

**Report to  
Rapport au:**

**Transit Commission  
Comité des transports  
19 February 2020 / 19 février 2020**

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**Submitted by  
Soumis par:**

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**Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE      File Number: ACS2020-TSD-TS-0001**

**SUBJECT: Transit Services 2020 Business Plan**

**OBJET: Plan d'affaires du Service de transport en commun 2020**

#### **REPORT RECOMMENDATION**

**That the Transit Commission receive the Transit Services 2020 Business Plan for information.**

#### **RECOMMANDATION DU RAPPORT**

**Que la Commission du transport en commun reçoive le Plan d'affaires du Service de transport en commun 2020 à titre d'information.**

## **EXECUTIVE SUMMARY**

2019 was a transformative year for the City of Ottawa as the Confederation Line was launched in September. The City now operates a true multimodal service with light rail providing 12.5 kilometres of service from Tunney's Pasture to Blair Road, which includes a tunnel through the downtown core.

As this change was complex and transformative, stabilizing the system to provide a reliable and dependable transit system for customers is the number one priority for 2020. As always, the safety of our customers and employees remains our overarching mandate, and improving the customer experience on all transit modes continues to be our focus.

The Transportation Services Department has identified 12 initiatives for execution in 2020 that support the achievement of the goals outlined above and align with Council's Priorities, the 2020 Budget, customer feedback and directions received through Transit Commission. The following are the 12 key projects that OC Transpo will be working on:

1. Customer Service Improvement – All Channels;
2. Para Transpo Online Services;
3. Presto Enhancements for Customers;
4. First Regulatory Monitor and Compliance Officer Report – Line 1;
5. New OC Transpo Performance Measurement and Reporting System;
6. Marketing and Advertising to Build Ridership;
7. Roll out of Retail;
8. Alternative Fuels Program for OC Transpo Fleet;
9. Review of Advertising – Line 1;
10. Interprovincial Transit Service;
11. Promoting Respect and Inclusivity in the Workplace; and
12. Stage 2 Preparations.

## **BACKGROUND**

On September 14, 2019, the City of Ottawa launched O-Train Line 1, the Confederation Line, a 12.5-kilometre light rail transit system that transformed the city. The introduction

of light rail, along with the largest bus network service change in Ottawa's history, changed the way customers travel across the city.

Following this major and complex change, the focus in 2020 is to stabilize operations and build overall resiliency and dependability around OC Transpo's multimodal system. This includes increasing service reliability and improving the experience for bus, train and Para Transpo customers, as well as working to investigate alternate energy sources for our fleet, continuing to build a respectful and inclusive workplace, and preparing for construction of the Stage 2 Light Rail Transit. It is also a year that will see initiatives that have been identified by the Transit Commission be executed now that the Confederation Line has been launched.

Since the launch of Line 1, staff have been working hard to implement enhancements throughout the system, and with Transit Commission and Council's approval of funding in the 2020 budget, we continue to advance this work: \$7.5 million is allocated to increasing bus service reliability, capacity and connectivity. A \$2 million investment that will provide 55,000 to 70,000 more Para Transpo trips was also approved in the 2020 operating budget to accommodate increased ridership demand seen in recent years.

The projects identified in this document drive the attainment of the goals outlined above and are aligned with the Term of Council Priorities. The Transportation Services Department has direct accountability for actions and performance measures falling under the "Integrated Transportation" Strategic Priority, and responsibilities under several other areas, in particular:

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

## **DISCUSSION**

### **2020 Projects**

OC Transpo has identified 12 projects that align with Council's Priorities, the 2020 Budget, customer feedback and directions received through the Transit Commission:

1. Customer Service Improvements – All Channels;
2. Para Transpo Online Services;
3. Presto Enhancements for Customers;
4. First Regulatory Monitor and Compliance Officer Report – Line 1;
5. New OC Transpo Performance Measurement and Reporting System;
6. Marketing and Advertising to Build Ridership;
7. Roll out of Retail;
8. Alternative Fuels Program for OC Transpo Fleet;
9. Review of Advertising – Line 1;
10. Interprovincial Transit Service;
11. Promoting Respect and Inclusivity in the Workplace; and
12. Stage 2 Preparations.

#### **1. Customer Service Improvements**

OC Transpo is continuing its work to modernize all aspects of the customer service operation, to adapt to changes in the way customers use OC Transpo services, and to improve responsiveness for customers across all channels. These channels include the web, phone, in-person and social media. This work includes responding to the information needs that customers have expressed following the opening of O-Train Line 1.

In 2020, staff plan to deliver the following improvements for customers:

- Online booking for Para Transpo service;
- Customer support staff at selected O-Train and Transitway stations, building on the experience with red-vest O-Train Ambassadors;
- Shorter waiting times for customers calling on the phone;
- Improved communication of service alerts to customers, including geographically-targeted alerts to customers who opt in;

- Implementing a single phone number to contact OC Transpo;
- Online purchases of park and ride permits and taxi coupons for Para customers;
- Faster and more detailed information provided up to the moment on the current state of services; and
- Reduced response time for Councillor enquiries.

At the same time, staff will be working on the following internal and future aspects:

- Reduced wait times on the phone queue and improving the responsiveness of follow-up work with customers;
- Increased engagement with customers at community events and through social media;
- Improved integration and presentation of service status, next train and next bus times, and customer alerts;
- Review of new information technologies as they become available in the transit industry; and
- Continuous improvement and innovation in all areas.

This work is continuing through 2020. Many improvements will be possible with the additional funding and positions approved in the 2020 operating budget. Any longer-term funding and FTE implications would be brought forward for the consideration of Council in future budgets.

## 2. Para Transpo Online Services

Online services for Para Transpo customers are being introduced in 2020, following decisions taken by the Transit Commission and the Community and Protective Services Committee in 2019.

The following new services are being developed for customers. To be available in early 2020:

- Online booking of next-day trips by customers;
- Confirmation of trips booked online by email to customers; and
- Online cancellations by customers.

To be rolled out by the end of 2020:

- Mobile phone apps (iPhone and Android);

- Tracking the location of the minibus or taxi providing a trip;
- Online booking and confirmation of next-day trips;
- Online booking and confirmation of same-day trips; and
- Review and edit personal account information.

The online services system will represent a significant improvement for Para Transpo customers. The full suite of online services will be compatible with both minibuses and contracted taxis, will be easy to use, accessible and equitable. Customers who are not able to, or choose not to, use the online services will still have equal priority when booking their trips. It is expected that the Para Transpo booking phone line will have shorter wait times as more customers move to the self-serve options online.

Customers will be able to use the online services from mobile phone apps (iPhone and Android), tablets, and web browsers on computers.

A customer working group will be engaged in Q2 2020 to work with staff on the development of the full online services system from concept to design and to the implementation and rollout to customers. Staff will also be consulting with a Councillor working group comprised of three members of the Transit Commission, who will provide input and feedback on the composition of the customer working group.

Transit Commission and Council will receive updates throughout the year on the progress of the project.

Staff are also working on an interim process that will streamline the use of Presto monthly passes on Para Transpo. This process will enable Para Transpo customers with a monthly pass to register their Presto card number in advance, to shorten the boarding times for customers. Staff are working to implement this process later this year. This interim process would be replaced when Presto cards can be tapped on Para Transpo minibuses and taxis, as outlined in more detail later in this report.

### 3. Presto Enhancements for Customers

Major improvements to the OC Transpo fare system were made in the last two years, and improvements will continue to be made, in cooperation with the vendors who supply our fare systems. In 2018, Metrolinx expanded access to Presto services

at Shoppers Drug Mart, Loblaws and Real Canadian Superstore locations. From 2017 to 2019, new self-serve ticket machines were installed at the 17 stations along O-Train Lines 1 and 2. Also in 2019, a self-serve ticket machine was installed at the Ottawa International Airport. In all, there are now 91 locations across the city where customers can buy or top up their Presto card, up from seven previously.

In 2020, staff are working with our fare system suppliers on the following improvements. Projected completion dates will be provided to the Transit Commission and Council when they are firm.

- Ability to tap Presto cards to pay for fares on Para Transpo minibuses and taxis;
- Use of credit cards and debit cards to pay for adult fares on buses and trains;
- Mobile ticketing, allowing customers to pre-purchase fares on their mobile phones and then tap or scan them to enter a station or board a bus;
- Installation of self-serve ticket machines at stations along the Southeast Transitway; and
- Installation of self-serve ticket machines at more transit stations and at major City facilities.

#### 4. First Regulatory Monitor and Compliance Officer Report – Line 1

Ensuring an independent review of O-Train Line 1 regulatory compliance and in accordance with provisions of Light Rail Regulatory Monitor Compliance Officer (LRRMCO) and LRT Regulation By-law 2015-301 and the Delegation Agreement with Transport Canada, the Regulatory Monitor and Compliance Officer (RMCO) will present his first annual independent compliance report to Transit Commission and Council in February.

The report will describe the extent of compliance with Line 1 City Regulations relative to the first monitoring segment conducted in Q4 2019. The RMCO began monitoring Line 1 following the launch of service in Q3 2019, reviewing training and certification of all operators and controllers from both OC Transpo and RTM/RTG and its subcontractors.

## 5. New OC Transpo Performance Measurement and Reporting System

Tracking our service delivery and system performance is key to OC Transpo's success. Providing this information to customers, the Transit Commission, Council and the public in a timely and easy-to-understand format is just as important.

Following the launch of O-Train Line 1 and the major bus route network service change in 2019, OC Transpo is conducting a review of its performance measurement and reporting system and working on developing a new approach to reflect Ottawa's new multimodal system. The review will consist of an examination of OC Transpo's existing performance measures and indicators and reporting methods and will involve researching best practices from the public transit industry.

The goal of the new performance measurement and reporting system is to identify emerging trends – what aspects of the service are improving, and what aspects of the service need more attention, for the benefit of customers. Staff are working to design a system that reflects the service as it is experienced by customers, that links policy decisions to outcomes, and that can be compared with other transit systems across Canada and around the world.

A working group consisting of three members of the Transit Commission has been formed to work with staff and provide regular feedback on the project. The first meeting of the working group convened in early February and staff provided working group members with an overview and scope of the project. The working group will meet regularly, and feedback from the group will be collected to help inform the recommendations for a new OC Transpo performance measurement and reporting system, to be presented for Transit Commission's consideration in Q2 2020.

Once the new system has been considered by the Transit Commission, staff would create a dashboard on [octranspo.com](http://octranspo.com) for the latest up-to-date information, and, as directed by Council, would report to the Transit Commission twice annually, reporting in Q3 on the Q1-Q2 results and in Q1 on the Q3-Q4 results of the preceding year.



## 6. Marketing and Advertising to Build Ridership

Following the launch of O-Train Line 1 in 2019, OC Transpo will continue in 2020 and beyond to focus its marketing efforts on raising awareness and highlighting the benefits of the new multimodal service to customers, residents and visitors to Ottawa.

In the first part of the year, OC Transpo advertising will continue to be concentrated on introducing customers to their new service. The O-Train familiarization campaign that was launched with the opening of Line 1 included seven instructional topics (e.g. “don’t hold the doors”). This campaign builds on the success of previous OC Transpo advertising aimed at shaping customers’ behaviour on buses. In 2020, the campaign will be expanded to include new safety and etiquette messages based on customer feedback and observations, as well as a new design that incorporates the trusted and familiar red-vested O-Train Ambassadors.

Later in the year, OC Transpo marketing messages will be aimed at building ridership and attracting new customers. Messaging will target both people who are not yet transit customers, as well as existing customers that may now be able to use transit for travel to new destinations or at new times (for example, not just taking transit to work, but also for shopping on the weekend). These communication efforts will be based on existing market research on customer attitudes and trends, and will include messages that promote transit as the easiest way to travel around the city and highlight the many benefits that the O-Train Line 1 brings to Ottawa.

## 7. Roll out of Retail

In 2019, the City entered into an agreement with Happy Goat Coffee, a local Ottawa company, to provide retail outlets in four stations on O-Train Line 1. Happy Goat expects to open the locations in Q1 of 2020, making hot and cold drinks, snacks, and light meals available to customers. The four Happy Goat locations will be at Blair, Hurdman, Rideau and Tunney’s Pasture stations.

## 8. Alternative Fuels Program for OC Transpo Fleet

As directed by Transit Commission, OC Transpo is procuring two electric buses, that will be into service by the end of the year, and the related infrastructure. The project team is working closely with other City departments and Hydro Ottawa to develop a

comprehensive strategy to test and examine the functionality of integrating electric buses into OC Transpo's fleet. The Request for Proposals was released in early February with an estimated In-service date for the new vehicles in December 2020.

In addition, as part of the Transportation Master Plan (TMP) update, the Department, along with its consultants, will be producing a white paper on the potential future evolution of the OC Transpo bus fleet from diesel buses to lower-emission or zero-emission vehicles.

The Department will assemble a project team to integrate the:

- results of the procurement;
- initial results from the operation of the pilot buses as part of the OC Transpo system;
- results of similar trials at transit systems in other cities;
- technical findings and recommendations from Hydro Ottawa;
- long-term conclusions and recommendations in the Transportation Master Plan and its white paper; and
- decisions of Council in the Long Range Financial Plan Transit and the Climate Change Master Plan and Energy Evolution strategy.

From these sources, staff will construct a plan for the consideration of the Commission and Council for the acquisition and introduction into service of buses with alternative energy sources. That plan will include the details of what type of buses could be acquired, what energy source could be used, what infrastructure is required, and what are the capital and operating financial implications. This report will be presented to the Transit Commission at the conclusion of the trial period at the end of 2021.

#### 9. Review of Advertising – Line 1

In 2013, the Transit Commission decided that there would be no commercial advertising on or in the trains and stations on O-Train Line 1, the Confederation Line. This was to ensure that customers' attention would be clearly on the new safety aspects of the system, stations and trains, and to raise the profile of the familiarization campaigns described earlier.

As part of that decision, the Commission also directed staff to report back after the first year of operations on opportunities for advertising in the O-Train system. Staff will conduct a review starting in the fall of 2020 and will develop recommendations for the consideration of the Commission later in the year or early in 2021.

#### 10. Interprovincial Transit Service

Staff are collaborating with the Société de transport de l'Outaouais (STO), the Ville de Gatineau and the National Capital Commission (NCC) on short-term and long-term improvements to transit service between Ottawa and Gatineau, and also on reducing the footprint of transit services in downtown Ottawa.

In 2017, the City, STO, and Ville de Gatineau entered into a three-way agreement to improve the connections that STO bus services make with the OC Transpo network, and with O-Train Line 1. Some elements of that plan are already in place – the realignment of STO Route 20 to connect at Lyon Station and the new acceptance of barcoded STO transfers at fare gates – and the remaining elements are to come in 2020.

The forthcoming changes will remove STO bus operation, from Wellington Street (east of Bank Street) and Rideau Street (west of Waller Street), providing all STO customers in Ottawa with an easy connection to O-Train Line 1. These changes will preserve good connections via STO services from points in Gatineau to important destinations in downtown Ottawa.

OC Transpo services to Gatineau were also improved and simplified following the opening of O-Train Line 1. Connections to Terrasses de la Chaudière are now best made at Pimisi Station, and connections to Place du Portage are now best made at Lyon Station, with further improvements at Lyon coming with the STO route changes described above.

For the longer term, STO is currently carrying out a major study of the preferred alignment and technology for a new rapid transit line between the western part of Gatineau and downtown Gatineau (Hull) and Ottawa. Transportation Services Department staff are engaged with the STO in this study, along with other partner agencies such as the NCC. The STO plans to present the results of its study to the Transportation Committee in 2020.

## 11. Promoting Respect and Inclusivity in the Workplace

Transportation Services is building a Departmental Integration Network to align and coordinate the efforts of the various existing groups that separately contribute to workplace wellness and employee engagement. Integrating these initiatives into a single body will allow issues and policies to be quickly examined from a number of different perspectives so that gaps can be identified and addressed in a strategic and consistent manner. The result will be an efficient and effective approach to addressing issues of inequality, harassment and bullying while promoting mental health, inclusivity and diversity.

Further, Transportation Services has implemented a mandatory training program designed to ensure a common collaboration and understanding among managers and all staff of the City's policies and expectations against bullying and workplace harassment. The program encourages and empowers everyone to play a proactive role in building a more respectful and inclusive workplace.

The content of this innovative training program was developed in 2019 in consultation with OC Transpo's Working Group on Workplace Harassment, our corporate partners: Human Resource Services, Legal Services and the City's Diversity & Inclusion group.

## 12. Stage 2 Preparations

The Stage 2 Project is well underway. In 2020, design work on both the Confederation Line east and west, and Trillium Line south extensions will progress significantly. Construction has begun and will continue throughout the three extensions, including works on the following:

- Line 2 Trillium Line detour: May 2020
- New Walkley Yard construction: Began in 2019; progressing in 2020
- Airport Link elevated guideway: Beginning February 2020
- Trillium Line Station construction (existing alignment): Beginning May 2020
- Montreal Road Interchange over Highway 174: Began in 2019; progressing in 2020
- Sir John A. Macdonald Parkway detour: Began in 2019; additional detour lanes being implemented in 2020

- Pinecrest Creek Stormwater Pond: Beginning April 2020
- Confederation Line West Parkway tunnel site preliminary works: March 2020
- Confederation Line West Connaught tunnel site preliminary works: November 2020

Utility relocations, tree removals, property acquisitions and other preparatory works will continue throughout the three extensions.

OC Transpo has begun several preparatory activities that will take place this year. In preparation for the closure of Line 2, comprehensive planning for the detour has been and continues to be a focus. Enhanced communications for customers will be developed, informing them of any upcoming changes that may affect their travels, including the implementation of R2 bus service that will take place during the closure.

### **Ongoing Community Initiatives**

OC Transpo takes our role as a corporate citizen very seriously, has a long-standing tradition of giving back to the community and continues to implement ongoing initiatives in support of this very important goal. Some examples include:

- **Annual OC Transpo/Loblaw Christmas Food Drive:** 2019 was the 35<sup>th</sup> annual food drive and the community contributed a total of 118,047 non-perishable items and \$25,522 in cash and food vouchers for the Ottawa Food Bank. OC Transpo's first food drive was in 1984, the same year the Ottawa Food Bank was founded. To date, OC Transpo, the Ottawa Food Bank and the residents of Ottawa have contributed more than three million pounds of food donations and raised hundreds of thousands of dollars for families and individuals in need during the holiday season.
- **United Way:** Staff in the Transportation Services Department donated more than \$37,000 to the United Way in 2019 as part of the City's annual fundraising campaign. Thanks to staff donations, chocolate bar sales, bake sales, two online silent auctions and a variety of other initiatives, a dedicated team of staff made this year another successful campaign.
- **Basketball team:** OC Express brings our employees closer to customers in the community by playing exhibition basketball games with local high school

students, while also raising money to benefit worthwhile causes.

The team of volunteer staff from across many OC Transpo branches was established in 2012 and plays about 10-15 games a year at local high schools across Ottawa.

- **Safety presentations in schools:** A team of OC Transpo staff make regular visits to local schools, community centres and City events in the community. The focus is to reach young adults in our community, introduce them to public transit and provide tips on safety and security. The coordinated outreach group of special constables, fare inspectors, transit supervisors and bus operators took part in more than 30 visits and events in 2019.

## **RURAL IMPLICATIONS**

Rural implications have been taken into consideration in the development of the projects outlined in the 2020 Transit Services Business Plan.

## **CONSULTATION**

Throughout the introduction of O-Train Line 1 service, Transportation Services Department provided a large number of consultation opportunities for all customers, Councillors and groups within the community. The projects outlined in the Plan align with Council's Priorities, the 2020 Budget, customer feedback and directions received through the Transit Commission.

## **COMMENTS BY THE WARD COUNCILLOR(S)**

This is a city-wide report – not applicable.

## **ADVISORY COMMITTEE(S) COMMENTS**

Not applicable.

## **LEGAL IMPLICATIONS**

There are no legal impediments to receiving this report for information

## **RISK MANAGEMENT IMPLICATIONS**

Risk management implications are outlined in the report.

## **ASSET MANAGEMENT IMPLICATIONS**

The recommendations documented in this report are consistent with the City's [Comprehensive Asset Management \(CAM\) Program](#) objectives.

Good planning allows for timely and efficient management of the City's assets.

## **FINANCIAL IMPLICATIONS**

There are no financial implications associated with receiving this report for information.

## **ACCESSIBILITY IMPACTS**

Accessibility impacts are outlined in the 2020 Transit Services Business Plan. Staff will ensure that any applicable accessibility standards are adhered to during the execution of the projects and initiatives identified in this report.

## **ENVIRONMENTAL IMPLICATIONS**

Environmental implications are outlined in the 2020 Transit Services Business Plan. Staff will ensure that any applicable environmental standards and regulations are

adhered to during the planning and execution of the projects and initiatives identified in this report.

## **TECHNOLOGY IMPLICATIONS**

Technology implication are outlined in the 2020 Transit Services Business Plan and include implementation of Para Transpo online services and the electric bus pilot project.

## **TERM OF COUNCIL PRIORITIES**

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

## **SUPPORTING DOCUMENTATION**

N/A

## **DISPOSITION**

Transportation Services Department staff will report back on the progress and outcomes of the 2020 Business Plan in Q1 2021