

Document 2 – Action Plan to address the Inquest recommendations directed to the City of Ottawa

Table 1, below, lists the 41 recommendations directed to the City of Ottawa by the Coroner's Inquest Jury. Staff have included preliminary information on each recommendation, including the City departments that will be involved in the response, the actions required to address the recommendation, and whether there could be a budgetary pressure associated or an impact on customers' travel experience. The Transit Services Department will be the lead on all items not associated with another City department, as identified below.

A comprehensive status update and action plan will be presented to Transit Committee in Q3 2025. The action plan will include updates on progress made, timelines for each recommendation, and updates on potential budgetary requirements coming to Council in future annual budget discussions. Action plan updates will continue as progress is made.

Table 1: Recommendations by the Coroner’s Inquest Jury directed to the City of Ottawa					
#	Recommendation	Supporting Departments	Actions to address the recommendation	Status	Potential budget pressure
1	<p>The City shall ensure that all decisions regarding public transit consider safety as the prime concern by adopting the following measures:</p> <ul style="list-style-type: none"> a. All decisions regarding fleets, infrastructure and passengers should be viewed through a safety lens, with consideration of a safe systems approach at planning, implementation and maintenance stages. b. All safety decisions should be actioned in a timely, coordinated manner. To this end, automated alarms or a “bring forward system” should be implemented for all safety decisions. c. A responsible person should be designated for the tracking of any safety initiatives or responses, and these initiatives and responses should be reported on a regular basis to a high level of authority, with clear accountability assigned. d. Key Performance Indicators for safety should be reviewed at the highest level of Ottawa transit decision making on a regular basis, with a focus on continuous improvement. 	<p>Infrastructure and Water Services & Finance and Corporate Services</p>	<p>Staff agree with this recommendation.</p> <p>The Transit Services Department works proactively and collaboratively with other departments to ensure that safety is at the forefront of every decision. Aspects of these recommendations are currently in place.</p> <p>The Safety Management System (SMS) is the backbone of safety culture at OC Transpo and is annually reviewed and updated, which includes the principles of safe systems. Staff will continue to refine and enhance the SMS to capture relevant Key Performance Indicators (KPIs) that are presented at Transit Committee meetings on a regular basis.</p> <p>Staff will further review this recommendation and update Transit Committee with the progress made to date in Q3 2025.</p>	In Progress	Potential

2	<p>The City should reduce the approach speed to transit stations located on transitways to 30 km/hr until such time as the following conditions are met:</p> <ul style="list-style-type: none"> a. Canopies of stations with a lateral offset less than three (3) meters from the face of the curb are either removed or replaced with a frangible structure; and, b. Physical countermeasures, such as tapered concrete barriers or other form of guardrail, are installed to divert an errant bus away from waiting transit customers. 	Infrastructure and Water Services & Public Works	<p>Staff understand the recommendation and will report back to the Transit Committee, in Q3 2025, once it has been fully evaluated.</p> <p>Staff's analysis will include costing and the potential effect on customer travel times. In the interim, staff will assess the feasibility of reducing the approach speed to transitway stations on the Transitways to 30 km/h. Staff also note that the removal of canopies has the potential to reduce the size of space where customers can stand while being protected from adverse weather.</p>	Evaluating	Yes
3	The City should make use of traffic speed reduction strategies designed to slow down vehicles as they approach a transit station along transitways.	Public Works	<p>Staff agree with this recommendation.</p> <p>Staff will review this recommendation and report back to Transit Committee with additional details in Q3 2025.</p>	Evaluating	Potential
4	The City should assess all bus routes on the transitway for double-decker buses for potential intrusion hazards, both by obstructions on the carriageway and by obstructions that are within a three (3) metre "clear zone".		<p>Staff agree with this recommendation and note it has largely been completed.</p> <p>Staff will report back to Transit Committee with additional details in Q3 2025.</p>	Evaluating	No
5	The City should install radar speed signs on all bus transitways in order to encourage speed limit compliance specifically where the speed limit transitions to a lower speed limit (e.g., approaching a bus shelter).		<p>Staff agree with this recommendation.</p> <p>Staff are reviewing this recommendation and the associated budget implications.</p>	Evaluating	Yes

6	The City should amend the Transitway and Station Design Guidelines on a regular basis to incorporate developments in best safety practices, including Ministry of Transportation and Transit Association of Canada Guidelines, where applicable.	Infrastructure and Water Services	Staff agree with this recommendation. This work is ongoing, and staff will report back to Transit Committee in Q3 2025, with the progress made to date. Work will be done in coordination with Recommendation 29.	In Progress	Potential
7	For all transitway construction projects, the contractor and contract administrator should identify and discuss any safety considerations at the preconstruction meeting and record the information in the minutes of that meeting, so that they can be appropriately tracked and addressed as the project progresses. A responsible person should be identified to oversee this task.	Infrastructure and Water Services	Staff agree with this recommendation. Aspects of this recommendation are currently in place. Staff will further review and update Transit Committee in Q3 2025 with the progress made to date.	In Progress	Potential
8	Where a construction project involves temporary pavement markings, the following steps must be taken: a. The Contract Administrator is to remind the contractor of the requirement to physically remove pavement markings via the issuance of a site-specific instruction. b. Construction Inspector is to be present on-site when the contractor removes the markings to ensure the work is performed in accordance with the contract.	Infrastructure and Water Services	Staff agree with this recommendation. Staff will review this recommendation and report back to Transit Committee with additional details in Q3 2025.	Evaluating	Potential
9	The City must identify a transit planning representative responsible for attending the site following the completion of a transitway		Staff agree with this recommendation.	In Progress	No

	construction project to ensure the path is clear and safe for a bus to travel on before resuming normal operations.		Aspects of this recommendation are currently in place. Staff will report back to Transit Committee with additional details in Q3 2025.		
10	The City should conduct proactive safety inspections of transitways at a fixed regular interval to identify safety hazards such as potentially misleading directional lines from previous construction projects. The interval for inspections should be at a minimum yearly.	Public Works	Staff agree with this recommendation. Aspects of this recommendation are currently in place. Staff will further review this recommendation and report back to Transit Committee with additional details in Q3 2025.	In Progress	Potential
11	The City should ensure appropriate management/removal of snow on the approach to transit stations along the transitways.	Public Works	Staff agree with this recommendation, and it is already in place. Current Council-approved Maintenance Quality Standards (approved in 2003), winter maintenance processes and practices currently in place align with this recommendation.	Completed	No
12	The City should ensure that their response reports to road safety audits are produced in a timely manner and provided directly to the road safety auditors who conducted the initial road safety audit.	Public Works	Staff agree with this recommendation. Aspects of this recommendation are currently in place. Staff will review this recommendation and report back to Transit Committee with additional details in Q3 2025.	In Progress	No
13	The City should incorporate the perspective of bus operators in all road safety audits.	Public Works	Staff agree with this recommendation. Aspects of this recommendation are currently in place. Staff will review this recommendation and report back to Transit	In Progress	Potential

			Committee with additional details in Q3 2025.		
14	During New Bus Operator Training (“NBOT”), the City should assess new bus operators for proficiency on all bus types before they are permitted to operate each bus type with passengers		<p>Staff agree with this recommendation.</p> <p>Aspects of this recommendation are currently in place. During NBOT, all trainees must complete minimum mandatory drive time on each bus type. A procedure will be developed to assess new bus operators for proficiency on all bus types prior to being permitted to operate in revenue service.</p> <p>Staff will report back to Transit Committee with additional details in Q3 2025.</p>	Evaluating	Potential
15	<p>To allow for feedback, additional guidance and support, the City should expand the bus operator mentorship program to ensure that:</p> <ul style="list-style-type: none"> a. Where operationally feasible, a qualified mentor should be present to observe trainees driving each type of bus towards the end of New Bus Operator Training (“NBOT”); and, b. New bus operators, during the first three months of their probationary period, have a qualified mentor present to observe them driving each type of bus in revenue service for at least one shift. 		<p>Staff support this recommendation in principle.</p> <p>Aspects of this recommendation are currently in place and staff are assessing the feasibility of expanding the mentorship program. Staff will review this recommendation and report back to Transit Committee with additional details in Q3 2025.</p>	Evaluating	Yes
16	The City should enhance current New Bus Operator Training (“NBOT”), providing trainees		Staff agree with this recommendation.	Evaluating	No

	with practical in-vehicle training and assessment on emergency braking on all bus types.		During NBOT, trainees are already provided practical in-vehicle training on emergency braking. A process and documented procedure will be developed that includes an assessment on emergency braking on all bus types. Staff will report back with further details in Q3 2025.		
17	The City should ensure that Personal Electronic Device Operational Requirement #BPTO- S001-01-OREQ is specifically reviewed during New Bus Operator Training (“NBOT”) and on an annual basis thereafter.		Staff agree with this recommendation. Aspects of this recommendation are currently in place as trainees are taught about distracted driving during NBOT. Training material will be developed and incorporated into NBOT that includes reference to this operational requirement. Staff will review this recommendation and report back to Transit Committee with additional details in Q3 2025.	Evaluating	Potential
18	The City should introduce scenario-based training into New Bus Operator Training (“NBOT”) and Remedial Skills Building Training by addressing the circumstances of previous collisions in a trauma-informed manner.		Staff agree with this recommendation. Training material will be developed and incorporated into NBOT and Remedial Skills Building Training. This will be developed and delivered in a trauma-informed manner. Staff will further review and will update Transit Committee in Q3 2025 with the progress made to date.	Evaluating	No
19	The City should introduce training to the New Bus Operator Training (“NBOT”) Program designed to ensure that new drivers are familiar		Staff support this recommendation in principle.	Evaluating	Potential

	with the City's transit routes. The level of training required can be based on drivers' existing familiarity navigating the city.		Staff will review this recommendation and report back to Transit Committee with additional details in Q3 2025.		
20	The City should continue to encourage the hiring of individuals who have experience operating buses or other commercial vehicles.		Staff agree with this recommendation. This recommendation is already in place and will continue.	Completed	No
21	The City should continue to include comprehensive training focused on the risks associated with distraction, fatigue and other human factors in the New Bus Operator Training ("NBOT") Program.		Staff agree with this recommendation. This recommendation is largely already in place, with additional minor internal adjustments to be made to the NBOT program.	Completed	No
22	For Remedial Skills Building Training following a serious collision, the City should require continued follow up of operator performance to assess the need for further training, including through on-road observations, on-road assessments and telematics, as appropriate.		Staff agree with this recommendation. Aspects of this recommendation are currently in place. Staff will further review and update Transit Committee in Q3 2025 with the progress made to date.	In Progress	Potential
23	The City should examine the feasibility of upgrades or replacement of the training simulator and reintroduce simulator training as a component of: a. New Bus Operator Training ("NBOT"); and b. Remedial Skills Development Training following a collision, including the recreation of specific collision conditions and assessment of relevant skills.		Staff agree with this recommendation. Staff are actively exploring this option with the vendor and examining feasibility. Staff will further review and update Transit Committee in Q3 2025 with the progress made to date.	In Progress	Yes

24	The City should introduce dedicated buses for training, to ensure there is equal opportunity to train on all types of buses in service and during all hours where service may be offered, such as peak service hours. The total amount of driving time should be no less than is currently provided, and the amount of driving time on each model should be consistent from course to course.		<p>Staff support this recommendation in principle.</p> <p>Given the current shortage of buses in the OC Transpo fleet, this recommendation cannot reasonably be implemented at this time without significant impacts to service. While OC Transpo's Bus Maintenance Action Plan has seen success in keeping our aging fleet in service, it is expected that a stable, reliable fleet will not be fully available until Q4 2027 as more new buses enter the fleet and replace older buses past their lifecycle. In the interim, until a dedicated training fleet can be established, staff will continue to ensure that the availability of buses (or lack thereof) does not in any way compromise the quality of the training for new bus operators.</p>	Evaluating	Yes
25	The City should establish a separate evaluation procedure for probationary operators following a serious preventable collision. Prior to the probationary operator returning to service, the operator shall complete professional skills building training that includes a minimum of 5 days of training incorporating defensive driving skills and other skills identified through the collision investigation. The professional skills building training plan shall be approved by the Chief Safety Officer.		<p>Staff agree with this recommendation.</p> <p>Aspects of this recommendation are currently in place. Staff will review this recommendation and report back to Transit Committee with additional details in Q3 2025.</p>	In Progress	No
26	The City should promote a dedicated, 24/7 means of contact for members of the public to report any transit safety concerns. This means of contact should be advertised on buses, at bus		Staff agree with this recommendation and note that the system is currently in place, and it will be promoted accordingly.	Evaluating	Potential

	stations, and, to the extent feasible, on Presto Cards, amongst other options.		Staff will develop new multimodal promotional infographics promoting ways in which to report safety concerns. Staff will further review and update Transit Committee in Q3 2025 with the progress made to date.		
27	The City should increase driver license abstract checks for transit operators from twice a month to daily, for the purpose of safety oversight.	Finance and Corporate Services	<p>Staff agree with this recommendation.</p> <p>Staff are already actively exploring options to address this recommendation and will evaluate the feasibility of increasing the frequency of driver license abstract checks from twice a month to a higher frequency. Staff will further review and update Transit Committee in Q3 2025 with the progress made to date.</p>	Evaluating	No
28	The City should post a notice on all transit buses for the operator and members of the public that communicates in appropriate language and/or infographic, for each intended audience, the duties laid out in Personal Electronic Device Operational Requirement # BPTO-S001-01-OREQ.		<p>Staff agree with this recommendation.</p> <p>Staff will further review and update Transit Committee in Q3 2025 with the progress made to date.</p>	Evaluating	Potential
29	The City should conduct an annual safety audit examining the implications of new or modified recommendations and/or regulations relating to transitway infrastructure and transit vehicles.	Infrastructure and Water Services & Public Works	<p>Staff support this recommendation in principle.</p> <p>Staff will further review and update Transit Committee in Q3 2025 with the progress made to date. Work will be done in coordination with Recommendation 6.</p>	Evaluating	Potential

30	The City should continue to ensure that they utilize a data-driven approach to risk prevention.	Finance and Corporate Services	Staff agree with this recommendation. This recommendation is already in place and will continue.	Completed	No
31	The City should conduct an analysis of operator incidents, such as collisions, infractions, hard braking, or other non-safe vehicle handling, to assess whether new bus operators pose an elevated risk in general, with specific bus types or routes. The results of this analysis should inform updates to training, where applicable.	Finance and Corporate Services	Staff agree with this recommendation. Aspects of this recommendation are currently in place. Staff will further review and update Transit Committee in Q3 2025 with the progress made to date.	Evaluating	Yes
32	The City should develop a standard for the volume and frequency of random radar speed tests to be conducted along all transitways using handheld radar devices. The Chief Safety Officer should include the analysis of this data as part of the assessments of safety trends.		Staff agree with this recommendation. Aspects of this recommendation are currently in place. Staff will further review and update Transit Committee in Q3 2025 with the progress made to date.	Evaluating	Potential
33	The City should designate a multidisciplinary team that is well versed in traffic safety to conduct root cause analyses of future serious collisions involving OC Transpo buses, based on a safe systems approach. Each root cause analysis should consider and document collision causes, countermeasures, and recommendations for safety improvement, and should be reported to the Chief Safety Officer.	Finance and Corporate Services & Public Works	Staff agree with this recommendation. Aspects of this recommendation are currently in place. Staff will further review and update Transit Committee in Q3 2025 with the progress made to date.	Evaluating	Potential
34	The City should install telematics, similar to Geotab telematics, on at least a sample of buses such that it provides reliable and valid metrics to be used for safety purposes. This data should be regularly tracked by an accountable member of the governance team.	Finance and Corporate Services	Staff agree with this recommendation. Aspects of this recommendation are currently in place and staff are exploring expanding this program. Staff are also currently evaluating potential budget	In Progress	Yes

			implications. Once the review has been completed, staff will escalate through the appropriate channels and budget discussions. Staff will update Transit Committee in Q3 2025 with the progress made to date.		
35	The City should investigate, with a view to utilizing telematics, operator-facing cameras, or other technological options that would allow for real-time feedback to transit operators regarding potential distraction, fatigue and unsafe driving behaviour.		<p>Management supports this recommendation in principle. Staff will review systems that are available or can be adapted to transit buses.</p> <p>Staff will further review and update Transit Committee in Q3 2025 with the progress made to date.</p>	Evaluating	Yes
36	The City should install operator-facing cameras on all OC Transpo buses to be used for safety purposes, while ensuring appropriate protections for employees' privacy. This data should be regularly tracked by an accountable member of the governance team. OC Transpo can make use of the <i>Locomotive Voice and Video Recorder Regulations</i> under the <i>Railway Safety Act</i> as guidance for the implementation of this initiative.		<p>Staff agree with this recommendation.</p> <p>A robust policy/program will be developed (similar to the one that already exists for the <i>Locomotive Voice and Video Recorder Regulations</i> on the Trillium Line) and will ensure appropriate protections for employees' privacy. Currently, all buses purchased since 2016 are equipped with CCTV cameras which staff may be able to adjust to adopt a wide-angle view that would include the operator. Older buses do not currently have cameras; however, staff will explore the feasibility of retrofitting the existing fleet. Staff will further review and update Transit Committee in Q3 2025 with the progress made to date.</p>	Evaluating	Yes

37	The City should monitor speed assist systems to ensure OC Transpo is aware of new and emerging technologies that may improve transit safety.	Finance and Corporate Services	<p>Staff agree with this recommendation. Staff will review systems that are available or can be adapted to transit buses.</p> <p>This can be achieved through a variety of mechanisms, including collaboration with external benchmarking groups and industry associations such as the Canadian Urban Transit Association (CUTA), the American Public Transportation Association (APTA), the Union Internationale des Transports Publics (UITP), and the International Bus Benchmarking Group (IBBG).</p>	In Progress	Potential
38	In order to incentivize transit bus manufacturers to develop driver assist technologies for future use by OC Transpo and other municipal bus transit operators, the City should collaborate with other municipal bus transit operators to develop bus safety standards that endorse the use of such technologies and ensure that such standards are broadly communicated to transit bus manufacturers. Such technologies should include, but not be limited to speed assist, lane support and multi-collision braking systems, as well as telematics that would allow for real-time feedback to transit operators regarding potential distraction, fatigue and unsafe driving behaviour.		<p>Staff agree with this recommendation.</p> <p>This can be achieved through a variety of mechanisms, including collaboration with external benchmarking groups and industry associations such as the Canadian Urban Transit Association (CUTA), the American Public Transportation Association (APTA), the Union Internationale des Transports Publics (UITP), and the International Bus Benchmarking Group (IBBG).</p>	In Progress	Potential
39	The City should publish, in a transparent and accessible manner, available to the public and delivered to the Ministry of Transportation (“the MTO”), key performance indicators for reducing bus collisions.		<p>Staff agree with this recommendation.</p> <p>The Transit Committee’s Terms of Reference enable the Committee to receive regular updates of operational KPIs. In addition, staff will begin to post</p>	In Progress	No

			ridership and service reliability KPIs on octranspo.com on a monthly basis beginning in Q2 2025 and will continue to bring a summary to each Transit Committee meeting. Safety KPIs will be added to octranspo.com in Q3 2025. This will ensure consistent and equal access to operational data about Ottawa's transit system.		
40	Alexander Dennis Limited, in consultation with the City, should conduct a study regarding the effectiveness of barriers at the front upper deck of double-decker buses in preventing passenger ejections during collisions. If deemed effective, remedial measures should be undertaken to retrofit existing buses in the City's fleet.		Staff agree with this recommendation. Staff will collaborate with Alexander Dennis Limited and also with any potential other bus manufacturers.	Evaluating	Yes
60	The City, the Province and the Government of Canada should seek, secure and maintain funding to support the implementation of the above recommendations.	All	Staff are currently evaluating all recommendations and their potential budget implications. Once the review has been completed, staff will escalate through the appropriate channels and budget discussions.	Evaluating	Yes