Report to
Rapport au:

Transit Commission
Commission du transport en commun
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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE   **File Number**: ACS2021-TSD-TS-0002

SUBJECT: OC TRANSPO PERFORMANCE MEASUREMENT AND REPORTING

OBJET: MESURE DU RENDEMENT D'OC TRANSPO ET RAPPORTS

REPORT RECOMMENDATION

That the Transit Commission approve the performance measures and reporting structure as described in this report.

RECOMMANDATION DU RAPPORT

Que la Commission du transport en commun approuve les mesures du rendement et la structure de rapport décrites dans le présent rapport.

EXECUTIVE SUMMARY

Assumption and Analysis

Until 2014, OC Transpo presented regular performance reports to the Transit Commission. This reporting was temporarily suspended during the construction period of O-Train Line 1, to resume after Line 1 had opened, and with revised measures to properly report on aspects of the new multimodal transit network. Through this report, and with the aid of a steering committee of Transit Commission members, this report presents a series of proposed performance measures alongside a reporting schedule.

By establishing performance measures, an organization can measure its progress towards goals and can manage priorities. Careful selection of performance measures must occur to ensure operational relevancy in relation to the desired goals. OC Transpo's performance measures will help identify emerging trends and will show change over time, reflect the customer experience, link policy decisions to outcomes, be straightforward and easy to understand, and allow for comparisons with other transit systems.

The recommended performance measures for OC Transpo fall into four categories: safety, ridership, customer service, and service reliability. These categories, and the specific measures, have been selected to portray the many aspects of transit service that customers experience and to provide to the Transit Commission data that will be useful as it considers policy decisions.

Safety

Safety and security are top priorities for OC Transpo and our customers. Reporting on the customer injury rate and customer injuries per million trips will reflect the customer experience. This rate also allows for benchmarking and comparisons with other transit systems around the world.

Ridership

Ridership is a key indicator for transit agencies. Ridership rates are indicative of larger goals such as modal shifts or greater use of the transit network tied to infrastructure spending. Bus and O-Train ridership will help show trends in overall use of transit service. Ridership per capita will allow us to benchmark with other agencies, determine if ridership growth is keeping pace with population growth, and to show whether infrastructure investments are leading to modal shifts. Para Transpo ridership will allow for the measurement of demand for service against supply.

Customer Service

Customer service measures are important tools in ensuring that we are meeting our customers' expectations. We will report on the total number of contacts, which will show the demand for customer support, and we will measure the average time to answer each contact.

Service Reliability

Service reliability measures customers' experience while traveling on the transit network. Service availability is a key measure in this area and shows the degree to which scheduled bus and O-Train service has been delivered. Reliable service is a key contributor to increasing customer confidence in the transit network and makes service adherence a prominent performance measure. Service reliability will be measured as excess wait time for frequent train and bus services and as on-time performance for less frequent bus services. Elevator availability measures how accessible the bus and train stations are for customers. The service reliability measure for Para Transpo will show the degree to which the promised service is being provided on time.

Reporting

Staff will present a performance report to the Transit Commission twice annually, as has been directed by the Commission. These reports will present a summary of the performance measures for the most recent twelve-month period available, along with a discussion of trends and with added indicators used to provide context and explain results, as required. Staff will also publish monthly scorecards of performance data on octranspo.com.

BACKGROUND

OC Transpo tracks system performance internally from a variety of data sources, and uses these data for operational and diagnostic decisions.

OC Transpo presented quarterly and annual performance reports to Transit Commission until 2014. This reporting was temporarily suspended during the construction period of O-Train Line 1, to resume after Line 1 had opened. Staff identified the need to review the set of performance measures and define a new performance measurement and reporting system once O-Train Line 1 opened.

Following the launch of O-Train Line 1 and the major bus route network service change in 2019, staff have reviewed OC Transpo's performance measurement and reporting

system in order to develop a new approach reflecting Ottawa's multimodal system. Staff examined OC Transpo's existing performance measures, indicators, and reporting methods, and researched best practices in the public transit industry.

On September 25, 2015, Council approved the Ottawa Light Rail Regulatory Framework, which states:

- Transit Services' annual performance report to Transit Commission will be updated to include details on safety and security performance on the Ottawa Light Rail System.

On December 11, 2019, a motion (Motion No. 25/3) was approved by Council to add to the 2019-2022 Term of Council Priorities under the oversight of the Transit Commission, the following action:

- Establish system performance metrics for OC Transpo that are reflective of a multimodal transit system, including LRT, bus and Para Transpo; and

- Staff be directed to establish a reporting protocol for these measures that includes twice-annual public reporting to Transit Commission.

Also, on December 11, 2019, City Council approved the recommendations in the Audit of City Estimates. Recommendation 7 in the audit stipulated that the City examine how other data representing ridership could be improved.

This development of a new performance measurement and reporting system for OC Transpo was identified as a priority in the Transit Services 2020 Business Plan, which was approved by the Transit Commission on February 20, 2020.

A steering committee consisting of three members of the Transit Commission was formed to work with staff and provide regular feedback on the project. The feedback was vital in informing the draft recommendations for the new OC Transpo performance measurement and reporting system. In particular, the Commission members confirmed that the recommended measures would be valuable in considering policy decisions. The recommendations in this report have received support from the steering committee members.

DISCUSSION

Performance measurement is a key management practice in the transit industry and beyond. By defining and tracking key performance indicators (KPI), progress towards

goals can be measured and managed, priorities can be clarified, and performance can be benchmarked against industry standards and trends.

For example, measures may report on the progress toward a goal, the amount of work and operational changes directed at achieving that goal, the input of resources invested, or on the process and policies in place to support work toward the objective. Performance measures must be carefully selected to be operationally relevant to the goals and stakeholders, and inputs must be defined from the start. During implementation, it is important to revisit goals and objectives, and share results.

Following OC Transpo's service transformation to a multimodal network, staff identified a need for an improved performance measurement system that better reflects today's operations. In developing this system, certain key considerations were used to identify the best performance measures. Specifically, these measures should:

- Help identify emerging trends and show change over time;
- Reflect the customer experience;
- Link policy decisions to outcomes;
- Be straightforward and easy to understand; and,
- Allow for comparisons with other transit systems.

To this end, OC Transpo staff reviewed existing performance measures and researched industry best practices. This included consulting reports from transit industry associations of which OC Transpo is a participating member: the Canadian Urban Transit Association (CUTA), the American Public Transportation Association (APTA), the International Association of Public Transport (UITP), the Benchmarking Group of North American Light Rail Systems (GOAL) and the Community of Metros (COMET), as well as research from the Transportation Research Board's (TRB) Transit Cooperative Research Program (TCRP). The recommended performance measurement system is also a result of collaboration with the steering committee of Transit Commission members.

Recommended Performance Measures

The recommended performance measures cover four categories: Safety, Ridership, Customer Service and Service Reliability. The recommended measures are:

1. Safety

    1.1. Customer Injury Rate

2. Ridership

    2.1. Bus and O-Train Ridership

    2.2. Bus and O-Train Ridership per capita

    2.3. Para Transpo Ridership

3. Customer Service

    3.1. Total Contacts

    3.2. Average Time to Answer

4. Service Reliability

    4.1. Service Availability

    4.2. Excess Wait Time

    4.3. On-Time Performance

    4.4. Para Transpo On-Time Performance

    4.5. Elevator Availability

Safety

Safety and security are top priorities for OC Transpo and our customers. When discussing safety and security, one may consider the safety performance of the built system and fleet, the occurrence of crimes within the system, as well as the customer's impressions of security. To capture these various facets, there are several categories of measures representing safety and security in a transit system. They generally refer to the number of incidents or accidents, crimes, injuries or fatalities (passenger and employee). These measures are reported by ridership or service distance and may be monthly, quarterly, or annual. A survey of North American agencies indicated that a majority reported on at least one metric relating to safety or security. The most common safety metrics relate to injuries and fatalities on the system, accidents or collisions, and the occurrence of crime.

Staff recommend reporting on the customer injury rate (Measure 1.1). The customer injury rate meets the key considerations listed previously. More specifically, it reflects the customer experience. It will help establish a baseline that can be used when comparing with other agencies and supports tracking change over time. These baselines may speak to whether occurrences are isolated or patterns and will help direct resources to areas with potential for improvement.

Measure 1.1 – Customer Injury Rate

      Definition: Customer Injuries per 1,000,000 customer-trips

      Calculation: $\frac{Total\ Customer\ Injuries}{Total\ Customer\ Trips} \times 1,000,000$

      Measurement Frequency: Monthly

      Principal Data Source: Incident Reports

Customer injuries will be defined as injuries where transport to hospital was required and which occurred as a result of transit operations or activities (for instance, medical emergencies will be excluded).

The monthly customer injury rate is a summary measure. As such, month to month variations based on random events will be less important than the trend over the course of the year and years. As a quantified summary indicator, important contexts such as location, time of day, and vehicle type are not embedded; however, staff will continue to use this more detailed information internally to identify patterns, direct resources, and suggest solutions.

Ridership

Ridership is one of the key indicators for transit agencies to monitor. It is regularly used to illustrate overall transit use not only at the city level, but at the provincial and national levels by industry associations and governments alike. Total ridership is used in calculating the allocation of Gas Tax funds to cities in Ontario (Provincial Gas Tax) and Canada (Federal Gas Tax). In Canada, standard practice is to report ridership based upon the number of linked trips, which represent a trip from origin to destination irrespective of the number of connections a customer makes on the way.

All transit agencies report ridership. In the context of performance measurement, ridership is most often used not as a measure in and of itself, but rather as one of the components of a variety of measures. For example: ridership per capita, ridership per vehicle hour, or operating costs per customer-trip. Ridership is usually tied to broader

transportation goals, such as modal shift targets set out in a Transportation Master Plan, or specific increases in ridership resulting from investments and infrastructure projects. It is also common for agencies to set goals for ridership increases from year to year.

OC Transpo uses a variety of data sources to measure ridership and monitor changes over time. These include fare revenue results, electronic fare media data, fare gate data, as well as an Automatic Passenger Counter (APC) system. As is the industry standard, fare revenue data is used to measure system-wide ridership. Nonetheless, APC data is an integral part of OC Transpo's ridership monitoring system. On December 11, 2019, City Council approved the recommendations in the Audit of City Estimates. Recommendation 7 in the audit stipulated that the City examine how other data representing ridership could be improved. This included greater use of automated passenger counters (APCs). OC Transpo has been including APC equipment in all bus and train purchases for several years and will continue to do so, , so that the entire fleet will have APC equipment by 2027.

Staff recommend reporting bus and O-Train ridership, bus and O-Train ridership per capita, and Para Transpo Ridership.

Bus and O-Train ridership (Measure 2.1) will be reported in order to help identify trends in the overall use of transit service in Ottawa. Ridership per capita (Measure 2.2) will be used to benchmark with other agencies across Canada and the world, to illustrate whether ridership growth is keeping up with the city's population growth, and to assess whether infrastructure investments have resulted in the desired modal shift outcomes. The service area will be defined as the population residing within the Urban Transit Area.

Measure 2.1 – Bus and O-Train Ridership

> **Definition:** The total number of linked customer-trips completed across OC Transpo's bus and O-Train network
> **Calculation:** The sum of customer-trips completed
> **Measurement Frequency:** Monthly and Annually
> **Principal Data Source:** Fare revenue reports

Measure 2.2 – Bus and O-Train Ridership per Capita

Definition: The number of linked customer trips per capita within the OC Transpo service area

Calculation: $\frac{Sum\ of\ Customer\ Trips}{Service\ Area\ Population}$

Measurement Frequency: Once per calendar year

Principal Data Source: Fare revenue reports

Para Transpo ridership (Measure 2.3) will be broken down in order to provide a complete summary of the demand for and provision of service over the reporting period. The total number of requests received from customers to book a trip represents the demand for service. The number of trips booked for customers represents the capacity to satisfy this demand. Trip cancellations by customers will influence the total number of customer-trips provided.

Measure 2.3 – Para Transpo Ridership

Definition: A summary of demand for Para Transpo service and of the number of trips provided

Calculation:

For advance and same-day requests:

- Total number of requests received from customers to book a trip
- Total number of trips booked for customers
- Total number of trips cancelled by customers
- Total number of trips delivered to customers

Measurement Frequency: Monthly and Annually

Principal Data Source: Para Transpo scheduling system

Customer Service

Customer satisfaction and customer relations are of fundamental importance to transit agencies. Customer service indicators are quantitative measures of customer service demand and performance, including call volumes and wait time. Over 40 per cent of surveyed transit agencies report a customer service measure, making it the second most common category. Results may be reported throughout the year, but are most commonly published in annual reports.

Staff recommend reporting on the following customer service metrics: total contacts (Measure 3.1), and average time to answer customer service calls (Measure 3.2). The former will be a summary measure that will indicate the levels of demand for customer support, while providing context to the second measure, average time to answer. Average time to answer will serve to track the ability of OC Transpo to meet demand and will be used to establish a baseline level of performance. These metrics will be captured and reported by contact type, including but not limited to Para Transpo bookings and cancellations, Para Transpo online bookings, ticket machine video chats, visits to customer service centres, visits to octranspo.com, calls to the next bus data feed, text message (SMS) information requests and written inquiries.

Measure 3.1 – Total Contacts

Definition: The total number of customer contacts

Calculation: Sum of contacts by contact type

Measurement Frequency: Monthly

Principal Data Sources: Customer Service call centre logs, octranspo.com usage statistics, text message (SMS) usage statistics, API data call logs

Measure 3.2.1 – Average Time to Answer – Verbal Inquiries

Definition: Average time, in minutes, for customer service staff to answer calls and verbal inquiries

Calculation: $\dfrac{Sum\ of\ Waiting\ Time}{Sum\ of\ Customer\ Contacts}$

Measurement Frequency: Monthly

Principal Data Sources: Customer service call centre logs

Measure 3.2.2 – Average Time to Answer – Written Inquiries

Definition: Average time, in days, for customer service staff to answer written inquiries

Calculation: $\dfrac{Sum\ of\ Waiting\ Time}{Sum\ of\ Customer\ Contacts}$

Measurement Frequency: Monthly

Principal Data Source: Customer relationship management software

Service Reliability

The purpose of service reliability measures is to reflect customers' experiences while travelling on the transit network. These measures aim to answer key questions about the customer experience: was service available as advertised (Service Availability), did service adhere to the schedule (Schedule Adherence) and were customers with reduced mobility able to move about stations unimpeded (Elevator Availability).

Service Reliability – Service Availability

Service availability is a measure of a transit agency's ability to provide service as planned.

Generally, it is reported as one indicator for the entire bus or rail network. It can be broken down in a variety of ways, including by time period, date, route, or service type. As a diagnostic tool, it can help an agency assess whether enough resources are available to deal with unplanned events that lead to trip cancellations. It is also used to identify trends in reasons for missed service (such as on-street disruptions, insufficient operators or vehicles). Service availability is generally measured as the percentage of service that is delivered (i.e. not cancelled).

Availability is one of the key measures of service reliability in the way that it reflects the customer's experience navigating the transit network. To a customer, it is of primary importance that their bus or train arrive at their stop and that their planned trip is not cancelled.

Staff recommend reporting service availability (Measure 4.1) for both bus and O-Train service. This will be a summary measure that will indicate OC Transpo's overall ability to deliver service as scheduled. Leading causes of missed service will be noted in the semi-annual reports in order to identify trends and areas for improvement.

Measure 4.1 – Service Availability

Definition: The percentage of scheduled bus and O-Train hours of service delivered as planned

Calculation: $\frac{Sum\ of\ Service\ Hours\ Delivered}{Sum\ of\ Service\ Hours\ Scheduled}$

Measurement Frequency: Monthly and Annually

Principal Data Source: Computer assisted dispatch (CAD) data (bus service) and automatic train system data (rail service)

Service Reliability – Schedule Adherence

Schedule adherence metrics illustrate a transit agency's ability to deliver service as scheduled. Schedule adherence or on-time performance is among the most common reliability measures pertaining to the customer experience. Reliable service (a bus that arrives as planned and as scheduled) is a key contributor to increasing customer confidence in the transit network and is therefore key to maintaining and increasing ridership.

OC Transpo's automatic vehicle location (AVL) system and automatic train system (ATS) measures schedule adherence continuously, with feedback to operators and controllers. ATS and AVL data are also used for detailed analysis of on-time performance, from a network-wide analysis down to the route, trip or stop level. These systems are the data sources for the real-time information that is published on octranspo.com, through the OC Transpo iPhone app, and through other independent apps and web pages.

The Transit Capacity and Quality of Service Manual (TCQSM), published by the Transportation Research Board's Transit Cooperative Research Program (TCRP), states that "on-time performance is the most widely used reliability measure in the North American transit industry." Definitions of what is considered on-time varies across agencies, but generally adhere to the following guidelines: little to no tolerance for early arrivals and no more than 3 to 6 minutes of delay. For example, Calgary Transit uses a window of 1 minute early and 5 minutes late, while Boston uses a window of 1 minute early and 6 minutes late. The TCQSM recommends a window of 1 minute early and 5 minutes late.

It is standard practice in the industry to measure the schedule adherence of frequent versus infrequent service using different methodologies. With frequent service, customers arrive at their stop or station continuously and are primarily concerned that their wait time will be short, and that the amount of time between trips (headways) is predictable. In this case, a measure of service regularity is appropriate. Examples of these measures include headway adherence (a measure representing how many trips

operate within the appropriate headways) or excess wait time (a measure illustrating how long a customer has had to wait compared to how long they should expect to wait if service operated on schedule).

Staff recommend reporting excess wait time (Measure 4.2) for all bus and O-Train services operating every 15 minutes or more frequently. Excess wait time represents the additional time customers wait due to irregular spacing of buses or trains. It will be reported both in minutes and as a percentage. As a summary measure, it will provide a network-wide indicator of OC Transpo's ability to maintain regular headways. Monitored over time, it will help identify trends. By breaking down the measure by service type, by route or by location, the measure will highlight areas that are performing well (where excess wait time is stable or decreasing) or that may need additional attention by staff (where excess wait time is high or increasing).

Measure 4.2.1 – Excess Wait Time

> **Definition:** The additional time customers had to wait at major stops due to irregular spacing of buses or trains
>
> **Calculation:** $Average\ Waiting\ Time - Scheduled\ Waiting\ Time$
>
> **Measurement Frequency:** Monthly
>
> **Principal Data Sources:** Automatic vehicle location (AVL) data (bus service), automatic train system (ATS) data (rail service)

Measure 4.2.2 – Excess Wait Time Ratio

> **Definition:** The ratio of average wait time to scheduled wait time, at major stops, for buses and trains
>
> **Calculation:** $\left(\frac{Average\ Waiting\ Time}{Scheduled\ Waiting\ Time} - 1 \right) \times 100\%$
>
> **Measurement Frequency:** Monthly
>
> **Principal Data Sources:** Automatic vehicle location (AVL) data (bus service), automatic train system (ATS) data (rail service)

For less frequent service, customers often arrive a few minutes ahead of the scheduled time, in order to minimize their wait time. Customers expect vehicles to arrive at the scheduled time or shortly afterwards.

Staff recommend reporting on-time performance (Measure 4.3) for bus routes with service every 16 minutes or less frequently. This will be measured as the percentage of trips leaving major stops no more than 1 minute before and no more than 5 minutes after the scheduled time. Allowing for some slightly early departures reflects the inherent variability that comes from operating bus service in mixed traffic. Early arrivals at terminus stations (final stops, where all customers disembark) will be considered on-time, as they are not negatively perceived by customers. This measure will be presented as a summary measure, but will also be broken down by day type (weekdays, Saturdays and Sundays) and by time period.

Both Excess Wait Time and On-Time Performance will be measured at major stops only. These will include all O-Train and Transitway stations, major connection points and major destinations.

Measure 4.3 – On-Time Performance

Definition: The percentage of trips leaving major stops on-time, where a trip is counted as on-time if it is no more than 1 minute early and no more than 5 minutes after the planned time

Calculation: $\left(\frac{Sum\ of\ On-Time\ Departures}{Sum\ of\ Scheduled\ Departures} \right) \times 100$

Measurement Frequency: Monthly

Principal Data Source: Automatic Vehicle Location (AVL) Data

Staff recommend reporting on-time performance (Measure 4.4) for Para Transpo service as well. When booking Para Transpo trips, customers are given a 30-minute window within which their minibus or taxi is scheduled to arrive. The percentage of trips meeting this criterion will be reported as on-time.

Measure 4.4 – Para Transpo On-Time Performance

> **Definition:** The percentage of trips that arrive within the 30-minute window within which the minibus or taxi is scheduled to arrive for pick up
>
> **Calculation:** $\left(\frac{Sum\ of\ On-Time\ Arrivals}{Sum\ of\ Scheduled\ Trips}\right) \times 100$
>
> **Measurement Frequency:** Monthly
>
> **Principal Data Source:** Para Transpo scheduling system

Service Reliability – Elevator Availability

Agencies collect data on infrastructure and facilities because these mediate a customer's ability to use a transit system, and their perception and experience thereof. Elevators, beyond convenience, are required for an accessible transit system and determine the functionality of the system for customers with limited mobility. Just under a third of North American agencies surveyed reported on elevator availability, making it the most commonly-reported facilities-related measure.

Staff recommend reporting a measure of elevator availability (Measure 4.5). This measure will represent the percentage of time when facilities are fully accessible. Because many stations have a redundant elevator, if one elevator is out of service for a time while redundant elevators remain in service and maintain access to all platforms, the station will be considered accessible and availability will be considered 100 per cent. In stations with only one elevator, any time it is out of service will detract from total available hours. While availability is continually attended to in the cases of elevators, this indicator remains relevant and actionable. It will point to any insufficiencies in maintenance and allow tracking of progress. As a summary measure, it allows for the establishment of a baseline and the tracking of progress, and can clarify whether sufficient resources have been assigned to the task.

Measure 4.5 – Elevator Availability

> **Definition:** The percentage of time that elevators are available for service
>
> **Calculation:** $\left(\frac{Sum\ of\ Operating\ Hours}{Sum\ of\ Scheduled\ Service\ Hours}\right) \times 100$
>
> **Measurement Frequency:** Monthly

Principal Data Sources: Work orders (O-Train) and maintenance reports (Transitway)

Reports to Transit Commission

As directed by Council on December 11, 2019, OC Transpo will submit a performance report to the Transit Commission twice annually. These reports will provide a summary of the recommended performance measures for the most recent twelve-month period available. For example, the report to be presented to the Transit Commission in April 2021 will include results from January 2020 to December 2020, while the report to be presented in September 2021 will include results from July 2020 to June 2021.

The twice-annual reports would present the values of measures over the recent twelve-month period, following the previously specified measurement frequencies. For most measures, this is on a monthly basis.

Document 1 is an example of how the performance measures will be tabulated and in the twice-annual reports.

With sufficient data, trends will be identified, with year-over-year or month-to-month comparisons used where appropriate. Other relevant indicators, statistics or performance measures may be used in order to provide additional context and help explain results.

OC Transpo Website Scorecard

In addition to the twice-annual reports to the Transit Commission, monthly results will be published to a scorecard on octranspo.com. This scorecard will provide timely updates on system performance. Due to data availability and processing times, only Ridership, Customer Service and Service Reliability measures will be included. The scorecard will provide a summary of results by month. Detailed analysis will be presented in the reports to Transit Commission. Document 2 is an example of how the scorecard will be presented on octranspo.com.

RURAL IMPLICATIONS

The performance measures recommended in this report will be prepared and presented the same way for transit services in the rural area as for transit services in the urban area.

CONSULTATION

A steering committee consisting of three members of the Transit Commission was formed to work with staff and provide regular feedback on the project. The feedback was vital in informing the draft recommendations for the new OC Transpo performance measurement and reporting system. No consultation with the public was conducted.

COMMENTS BY THE WARD COUNCILLOR(S)

This is a City-wide report.

ADVISORY COMMITTEE(S) COMMENTS

N/A

LEGAL IMPLICATIONS

There are no legal impediments to approving the recommendation as outlined in this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk implications

ASSET MANAGEMENT IMPLICATIONS

There are no asset management implications.

FINANCIAL IMPLICATIONS

There is no financial implication associated with the recommendation of this report.

ACCESSIBILITY IMPACTS

Performance measurement and reporting will aid in tracking the continuous improvement of OC Transpo's accessibility-related services and facilities. These measures include Para Transpo Ridership, Customer Service, Para Transpo On-Time Performance and Elevator Availability.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications.

TERM OF COUNCIL PRIORITIES

The 2019-2022 Term of Council Priorities direct staff to develop system performance metrics that reflect OC Transpo's new multimodal system, as well as a reporting method that includes reporting to the Transit Commission twice each year. This report responds to this Council direction.

SUPPORTING DOCUMENTATION

Document 1 – example semi-annual report to Transit Commission

Document 2 – example monthly scorecard posted on octranspo.com

DISPOSITION

Pending Transit Commission's approval of the recommended performance measures and reporting structure outlined in this report, staff from Transportation Services will provide semi-annual Performance Measurement reports to Transit Commission and publish monthly scorecard reports to www.octranspo.com.