

**Subject: Annual Update – Transit Services 5-Year Roadmap**

**File Number: ACS2024-TSD-TS-0002**

**Report to Transit Commission on 11 April 2024**

**Submitted on April 2, 2024 by Renée Amilcar, General Manager, Transit Services  
Department**

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**Ward: Citywide**

**Objet : Mise à jour annuelle de la feuille de route quinquennale des Services  
de transport en commun**

**Dossier : ACS2024-TSD-TS-0002**

**Rapport au Commission du transport en commun**

**le 11 avril 2024**

**Soumis le 2 avril 2024 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 Annual Update – Transit Services 5-Year Roadmap Scorecard, attached as Document 1.

## **RECOMMANDATION DU RAPPORT**

Que la Commission du transport en commun prenne connaissance de la mise à jour annuelle du tableau de bord de la feuille de route quinquennale des Services de transport en commun, ci-jointe en tant que document 1.

## BACKGROUND

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 always includes key performance indicators (KPIs) related to service delivery.

Transit Services 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. 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.

To continue the evolution towards transparent data-driven reporting, Transit Services created a 5-Year Roadmap of initiatives and potential corresponding key performance indicators to chart progress and ensure accountability for this term of Council. The Transit Services 5-Year Roadmap was received by Transit Commission on June 29, 2023 ([ACS2023-TSD-TS-0011](#)).

The 5-Year Roadmap aligns with the recommendations and actions from the Ottawa Light Rail Public Inquiry, as well as Term of Council Priorities (2023-2026), including:

- A city that is more connected with reliable, safe and accessible mobility options.
- A city that is green and resilient.

### **Proud to be your choice to get there**

The 5-Year Roadmap is future focused and guides how OC Transpo modernizes and grows into a world-class transit network with high service reliability, high customer satisfaction, and high employee engagement.

The Roadmap is a living, dynamic document that evolves 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 to guide OC Transpo over the next four years.

The 5-Year Roadmap was 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 defined Strategic Initiatives, which are measured and monitored through KPIs.



As part of the commitment to provide greater transparency for Council, OC Transpo customers, and the public, Transit Services provides an annual update on KPIs noted in the 5-Year Roadmap.

## **DISCUSSION**

Since the introduction of the Transit Services 5-Year Roadmap on June 29, 2023 ([ACS2023-TSD-TS-0011](#)), staff have analyzed and refined key performance indicators (KPIs), established timelines and targets, and developed reporting schedules to ensure

consistent data tracking.

The scorecard is an annual summary of significant OC Transpo KPIs and is meant to supplement the monthly KPI updates provided to Transit Commission. The key performance indicators noted in the attached scorecard (Document 1) have established baselines and final targets for future annual reports. Specifically, the current iteration of the scorecard establishes a baseline for new KPIs and provides progress measurements and future targets for the KPIs established in 2023.

The previously established KPIs identified in the scorecard highlight longer-term qualitative and quantitative measurements that provide an overall representation of OC Transpo's performance over the past year.

Staff have kept Transit Commission, Light Rail Sub-Committee (LRSC) and Council updated on progress made on key files as part of our commitment to transparency and accountability. Many updates and additional KPIs have been added to those updates based on the Commission's requests and feedback.

Additionally, Transit Services has brought two updates on the LRT Action Plan to LRSC in response to the OLRT Public Inquiry. Significant progress has been made in meeting the recommendations from the Public Inquiry, with 89 of the 95 City-led recommendations either complete or incorporated into ongoing City policies for implementation in future projects.

For this Annual Update, OC Transpo has added six new strategic initiatives to the Roadmap. Further details on these initiatives are found below, within their appropriate pillar.

- Safety Management System - Compliance, Commitment and Culture
- Long-term transition to Zero Emission Buses
- Bus Maintenance Action Plan
- Long-term Garage Strategy (Merivale/Pinecrest/Colonnade)
- On-time Performance and Regularity
- Employee Morale

## **Our People**

### Strategic Recruitment

OC Transpo introduced an ambitious target of 99.5 per cent bus service delivery in 2023. Strategic recruitment plays a key role in achieving that target.

In 2023, as part of the ongoing recruitment campaign, OC Transpo hired and trained 264 bus operators and 26 Para Transpo operators. Additionally, new staff were hired to fill roles within Maintenance and Customer Service. Strategic Recruitment initiatives in 2024 will attract more key operational staff to ensure that OC Transpo has the people we need to deliver quality service to the residents of Ottawa.

### Safety Management System - Compliance, Commitment and Culture

During the most recent review the 5-Year Roadmap, the departmental leadership team recommended that a strategic priority be created to measure and monitor the implementation of the “3 Cs” of the Safety Management System, namely achieving universal compliance, commitment and culture. As this is a new strategic initiative a baseline has not yet been established. The intent of this initiative is to move OC Transpo from a reactive to a proactive safety organization and ensure a consistent focus on safety throughout the organization.

### Employee Morale

The dedication and passion of OC Transpo staff is our department’s greatest asset. This commitment was consistently demonstrated throughout the pandemic connecting Ottawa’s residents to work, medical services and essential destinations like grocery stores and pharmacies. We know, however, that the stress of the pandemic, along with the pressures of supporting 24/7 transit operations, has taken a toll on our people. Like all City of Ottawa departments, Transit Services is paying close attention to the results of the 2023 Employee Survey, which highlighted concerns around heavy workloads and burnout. Discussions with our union partners have underscored these concerns.

Through this Strategic Initiative, OC Transpo is committing resources and attention on improving morale, addressing feedback and concerns raised by our staff, and creating a workplace that supports and celebrates our people.

## **Our Customers**

### Transforming Communications

OC Transpo demonstrated improved communication and transparency when O-Train Line 1 was closed in late July until early August 2023. Communication to customers, Council and media was continuous and consistent. City staff provided dozens of memos and emails to Council, hosted more than a dozen media availabilities, deployed dozens of outreach staff to O-Train Line 1 stations, and provided a detailed technical briefing as partial service was resuming.

### New Payment Options

Customers have new, convenient ways to pay their fare thanks to O-Payment. Customers can pay their fare with a credit card at any fare reader on OC Transpo buses and at fare gates at O-Train Line 1 stations. More expansions to O-Payment are on the horizon, with testing underway for debit cards and U-Pass campus cards. Customers also have access to improved real-time bus arrival information thanks to a recent upgrade. Previously, GPS-adjusted bus arrival times were provided only once bus trips had started. Now, customers are provided with real-time bus arrival times, even if the bus trip is not underway. This is a significant upgrade, giving customers more information and confidence in when their bus will arrive at their bus stop.

## **Our Service**

### Stabilizing Service Delivery and Increasing Reliability

A key deliverable of the 5-Year Roadmap is consistent and reliable transit service. Staff have been working to define and track performance measures, tackling technical issues, and introducing new oversight roles and systems to increase the reliability of our transit system.

As part of OC Transpo's plan to stabilize service, staff undertook an extensive bus route review in 2023. The result of that review is the New Ways to Bus, which takes advantage of multimodal connections with the openings of Line 2 and Line 4. These bus route optimizations will increase reliability for the entire public transit system and improve customer convenience.

O-Train Line 1 service has been consistently reliable since the disruption in July of 2023. Root cause analyses with respect to the axle bearing issue are expected in Q2 2024.

A new Strategic Initiative, the Bus Maintenance Action Plan has been introduced to align efforts to deliver our goal of 99.5 per cent daily service delivery. This new initiative will focus on introducing new oversight and systems to more accurately predict resource and staffing needs and to schedule and prioritize work appropriately to maximize daily bus counts and operator availability. Initial efforts have already begun to produce results. As noted at recent Transit Commission meetings, conventional bus service reliability has improved and is trending towards our goal of 99.5 per cent.

Plans to recruit hundreds of new bus operators and train dozens of new rail operators in 2024 will ensure OC Transpo has appropriate staffing levels to meet daily service requirements while accounting for attrition and internal transfers to support rail operations.

#### On-Time Performance and Regularity

With progress being made on improving bus service delivery, a major driver of daily trip cancellations, the next step is to more aggressively track on-time performance. A new Strategic Initiative will bring forward regular, consistent metrics with the goal of reaching 86 per cent on-time performance for routes with a frequency of 16 minutes or more. Improvements coming through the network realignment, which was the output of the 2023 bus route review, are expected to measurably increase on-time performance.

#### **Our Assets**

##### Transition and Delivery of Zero-Emission Buses (including infrastructure)

OC Transpo continues to reduce its carbon footprint to align with the Council-approved Climate Change Master Plan. Four battery-electric buses are in service and achieving their targets. Garage retrofits are underway and will be ready for dozens more electric buses as part of the latest procurement order, which was recently finalized in cooperation with other Ontario partner transit agencies. As noted earlier in the report, OC Transpo has added a new strategic initiative to help with the long-term transition to a zero-emission bus fleet. The initiative involves integrating the ZEB engineering project team into operations, which will create a synergy during the procurement and implementation of the new fleet.

On March 8, 2024, Transit Commission received the Zero Emission Bus Program Update Report ([ACS2024-TSD-ES-0001](#)). The report provided an update related to the performance of the pilot project buses, the status of procurement of new buses, and the required garage and infrastructure upgrades. One of the new strategic initiatives relates directly to the garages - Long-term Garage Strategy (Merivale/Pinecrest/Colonnade) – which is critical to the transition to a zero-emission bus fleet.

## **Our Finances**

### Long-range Operational Planning and Lifecycle Review

The upcoming New Ways to Bus is a result of the 2023 Route Review. The Route Review was designed to examine and confirm transit service planning principles, determine network design changes to take full advantage of the Stage 2 O-Train extensions, and be reflective of changes to customers' travel patterns since the onset of the COVID-19 pandemic. The bus route changes will ensure a sustainable bus route network and help OC Transpo reach its goal of delivering 99.5 per cent of scheduled service.

In 2023, OC Transpo performed a thorough review of our finances and are currently working with Finance and Corporate Services to address the directions outlined in Motion [ACS2034-OCC-CCS-0153](#). The motion requests staff to establish an internal working group to “review all possible affordability levers.”

## **Conclusion**

The key performance indicators and initiatives identified within the 5-Year Roadmap allow staff, Council, and the public to track OC Transpo's progress in meeting its goals.

The long-term vision laid out in the Roadmap is guided by measurable priorities, and aligns with the 2022-26 Term of Council priorities and Corporate priorities, including:

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



The KPIs within the Roadmap creates broader transparency resulting in gained trust from OC Transpo customers. This is the key to building a sustainable, reliable and safe 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 Transit Advisory Board, expected to be established and meet for the first time in the coming months.

## **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.

## **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 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 Transit Services 5-Year 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 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 Transit Services 5-Year Roadmap. The City's transportation network, including light rail transit, is designed to provide options for all residents.

## **TECHNOLOGY IMPLICATIONS**

Technology implications are outlined in the 5-Year Roadmap and include implementation of the Zero-Emission Bus Program, Para Transpo Improvements, Fare System Improvements and Enhancing Oversight of O-Train Line 1.

## **TERM OF COUNCIL PRIORITIES**

The 2023-2026 Term of Council Priorities include:

- A city that is more connected with reliable, safe and accessible mobility options.
- A city that is green and resilient.

## **DISPOSITION**

The Transit Services Department (TSD) will provide annual updates on the progress of KPIs identified in the 5-Year Roadmap. TSD also reports back on the progress and outcomes of many priorities outlined in the Transit Services 5-Year Roadmap as part of the regular OC Transpo Update at each Transit Commission meeting.

## **Document 1**

Transit Services 5-Year Roadmap: Scorecard