff Resources Required to Implement Recommendations														
Consultants to assess and update eligibility criteria and support comms & change management planning and execution														
Temporary Administrative Clerks to support existing staff while they are being trained on new eligibilty & process, no-show/late cancel/bag policies														
Additional Administrative Clerks to process increased applications and answer public inquiries about policy/application														
Additional Assessors to support increase in assessments and sit on appeals panel														
Additional Customer Service Representatives to support increase in trip bookings and general customer service														
Customer Service Coordinator to coordinate enhanced communication between riders and transit departments including website refresh and update of user guides.														
Data Analyst to support with monitoring of applications, ridership trends, operational KPIs, fleet requirements, FMLM analysis and service standard development & implementation														
Transit Service Quality Specialist to support with updating contact centre processes, quality assurance and overall customer satisfaction														
Operations Coordinator to support with procurement and administration of vendor contracts														
Additional Travel Trainers and Travel Training Coordinator (assessments, general TT, FMLM)														
Operational and internal technical staff to support with required integration of specialized and conventional systems to enable FMLM trips.														
Fleet & Technology Required to Implement Recommendations														
Place order for additional fleet required to meet anticipated increase in demand														
Ensure appropriate space and equipment are in place to conduct assessments in alignment with updated eligibility criteria														
Update technology to automate application process and support booking processes														
Technology updates for no-show notification triggers and penalty tracking														
Upgrade software to implement Phase B of FMLM														
Winnipeg Transit Plus Recommendations Roadmap			Phase 1				Phase 2				Phase 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Recommendation	ID	Implementation Steps												
1. Update Eligibility Policy														
Update Eligibility Criteria	1.1	Update Eligibility criteria and policy												
	1.2	Update application to align with approved policy/criteria												
	1.3	Develop eligibility key & guide to reflect changes in application												
	1.4	Review and update how in-person assessments are completed to include Travel Trainers												
	1.5	Explore partnerships in assessments to support eligibility decisions												
	1.6	Update/develop other documentation/templates for assessors to complete assessments												
	1.7	Provide staff training (assessors and customer centre/admin staff on all eligibility criteria and processes changes)												
	1.8	Update/develop new customer letters/etc. for results												
	1.9	Update appeals panel (incl. composition to ensure the panel is balanced with various expertise (i.e. include OT))												
	1.10	Develop appeals panel materials												
	1.11	Train appeals panel on new criteria												
Determine fleet and facility requirements	1.12	Assess fleet size requirements for anticipated increase in ridership due to eligibility criteria changes												
	1.13	Assess fleet type requirements for anticipated change in customer demographics (e.g. ambulatory vs non-ambulatory) due to eligibility criteria changes												

Legend

Resource Requirement	Fleet/Facility Requirement
Public Engagement	Technology Update/Requirement

Winnipeg Transit Plus Recommendations Roadmap			Phase 1				Phase 2				Phase 3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Recommendation	ID	Implementation Steps												
1. Update Eligibility Policy Cont'd														
Change Management and Communication	1.14	Communicate outcome of May Council Meeting												
	1.15	Develop communication and change management plan to prep for launch of new eligibility												
	1.16	Prep for launch of new eligibility												
	1.17	Conduct engagement to prepare and support customers/stakeholders for changes to come												
Launch	1.18	Launch updated eligibility policy												
2. Supporting Policies and Services														
Update No-Show/Late Cancellation Policy	2.1	Determine allowance for number of no-shows over a defined time period												
	2.2	Remove financial penalty for no-show violations												
	2.3	Expand cancellation window 2 hours to align with industry norms and improve unaccommodated rate												
	2.4	Document policy changes												
	2.5	Update internal processes around no-show triggers, investigations and penalty tracking												
	2.6	Update letter, website, user manuals to be consistent												
	2.7	Ensure customer service and driver refresher training includes reporting/handling of no-shows												
	2.8	Communicate to customers the launch of the updated no-show policy and processes												
	2.9	Launch updated No-Show/Late Cancellation Policy												
Update Carry-on Bag Policy	2.10	Update & Launch Carry-on Bag policy												
Expand Travel Training Program	2.11	Evaluate how travel training will need to be expanded to increase transportation options for WTP customers												
	2.12	Community with public on changes/expansion to travel training												
	2.13	Implement expanded travel training program (e.g., develop training materials, communications, etc.)												
Establish Service Standards	2.14	Continue to gather data, review current standards and explore establishment of new standards												
	2.15	Plan, prep and conduct public engagement to obtain feedback on proposed minimum service standards												
3. First Mile Last Mile Option														
Design and Conduct Phase 1	3.1	Develop and design Phase A of FMLM												
	3.2	Develop operations processes in support of Phase 1 of first/last mile policies												
	3.3	Conduct training for call takers/schedulers												
	3.4	Conduct and evaluate Phase A of FMLM												
Expand to Phase 2	3.5	Develop Phase B scope, technology needs, policies and operational processes												
	3.6	Incorporate FMLM into eligibility criteria and launch Phase B of FMLM for broader customer base												
4. Enhance Customer Communications														
Develop Content for Customer Communications	4.1	Update all customer comms/ information(e.g. letters, information packages/videos) to include relevant policies and Ombudsman Recommendations												
	4.2	Develop user handbook with all policies and information to use the service and upload to website as part of the website refresh												

Figure 12 - WTP Implementation Roadmap

5 A Way Forward

The roadmap has been developed to lay the path forward in updating and sustaining WTP's services in a way that meets growing demand and changing customer needs. Recommendations have been developed to support WTP in addressing these needs and customer challenges. Key recommendations in this plan include policy updates, resource enhancements, operational considerations and technology advancements. These recommendations aim to enhance support for staff and WTP as an organization to respond to the growing demand and meet the needs of customers across Winnipeg.

The next few years will see transformational change in the delivery of specialized transit at Winnipeg Transit Plus. The plan details key recommendations and a roadmap to achieve success and the desired future state. To be successful WTP must ensure the appropriate level of resources are in place to implement the recommendations outlined in this roadmap. Although the changes to come are significant, with the right resources in place and a plan ahead, WTP will be well equipped to implement the necessary improvements driven by the evolving needs of people with disabilities and an aging population.

Appendix A – Metrics to Inform Service Standards

Tables 8-10 provide examples of Key Performance Indicators (KPIs) / Metrics for Winnipeg Transit to consider when selecting service standards. It is important to note that not all metrics need to be turned into standards and that the list provided is not inclusive of all possible metrics. These metrics have been summarized based on the project team's experience with references from the 2016 Specialized Transit Services Industry Practices Report by the Canadian Urban Transit Association.

Table 8. Service quality Indicators

KPI / Metric	Definition	Target/Best Practice
Call response times	Duration of time a customer waits before a live agent answers the call.	Answer 80% of calls in 20 secs
Pick-up window	The agency-defined time range (+/-) within which clients are required to be ready for pick-up.	Pick-up window: 20 to 30 minutes
On-time performance	The percentage of trips that operate within the agency's pickup window.	By agency size: Large: 95-99%; Medium: 90-99% Small: 90-99%
Trip Length	An indication of the average length of one trip. May be expressed in terms of distance, time, or percentage of conventional transit trip length.	Various ways to set targets: 1.5 times a comparable conventional bus trip; Maximum ride time based on service area: Small – 45 to 60 min; Medium – 60 to 75 min; Large – 75 to 90 min

KPI / Metric	Definition	Target/Best Practice
Complaints and Compliments	Complaints are defined as when passengers report negative feedback, discontent, specific issues or poor service to the agency. Compliments are defined as when passengers report positive feedback to the agency, acknowledging exceptional service or an agency employee.	< 1 complaint per 1,000 trips and >1 compliment per 1,000 trips for large systems

Table 9. Safety and Efficiency Indicators

KPI / Metric	Definition	Target/Best Practice
Accident rates	Accident rates capture the number of preventable accidents. The rate is represented as a ratio between the number of accidents over a given period of time and the total number of trips provided over that same time period.	< 1 per 100,000 km
Near Misses	An unplanned action or event that did not result in injury or damage but had the potential to.	< 1 per 100,000 km
Cost/trip	The average net O&M cost to an agency for transporting one passenger from origin to destination. This metric is calculated as total net O&M costs divided by total ridership.	Varies by size of service; operating model; mix of dedicated and non-dedicated fleet. Target is to maintain a cost of <\$25/trip
Road calls	An unplanned stoppage in revenue service to address incidents usually related to vehicle performance, vehicle equipment, driver or passenger safety, or emergency situations.	<10 per 100,000 km
Wait time	The maximum time that vehicle operators are required to wait for customers after they have arrived at the pick-up location. If the vehicle arrives before the start of the pick-up window, then the wait time is counted from the start of the pick-up window.	5 minutes

Table 10. Eligibility and Registrant Related Indicators

KPI / Metric	Definition	Target/Best Practice
Eligibility decision time frame	Number of days from receipt of application for the agency to communicate its decision.	14 calendar days to make eligibility decision (AMA)
Number of appeals and decision time	Number of appeals agencies receive from applicants on the eligibility decision. Decision time is the number of days an agency has to determine any change to eligibility based on the appeal.	30 calendar days to render decision on appeals (AMA)