

Subject: Transit Services 5-Year Roadmap

File Number: ACS2023-TSD-TS-0011

Report to Transit Commission on 29 June 2023

**Submitted on June 20, 2023 by Renée Amilcar, General Manager, Transit Services
Department**

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Ward: Citywide

Objet : Feuille de route quinquennale des services de transport en commun

Dossier : ACS2023-TSD-TS-0011

Rapport au Commission du transport en commun

le 29 juin 2023

**Soumis le 20 juin 2023 par Renée Amilcar, Directrice générale, Services de
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Quartier : À l'échelle de la ville

REPORT RECOMMENDATION

That Transit Commission receive for information the Transit Services 5-Year Roadmap, attached as Document 1.

RECOMMANDATION DU RAPPORT

Que la Commission du transport en commun reçoive la feuille de route quinquennale des services de transport en commun (document 1 ci-joint).

BACKGROUND

The first Transit Services Annual Business Plan was received by Transit Commission on February 19, 2020 (ACS2020-TSD-TS-0001). The Business Plan was developed, in part, because 2019 was a transformative year as O-Train Line 1 (Confederation Line) was launched in September 2019 to create a multimodal transit service.

The Business Plan was developed to identify the priority initiatives that OC Transpo would undertake to ensure safe and reliable transit for customers, as well as to provide an opportunity for staff to report back to Transit Commission and Council on the progress of identified priorities.

Transit Services has brought updated Annual Business Plans to the Transit Commission in 2021 and 2022. Each plan reported on the progress of the previous year and identified new priorities moving forward.

In each business plan, the priorities aligned with 2018-2022 Term of Council priorities:

- **Integrated Transportation:** Enable effective mobility through a sustainable, accessible and connected city transportation system.
- **Service Excellence Through Innovation:** Deliver quality services that are innovative and continuously improve to meet the needs of individuals and communities.
- **Environmental Stewardship:** Grow and protect a healthy, beautiful and vibrant city that can adapt to change.
- **Thriving Workforce:** Promote Service Excellence by supporting a workforce that is healthy, diverse, adaptive and engaged.

The Transit Services 2022 Business Plan and Reporting on 2021 Business Plan report (ACS2022-TSD-TS-0001) was received by Transit Commission on March 30, 2022. This was the last business plan presented to Transit Commission.

In February 2021, staff brought a report to Transit Commission recommending that OC Transpo provide semi-annual performance reports to track ridership, service reliability, safety and customer service. Transit Commission approved the recommendation and the most recent report was provided in May 2022, prior to the new term of Council.

Specific performance measures included monthly tracking of ridership on conventional buses and trains and on Para Transpo, excess customer wait time, average time to

answer customer service calls and the customer injury rate.

Reporting on service performance

In November 2019, Transit Commission passed a motion directing staff to provide regular updates on service performance. That reporting mechanism has continued as a standing item on each Transit Commission agenda and was reflected formally in the Transit Commission Terms of Reference for this term of Council. The content of the update has evolved with time and feedback from Transit Commissioners, but always includes key performance indicators (KPIs) related to service delivery.

Under the leadership of Transit Services' current General Manager, Renée Amilcar, Transit Services has worked to increase the transparency of its reporting to the Transit Commission and the new Light Rail Subcommittee. Staff are committed to bringing more data, key performance indicators and clear explanations of technical subjects to help support the discussions and decisions made by members of Council with regard to Ottawa's transit system. These commitments were made also formally as part of the City's response to the Light Rail Public Inquiry.

To continue the evolution towards transparent data-driven reporting, Transit Services has drafted a 5-year roadmap of initiatives and corresponding key performance indicators to chart progress and ensure accountability for this term of Council. Staff are pleased to bring this draft plan forward for discussion in the context of the development of the new City Strategic Plan and Council Priorities.

DISCUSSION

Proud to be your choice to get there

The 5-Year Roadmap is future focused and will guide how OC Transpo modernizes and grows into a world-class transit network with high service reliability, high customer satisfaction, and highly engaged employees.

The Roadmap will be a living, dynamic document that will evolve to align with City of Ottawa strategic plans, such as the official Strategic Plan and the refreshed Transportation Master Plan. This Roadmap lays a transparent, accountable, and measurable path for OC Transpo over the next five years.

Introduction of Transit Services 5-Year Roadmap

The 5-Year Roadmap has been developed to:

- Provide a **VISION** of who OC Transpo wants to be.
- Create a **MISSION** that sets out how OC Transpo is going to achieve the vision.
- Build foundational **PILLARS** that set out what is most important to OC Transpo.

Vision: “*Proud to be your choice to get there*”

To achieve our vision, we have defined our mission as:

- OC Transpo connects and builds Ottawa’s communities.
- OC Transpo promises to deliver safe, clean, dependable and accessible public transit.
- OC Transpo puts our people and our customers first.

Supporting the Vision and the Mission are five foundational pillars – within each pillar there are 22 defined Strategic Initiatives, which will be measured and monitored through KPIs.



Safety

As noted in the attached Roadmap, safety is at the core of everything that OC Transpo does and is the foundation of the five pillars. Ensuring the safety of our staff, our customers, and the residents of Ottawa is a principle that will never be compromised. Through the Safety Management System (SMS), training and coordination with our emergency response partners, OC Transpo puts safety in the foreground of every conversation, procedure, and decision.

Safety and security is part of OC Transpo's commitment to customer service excellence. OC Transpo has long-standing safety-focused initiatives, including the Special Constables Unit, Transecure and Safe Stop. This Roadmap will build upon the current foundation to ensure a safe, secure and reliable public transit system for all staff and customers.

Five Pillars and 22 Strategic Initiatives

The five foundational pillars and their associated Strategic Initiatives are:

Our People

We will engage with our staff in new ways, to listen to ideas and help develop them as professionals. We will ensure our department is diverse and inclusive. We will build a true culture of safety and improve communications to keep our staff better informed about what's happening in their department.

Strategic initiatives:

- Ensure business continuity through succession planning, management performance and operational resiliency
- Strategic recruitment
- Diversity, equity and inclusion
- Employee engagement and communications
- Strengthening our culture of safety

Our Customers

We will be enhancing our services by deploying new fare systems, transforming our communications, and exploring various other transit solutions, such as on-demand transit.

Strategic initiatives:

- Deliver advanced fare systems
- Deliver Para Transpo enhancements
- Customer service improvements, including transforming communications
- On-demand transit
- Build and maintain strong relationships with Council

Our Service

We will stabilize our service delivery and increase reliability by reviewing our transit routes and managing operations through data and key performance indicators.

Strategic initiatives:

- Bus route review
- Stabilize service delivery and increase reliability
- Measure to manage (KPIs)
- Handover of Stage 2 from construction to operations

Our Assets

We will be delivering Stage 2 Light Rail and our new e-bus fleet alongside long-range operational planning – all of which involves systematizing our departmental administrative processes.

Strategic initiatives:

- Delivery of Stage 2 O-Train extensions
- Core business review
- Transition and delivery of zero-emission buses (including new infrastructure)
- Systematize departmental administrative processes

Our Finances

We will be reviewing our business models and strategically reviewing how we manage our assets as input to our revised Long Range Financial Plan (LRFP). The economic assumptions used in the previous LRFP have changed significantly, particularly ridership projections, and the current model is no longer financially sustainable. A revised LRFP will be presented in the fall of 2023, detailing the changes in those

assumptions, revised projections and long-term financial implications. The next LRFP will then be developed to align with the revised Transportation Master Plan and affordable model in 2024/25.

Strategic initiatives:

- Develop financial models and prioritize major business lines by service area
- Deliver the next Long-Range Financial Plan
- Develop government relations capacity
- Long-range operational planning and lifecycle review

Transparency

Every priority within the plan has measurable KPIs, allowing Transit Commission and Council to track progress with each of the 22 Strategic Initiatives within the Roadmap. In addition to the Roadmap, OC Transpo staff will continue to provide KPIs and service updates through the OC Transpo Update presentations at Transit Commission. OC Transpo also reports on service updates at the newly established Light Rail Sub-Committee.

Further, Transit Commission and Council will be able to review OC Transpo's projects and initiatives through the annual budget process, as well as the upcoming Long-Range Financial Plan.

Measuring our success

We are continually measuring and updating KPIs. Some are new, others are long-standing and part of how peer transit agencies measure their performance. Reporting our KPIs is now part of OC Transpo's standard operating procedures. Each service area within OC Transpo has been tasked with developing, maintaining and reporting on their key operational metrics. This is essential to help OC Transpo improve and create long-term sustainability.

As part of the Roadmap, a scorecard has been developed to track the KPIs within 22 strategic initiatives. This scorecard will be the focal point when OC Transpo reports back to Transit Commission on annual basis.

OC Transpo will also continue to provide KPIs through the regular updates to Transit Commission and will be flexible to address any future requests from Councillors. As

outlined in the table below, KPIs previously identified in semi-annual performance reports will continue to be reported at Transit Commission meetings or as part of the 5-Year Roadmap.

Measure Category	Performance Measure	Transit Commission	Semi-annual performance reports	5-Year Roadmap (annual)
Safety	Customer Injury Rate	X	X	X
Ridership	Bus and O-Train Ridership	X	X	X
	Para Transpo Ridership	X	X	X
Customer Service	Total Customer Service Contacts		X	X
	Average Time to Answer Calls	X	X	X
Service Reliability	Service Availability	X	X	X
	Excess Wait Time		X	X
	On-Time Performance	X	X	X
	Para Transpo On-Time Performance	X	X	X
	Elevator Availability		X	X

Closing the Transit Services 2022 Business Plan

Transit Commission, Council and OC Transpo customers are better served by establishing a longer-term vision – the 5-Year Roadmap. This 5-year vision is the best way to move forward, to keep OC Transpo accountable, and to keep Transit

Commission and the public informed.

OC Transpo is navigating through a period of considerable change that requires a long-range, long-term plan to improve public transit for the residents of Ottawa. The COVID-19 pandemic affected our customers' usage and travel patterns, and we are conducting a comprehensive bus route review to account for those changes. Further, with every Stage 2 extension opening, we will be adjusting route networks to ensure the rail and bus network are aligned and making multimodal transit a seamless experience for riders.

In order to proceed with the Roadmap, we believe that the Business Plan should be closed out. The following is a status update on where the Business Plan currently stands.

Transit Services made substantial progress on priorities identified in the 2022 Business Plan. OC Transpo identified seven priority initiatives that aligned with Council's priorities identified in the 2022 Budget, customer feedback and direction received through the Transit Commission.

The key 2022 priorities were:

1. Continuing Response to the COVID-19 Pandemic

- We continued to support our staff by providing personal protective equipment and by collaborating closely with our City partners at Ottawa Public Health.
- As the pandemic neared a close and restrictions were lifted, additional bus service was added to accommodate the anticipated increase in customers.

2. Enhancing Performance of O-Train Line 1

- O-Train Line 1 performance was more consistent in 2022, with 97.6 per cent of scheduled service delivered for the year.
- Service was significantly disrupted in July 2022 when a lightning strike caused a power outage.
- While performance is trending in a positive direction, OC Transpo and RTM worked collaboratively to improve service performance and reliability to the level that customers expect and deserve.

3. Stage 2 O-Train Expansion

a. Construction

- Significant milestones in 2022 included:
 - Station construction was underway at all stations.
 - Rail installation began on the O-Train east extension.
 - Cover operations started on the cut and cover tunnel on the O-Train West extension.
 - All seven Stadler FLIRT vehicles arrived and began testing on the O-Train South extension.
 - Seven of 11 pedestrian bridges were installed across all three alignments.

b. Readiness

- Staff have been preparing for the opening of the O-Train South extension, including:
 - Required recruitment, staffing and training for Day 1 of the opening.
 - Pre-launch tabletop exercises, safety drills, simulated exercises and operational tests.
 - Realignment of bus routes to connect with new O-Train stations.

4. Para Transpo Improvements

- The online booking feature was activated for My Para Transpo in April 2022; we continue to track customer usage and encourage customers to try the self-serve system.
- A new texting service was introduced in late 2022; customers can connect to Customer Service by texting 5PARA to get information about their trip, cancel an upcoming trip, or ask a question about our service.
- Smartcard readers were installed on all Para Transpo minibuses and taxis in early 2023, giving customers more options to pay their fare with a Presto card.

5. Zero-Emissions Bus Program

- The four pilot zero-emission buses (ZEBs) are integrated into regular service and performing at or above our expectations.

- Transit Commission received a detailed report from staff in May 2023 that demonstrated why staff are confident that ZEBs can operate in Ottawa.

6. Fare System Improvements

- New fare readers are being installed at all O-Train Line 1 stations and on board our conventional bus fleet; specially marked white fare gates at Line 1 stations have been activated to accept credit cards and mobile phone taps. This technology will be expanded to all fare gates and fare readers across our bus fleet.
- No-charge transit will be expanded from children ages 0-7 to all children and youth 12 and under starting July 1, as approved by Council as part of the 2023 budget.

7. Increasing Transit Ridership

- Ridership began to recover in 2022 as pandemic-related restrictions were lifted and more customers returned to work and school.
- Ridership continues to trend positively in 2023, with Para Transpo ridership exceeding projections from the 2023 Budget, and ridership on conventional service matching projections from the 2023 Budget.

Moving forward

The key performance indicators and initiatives identified within the Roadmap allow staff, Council, and the public to track OC Transpo's progress in meeting its goals.

This 5-year plan will align with the new 2022-26 Term of Council priorities, as well as a number of Corporate priorities:

- Long-Range Financial Plan
- Transportation Master Plan
- Climate Change Master Plan
- Comprehensive Asset Management

The long-term vision laid out in the 5-Year Roadmap is guided by 22 measurable priorities that are already in motion. The KPIs within the Roadmap will create broader transparency resulting in gained trust from our customers. This is the key to building a sustainable transit system for residents, commuters and tourists.

FINANCIAL IMPLICATIONS

The Transit Affordability Model is continuously updated to reflect changes in operating and capital plans. The next Transit Long Range Financial Plan will be aligned with the revised Transportation Master Plan in 2024/25. Any financial implications resulting from the Transit Services 5-year plan will be assessed within the affordability model to ensure alignment with the Long-Range Financial Plan to ensure the financial sustainability of Transit Services going forward.

LEGAL IMPLICATIONS

There are no legal impediments to receiving this report for information.

COMMENTS BY THE WARD COUNCILLOR(S)

This is a city-wide report.

CONSULTATION

Transit Services Department staff continue to consult with customers, staff and Council regarding the projects and initiatives identified in this report. Consultation activities include ongoing Stage 2 public consultations and a Para Transpo customer working group.

OC Transpo continues to provide regular updates to Transit Commission and Light Rail Sub-Committee and will participate in the future Transit Advisory Board.

All of Transit Services' management staff were consulted on the Roadmap in November 2022 and surveyed for their feedback on the five pillars and their supporting initiatives. OC Transpo staff were made aware of the Roadmap during meet and greet meetings with the General Manager at various OC Transpo facilities from November 2022 to January 2023.

ACCESSIBILITY IMPACTS

One of OC Transpo's Mission statements, as outlined in the 5-Year Roadmap is: We promise to deliver safe, clean, dependable and accessible public transit. All components of the Stage 2 O-Train project, future bus procurement and Para Transpo services will adhere to the *Accessibility for Ontarians with Disabilities Act (AODA)*.

Staff will ensure that any applicable accessibility legislation, standards and guidelines are adhered to during the execution of the projects and initiatives identified in this

report. Staff will continue to engage persons with disabilities and accessibility stakeholders to ensure that their perspectives are considered and incorporated, and to promote inclusion.

ASSET MANAGEMENT IMPLICATIONS

OC Transpo's assets are identified as one of the five pillars in the 5-Year Roadmap. In the coming years, OC Transpo will be adding all the Stage 2 O-Train extensions and their associated properties, vehicles, infrastructure and technologies required to operate these new systems. As well, OC Transpo will be renewing its fleet of Para Transpo minibuses and progressively transitioning the conventional bus fleet to zero-emission vehicles.

OC Transpo's new and existing assets will be maintained and managed through systematized departmental administrative processes. As noted in the Roadmap, one initiative, the Core Business Review, will identify all key assets to ensure that Transit Services is making the best use of each of them.

CLIMATE IMPLICATIONS

Ottawa's Climate Change Master Plan established greenhouse gas (GHG) reduction targets of 100 per cent by 2050 for the city as a whole and 100 per cent by 2040 for the municipal corporation. The transportation sector contributes 44 per cent of Ottawa's overall GHG emissions, so achieving these targets will require significant shifts in vehicle technology and travel behaviour as outlined in the City's Energy Evolution Strategy. The City of Ottawa has set a target to convert all OC Transpo buses to zero-emission buses by 2036.

The opening of the Stage 2 LRT extensions – east, west and south – will provide sustainable and environmentally friendly public transit for all residents of the city.

INDIGENOUS GENDER AND EQUITY IMPLICATIONS

The 5-Year Operation Roadmap includes a strong focus on equity and builds on OC Transpo's commitment to create an equitable public transit system. As noted in the April 2023 Transportation Master Plan Update (ACS2023-PRE-TP-0001), an equitable transportation system is "one that enables everyone to access the destinations they need to reach and that helps to address systemic barriers to social and economic participation". Accordingly, OC Transpo, and the priorities outlined in this report, aim to improve access for people who experience transit-related barriers.

Following from the City's Equity and Inclusion Lens, these transit improvements include considering the mobility needs and constraints of women, children, older adults, people with disabilities, people living in poverty, Indigenous peoples, members of racialized communities, and other equity-deserving groups.

RISK MANAGEMENT IMPLICATIONS

Risk management implications are outlined in the report.

RURAL IMPLICATIONS

Rural implications have been taken into consideration in the development of the projects outlined in the 2022 Transit Services Business Plan and Transit Services 5-Year Roadmap.

TECHNOLOGY IMPLICATIONS

Technology implications are outlined in the 2022 Transit Services Business Plan and include implementation of the Zero-Emission Bus Program, Para Transpo Improvements, Fare System Improvements and Enhancing Oversight of O-Train Line 1. Technology advancements will be a key component of the 5-Year Roadmap.

TERM OF COUNCIL PRIORITIES

The 5-Year Roadmap will align with the 2022-26 Term of Council priorities.

SUPPORTING DOCUMENTATION

Document 1 - Transit Services 5-Year Roadmap

DISPOSITION

The Transit Services Department will report back on the progress and outcomes of the priorities outlined in the Transit Services 5-Year Road Map on a monthly, semi-annual, and/or annual basis, depending on the priority.