



Employee Recognition Month

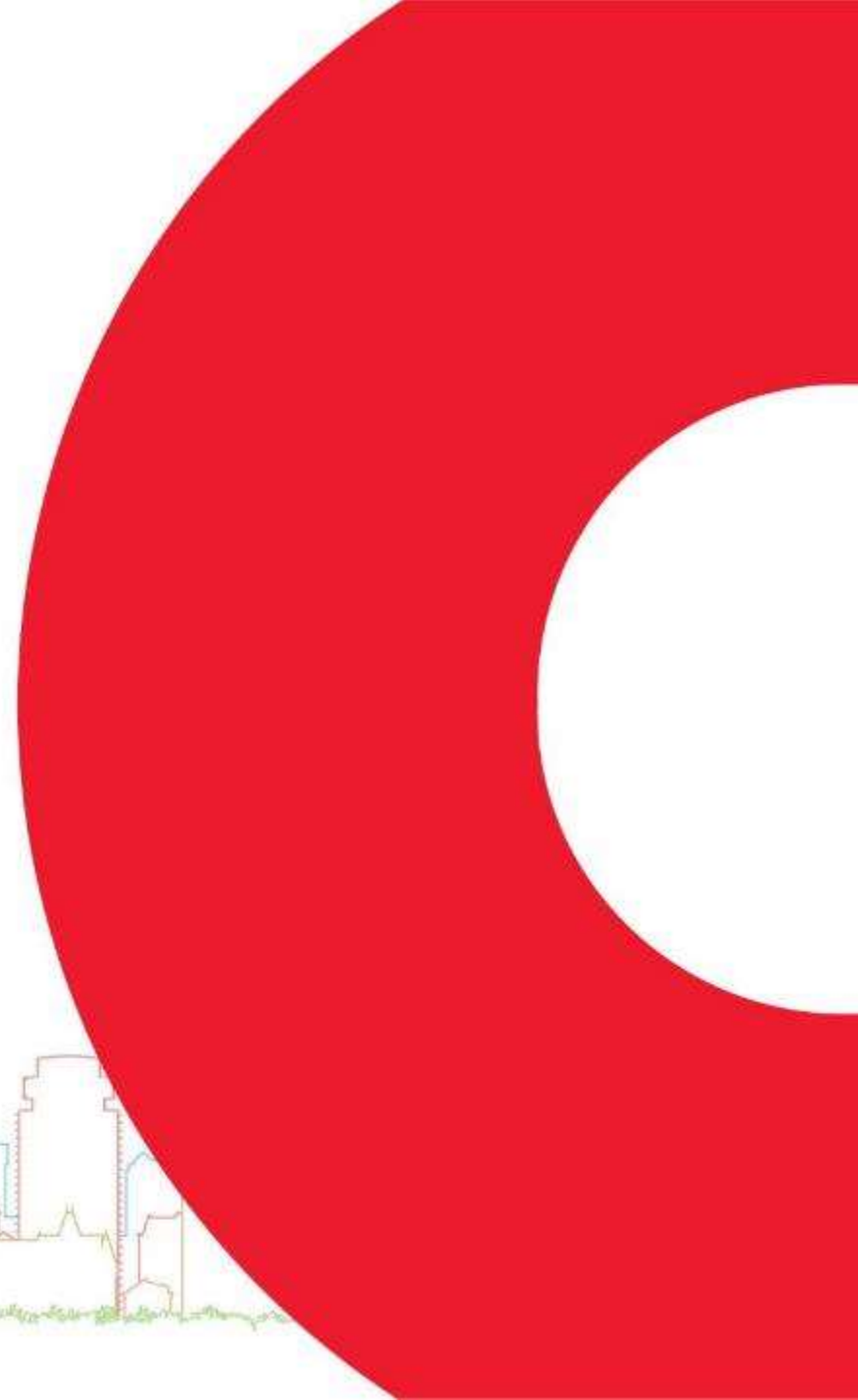
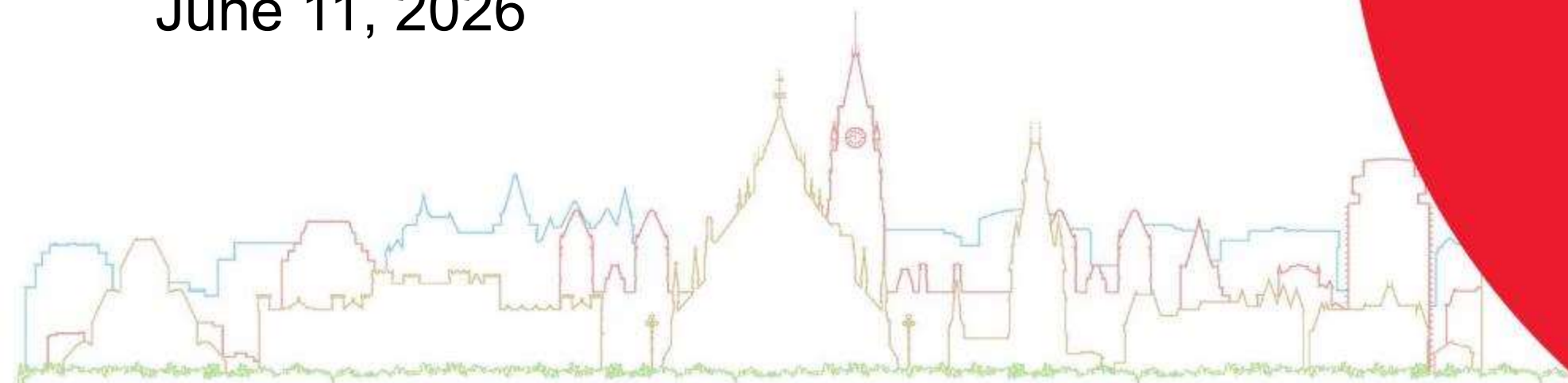


OC Transpo Update

Para Transpo, Rail and Bus

Transit Committee

June 11, 2026





Agenda

1. Line 1 Service Update
2. Customer-First Action Plan
 - Planning and Scheduling
 - Fleet Plan
 - Workforce Plan
 - Update on Non-Fare Revenue
 - Communications Approach
3. Key Performance Indicators

O-Train Line 1 service update

- Line 1 is fully prepared for Canada Day, summer festival season, and return to office
- **Full capacity restored on June 8:**
 - Double-car weekday service
- **Continuous improvement this summer:**
 - More vehicles entering service
 - East Extension to be determined
 - CBA safety audit will occur
- Progress continues on condition monitoring and CBA replacements, with positive initial results
- Root cause analysis underway



Customer-First Action Plan



Improving OC Transpo service



1. Reliability

2. Capacity

3. Expansion



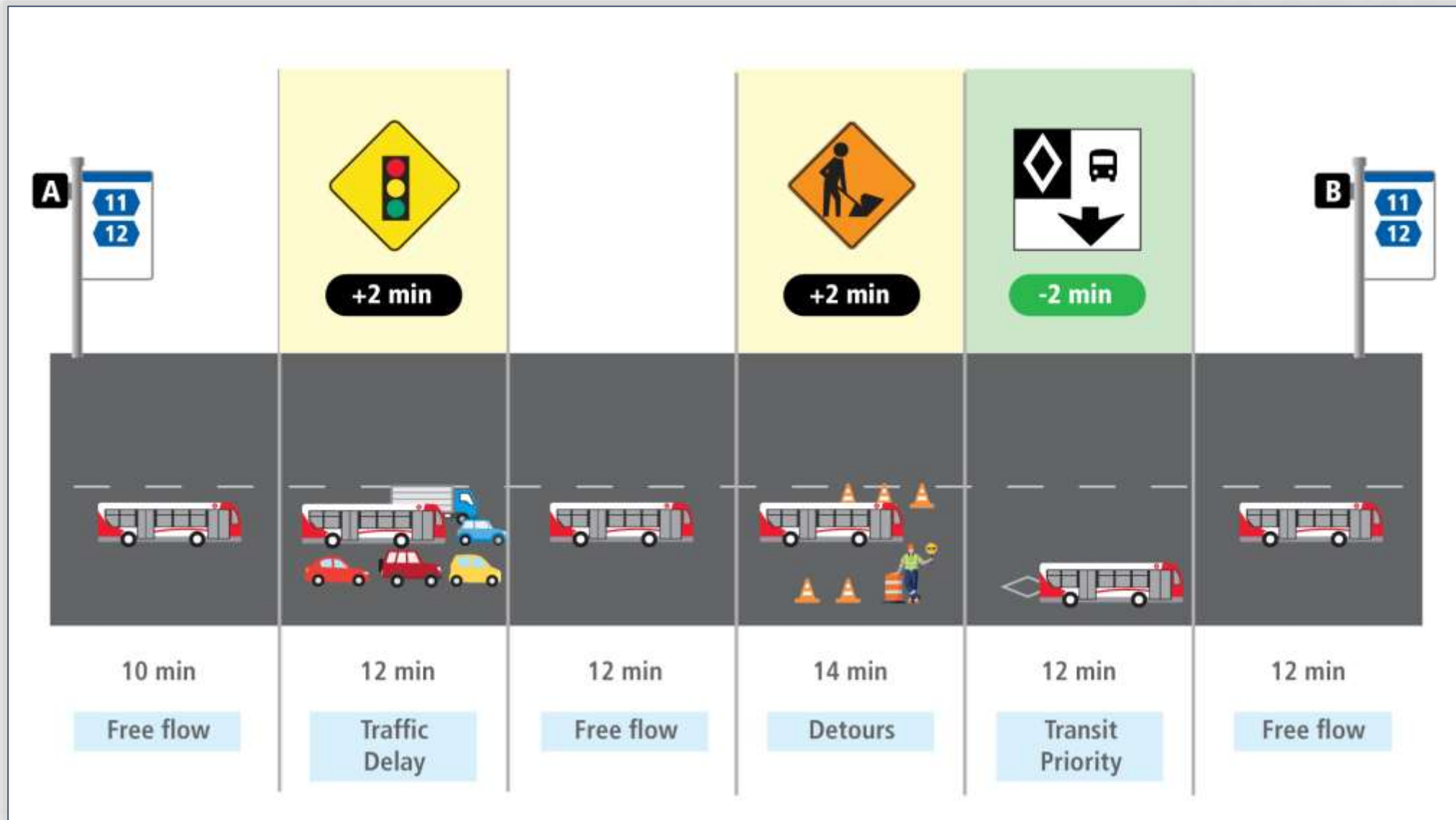


1. Improving bus service reliability

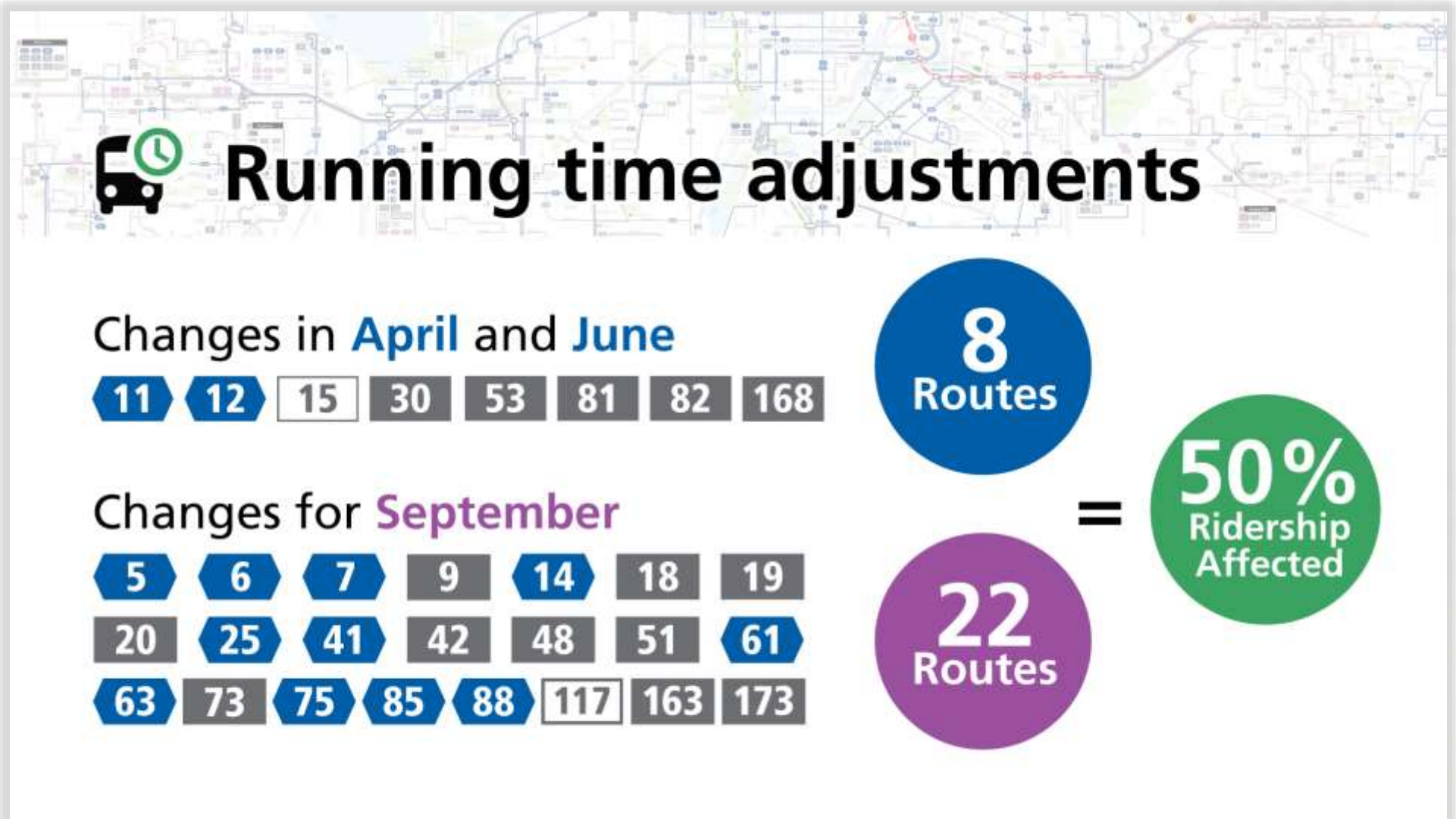
- Good bus service means reliably delivering what we promise to customers
- When service is not reliable, customers experience:
 - Longer wait times
 - Uneven crowding
 - Customers left behind
- Well-running bus fleet that is ready and able to start and finish every trip on time
- Maintain consistent travel times on all routes
- Sufficient staff and buses are required to deliver the service every day
- Schedule adequate running times



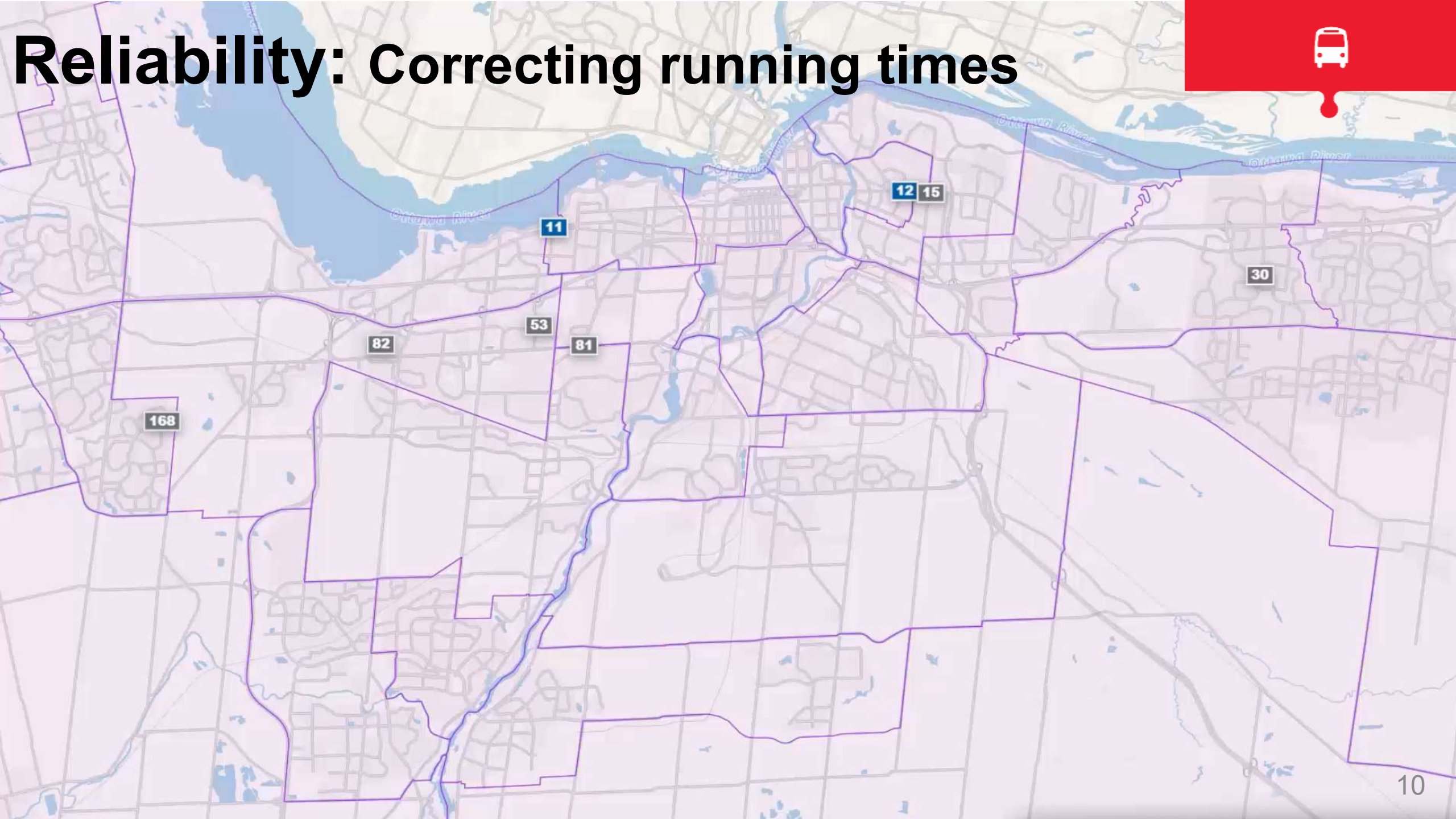
Impacts to bus service reliability



Reliability: Correcting running times



Reliability: Correcting running times



Reliability: Positive spring adjustments



Route	Peak period on-time performance fall 2025	Weekday Peak period on-time performance spring 2026	Saturday Peak period on-time performance spring 2026	Sunday Peak period on-time performance spring 2026
12	70%	86%	73%	75%
15	49%	85%	-	-
30	46%	79%	87%	83%
53	37%	84%	61%	57%
81	52%	73%	55%	66%
82	45%	76%	76%	70%
168	34%	82%	81%	83%

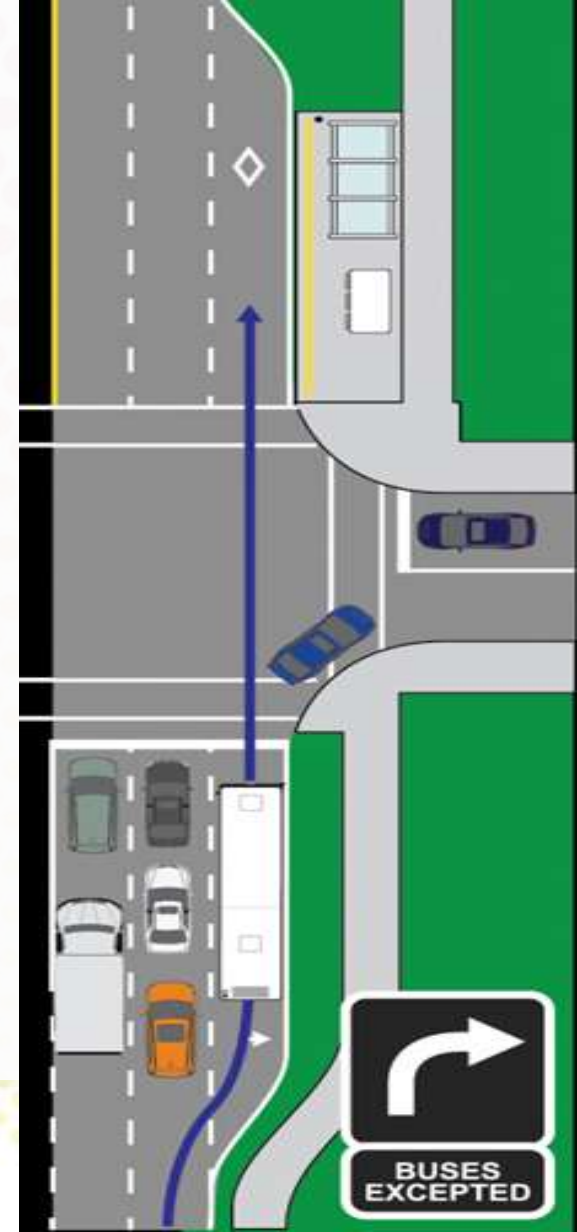


Reliability: Correcting running times



Reliability: Advancing transit priorities

- Bus bulb-outs on Routes 11 and 30
 - Conceptual designs underway
- Improving reliability for Route 82
 - Bus stop and signal timing adjustments
 - Conceptual design underway for bus bay removals and bus bulb-outs
- Improving reliability on Route 53
 - Reviewing potential measures
- Other improvements under review:
 - Expansion of bus lane hours and extents for Rideau-Montréal corridor
 - Carling Avenue Better Bus Stops and Transit Priority Review
 - Fisher Avenue bus stop adjustments and improvements
 - Building new Transitway corridors for Baseline-Heron and Barrhaven Centre to Kilbirnie Dr.



2. Meeting capacity

- OC Transpo is ready to respond to increasing transit ridership
- Buses will be available in September to support anticipated ridership
- It is important to stabilize bus travel times before expanding
- O-Train Line 1 capacity has approximately doubled with the return to two-car trains on weekdays



Ready for federal return to office



- Federal employee data has been shared with us to help establish which routes to need more capacity:
 - **5, 8, 13, 24, 61, 62, 63, 66, 74, 75**
- Monitoring ridership on all routes, ready to assign additional buses
- Continuing to liaise with the federal government



3. Future service expansion



- Ridership recovery for April 2026 was 67% (combined bus and rail) when compared to pre-pandemic ridership
- Ready to expand service into growing areas of the City
- Schedules and fleet are inextricably linked and we are adapting
- Develop a policy for Transit Committee to best allocate new resources between reliability, capacity, and growth, based on the Council-approved Transit Service Evaluation Criteria
- **2027 Budget:** For Council consideration, staff will outline the requirements for resources needed to meet growth



Residential growth share by area (2026–2028)



Rural
+0.5%

Kanata North
+3.5%

Stittsville
Kanata South
+10.4%

Inner West
+19.1%

Downtown
+19.3%

Inner Urban
+1.1%

Inner East
+3.8%

Orleans
+10.4%

Inner South
+10.6%

Barrhaven
+3.3%

Rural
+0.5%

Riverside South
+3.1%

Findlay Creek
+4.9%

Richmond
+5.4%

Rural
+0.5%

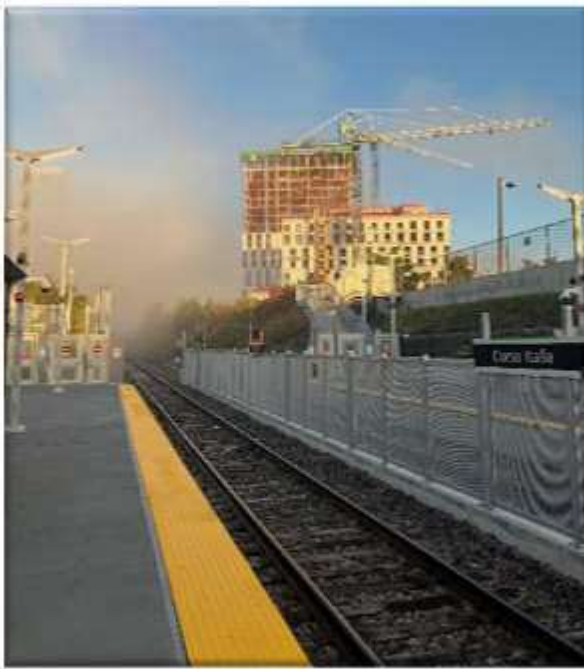
Barrhaven South
+3.9%

Manotick
+0.4%



Future needs

- Meet the demand of our growing city:
 - Major employers
 - Commercial development
 - Residential development
 - Transit-oriented development
- All based on reliable service with sufficient staff and buses



Fleet Plan



2026 Bus Maintenance Action Plan



1. Retirement & refurbishment of buses

100 most unreliable buses retired

- 67 double-decker
- 13 articulated 60-foot
- 20 Invero 40-foot

30 buses refurbished

- 30 articulated buses are past their 15-year useful life
- Undergoing major structural overhauls
- Refurbishment regime will add another 3+ years of service life



2. Summer maintenance campaign

- Preemptively address winter-related failure points before Fall service requirements
- 290 total buses to undergo summer maintenance regime
- Campaigns will target components that fail most frequently in the winter



3. New bus deliveries & onboarding

Electric bus onboarding for 2026:

131 of 228

First new 60-foot articulated bus:

End of June 2026



Zero-Emission Bus Program



Battery-electric buses to make up

50%

of the conventional bus fleet by Fall 2027



354 zero-emission battery-electric buses out of 704 conventional buses



When all 354 e-buses are onboarded:

Ottawa will lead North America in the percentage of battery-electric buses within its conventional bus fleet

354



Electric buses by end of 2027

704



Stabilized count conventional bus fleet

Q3 2027



Final 127 electric bus deliveries complete

As of June 2026



Lower emissions
3,110 tonnes of CO₂ saved
= 734 gas cars over 1 year



Less reliant on fuel
1.3 million litres of diesel saved



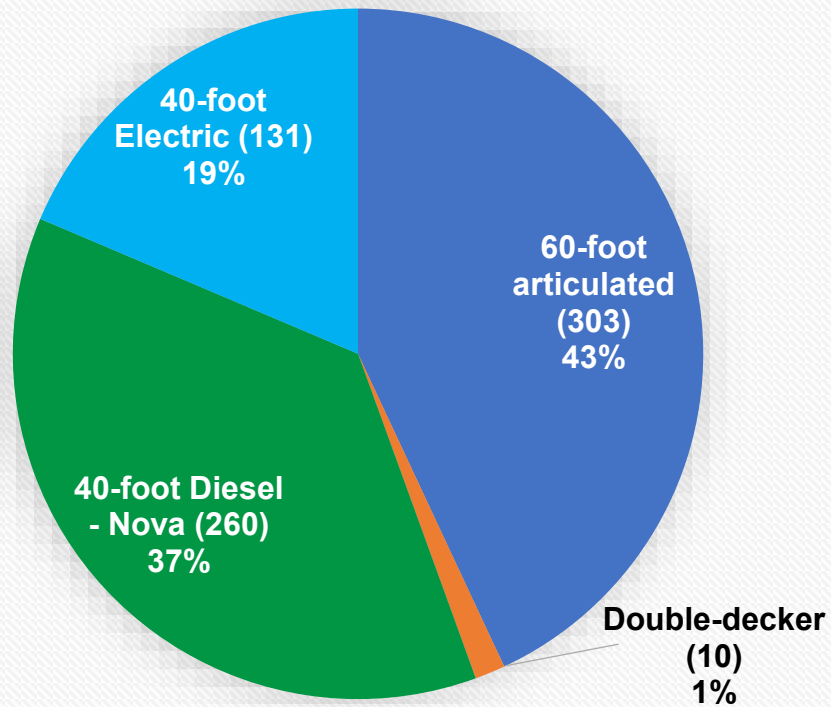
Improved reliability
Fleet MDBF improving
2.6 million KMs driven



2026 to 2027 fleet composition

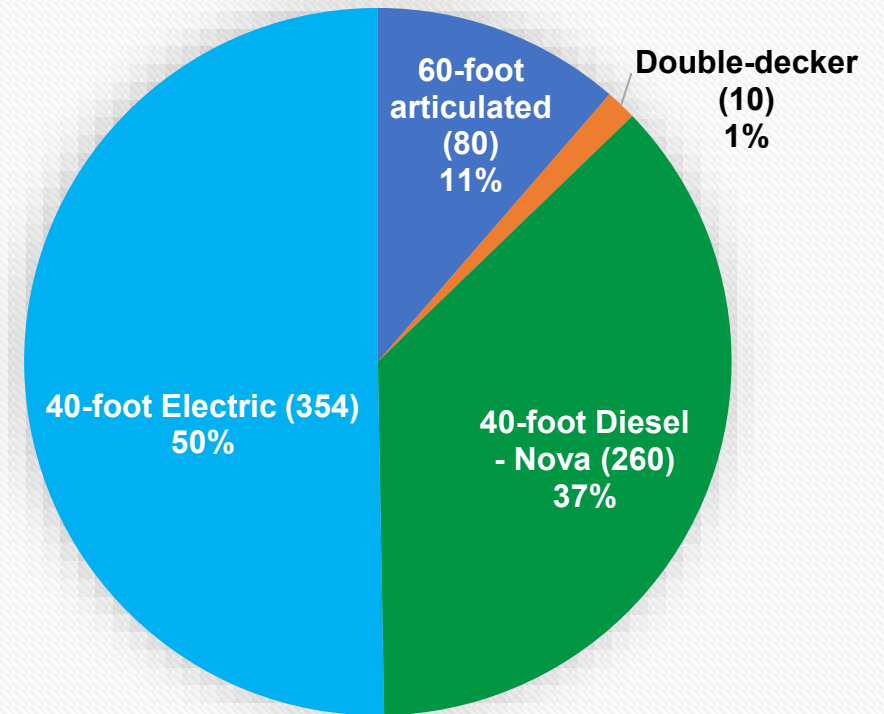


June 2026 (704 buses)



- 60-foot articulated (303)
- 40-foot Diesel - Nova (260)
- Double-decker (10)
- 40-foot Electric (131)

Q4 2027 (704 buses)



- 60-foot articulated (80)
- 40-foot Diesel - Nova (260)
- Double-decker (10)
- 40-foot Electric (354)





Measuring success

Data-driven maintenance priorities for regular reporting and decision making



Mean distance between failure (MDBF)

Average distance a bus travels before experiencing a breakdown

Target: 10,000 km



Direct reliability factor

Percentage of buses that are expected to break down while in service

Target: 2%



Preventative vs reactive ratio

Ratio of planned preventive maintenance to corrective work

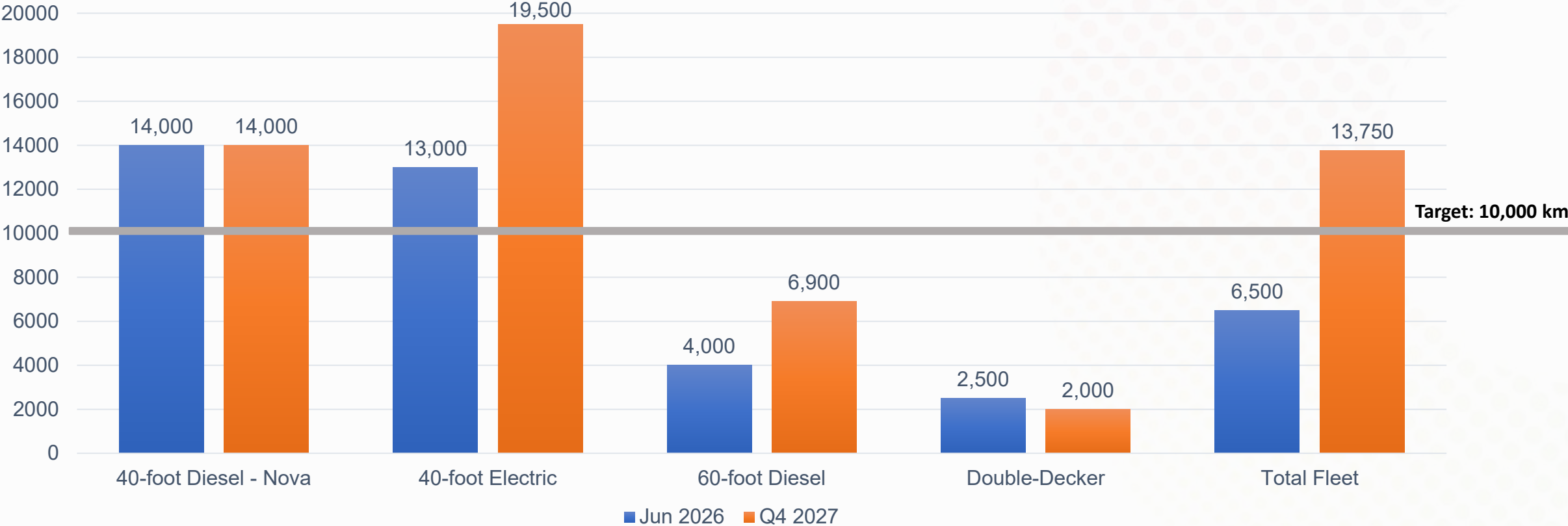
Target: 80/20



Mean distance between failure (MDBF)



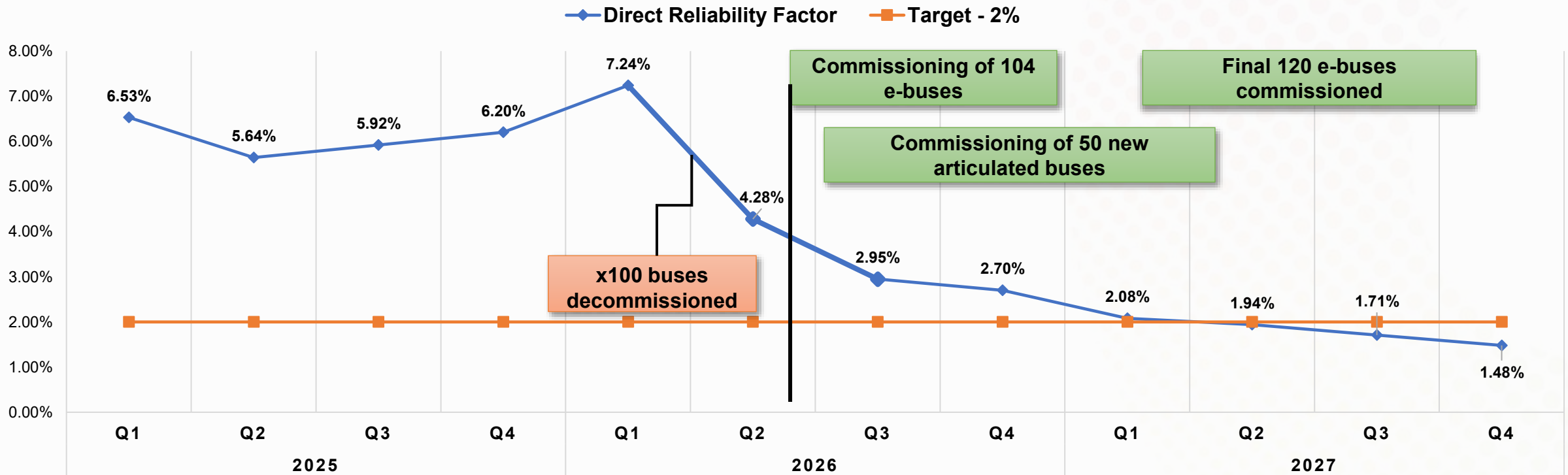
Definition: The average distance a bus travels in kilometres before experiencing a breakdown.



Direct reliability factor



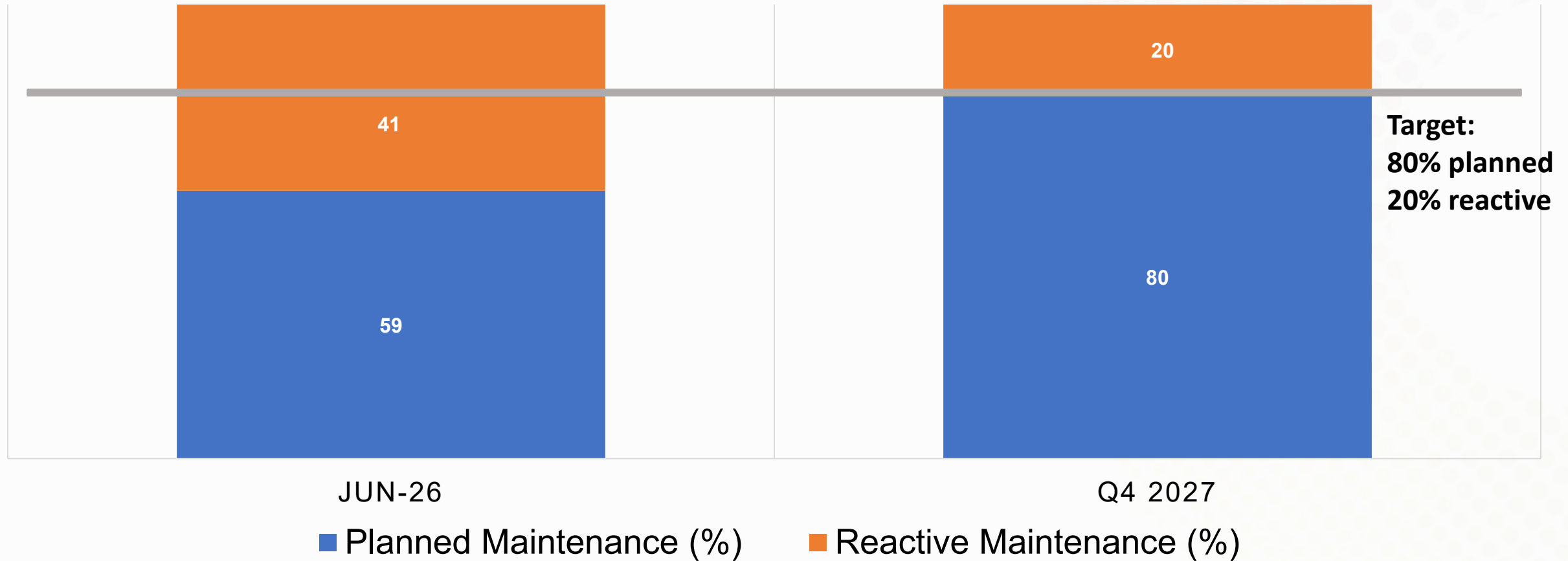
Definition: measures the percentage of buses that are expected to fail during a service day. It represents the additional vehicles required above the scheduled service requirement to ensure daily service targets can be met.





Preventative vs reactive ratio

Definition: The ratio of performed maintenance work that is planned vs corrective.



What's next for bus maintenance



Refurbishment Program continues

- Fleet of 40-foot Nova diesel buses have now reached midlife and will enter a refurbishment program starting in 2027
- New KPIs will support maintaining assets in a state of good repair

Maintenance recruitment and training

- Ongoing recruitment and training of additional mechanics and garage staff to support fleet growth
- Leveraging apprenticeship program to build a sustainable in-house pipeline of skilled trades and increasing our workforce capacity



2019 Nova diesel fleet: 249 buses

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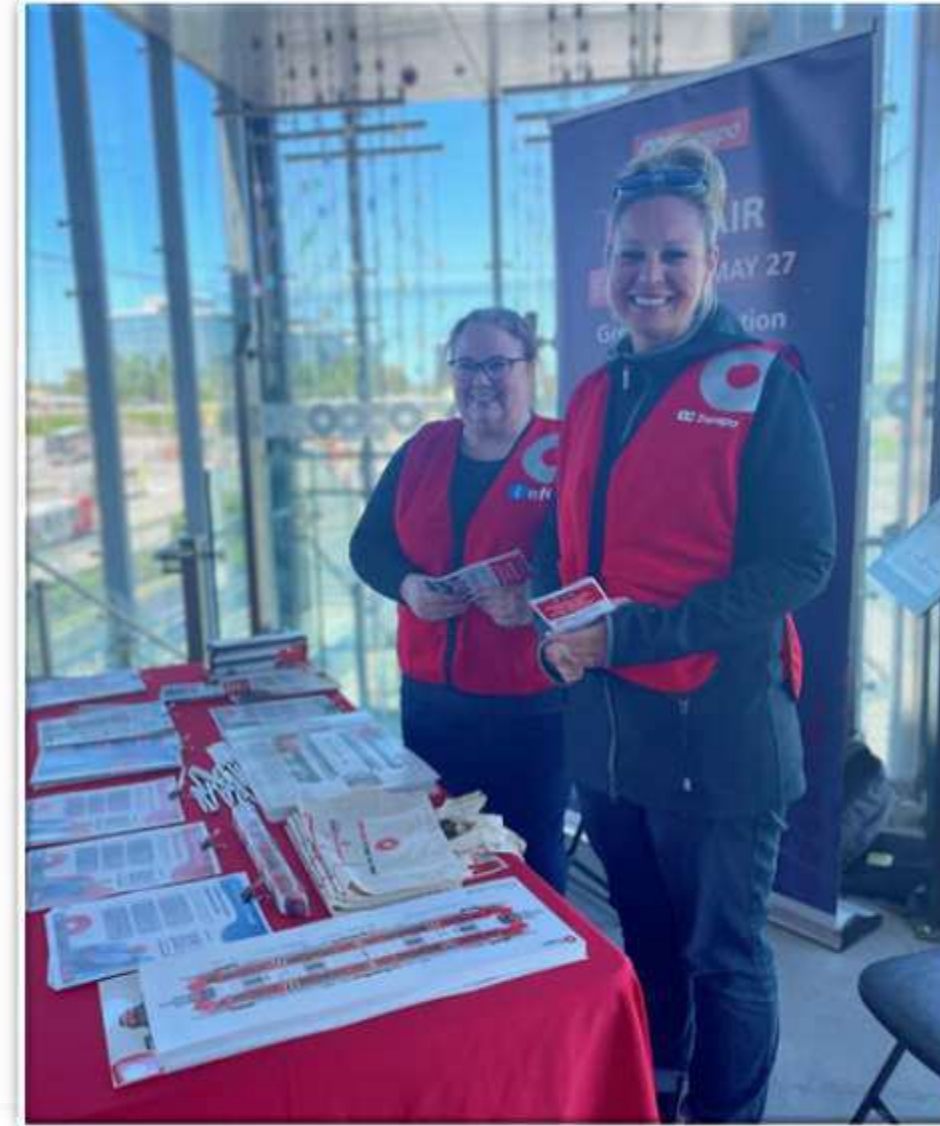
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Workforce Planning

Integrated Workforce Plan

- Actively engaging partners and unions to establish a multi-year workforce strategy. The current focus is on key positions including:
 - Bus, Para Transpo, and Rail operators
 - Rail controllers
 - Mechanics
 - Garage attendants
 - Special constables
- Planned expansion of the apprenticeship program
- Targeting a staffing program level of 105%, to account for workforce losses, ensure consistent operations for customers, and reduce potential risks



Current workforce snapshot – April 2026



Staffing Group	Active Staff	Training Target
Bus Operators	1507	372
Para Operators	126	30
Electric Rail Controllers (ERC)	16	20
Electric Rail Operators (ERO)	110	98
Diesel Rail Controller (DRC)	16	5
Diesel Rail Operators (DRO)	59	37
Garage Attendants	136	37
Mechanics	146	38
Special Constables	49	27

Note: The training targets account for factors such as attrition, retirement, failures and O-Train expansion



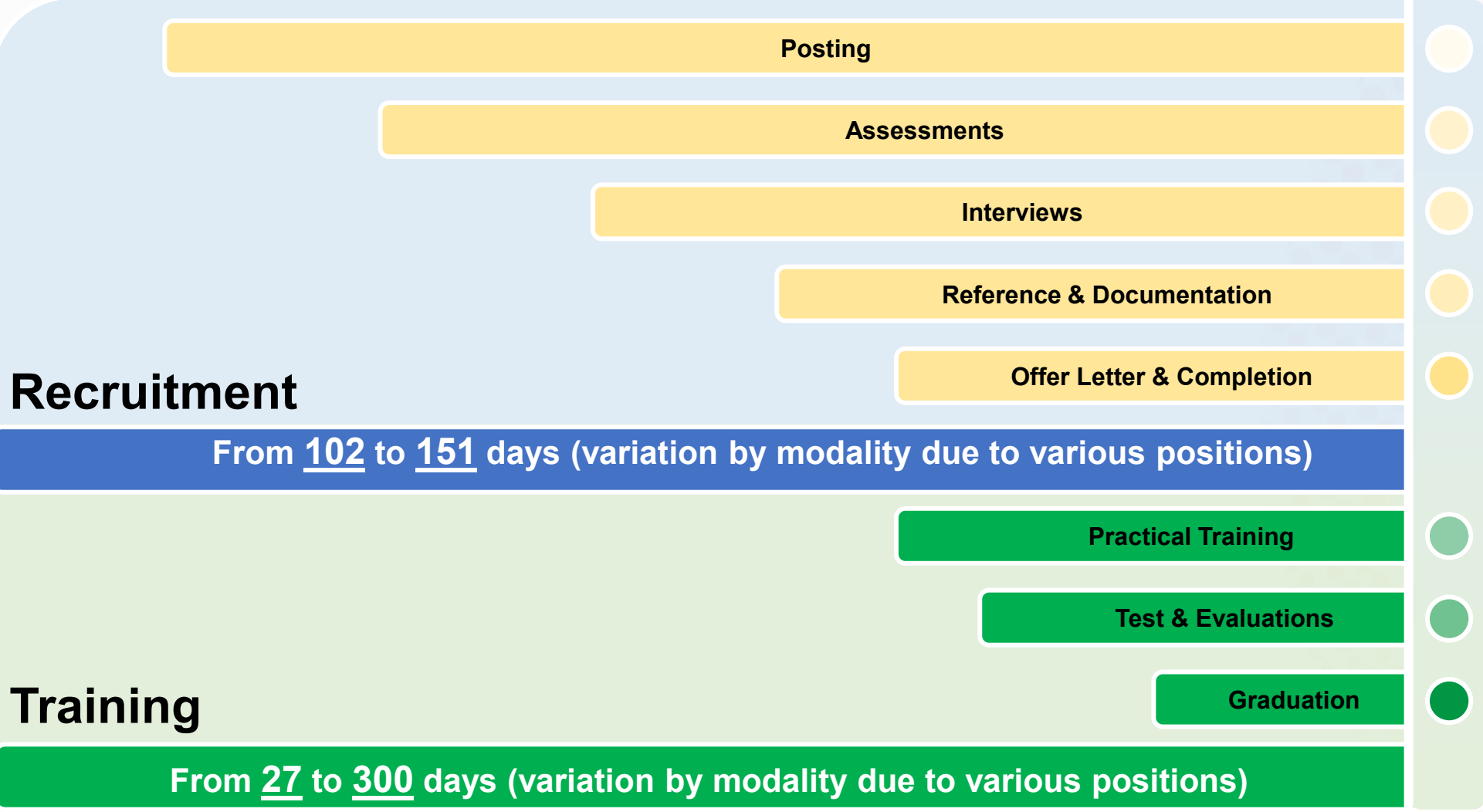
Competition status and recruitment



Staffing Group	Status of Posting	Tactics
Bus Operators	Open indefinitely	<ul style="list-style-type: none"> Targeted marketing campaign to attract Mechanics, Bus and Rail Operators, and Special Constables Multi-channel advertising including social media, Indeed, digital ads and strategic Ontario-wide billboards Strategic outreach at job fairs and post-secondary institutions, local community organizations (e.g., YMCA)
Para Operators	Reposting To achieve the 105% target.	
Electric Rail Controllers (ERC)	In progress Candidates are being processed	
Electric Rail Operators (ERO)	In progress Candidates are being processed	
Diesel Rail Controller (DRC)	To be posted	
Diesel Rail Operators (DRO)	In progress Candidates are being processed	
Garage Attendants	In progress Candidates are being processed	
Mechanics	Open indefinitely	
Special Constables	Open indefinitely	



Talent and training pipeline



Total duration from recruitment to operational readiness ranges from 129 to 451 days



Pipeline completion current estimate



Q2-Q3 2026
Recruitment & Training Ramp-Up

Dec 2026
Bus & Para Transpo Operators

Mar 2027
Electric Rail Operators

May 2027
Fleet Maintenance Positions

June 2027
Diesel Rail Operators

Apr 2027
Special Constables

Beyond Aug 2027
Rail Controllers



Workforce impact on service reliability



- Workforce planning directly affects how consistently and predictably transit service is delivered
- Overtime reliance can fill gaps short-term but often leads to longer-term reliability issues
- Bus operator availability impacts to service:
 - In Q1 2026, 29% of undelivered trips were cancelled due to staffing availability
- Line 2 and 4 rail operator availability impacts to service:
 - In recent months, service delivery on Lines 2 and 4 has declined from approximately 98% to approximately 90% and this is because of staffing shortages
- Delivering on our service promise requires consistent alignment of service quality, fleet readiness, and workforce availability



Non-fare revenue strategy



- Five-year non-fare revenue strategy
- New advertising RFP
- Focus on new digital advertising
- Sponsorship partner for Canada Day
- Exploring additional partnerships



Communication opportunities



- Improvements to all areas of transit being advanced through the Customer-First Action Plan
- Frequent communications will keep you informed of progress and updates
- New approach includes:
 - Monthly Councillor newsletter
 - Customer townhalls this summer
 - New marketing campaigns (youth fares, recruitment and return to office)



Moving forward

- Delivering on our service promise requires consistent alignment of service quality, fleet readiness, and workforce availability
- Progress is underway on 2026 projects identified in this year's capital budget to improve service reliability
- Service adjustments are underway on 30 routes
 - Additional resources will be required to sustain and expand these improvements
- Future investments (2027 and beyond) will be needed to support:
 - A 10-year funding strategy
 - Evolving fleet requirements
- Improving service quality is critical to building customer confidence and trust in the system



Performance Indicators



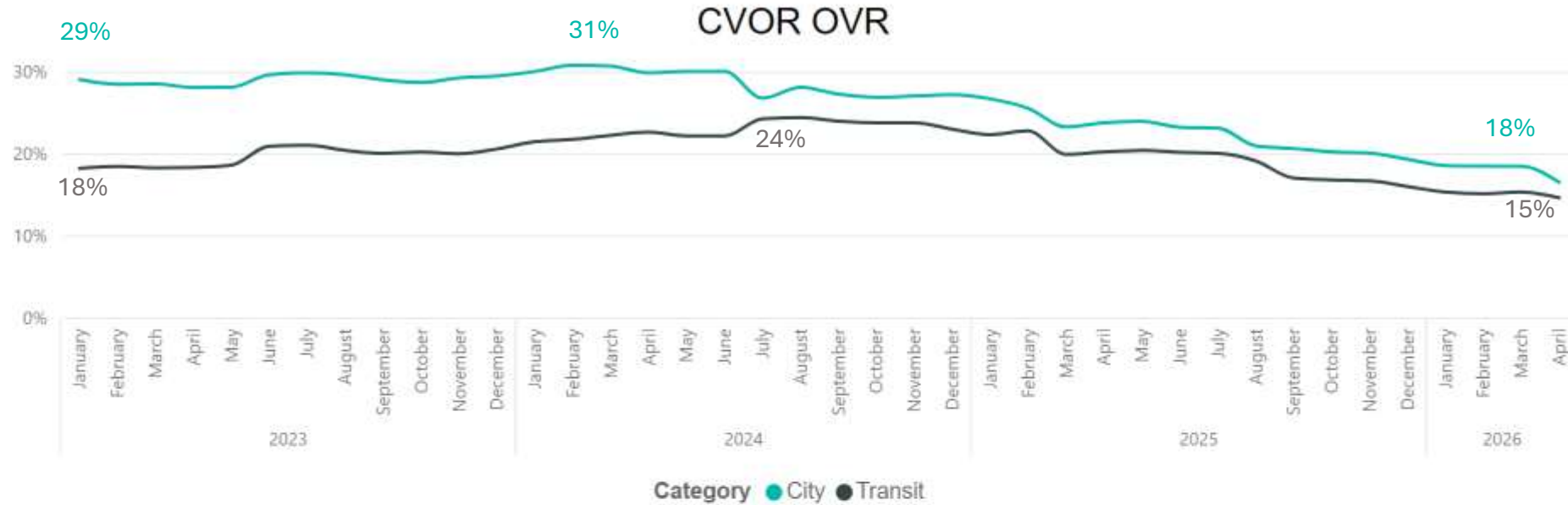
Collisions and CVOR

Commercial Vehicle Operator's Registration (CVOR)

Overall Violation Rate (OVR)

15%

*Internally Calculated



Safety Performance Trends: Annual P-VCF and Infractions

P-VCF shown as 12-month rolling value; infractions shown as monthly count

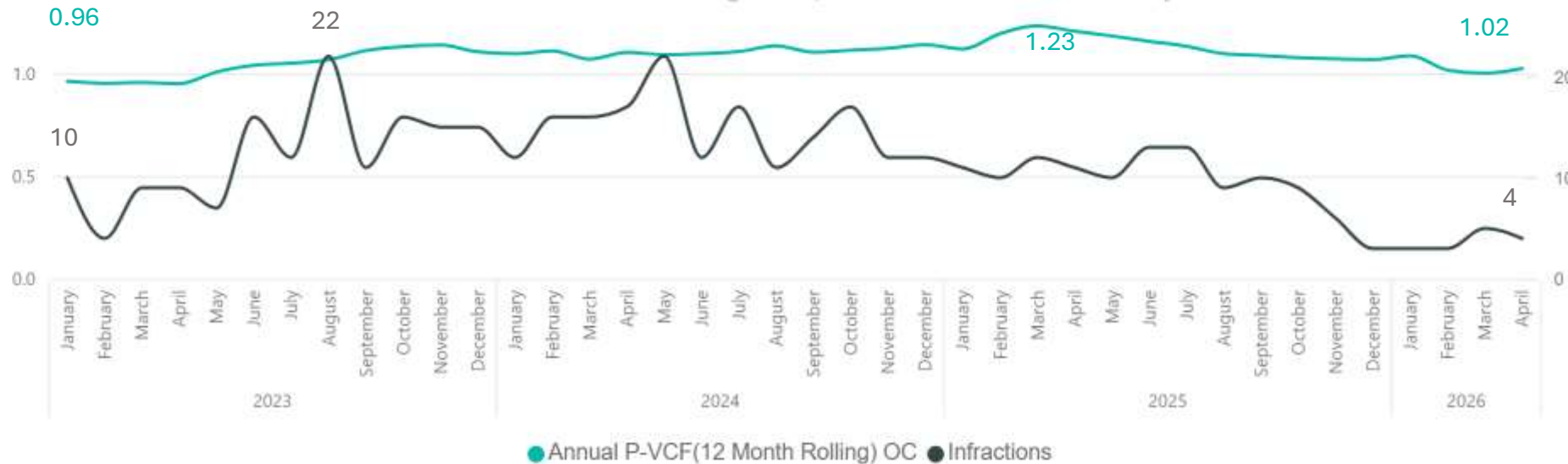
Preventable Collision Frequency (P-VCF)

Year to Date

1.07

SMS Target: 0.69 (+54%)

Number of preventable collisions per 100,000 Km Driven



Reported Injuries



Customer Injury Rate

Year to Date

1.17

SMS Target: 1.04 (+13%)
Customer injuries per 1M passenger trips

Monthly Customer Injury Rate



Employee Injuries

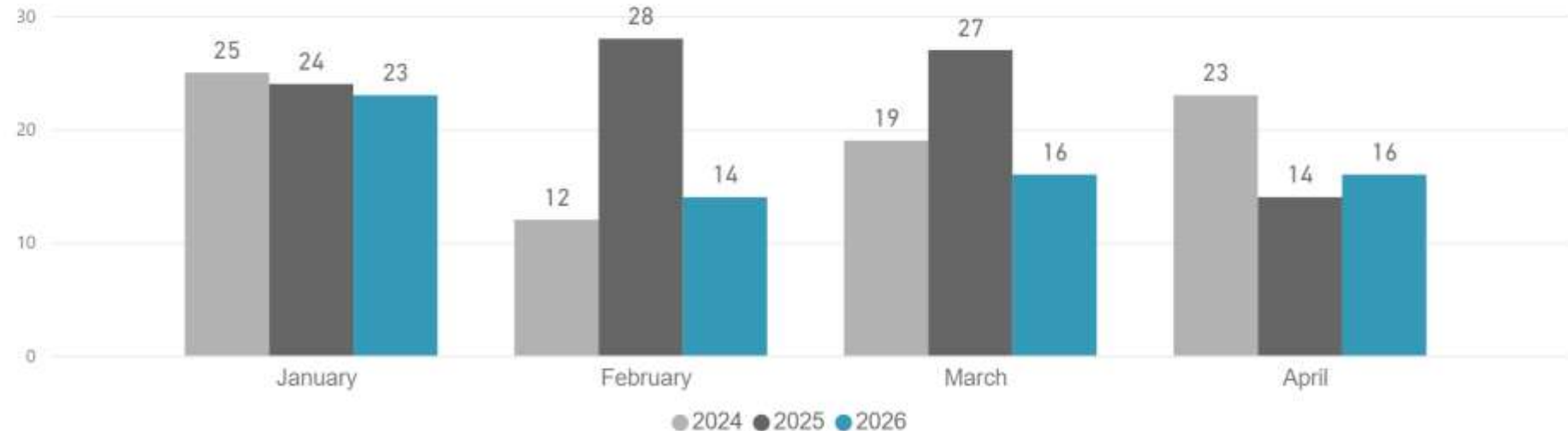
Lost Time Reported

69

Previous Year: 93 (-26%)
%Change in number of reported Occurrences from previous year

Reported Employee Injuries

Lost Time Reported



Violence Against Transit Employees

12 Month Rolling Average

12

Same Period Last Year: 17 (+26%)

Violence Against Transit Employees

12 Month Rolling Average



Violence Offences Per Ridership

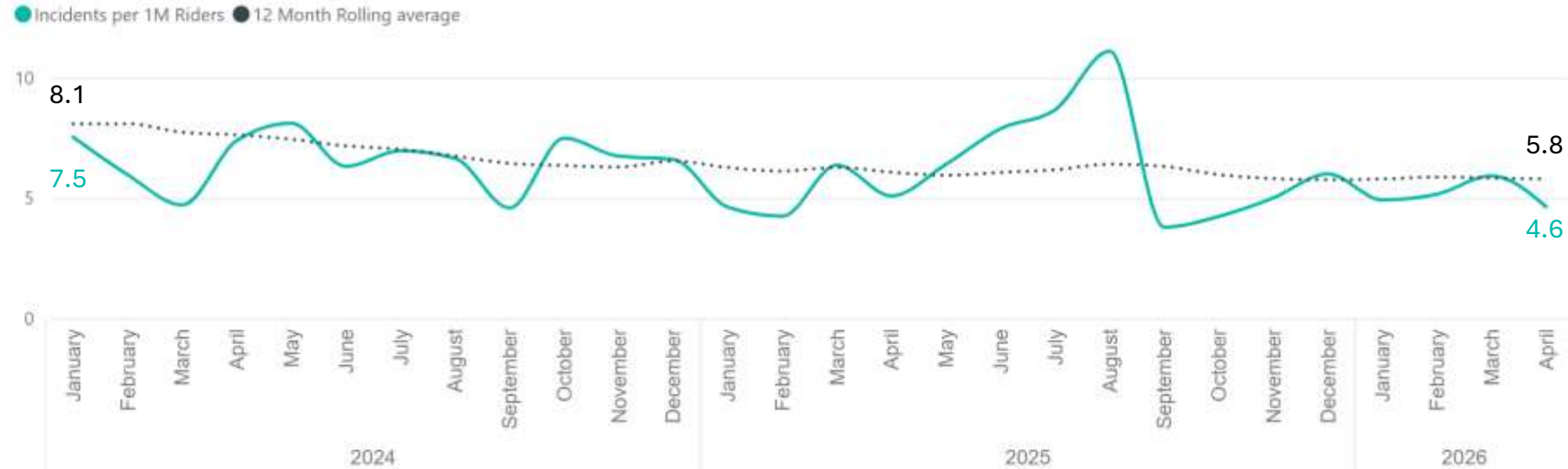
Violent Offence Rate

Violent Offences per 1M Riders

5.2

Same Period Last Year: 5.1 (-1%)

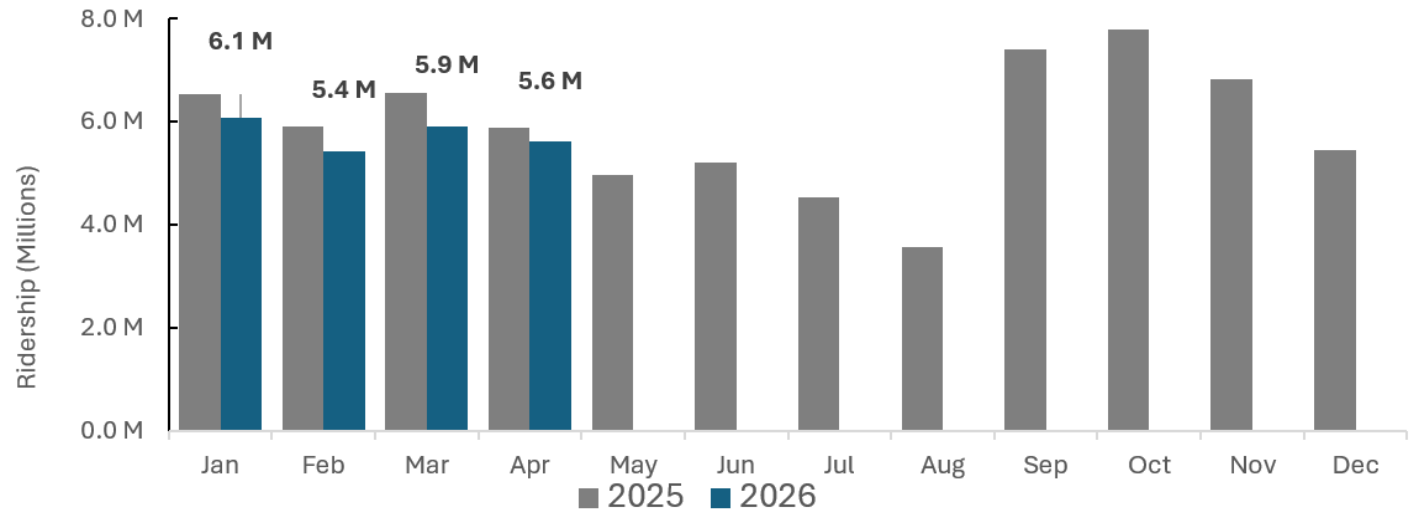
Current YTD



Ridership

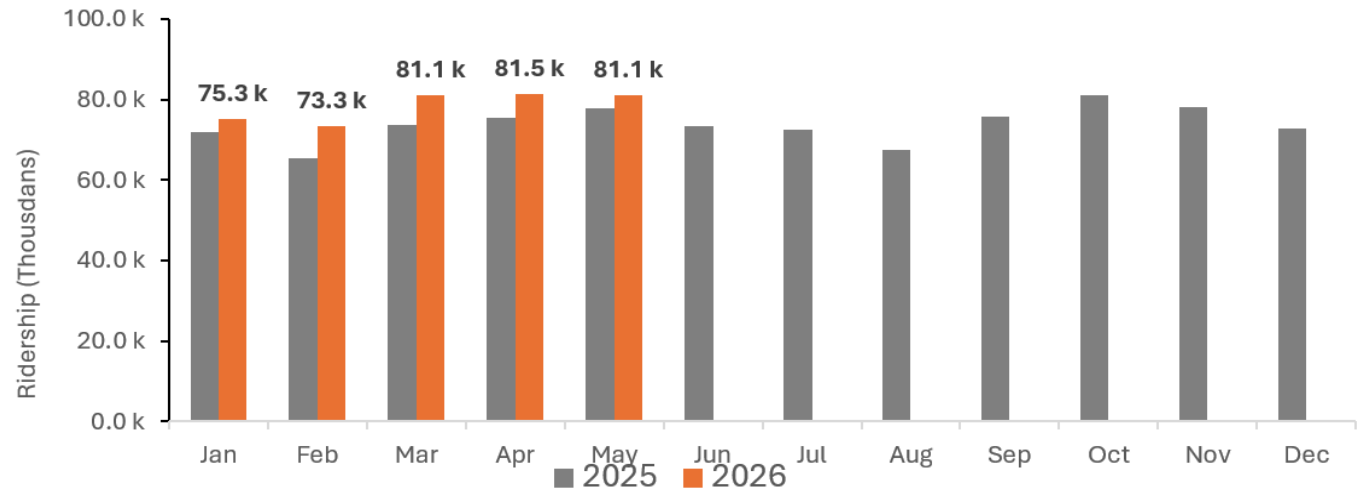


12-month total ridership
68.7 M
 0.4% lower than previous month
 0.1% higher than previous year



Para Transpo

12-month total ridership
913.2k
 0.4% higher than previous month
 4.3% higher than previous year



Bus service delivery



% of service delivered vs. planned

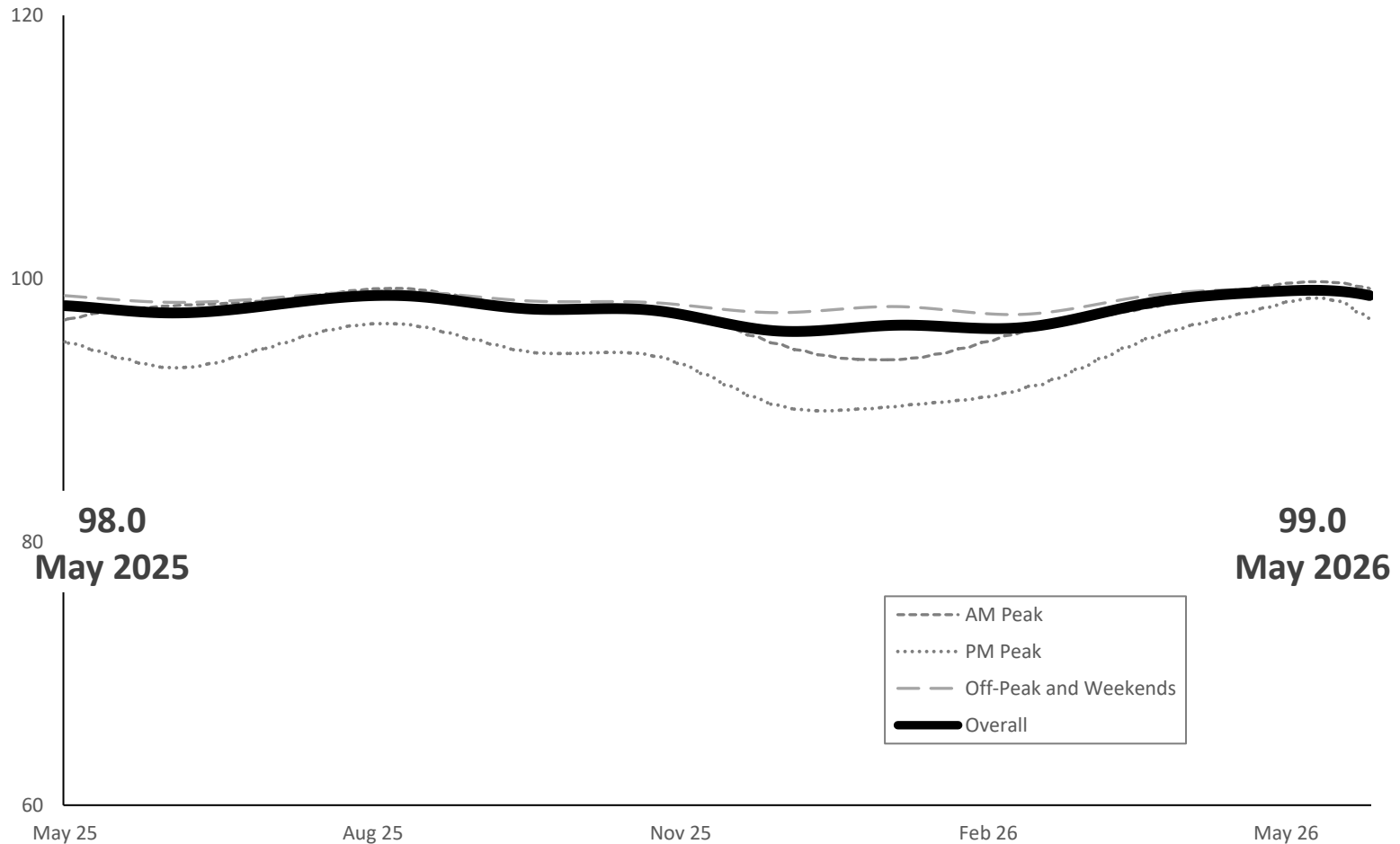
12-month average service delivery

97.4%

2.1% lower than target

0.1% higher than previous month

% Service
Delivered
as Planned



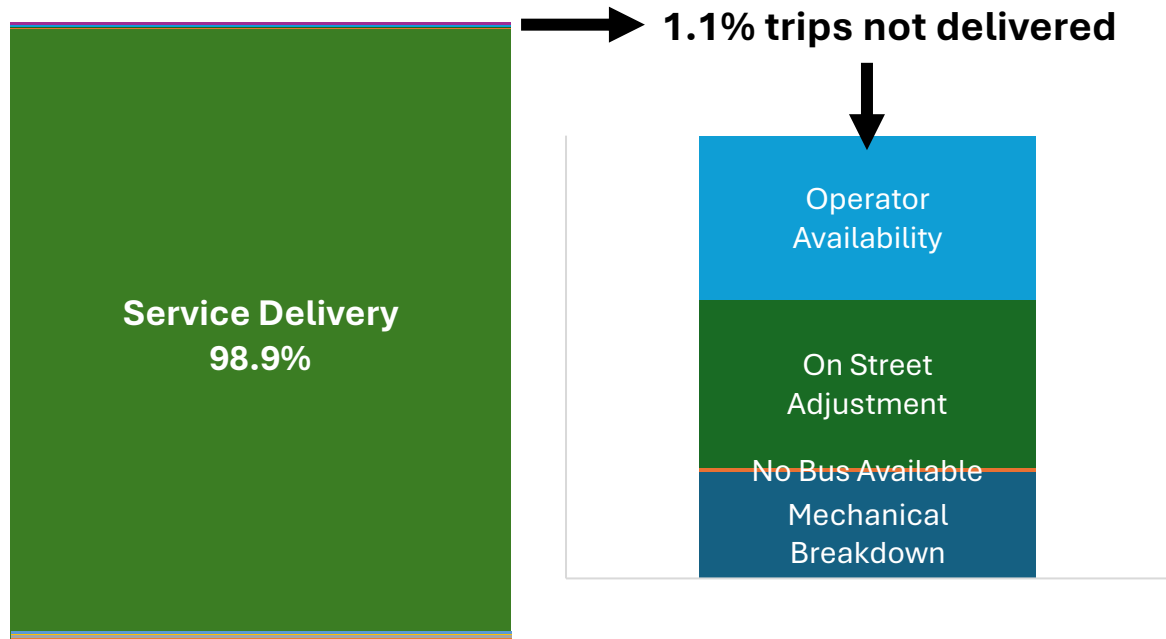
**Service
Delivery**

Degree to which planned trips are
delivered
Target 99.5%

Bus service delivery



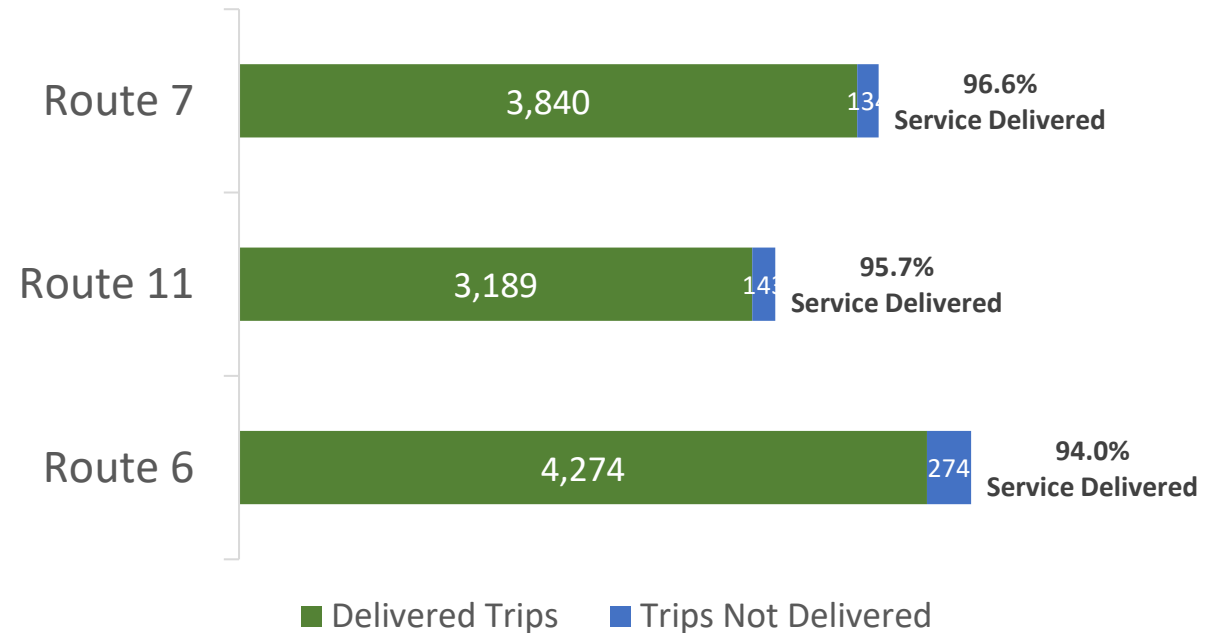
% of service delivered vs. planned details



May 2026

Reasons why trips were not delivered, as proportions of all scheduled trips

Routes with most trips not delivered

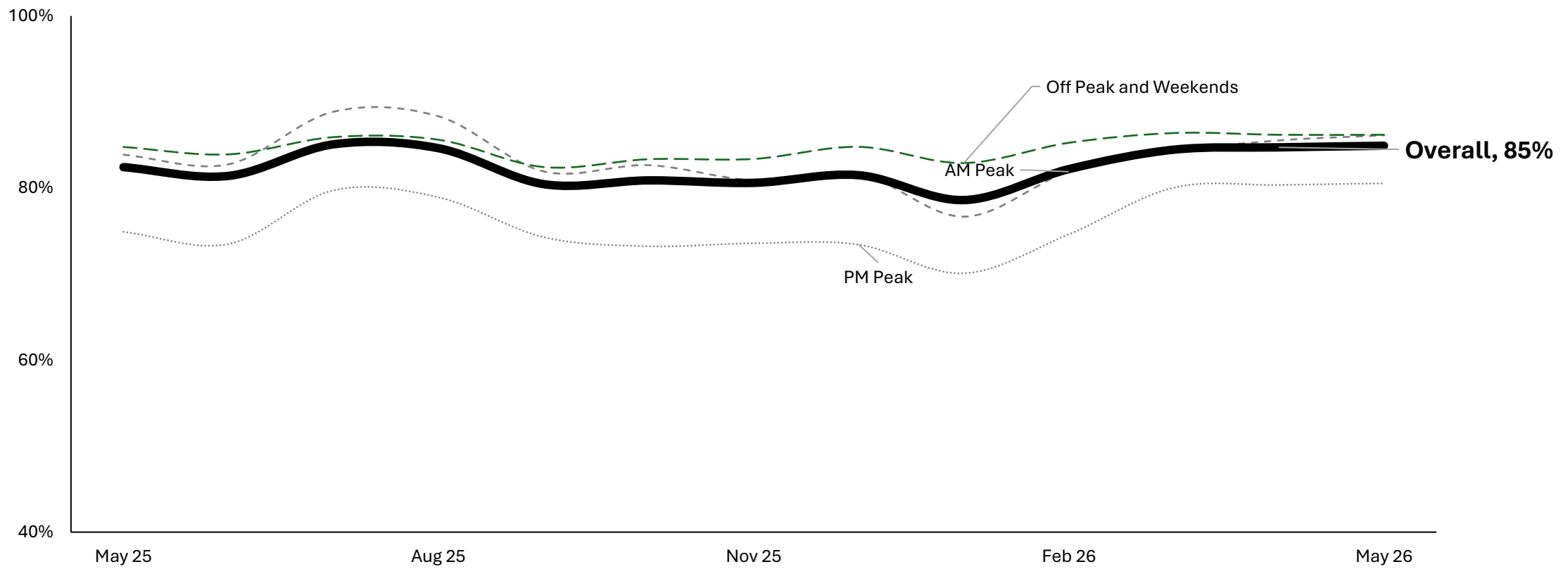


Bus regularity

Regularity

For frequent routes, measures whether trips are evenly spaced
target 85%

12-month average
82%
3% lower than target
Same as previous month



Bus punctuality



Punctuality

For less frequent routes, measures whether the trips arrive at the stop no more than 1 minute early or 5 minutes late target 85%

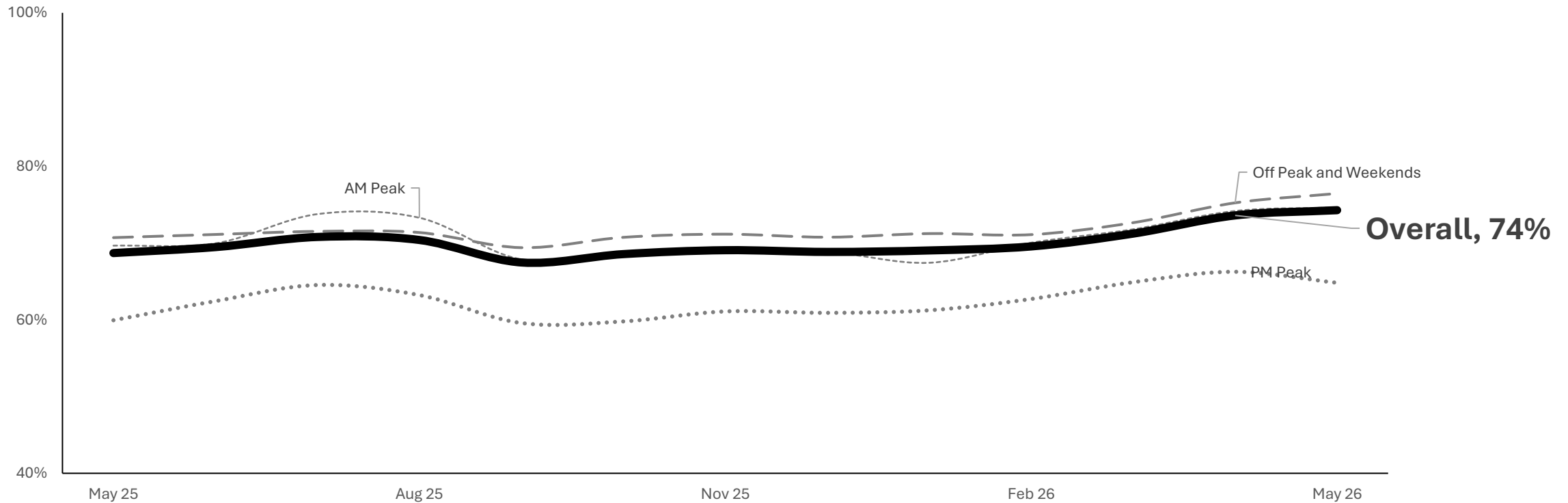
12-month average

70%

15% lower than target
Same as previous month

11% of trips arrived more than 1 minute **early**, on less frequent routes

19% of trips arrived more than 5 minutes **late**, on less frequent routes

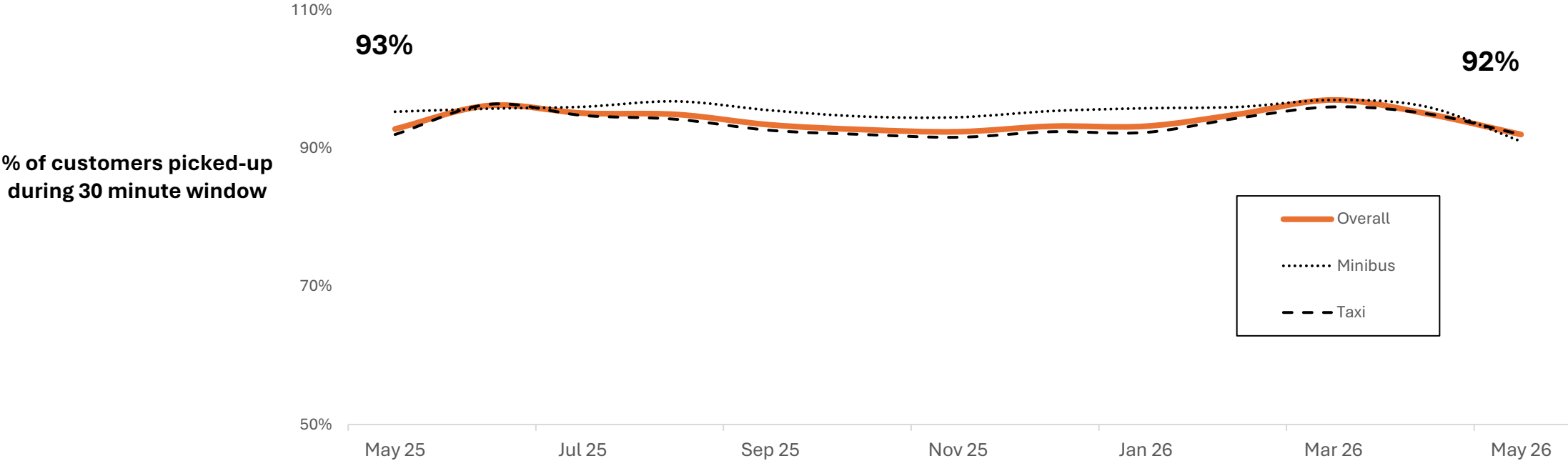


Para Transpo On-Time Performance



On Time Performance
A measure of how many trips arrived to pickup customers within their planned 30 minute window

12-month average
94%
Same as the previous month



O-Train service reliability



O-Train Line

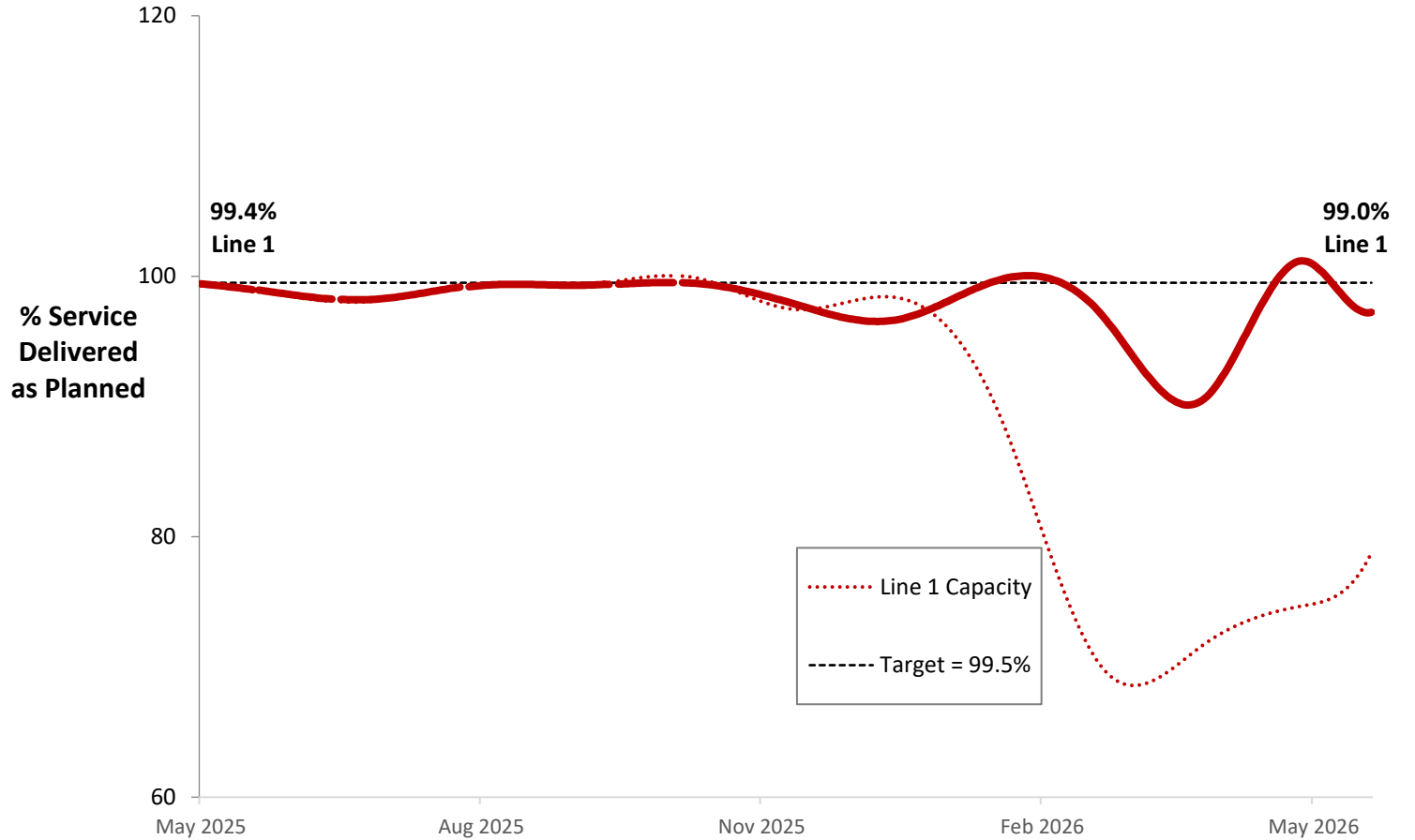


12-month average service delivery
Line 1

98.3%

1.2% lower than target

0.1% lower than previous month



O-Train service reliability

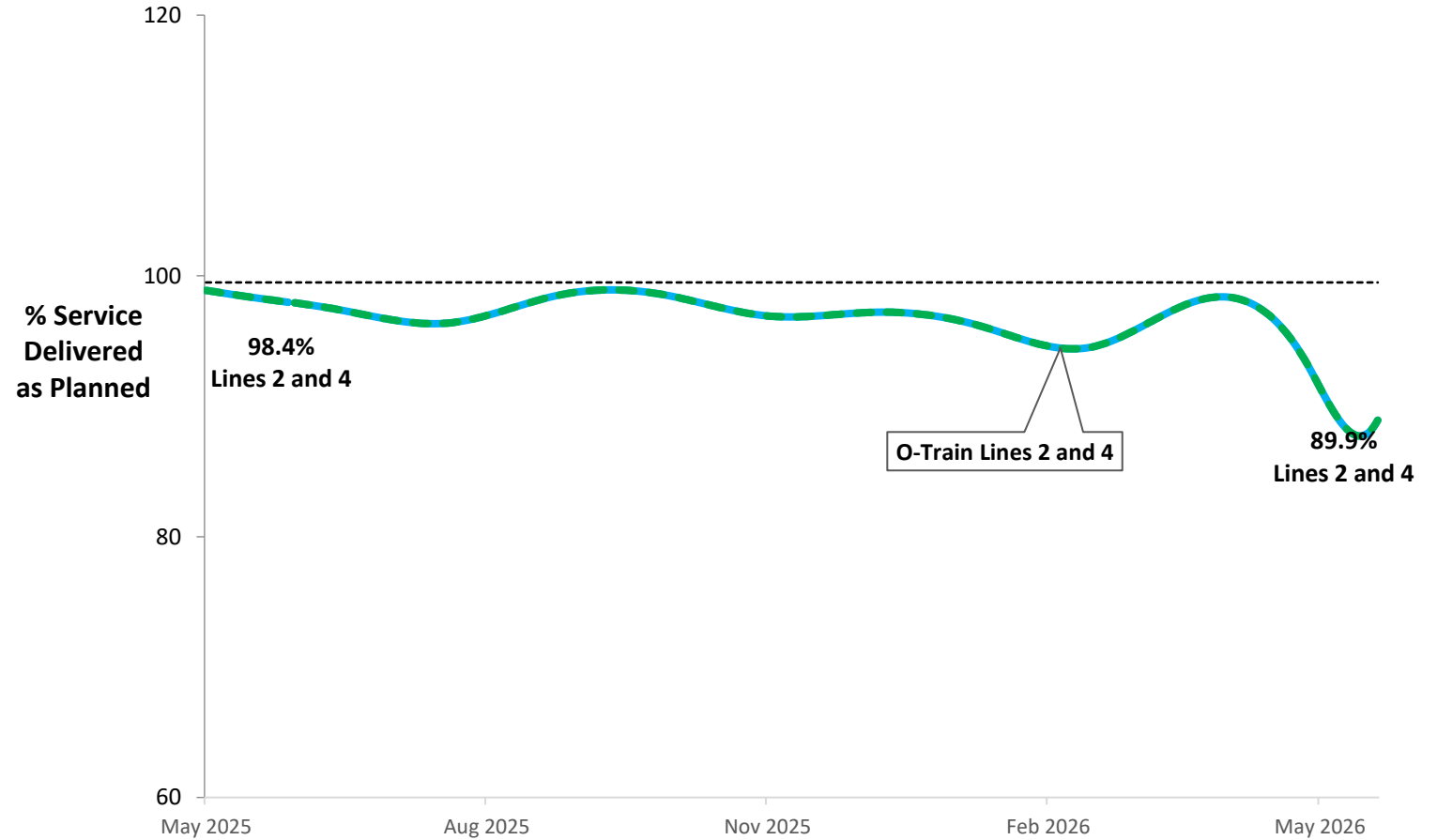


O-Train Lines 2 4

12-month average service delivery
Lines 2 and 4

96.4%

3.1% lower than target
0.7% lower than previous month



Questions?

