



# Transit Services Five-Year Roadmap



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# Message from the General Manager

Almost four years ago, in September 2019, the City of Ottawa launched O-Train Line 1 and redefined Ottawa's transit network. The launch followed a prolonged period of construction and detours that created challenges for customers and commuters. However, vehicle and infrastructure failures, unexpected weather, and the global COVID-19 pandemic began to severely impact the transit network.

It's clear that these challenges, both before and after the launch of light rail, have had an impact on public trust.

When I became General Manager of Transit Services in late 2021, it was clear that we had inherited some major challenges and it was clear we had some work to do.

I could see immediately that OC Transpo has a solid foundation – loyal customers, strong public support, good resources, good vehicles, and good people. We began redefining our objectives, streamlining our processes, and refining our team to ensure that we were working with some of the best minds available.

I have made it my personal goal to ensure that Ottawa's transit network grows into a system that we and future generations can be proud of.

This will be system built on integrity and transparency, made possible by our commitment to deliver excellent service on every trip. This takes planning.

OC Transpo's Five-Year Roadmap will guide how we modernize and grow into a world-class transit network with high service reliability, high customer satisfaction, and highly engaged employees.

Our Roadmap is a living, dynamic document that will evolve to align with City plans such as the City of Ottawa's official Strategic Plan and refreshed Transportation Master Plan. By building in this flexibility from the outset, we can ensure that our staff, our colleagues, and our customers are all travelling in the same direction.

This Roadmap lays a transparent, accountable, and measurable path for OC Transpo over the next five years to begin this journey.

The foundations, or "pillars", of our operations are at the heart of our Roadmap and will keep us focused – Our People, Our Customers, Our Service, Our Assets, and Our Finances. Each of these five pillars contains strategic priorities with key performance indicators (KPIs) that provide measurable data to inform our decisions and adjust our course.

We will review each pillar and priority yearly and adjust the Roadmap as needed. A regular review with timely updates makes sure that our long-term priorities stay on track.

One of our most critical priorities over the next five years is regaining public trust in OC Transpo and growing our relationship with our customers and stakeholders. Many of our initiatives within this Roadmap will result in increased public trust, which we will be able to assess once our priorities have taken root and are generating measurable results. With this data in hand and after our first annual Roadmap review, enhancing and ensuring public trust will become a pillar unto itself. This pillar, committed to improving public trust, will have its own specific priorities and will work to help OC Transpo become a more authentic, relatable, and reliable part of the greater Ottawa community.

We are going to accomplish so much in the next five years. Thank you to all our employees and to members of City Council who shared their feedback and contributed to development of this initiative.

Together, we are building a world-class transit network for today and the decades to come.

## **Renée Amilcar**

General Manager, Transit Services Department



# Who we are

OC Transpo is the public transit provider for Canada’s National Capital. With a population of over one million inhabitants and covering an area of more than 2,790 square kilometres, Ottawa is one of the largest cities in Canada, as well as one of the coldest capitals in the world. OC Transpo provides transit service throughout Ottawa as well as service to parts of Gatineau, Québec.

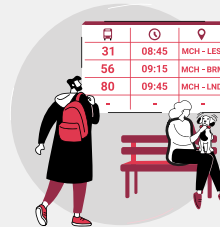
While public transit has operated in Ottawa for over 150 years, OC Transpo was established in 1973 following the establishment of the Regional Municipality of Ottawa–Carleton. Ten years later, OC Transpo addressed increasing ridership and population growth by introducing a bus rapid transit system. The bus-only corridor, later named the Transitway, allowed for a more affordable, transfer-free service from the suburban areas of Ottawa to the downtown core. In 2002, the City implemented the north – south pilot O-Train project which was expanded in 2015. This pilot was OC Transpo’s first and successful attempt at operating a rail service. The Transitway system served Ottawa well for decades, but with increasing population growth and denser traffic in the core, Ottawa City Council boldly embarked on plans to become the first city in the world to convert sections of a bus rapid transit system into a segregated light rail system.

The City of Ottawa opened the east-west O-Train Line 1 in 2019, which provides frequent light rail service that runs underground through the downtown core. Construction is underway to further expand the rail system, with five Stage 2 extensions opening in the coming years. Rail service will stretch further south, east and west by a total of 44 kilometres of line and 24 stations, bringing 77 per cent of residents within five kilometres of reliable, frequent rail service.

**Among the highest transit ridership per capita of any mid-sized North American city**



## OC Transpo at a glance



**97.4 M**

Customer trips per year\*



**300 K**

Line 1 trips per weekday\*



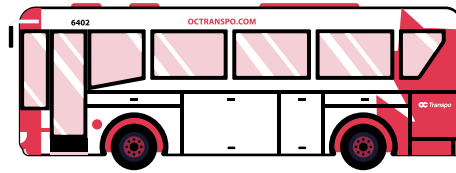
**888 K**

Para Transpo trips per year\*

\*based on 2019 ridership

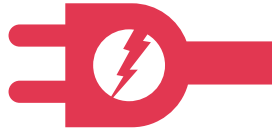
# 855

fully accessible conventional buses



# 80 *Para Transpo*

minibuses providing door-to-door service



4 battery-electric buses in 2022 with goal of 100% zero-emission bus fleet by 2036



zero-emission electric light rail



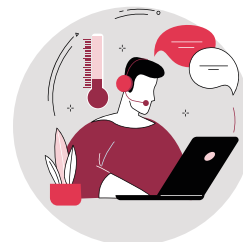
# 12.5 KM

of high-frequency east-west O-Train service with fully accessible trains and stations



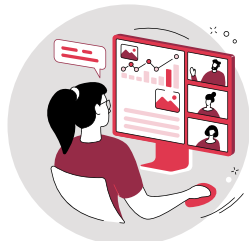
# 3000

employees



# 360k

customer phone calls answered/year



# 4 M

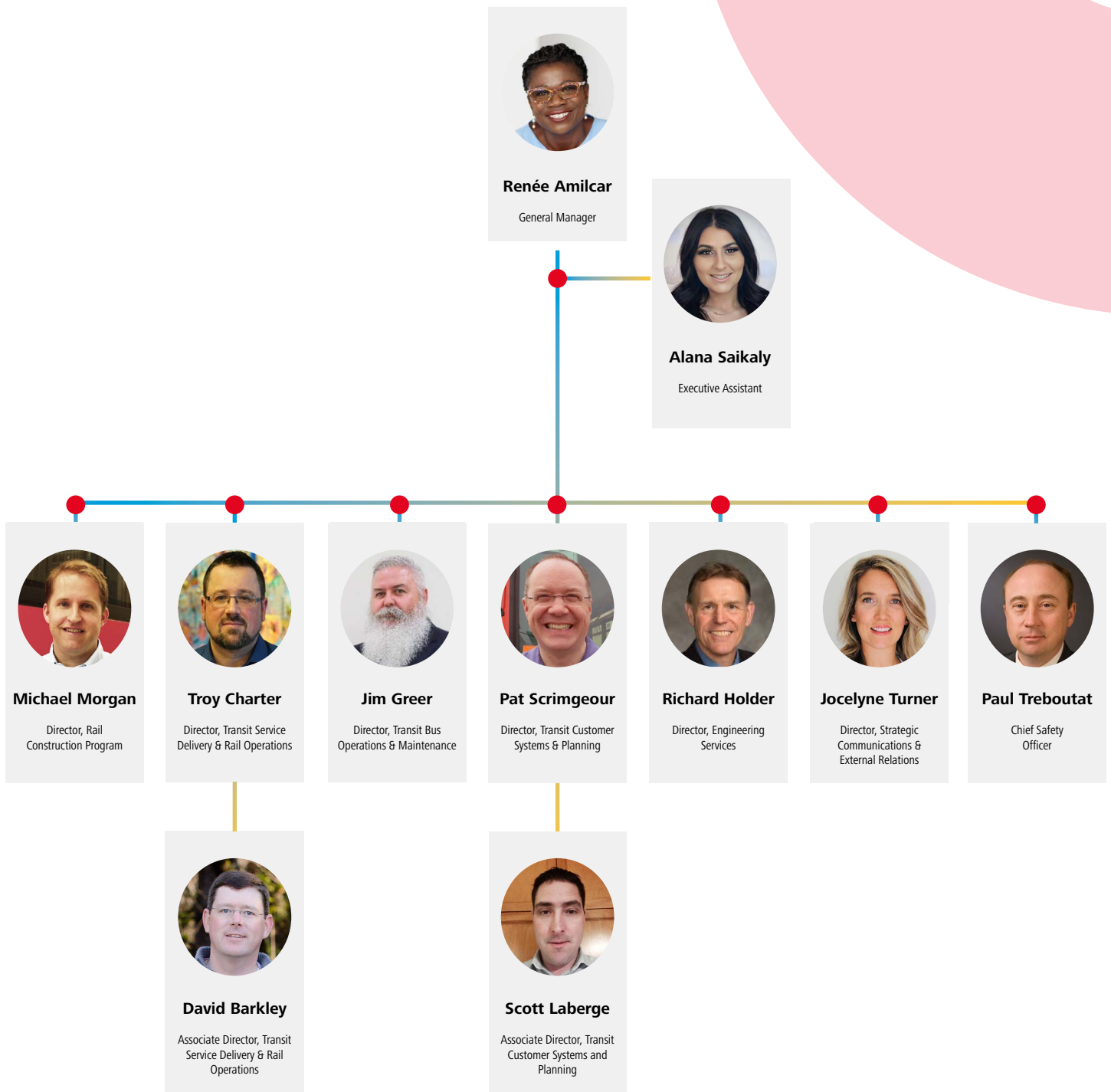
unique website visits/year



# 594 M

open data requests/year

# Transit Services Department Organizational Structure



## Vision



# Proud to be your choice to get there

OC Transpo's vision speaks to two key elements: pride and choice. We want to earn Ottawa's pride in the service we provide. We want our customers to be proud of their public transit system and happy to use it as part of their travel plans. We want our own staff to be proud of the service they provide and of the work that they do. One of the key goals articulated in the City of Ottawa's Official Plan is for the majority of residents' trips to involve sustainable transportation modes (walking, cycling, transit or carpooling) by 2046. To achieve this goal, public transit needs to be a solid choice for Ottawa's residents; an option offering safe, comfortable and reliable transportation to where they want to go.



## Mission



- **We connect and build Ottawa’s communities.**
- **We promise to deliver safe, clean, dependable and accessible public transit.**
- **We put our people and our customers first.**

OC Transpo’s mission speaks to the commitments our organization makes to move us closer to our vision. Connecting and caring for our communities. Respecting our customers by providing a consistently safe and excellent service that is accessible by all. Prioritizing safety and centering the needs of people in all of our decisions. This is our mission.



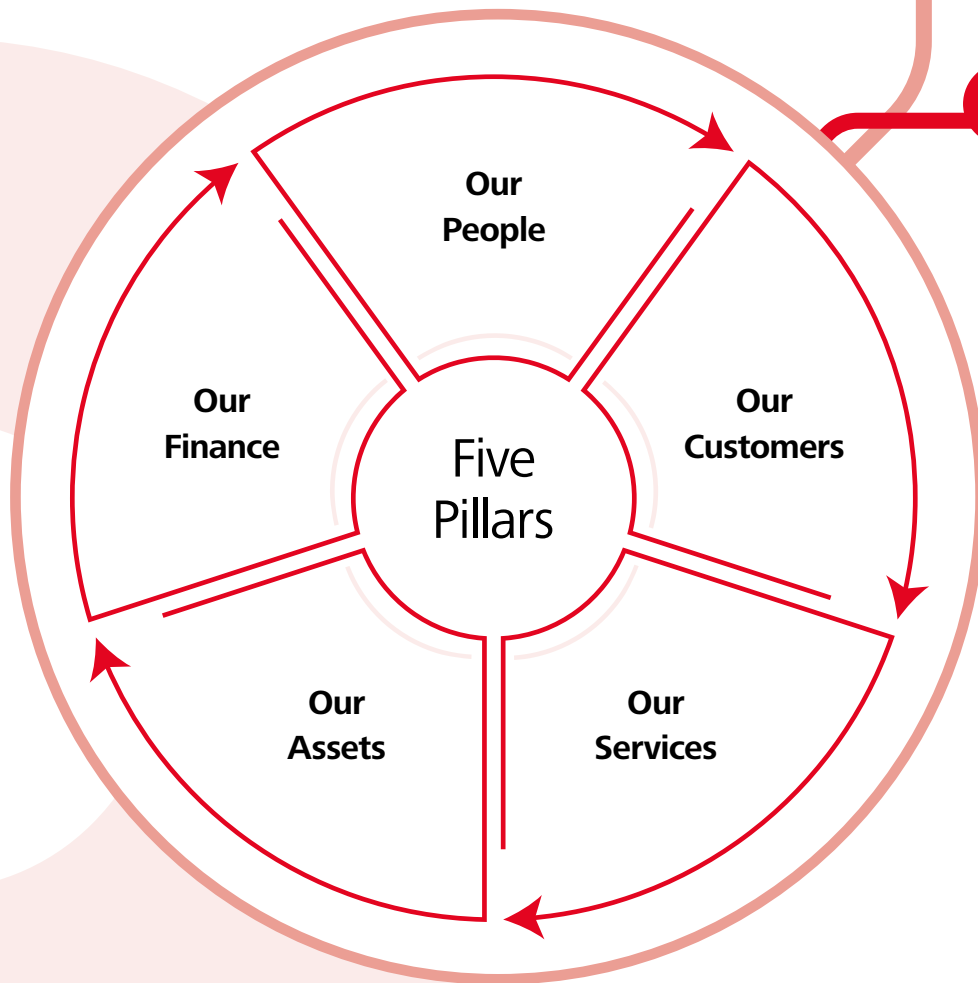


# Our Foundation



Supporting the vision and the mission are five foundational pillars. We have arranged these five foundations in a circle to make it clear that they are all equally important and dependent upon each other.

Without addressing all five foundations, we cannot achieve our goals. Each one needs to be prioritized, invested in and balanced with the other foundations.



# Our overarching commitment to safety

Safety is at the core of everything that we do and is the bedrock upon which our foundational pillars stand. While safety is an essential component to every initiative identified, Building a Culture of Safety is also identified as a Strategic Initiative within this plan.

OC Transpo's Safety Management System (SMS) framework provides a structured, integrated approach to safety and risk management, and establishes an overarching structure for continued refinement and implementation of safety practices across OC Transpo. The organizational safety objectives are to:

- Reduce harm;
- Reduce damage or loss; and,
- Reduce disruption to service.

The SMS tracks two main targets; organizational targets and O-Train Line 1 targets. Organizational targets include tracking injuries and inspections, investigations, safety-related communications and crime committed on transit property. In addition to the organization target Line 1 targets include compliance reviews, employee safety training and the status of corrective actions.

Ensuring the safety of our People and our Customers is a principle that will never be compromised. Through the SMS and our culture of safety, OC Transpo puts safety in the foreground of every conversation, every procedure and every discussion.



# Our 2022 – Year in Review

In 2022, our operations experienced several moments that can only be described as “one in a million”. Throughout these “once in a lifetime” challenges, our operations continued, we enhanced our customer experience in new ways, and ridership steadily increased.

Early in the year, convoy protests crippled downtown Ottawa for weeks. The convoy’s occupation had massive impacts on residents and impeded the delivery of transit services in the busiest part of the city. Staff worked throughout 2022 to improve rail service reliability, in particular by resolving hardware issues that were affecting O-Train vehicles.

The weather that Ottawa experienced in 2022 also proved to be a persistent challenge. From snow and ice build-up alongside extreme cold in the winter months to May’s historic derecho to an astonishing lightning strike on O-Train Line 1, our network experienced a bit of everything in Mother Nature’s repertoire.

Undeterred by these sudden events, we continued working towards our long-term goals. We established new integrated teams within OC Transpo to focus on engineering and strategic communications. In the spring, we were excited to launch My Para Transpo, an online platform for scheduling trips and tracking vehicles for Para Transpo customers. Over the summer, we finalized the funding agreements for our battery-operated electric bus fleet, bringing us closer to achieving a zero-emissions fleet by 2040. City staff also participated in the hearings for the Ottawa Light Rail Transit Public Inquiry, which led to the creation by City Council of a new Light Rail Sub-Committee to more closely oversee light rail construction and to receive the City’s Action Plan to address the Public Inquiry recommendations.

Towards the end of 2022, the City of Ottawa held an election that resulted in the selection of a new Mayor and 12 new Councillors elected to City Council.

To cap the year off, we hired nearly 300 bus operator trainees with the aid of our refreshed recruitment marketing campaign; and saw ridership increase each month through the promotion of our post-pandemic ridership campaign.

Overall, 2022 was a challenging but pivotal year for OC Transpo. Ridership increased significantly in 2022, compared to the year before. The Transit Services operating budget finished 2022 with a \$25.7 million deficit, caused largely due to revenue losses and costs due to COVID-19 and unanticipated costs caused by the convoy protest.

In 2023, Council adopted an OC Transpo budget based on ridership levels of 70% of pre-pandemic levels. Inflationary costs and service growth costs were offset in part through a fleet realignment to match current service levels and the conclusion of some enhanced sanitation measures. The budget also includes funds to operate O-Train Lines 2 and 4 starting late in the year. The City is seeking provincial and federal contributions to replace lost fare revenues but the prudence exercised during the pandemic has left OC Transpo in a good position upon which to build.

Thanks to 2022, we’re ready for 2023 and beyond. Our focus is on expanding our rail network, embracing transparency and accountability, realigning our bus network to reflect the new needs of our communities, electrifying our bus fleet and rebuilding our ridership.



# Initiatives



## Our People

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- 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

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- 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

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

## Our Assets

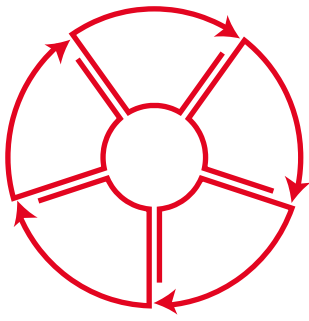
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- Delivery of Stage 2 O-Train extensions
- Core business review
- Transition and delivery of zero-emission buses (including new infrastructure)
- Systematize departmental administrative processes

## Our Finances

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- Develop financial models and prioritize major business lines by service area
- Delivery of the next long-range financial plan
- Develop government relations capacity
- Long-range operational planning and lifecycle review



PILLAR:

# Our People



# Our People

“Our People” represents all the staff working within the Transit Services Department whose efforts come together to create an exceptional transit network, OC Transpo, for the City of Ottawa. These talented professionals work in a wide variety of roles, including direct operational roles; engineering, technical and mechanical roles; planning and analytical roles; training and certification roles; safety, security and regulatory roles; communications and administrative roles and much more!

There are just over 3,200 people working together at OC Transpo to operate and maintain the 204 routes, 54 stations, and more than 5,000 bus stops that support more than 70 million customer-trips per year (more than 100 million customer-trips pre-pandemic). Our operations run 24 hours a day, seven days a week, 365 days a year. OC Transpo runs one of the largest transit networks in North America, with a combined fleet of nearly 1,000 buses and trains. This enormous feat would not be possible without the specialized expertise and dedicated efforts of people across the Transit Services Department’s seven service areas.

We at OC Transpo are committed to investing in and engaging with Our People in new ways. Through this Roadmap, we will ensure our department is diverse and inclusive. We will build a true culture of safety and improve communications to keep everyone informed about what’s happening in their department.



## High Level KPIs



**Percentage of management succession plans completed**



**Percentage of staff performance reviews completed**



**Percentage of budgeted positions that are vacant**



**Use of sick-leave (absenteeism)**



**Number of workplace injuries in OC Transpo facilities**

# Ensure business continuity through succession planning, management performance and operational resiliency

## Pillar

Our People

## Associated pillars

Our Service, Our Assets

## Timeline

Q1 2023 to Q1 2026

## Lead(s)

General Manager and departmental leadership team

OC Transpo's operations are regularly affected by factors outside of its control. Recent experience with traffic disruptions in the downtown core, extreme weather events and the pandemic have illustrated how resilient this organization needs to be to be successful. We must ensure that we are mitigating risks and preparing for the unexpected to the greatest degree possible. By growing and developing our people, implementing clear processes and making sure we are properly resourcing and supporting our operations, we will build a healthy and resilient organization that can deliver services to our customers and respond decisively to unplanned events.

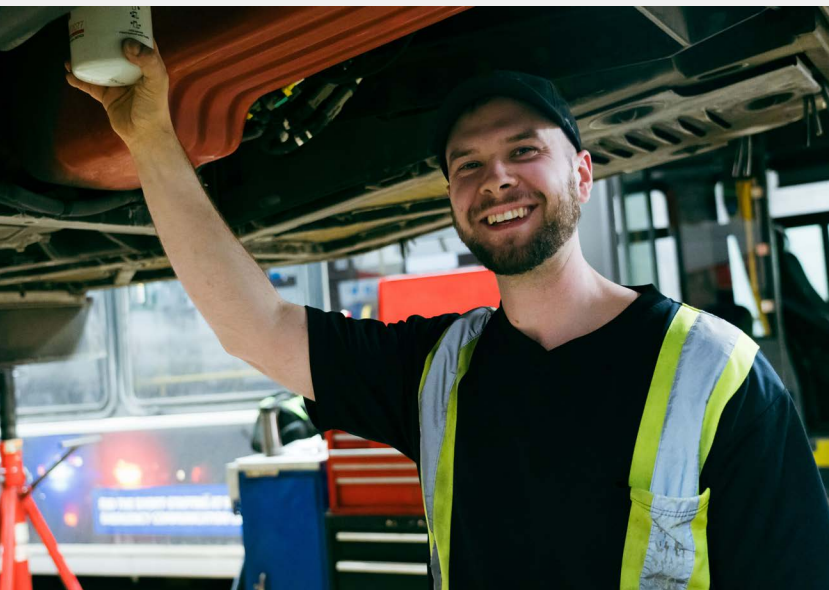
## Key actions and milestones

- Develop and implement a comprehensive four-year management succession plan to ensure business continuity and operational resiliency
- Ensure a balanced approach by hiring diverse and qualified employees from inside and outside the organization
- Implement annual performance reviews for all employees and the development of individual development plans to identify coaching and growth opportunities
- Conduct an organizational skills inventory to identify and inventory skill sets that could translate to other areas of the department

## Measuring our success

We will measure this initiative's success by reporting on:

- Percentage of management succession plans completed
- Number of staff in temporary or acting positions
- Percentage of staff performance reviews completed
- Percentage of individual development plans completed or actioned
- Completion of an organizational skills inventory



## Strategic Recruitment

### Pillar

Our People

### Associated pillars

Our Service

### Timeline

Q1 2023 – Q4 2023

### Lead(s)

Strategic Communications and External Relations, supported by all service areas

Strategic recruitment and succession planning are both essential components of a solid human resources strategy. We will carry out a strategic analysis of present and future staffing needs to build a recruitment strategy for the long term. OC Transpo will be ready to support the anticipated growth in staff associated with each Stage 2 extension opening and beyond.

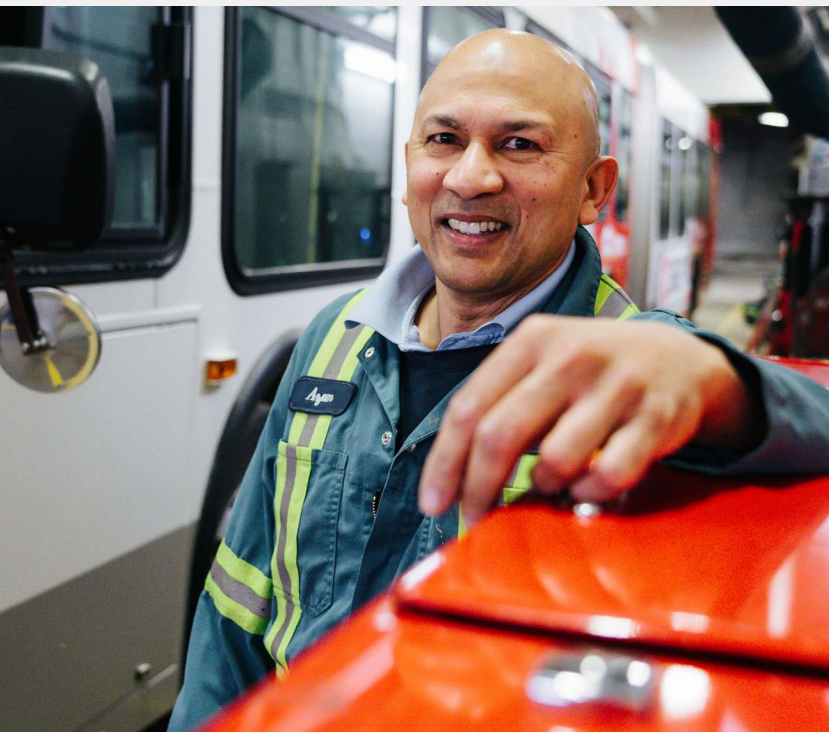
## Key actions and milestones

- Develop strategic staffing and recruitment plans for the department
- Expand our external outreach and recruitment activities to find talent from other industries that have compatible skillsets
- Formalize existing positions, stabilize acting positions, and decrease temporary assignments
- Engage with the City's Human Resources service area to standardize and formalize hiring processes
- Forecast near- and long-term staffing pressures to proactively lower vacancies, such as requiring more rail operators for a Stage 2 extension opening
- Continue to incorporate the City's Equity and Inclusion lens into the hiring process by ensuring diverse hiring panels and recruitment pools

## Measuring our success

We will measure this initiative's success by reporting on:

- Number of strategic staffing and recruitment plans in effect
- Percentage of budgeted positions that are vacant
- Percentage of diverse hiring panels
- Number of acting and temporary positions
- Average time to fill vacancies





## Diversity, equity and inclusion

### Pillar

Our People

### Associated pillars

Our Service

### Timeline

Q1 2023 – Q4 2026

### Lead(s)

Strategic Communications and External Relations

OC Transpo works collaboratively with partners in the City of Ottawa to advance efforts on corporate objectives related to Diversity, Inclusion and Equity:

- Close the gap between OC Transpo's current diverse representation and what is available in the labour market. This will help to ensure that OC Transpo's workforce is reflective of the community it serves.
- Build diversity and inclusion competencies in all employees. This will support an environment of inclusion and understanding throughout the organization.
- Create a safe environment for all employees.

Departmental initiatives are created to align with or support the deliverables found within the City's Corporate Diversity and Inclusion Plan.

## Key actions and milestones

Development and implementation of successive 2-year Diversity and Inclusion Action Plans containing initiatives addressing three areas of focus:

- **Recruit diverse employees:** Implement initiatives to attract diverse applicants to apply to job opportunities at OC Transpo and support the diverse applicants through the application process.
- **Cultivate an inclusive workplace:** Implement initiatives to increase learning and awareness among employees at OC Transpo. This will create a connected, engaged, and responsive workforce to the communities it serves.
- **Retain diverse employees:** Implement initiatives to create a safe environment for employees to self-identify, build a common understanding of diversity and inclusion among employees, and build a respectful and inclusive workplace.

## Measuring our success

We will measure this initiative's success by reporting on:

- Number of diversity initiatives identified, implemented and / or completed
- Participation by staff in events
- Employee and Management representation from within the four corporate equity populations, relative to Ottawa's labour market



## Employee engagement and communications

### Pillar

Our People

### Associated pillars

N/A

### Timeline

Q1 2023 – Q4 2026

### Lead(s)

Strategic Communications and External Relations

Our People are our greatest strength and the key to providing consistently excellent service to our customers. OC Transpo invests significant resources towards attracting, training and retaining a high-quality professional workforce. Creating an environment where staff feel heard and informed, appreciated, and engaged is essential to transit operations and a priority for OC Transpo. We want to create a culture where people are happy to come to work, feel passionate about their work and see how their job connects with our vision and mission.

## Key actions and milestones

- Implementation of annual employee wellness surveys starting Q2 2023
- Implementation of annual Employee Engagement Plans with a variety of events and initiatives within five areas of focus:
  - Engagement events
  - Learning and development opportunities
  - Employee forums
  - Employee support opportunities
  - Robust internal communications

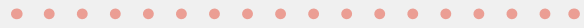
## Measuring our success

We will measure this initiative's success by reporting on:

- Results of and rates of participation in employee surveys
- Attendance numbers at events
- Use of sick-leave (absenteeism) decreases
- Staff turnover and retention rates



# Strengthening our culture of safety



**Pillar**

Our People

**Associated pillars**

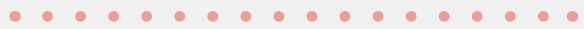
N/A

**Timeline**

Q1 2023 – Q4 2026

**Lead(s)**

Safety, Training and Regulatory Services



Safety is the single most important consideration for OC Transpo’s operations. Protecting our people and our customers from harm requires constant vigilance on the part of all staff. Safety cannot simply be enshrined in plans, procedures and designated roles, but must be a responsibility shared by all staff. Creating a culture of safety will bring this important issue into daily conversations and interactions and ensure that all staff feel comfortable speaking up and taking action to better protect themselves and those around them from harm.

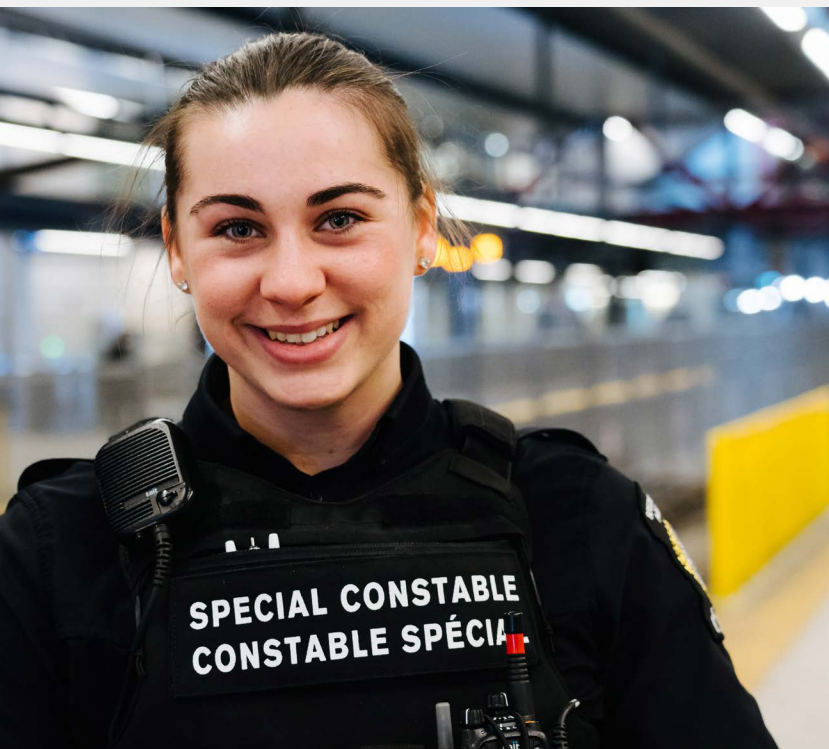
## Key actions and milestones

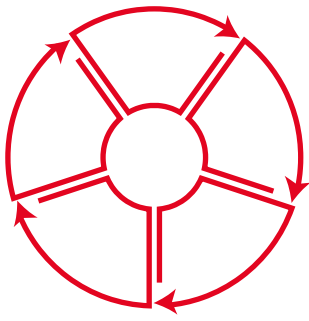
- Creation of an annual Safety Communications Plan with themed communications throughout the year
- Creation of an integrated database for all safety occurrences at OC Transpo that incorporates concerns, occurrences, investigations, corrective actions and safety deficiency elimination
- Implementation of stronger and more prevalent risk management/analysis practices

## Measuring our success

We will measure this initiative’s success by reporting on:

- Workplace injury rate within OC Transpo facilities
- Preventable bus collisions and ticketed traffic violations
- Number of calls responded to by SCU constables
- Customer injury rate
- Number of O-Train TSB reportable occurrences





PILLAR:

# Our Customers



# Our Customers

“Our Customers” are the people that we safely bring to and from their travel destinations every day. Residents of Ottawa, students, and visitors alike rely on us and our service to get them where they need to go quickly and conveniently.

Providing more than 70 million customer trips per year (and more than 100 million customer-trips pre-pandemic) is no small task. Our 3,200 employees work 24 hours a day and seven days a week, snow or shine, to move our customers, listen and respond to their feedback, and plan for an inclusive and progressive future for transit in Ottawa.

Over the next five years, we will be enhancing our services by deploying new fare systems, transforming our communications, and exploring a variety of transit solutions, such as on-demand transit. All these initiatives ensure that we are growing our services based on the emerging needs of our riders.



## High Level KPIs



**Customer service  
survey results**



**New payment option(s)  
on schedule for release**

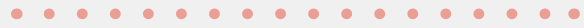


**My Para Transpo usage**



**Report on-demand  
transit study findings  
to Transit Commission**

# Deliver advanced fare systems



**Pillar**

Our Customers

**Associated pillars**

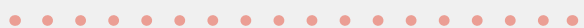
Our Service, Our Assets

**Timeline**

Q1 2023 – Q4 2026

**Lead(s)**

Transit Customer Systems and Planning



Contactless payment and interoperability with Société de transport de l'Outaouais (STO) makes taking public transit easy for our customers. We will expand credit card, debit card, and mobile wallet payment to all buses and O-Train stations. We will also work with our partners at the STO to ensure new payment options are valid for transfers to their buses.

## Key actions and milestones

- Launch credit and debit payment on all buses and at all O-Train stations
- Complete lifecycle replacements of fare systems as required
- Identifying future advancements in fare payment technology to ensure OC Transpo is at the forefront of customer service

## Measuring our success

We will measure this initiative's success by reporting on:

- New payment option(s) on schedule for release
- Number of customers utilizing the new fare payment options
- Fare options interoperability with STO



## Deliver Para Transpo enhancements

### Pillar

Our Customers

### Associated pillars

Our Service

### Timeline

Q1 2023 – Q4 2026

### Lead(s)

Transit Customer Systems and Planning, and Transit Bus Operations and Maintenance, supported by Strategic Communications and External Relations, and Transit Engineering Services

OC Transpo is committed to providing reliable, affordable, and flexible paratransit service for customers who are unable or choose not to use conventional transit. We will build upon recent enhancements like the My Para Transpo online booking system and work to deliver more customer-focused services, with the support of Transit Commission and Council.

## Key actions and milestones

- Study feasibility of overnight service, same-day booking, and advanced booking for trips that are more than 24 hours in the future
- Expand training and awareness for contracted taxi drivers
- Develop incentives to encourage the use of conventional service by Para Transpo users for all or part of their trip
- Encourage customers to use My Para Transpo to manage their trips

## Measuring our success

We will measure this initiative's success by reporting on:

- Para Transpo customer satisfaction
- Breakdown of Para Transpo customer complaints
- My Para Transpo usage
- Telephone booking line wait times
- Initiate Para minibus replacement



# Customer service improvements, including transforming communications

**Pillar**

Our Customers

**Associated pillars**

Our Service, Our People

**Timeline**

Q1 2023 – Q4 2026

**Lead(s)**

Transit Customer Systems and Planning, and Strategic Communications and External Relations

OC Transpo exists solely to deliver excellent transit service to our customers. We can only be successful if our customers are satisfied with the service we provide. We will actively listen to our customers and act on what we hear. We will provide them with clear, accurate and timely information and ensure that customers can request and receive the information or help they need, where and when they need it.

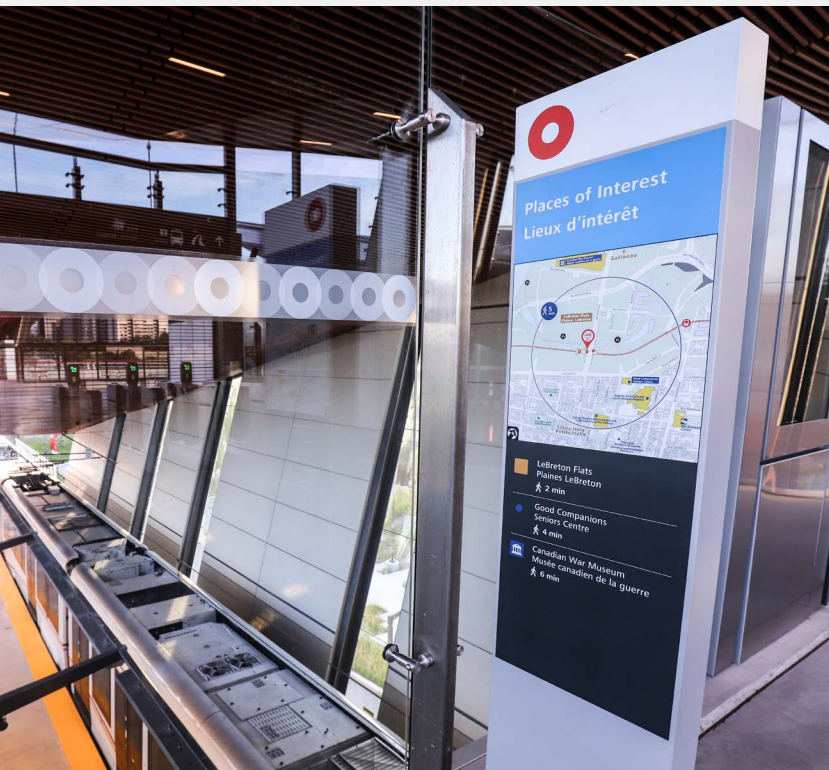
## Key actions and milestones

- Listen to our customers by conducting regular surveys, outreach and consultations
- Proactively release operational data and information to be more transparent
- Develop a plan to provide a higher range of customer support services

## Measuring our success

We will measure this initiative’s success by reporting on:

- Customer service survey results
- Engagement with and results of customer consultations
- Decreased phone queue times
- Reduced number of complaints
- Increased engagement with community and stakeholder groups





## On-demand transit pilot project

### Pillar

Our Customers

### Associated pillars

Our Service

### Timeline

Q2 2023 – Q4 2025

### Lead(s)

Transit Customer Systems and Planning

Many of our customers' travel patterns have changed, and with that change comes new possibilities for improvements and efficiencies. On-demand transit is one of those possibilities; it allows for flexible routing and scheduling that responds in real-time to customers' travel demands. We will assess whether on-demand transit could be viable in Ottawa and we will update Transit Commission on the findings.

## Key actions and milestones

- Retain an on-demand analysis and software company to fully assess Ottawa's viability
- Determine the goals of the service (improving connectivity, improving quality of service, servicing new area, improving value for money)
- Analyze areas in Ottawa where on-demand has the potential to be a viable operationally
- Deliver a pilot project of on-demand service in selected areas, at key times
- Report the results to Transit Commission

## Measuring our success

We will measure this initiative's success by reporting on:

- Process in developing work plan for pilot project
- Details of pilot project, including evaluation criteria
- Ridership and cost of pilot project
- Recommendation to Transit Commission on whether to continue and expand on-demand service



## Build and maintain strong relationships with Council

### Pillar

Our Customers

### Associated pillars

Our Service

### Timeline

Q4 2022 and ongoing

### Lead(s)

General Manager

OC Transpo is a public service and a department of the City of Ottawa. As public servants, OC Transpo staff have a duty to ensure that elected officials have the information they need to provide clear oversight over Ottawa's transit system. In the City's Action Plan to respond to the Ottawa Light Rail Public Inquiry, staff have committed to transparency, candor and accountability when reporting to Council and its oversight bodies. Establishing and maintaining strong, collaborative and transparent relationships with members of City Council is an important part of delivering excellent transit service to OC Transpo's customers.

Staff will continue to bring timely, accurate and candid reports and recommendations to Council and its standing committees and commissions. OC Transpo staff will also work collaboratively with individual councillors to understand and address the specific concerns of Ottawa's many neighbourhoods and communities.

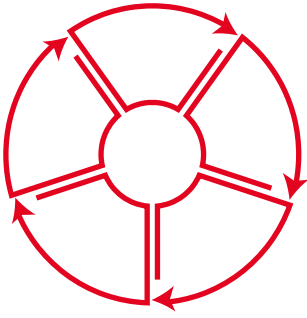
## Key actions and milestones

- Organize tours of OC Transpo facilities early in the new term of Council
- Present the 5-year Roadmap to the Transit Commission in 2023
- Implement and report upon the recommendations outlined in the Ottawa Light Rail Public Inquiry to ensure transparency with Council
- Deliver clear data-driven presentations to the Transit Commission and other standing committees of Council
- Provide timely updates to the Mayor, Councillors and Transit Commissioners on issues affecting Ottawa's current and future transit system

## Measuring our success

We will measure this initiative's success by reporting on:

- Number of presentations and reports brought forward to Council, Committees and the Transit Commission
- Number of Memoranda to Council issued
- Number of meetings with individual Councillors on transit issues
- Feedback from members of Council



PILLAR:

# Our Service



# Our Service

“Our Service” is the sum of our customer-facing operations – our conventional bus service along the Transitway and City streets, our expanding light rail service connecting the different sectors of Ottawa, and our dedicated paratransit service. In essence, our service is the manifestation of our people’s commitment to bring our customers where they need to go.

This Roadmap includes stabilizing our service delivery and increasing trip reliability. We can identify opportunities for optimisation and growth by conducting a thorough review of our transit routes and managing operations through data and key performance indicators.



## High Level KPIs



**Overall travel time versus distance carried**



**Percentage of population within walking distance to bus stop (400-800m)**



**Percentage of daily planned trips delivered**



**Number of bus routes adjusted to optimize their performance**



**Percentage of annual KPI targets reached**



**Successful delivery of the Stage 2 readiness projects**



**On-time performance for bus and rail**

## Bus route review

### Pillar

Our Service

### Associated pillars

Our People, Our Customers

### Timeline

Q1 2023 – Q4 2024

### Lead(s)

Transit Customer Systems and Planning, supported by Strategic Communications and External Relations, Transit Bus Operations and Maintenance and Transit Service Delivery and Rail Operations

Our bus service network requires a comprehensive route review to account for changes to our customers' usage and travel patterns since the outset of the COVID-19 pandemic. Using data collected from our recent customer travel surveys and the Transportation Master Plan's origin-destination survey, we will adjust our routes to match ridership and travel patterns.

## Key actions and milestones

- Engage our customers and the public through surveys
- Work with stakeholders to identify options and priorities – councillors, BIAs, post-secondary schools, hospitals
- Align route reviews and subsequent potential changes with the City's Official Plan and Transportation Master Plan and Equity and Inclusion Lens
- Study potential policy changes to make bus routes more equitable and to provide service based on ridership trends
- Review and recommend adjustments to OC Transpo's transit system management policies and service standards to Transit Commission and Council
- Align bus routes to serve major Stage 2 O-Train station hubs as they open

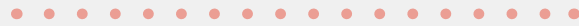
## Measuring our success

We will measure this initiative's success by reporting on:

- Percentage of population within walking distance to bus stop (400-800m)
- Percentage of customers within walking distance to bus stop (400-800m)
- Comparison of customer kilometres carried with total capacity of kilometres delivered
- Overall travel time versus distance carried
- Total ridership



# Stabilize service delivery and increase reliability



## Pillar

Our Service

## Associated pillars

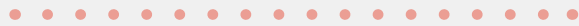
Our Customers, Our People

## Timeline

Stabilize service delivery by end of Q4 2022, increase reliability by end of Q4 2023 and ongoing

## Lead(s)

All service areas



Our customers' trust in OC Transpo is based on how consistently we provide reliable and safe service. OC Transpo has focused on stabilizing bus and rail service delivery by, for example, increasing oversight over rail maintenance, aligning bus routes with O-Train service, stabilizing bus maintenance and by increasing bus operator numbers to reduce trip cancellations. Other service improvements include investments in customer service and customer information resources. Once service is stabilized, our priority will shift to improving on-time performance to rebuild customer trust in the system and attract more customers.

## Key actions and milestones

- Reduce trip cancellations to stabilize service by end of 2022
- Increase on-time performance and excess waiting time by end of 2023
- Analyze costs of service reliability and on-time performance improvement options to ensure investments produce the most effective benefit to customers
- Recommend service availability, on-time performance, and waiting time standards to Transit Commission and Council
- Establish realistic performance targets based on Council-approved service levels and budget and on North American best practices
- Investigate root causes of issues with specific routes' on-time performance through data collection
- Identify what impacts to service can or cannot be controlled or influenced by OC Transpo
- Develop and implement a continuity plan for our IT systems to ensure all critical systems have redundancies in case of technical issues

## Measuring our success

We will measure this initiative's success by reporting on:

- Percentage of daily trips delivered
- Percentage of bus trips that run on time (per Council-approved standard)
- Number of bus routes adjusted to optimize their performance
- Percentage of computer systems with backup systems
- Mean kilometres between service affecting failures per light rail vehicle (LRV)
- Mean kilometres between service affecting failures of the O-Train system
- Mean kilometres between service affecting failures for each bus fleet
- On-time performance and excess waiting time – bus and rail



# Measure to manage through intelligent tools and advanced data collection and analysis

## Pillar

Our Service

## Associated pillars

All pillars

## Timeline

Q1 2023 and ongoing

## Lead(s)

All service areas

OC Transpo will adopt a data-driven approach to management, ensuring that performance is held to measurable, objective standards wherever possible. All key projects and initiatives identified in OC Transpo's Roadmap will have associated key performance indicators (KPIs) to measure their progress. Managers will report regularly on their KPIs and will be held accountable for meeting targets and achieving goals as part of the annual performance review process. OC Transpo will provide updates on KPIs to Council and the public through the Transit Commission on a regular basis.

## Key actions and milestones

- Confirm there are data collection processes for all KPIs listed in the Roadmap
- Implement reporting systems (dashboards, scorecards) to ensure KPIs are being tracked and assessed regularly
- Incorporate KPIs into annual staff performance measurement processes
- Identify a single source (employee or database) to track and manage all KPIs noted in the Roadmap
- Implement intelligent tools to streamline collection and analysis of data where possible

## Measuring our success

We will measure this initiative's success by reporting on:

- Number of tracking and reporting mechanisms incorporated
- Percentage of KPIs updated and reported on to Transit Commission
- Percentage of annual KPI targets reached
- Number of intelligent tools or processes implemented



# Handover of Stage 2 from construction to operations

## Pillar

Our Service

## Associated pillars

Our People, Our Customers, Our Assets

## Timeline

Phased openings beginning in Q3 2023 through to 2026

## Lead(s)

Rail Construction Program, Transit Customer Systems, and Rail Operations

Stage 2 will build on the O-Train Line 1 Confederation Line and Line 2 Trillium Line to extend the benefit of light rail farther south, east, and west by 44 kilometres of new line and 24 new stations. When completed, 77 per cent of Ottawa residents will live within five kilometres of efficient and reliable light rail transit service. Ultimately, the system will be able to carry up to 24,000 customers per hour per direction through the downtown section of the system during peak periods and will change the way residents travel around their city.

## Key actions and milestones

- Overall management of the project and oversight of the project teams to ensure the successful delivery of the extensions from design and construction to handover
- Implementation of the Rail Operational Readiness Program (ROR) to ensure that OC Transpo is ready to accept the extensions
- Implementation of the Rail Activation Management Program (RAMP) to manage the activities required ahead of handover

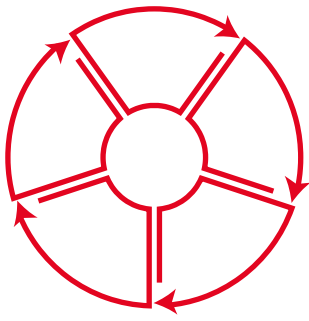
## Measuring our success

We will measure this initiative's success by reporting on:

- O-Train Lines 2 and 4 successfully handed over to Operations
- Lines 2 and 4 have no TSB-reportable occurrences during the first six months of operations
- Lines 2 and 4 have no major service failures during the first year of operation
- O-Train Line 1 East successfully handed over to Operations
- O-Train Line 1 East has no TSB-reportable occurrences during the first six months of operations
- O-Train Line 1 East has no major service failures during the first year of operation
- O-Train Lines 1 and 3 West successfully handed over to Operations
- Lines 1 and 3 West have no TSB-reportable occurrences during the first six months of operations
- Lines 1 and 3 West have no major service failures during the first year of operation







PILLAR:

# Our Assets



# Our Assets

“Our Assets” are the properties, vehicles, infrastructure, and technologies that form our transit network and are used to provide our services to our customers 365 days a year. By properly investing in and maintaining our assets, we are able to provide the level of service that our customers rely on.

In the coming months and years, we will be delivering Stage 2 O-Train extensions, continuing the transition of our bus fleet to zero-emission vehicles, and renewing our Para Transpo fleet all in the context of long-range operational planning. We will review and systematizing our departmental administrative processes to streamline these and other initiatives to properly care for our assets.



## High Level KPIs



**O-Train Line performance after openings**



**Zero-emission bus cost savings compared to diesel buses**



**Contract processing time and associated savings**



**Number of zero-emission buses integrated into service**

## Delivery of Stage 2 light rail

### Pillar

Our Assets

### Associated pillars

Our Service, Our Customers, Our People

### Timeline

Q1 2023 – Q4 2026

### Lead(s)

All service areas

OC Transpo is implementing more than 20 strategic projects and activities associated with the Stage 2 expansions in the south, east and west. The Rail Operational Readiness Program (ROR) uses a structured project management approach, and projects range from staffing to training, all with the shared goal of ensuring we are ready for customers on day-one of each Stage 2 opening. This work must be reviewed in the context of the recommendations from the Ottawa Light Rail Public Inquiry, to ensure that lessons learned from the Inquiry and from Stage 1 have been fully implemented in Stage 2.

## Key actions and milestones

- Ensure all projects are progressing on the appropriate timelines
- Track each project and provide monthly updates to TSD's leadership team
- Update the Light Rail Sub-Committee and Council on our projects' progress
- Close-out projects as they are completed

## Measuring our success

We will measure this initiative's success by reporting on:

- O-Train Lines 2 and 4 achieve 98.5% availability performance during the first six months of operations with no major disruptions or customer affecting deficiencies identified
- O-Train Line 1 East achieves 98.5% availability performance during the first six months of operations with no major disruptions or customer affecting deficiencies identified
- O-Train Lines 1 and 3 West achieve 98.5% availability performance during the first six months of operations with no major disruptions or customer affecting deficiencies identified



## Core business review

### Pillar

Our Assets

### Associated pillars

N/A

### Timeline

Q1 2023 – Q4 2023

### Lead(s)

General Manager and all service areas

OC Transpo owns and maintains a wide range of assets, from computer systems to double-decker buses. While all our assets play a vital role in our business continuity, some may be past their use or better managed by others. This core business review will identify all key assets to ensure the department is making the best use of each of them.

## Key actions and milestones

- Perform a comprehensive inventory of our assets, including our buses and trains, non-revenue vehicles, stations, shelters, and IT systems
- Determine whether each asset in inventory should be renewed, or not, once past its lifecycle
- Develop a business case for adjustments to our assets; for example, could contracting out a maintenance activity result in cost savings for the department and the City?

## Measuring our success

We will measure this initiative's success by reporting on:

- Average response time from external contractors
- Bus maintenance cost per kilometre travelled
- Zero-emission bus cost savings compared to diesel buses
- Analyze the current fleet spare ratio and whether the current ratio is appropriate for an efficient operation
- Summarize our core IT systems nearing end-of-life, with decisions taken on whether to renew or replace them



## Transition and delivery of zero-emission buses (including infrastructure)

### Pillar

Our Assets

### Associated pillars

Our Service, Our Customers

### Timeline

Q1 2023 and ongoing

### Lead(s)

Transit Engineering Services

The City of Ottawa has set a target to convert all OC Transpo buses to zero-emission buses by 2036. This goal aligns with targets set by City Council through the City's Climate Change Master Plan. That Plan includes the target of reducing the City's corporate greenhouse emissions by 100 per cent by 2040. The conversion to zero-emissions buses is a substantial change to the current bus fleet as outdated buses will be retired and new zero-emission buses will be purchased to replace them. This requires new infrastructure, new safe work practices, and training for both bus operators and maintenance staff to ensure the safe and successful expansion of this program. For future phases of the conversion, the most appropriate zero-emission technology will be studied and selected, and a financial approach will be recommended in cooperation with partner organizations and senior levels of government is making the best use of each of them.

## Key actions and milestones

- Undertake procurement processes to buy new battery electric buses
- Create a zero-emission bus transition plan to phase in electric buses to the fleet while phasing out diesel buses that have reached the end of their lifecycle
- Create a zero-emission bus facilities transition plan to install charging infrastructure in facilities and in the transit network as needed to ensure electric buses are able to meet operational requirements
- Review and update Standard Operating Processes to ensure that OC Transpo is able to full integrate the new electric buses into its operations
- Create training plans to ensure staff are fully trained to safely operate and maintain battery-electric buses

## Measuring our success

We will measure this initiative's success by reporting on:

- Progress on procuring battery electric buses
- Progress on constructing ZEB storage and maintenance facility
- Percentage of ZEBs versus diesel buses in service
- Percentage of ZEB kilometres versus diesel bus kilometres
- ZEB fuel cost versus diesel bus fuel cost
- ZEB maintenance cost versus diesel bus maintenance cost
- Number of thermal events recorded annually

# Systematize departmental administrative processes (contract management and document control)

**Pillar**

Our Assets

**Associated pillars**

N/A

**Timeline**

Q4 2024 – Q4 2025

**Lead(s)**

Strategic Communications and External Relations

Effective management of contracted services and maintenance of internal operational documentation is vital to our business. OC Transpo manages and updates hundreds of standard operating procedures and dozens of contracts with external vendors who support the delivery of our service. We will ensure all documentation is easy to access and compliant with City standards, and that all our contracts are managed to ensure the City receives the full services it is entitled to.

## Key actions and milestones

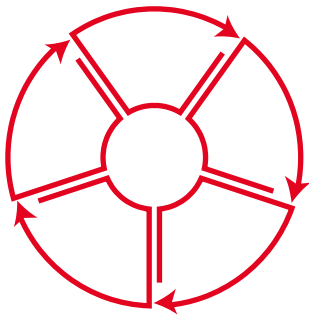
- Audit and ensure OC Transpo’s document control is in full compliance with City standards
- Survey other City departments’ document control best-practices
- Study possible technology solutions for document control
- Develop a standard operating procedure for keeping a document, including its lifecycle and how it is categorized
- Analyze opportunities to streamline, consolidate and prioritize contract management
- Create a standard operating procedure that establishes responsibilities contract management within OC Transpo
- Implement electronic document signing capability

## Measuring our success

We will measure this initiative’s success by reporting on:

- Number of process improvements and SOPs implemented
- Number of technological document control solutions identified and advanced
- Reductions in contract processing errors to renew or replace them





PILLAR:

# Our Finances



# Our Finances

“Our Finances” are the monetary investments made to support our operations. As stewards of public funds, OC Transpo is careful to ensure that its assigned budgets are invested wisely to ensure the long-term success of Ottawa’s transit network.

OC Transpo’s operating budget in 2023 is \$737 M and is funded primarily from fare revenues, and money from the Transit Levy collected as part of the Property Tax Bill. Capital investments are funded from transit tax, gas tax, development charges, debt financing and government grants from the Province of Ontario and the Government of Canada.

Large-scale projects and special acquisitions, such as Stage 2 O-Train expansion and our new electric bus fleet respectively, are funded with the support of all levels of government and our industry partners; and are managed within our overall capital budget program.

We will be reviewing our business models with a close eye on how we manage and lifecycle our assets as input to our revised Long Range Financial Plan (LRFP).

A revised LRFP will be presented in the fall of 2023, detailing the changes in our assumptions since the last LRFP in 2019, 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.



## High Level KPIs



**Business lines added or phased out after review**



**Accuracy of annual ridership forecasts and fare revenues**



**Strategic outreach staff position filled**



**Percentage of uptime for OC Transpo’s key IT systems**



**Percentage of non-revenue vehicles that are replaced before they fail**



## Develop financial models and prioritize major business lines by service area

### Pillar

Our Finances

### Associated pillars

N/A

### Timeline

Q1 2023 – Q4 2023

### Lead(s)

Transit Customer Systems and Planning and departmental leadership team, supported by Finance, HR and LR

OC Transpo is a careful steward of public funds and works with the City's Finance and Corporate Services Department to establish cautious long-term financial models to guide spending and investment in Ottawa's transit system. These financial models provide both a summary of current expenses as well as the foundation for calculating the impact of a future event or decision. A model is only as good as its inputs and assumptions. To ensure our expenses and revenues are accurate, staff will identify and review each major business line at OC Transpo. Following that, we will prioritize these business lines and consider whether some should be phased out.

## Key actions and milestones

- Identify each service area's major business lines
- Review actual cost of each core business line
- Prioritize business lines and identify opportunities to reduce costs or eliminate unnecessary business lines
- Develop and implement decision-making model based on budget and revenues for new and existing business lines

## Measuring our success

We will measure this initiative's success by reporting on:

- Cost for all major business lines (services, projects, initiatives)
- Actual cost for initiatives that recover costs by generating revenue
- Business lines added or phased out after review



# Delivery of the next Long-Range Financial Plan

**Pillar**

Our Finances

**Associated pillars**

Our Customers, Our Assets, Our Service

**Timeline**

Q1 2023 – Q4 2023

**Lead(s)**

GM and Finance, supported by all service areas

The Transit Long-Range Financial Plan (LRFP) assesses the affordability of Ottawa’s transit system based on a long-term forecast of all transit-related revenues, operating costs, and capital expenditures. The latest update to the LRFP was delayed until early 2023 due to ridership instability caused by the COVID-19 pandemic. Staff from OC Transpo and Finance will work collaboratively to present Council with options for consideration, including different revenue scenarios.

## Key actions and milestones

- Study various fare revenue/cost ratios and the effect on property taxes
- Forecast revenues based on a variety of fare models and scenarios
- Deliver the next long range financial plan to Council for deliberation
- Monitor ridership and fare revenue, and compare to LRFP forecasts
- Adjust and adapt to significant changes that affect the transit affordability model

## Measuring our success

We will measure this initiative’s success by reporting on:

- Accuracy of annual ridership forecasts and fare revenues
- Annual budgets compare favourably with forecasted revenue and expenditures outlined in the LRFP
- Forecasted financials meet with current and future Transit Services’ Priorities
- Delivery of future capital projects consistently with the LRFP



## Develop government relations capacity

### Pillar

Our Finances

### Associated pillars

N/A

### Timeline

Q1 2023 – Q2 2023, and ongoing afterward

### Lead(s)

General Manager, supported by Strategic Communications and External Relations and Finance

OC Transpo, like all Canadian public transit agencies, operates in a highly regulated environment and receives funding from both the Federal and Provincial governments. Policy and legislative decisions on the part of Parliament and the Ontario Legislature can have a major impact on OC Transpo's operations. OC Transpo requires dedicated resources to track funding opportunities, policy or legislative developments and opportunities for consultation with other levels of government and key government agencies and department, such as Transport Canada and Ontario Ministry of Transportation. Depending on the opportunity, OC Transpo may coordinate with peer agencies through industry and collective organizations such as the Federation of Canadian Municipalities and the Canadian Urban Transit Association.

## Key actions and milestones

- Establish working relationships with key stakeholders and decision makers
- Connect with associations that focus on public transit, like CUTA, UITP, APTA and FCM
- Monitor new, existing, and changing government initiatives
- Provide strategic advice to the General Manager and departmental leadership team

## Measuring our success

We will measure this initiative's success by reporting on:

- Strategic outreach staff position created and staffed
- Participation in consultations with other levels of government
- Increased participation in industry working groups
- Number of funding opportunities identified and pursued



# Long-range operational planning and lifecycle review

## Pillar

Our Finances

## Associated pillars

Our Assets

## Timeline

Q1 2023 – Q4 2023

## Lead(s)

Transit Customer Systems and Planning and Transit Bus Operations and Maintenance

OC Transpo owns and operates a variety of non-revenue vehicles and manages several IT systems; all these assets support our service to our customers. Depending on the asset, OC Transpo is responsible for managing contracts, warranty claims, procurement, servicing and troubleshooting IT systems. We will review these assets and consider whether they should continue to be managed by OC Transpo or could be phased out at the end of their lifecycle. Alternatively, these assets may be better managed by our partner City departments or an external contractor.

## Key actions and milestones

- Confirm non-revenue vehicle acquisition and warranty arrangements with Fleet Services and Supply Services
- Clarify roles and responsibilities for the purchase of non-revenue vehicles
- Implement, monitor, and revise any new changes to roles and arrangements, as required
- Assess whether OC Transpo major IT systems are best managed internally, or by another City department or contractor

## Measuring our success

We will measure this initiative's success by reporting on:

- Percentage of non-revenue vehicles that meet their specifications and staff expectations
- Percentage of non-revenue vehicles that are replaced before they fail
- Percentage of uptime for OC Transpo's key IT systems
- Percentage of IT systems with 24/7 support



# Final words

Our People, Our Customers, Our Service, Our Assets, and Our Finances – each of these pillars is equally important to the success of our Roadmap. The long-term vision laid out in this plan is guided by 22 measurable priorities that are already in motion. Progress on this roadmap and its priorities will be shared regularly through key performance indicator reports at Transit Commission.

We're proud to be your choice to get there.



# Scorecard: Our People

	Unit	Baseline 2023	Target	Actual	Target completion date
<b>Ensure business continuity through succession planning, management performance and operational resiliency</b>					
• Management succession plans completed	%				Q1 2026
• Staff performance reviews completed	%				Q1 2026
• Individual development plans completed or actioned	%				Q1 2026
• Staff in temporary or acting positions	#				Q1 2026
• Completion of an organizational skills inventory	Y/N				Q1 2026
<b>Strategic recruitment</b>					
• Strategic staffing and recruitment plans in effect	#				Q2 2023
• Budgeted vacant positions	%				Q2 2023
• Diverse hiring panels	%				Q2 2023
• Time to fill vacancies	#				Q2 2023
• Acting and temporary positions	#				Q2 2023
<b>Diversity, equity and inclusion</b>					
• Employee and management representation from within four corporate equity populations	#				Q4 2026
• Diversity initiatives identified, implemented and/or completed	#				Q4 2026
• Participation by staff in events	#				Q4 2026
<b>Employee engagement, communications</b>					
• Results of and rates of participation in employee surveys	%				Q4 2026
• Attendance numbers at events	%				Q4 2026
• Use of sick-leave (absenteeism) decreases	%				Q4 2026
• Staff turnover and retention rates	%				Q4 2026
<b>Strengthening our culture of safety</b>					
• Workplace injury rate within OC Transpo facilities	#				Q4 2026
• Preventable bus collisions and ticketed traffic violations	#				Q4 2026
• Number of calls responded to by SCU constables	#				Q4 2026
• Customer injury rate	#				Q4 2026
• O-Train TSB-reportable occurrences	#				Q4 2026

# Scorecard: Our Customers

	Unit	Baseline 2023	Target	Actual	Target completion date
<b>Deliver advanced fare systems</b>					
• New payment option(s) on schedule for release	%				Q4 2026
• Fare options interoperability with STO	%				Q4 2026
• Customers utilizing new fare payment options	%				Q4 2026
<b>Deliver Para Transpo enhancements</b>					
• Para Transpo customer satisfaction	#				Ongoing
• Customer complaints per 1,000 trips	%				Ongoing
• My Para Transpo usage	%				Ongoing
• Telephone booking line wait times	m:s				Ongoing
• Initiate Para minibus replacement process	Y/N				Ongoing
<b>Customer Service Improvements, including transforming communications</b>					
• Customer service survey results	#				Q4 2026
• Engagement with and results of customer consultations	#				Q4 2026
• Decreased phone queue times	#				Q4 2026
• Reduced number of complaints	#				Q4 2026
• Increased engagement with community and stakeholder groups	#				Q4 2026
<b>On-Demand Transit pilot project</b>					
• Process in developing work plan for pilot project	Y/N				Q4 2025
• Details of pilot project, including evaluation criteria	Y/N				Q4 2025
• Ridership and cost of pilot project	#				Q4 2025
• Recommendation to Transit Commission on whether to continue and expand on-demand service	Y/N				Q4 2025
<b>Build and maintain strong relationships with Council</b>					
• Presentations and reports brought forward to Council, Committees and the Transit Commission	#				Ongoing
• Memoranda to Council	#				Ongoing
• Meetings with individual Councillors on transit issues	#				Ongoing
• Feedback from members of Council	Y/N				Ongoing

# Scorecard: Our Service

	Unit	Baseline 2023	Target	Actual	Target completion date
<b>Bus route review</b>					
• Population within walking distance to bus stop (400-800m)	%				Q4 2024
• Customers within walking distance to bus stop (400-800m)	%				Q4 2024
• Comparison of customer kilometres carried with total capacity of kilometres delivered	%				Q4 2024
• Overall travel time versus distance carried	#				Q4 2024
• Total ridership	#				Q4 2024
<b>Stabilize service delivery and increase reliability</b>					
• Daily trips delivered	#				Ongoing
• Bus trips that run on time (per Council-approved standard)	%				Ongoing
• Bus routes adjusted to optimize their performance	#				Ongoing
• Computer systems with redundancies	%				Ongoing
• Mean kilometres between service affecting failures per light rail vehicle (LRV)	#				Ongoing
• Mean kilometres between service affecting failures of the O-Train system	#				Ongoing
• Mean kilometres between service affecting failures for each bus fleet	#				Ongoing
• On-time performance and excess waiting time - bus and rail	#				Ongoing
<b>Measure to manage (KPIs)</b>					
• Tracking and reporting mechanisms incorporated	#				Ongoing
• KPIs updated and reported on to Transit Commission	#				Ongoing
• Annual KPI targets reached	#				Ongoing
• Intelligent tools or processes implemented	#				Ongoing
<b>Handover of Stage 2 from construction to operations</b>					
• O-Train Lines 2 and 4 successfully handed over to Operations	Y/N				2026
• Lines 2 and 4 have no TSB-reportable occurrences during the first six months of operations	Y/N				2026
• Lines 2 and 4 have no major service failures during the first year of operation	Y/N				2026
• O-Train Line 1 East successfully handed over to Operations	Y/N				2026
• O-Train Line 1 East has no TSB-reportable occurrences during the first six months of operations	Y/N				2026
• O-Train Line 1 East has no major service failures during the first year of operation	Y/N				2026
• O-Train Lines 1 and 3 West successfully handed over to Operations	Y/N				2026
• Lines 1 and 3 West have no TSB-reportable occurrences during the first six months of operations	Y/N				2026
• Lines 1 and 3 West have no major service failures during the first year of operation	Y/N				2026



# Scorecard: Our Assets

	Unit	Baseline 2023	Target	Actual	Target completion date
<b>Delivery of Stage 2 light Rail</b>					
• O-Train Lines 2 and 4 achieve 98.5% availability performance during the first six months of operations with no major disruptions or customer affecting deficiencies identified	%				Q4 2026
• O-Train Line 1 East achieves 98.5% availability performance during the first six months of operations with no major disruptions or customer affecting deficiencies identified	%				Q4 2026
• O-Train Lines 1 and 3 West achieve 98.5% availability performance during the first six months of operations with no major disruptions or customer affecting deficiencies identified	%				Q4 2026
<b>Core business review</b>					
• Average response time from external contractors	#				Q4 2023
• Bus maintenance cost per kilometre travelled	\$				Q4 2023
• Zero-emission bus cost savings compared to diesel buses	\$				Q4 2023
• Fleet spare ratio analysis comparison	Y/N				Q4 2023
• Summary of core IT systems nearing end-of-life, with decisions taken on whether to renew or replace them	Y/N				Q4 2023
<b>Transition and delivery of Zero-Emission Buses (including infrastructure)</b>					
• Progress on procuring battery electric buses	#				Ongoing
• Progress on constructing ZEB storage and maintenance facility	%				Ongoing
• ZEBs versus diesel buses in service	%				Ongoing
• ZEB kilometres versus diesel bus kilometres	%				Ongoing
• ZEB fuel cost versus diesel bus fuel cost	\$				Ongoing
• ZEB maintenance cost versus diesel bus maintenance cost	\$				Ongoing
• Thermal events recorded annually	#				Ongoing
<b>Systematize departmental administrative processes</b>					
• Process improvements and SOPs implemented	#				Q4 2025
• Technological document control solutions identified and advanced	#				Q4 2025
• Reductions in contract processing errors	%				Q4 2025

# Scorecard: Our Finances

	Unit	Baseline 2023	Target	Actual	Target completion date
<b>Develop Financial models and prioritize major business lines by service area</b>					
• Cost for all major business lines (services, projects, initiatives)	\$				Q4 2023
• Actual cost for initiatives that recover costs by generating revenue	\$				Q4 2023
• Business lines added or phased out after review	#				Q4 2023
<b>Delivery of the next Long-Range Financial Plan</b>					
• Accuracy of annual ridership forecasts and fare revenues	#				Q2 2023
• Annual budgets compare favourably with forecasted revenue and expenditures outlined in the LRFP	%				Q2 2023
• Forecasted financials meet with current and future Transit Services' priorities	Y/N				Q2 2023
• Delivery of future capital projects consistently with the LRFP	Y/N				Q2 2023
<b>Develop government relations capacity</b>					
• Strategic outreach staff position created and staffed	Y/N				Ongoing
• Participation in consultations with other levels of government	Y/N				Ongoing
• Increased participation in industry working groups	Y/N				Ongoing
• Funding opportunities identified and pursued	Y/N				Ongoing
<b>Long-range operational planning and lifecycle review</b>					
• Non-revenue vehicles that meet their specifications and staff expectations	%				Q1 2023
• Non-revenue vehicles that are replaced before they fail	%				Q1 2023
• Uptime for OC Transpo's key IT systems	%				Q1 2023
• IT systems with 24/7 support	%				Q1 2023

