



# Annual Performance Report 2007

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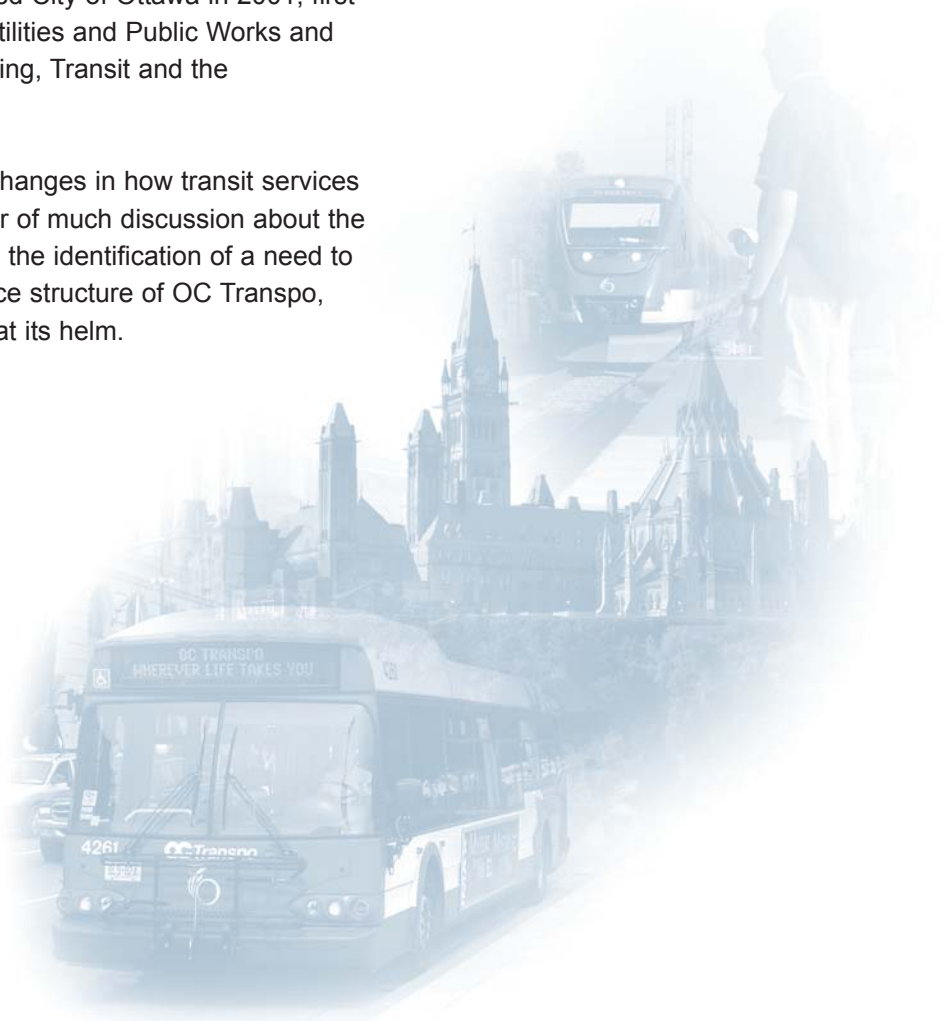
## Introduction

This document has been prepared by OC Transpo, the Transit Services Branch of the City of Ottawa, as both a snapshot and a scorecard of how transit services were planned, operated and managed in 2007. It is the first edition of an annual occurrence, which will serve to monitor and assess how transit services are evolving from year to year.

## Constant Evolution

There has been a constant state of change in the organization and direction of OC Transpo since the 1990s. Back then, it operated as a commission, before becoming a department of the former Region in 1999, and a branch of the amalgamated City of Ottawa in 2001, first in the department of Transportation, Utilities and Public Works and since 2006 in the department of Planning, Transit and the Environment.

2007 was also marked by significant changes in how transit services are thought of in our City. It was a year of much discussion about the long-term future of the transit network, the identification of a need to review the organization and governance structure of OC Transpo, and the nomination of a new Director at its helm.



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## It's about Accountability

Out of this new context in 2007 emerged a new focus on increasing the accountability of OC Transpo. OC Transpo will be more accountable, not only internally but also to Council and to the transit customers themselves, both actual and potential ones. This desire is the foundation for an Annual Performance Report.

The Annual Performance Report is also an important public manifestation of the start of a transformation at OC Transpo. Some of the key new objectives of OC Transpo include:

- To create an accountability-based framework for all strategic activities, with clear specifications, consistent actions and client-focussed metrics;
- To establish a quality-driven organizational framework, with measurements and continuous improvement processes defining agendas;
- To create a financially sustainable framework for service delivery, where activities are aligned with clients' needs, success targets and Council goals;
- To increase transparency and adherence to Council mandates, with Councillors having pertinent and timely information on Transit activities, and public discourse being fact-based;
- To create a new relationship with front-line employees, where meeting service standards are valued as the foundation for building employee satisfaction and where accountability is desired not shunned;
- To maintain control over business risks and to capture opportunities, with a marketing team striving to meet client needs and to create value for Transit Services in Ottawa; and
- To integrate Transit within Planning and Environment objectives, with Transit having a measurable impact on quality of life of citizens.

Examples of actions toward these business objectives include placing a greater emphasis on the customer experience, developing continuous improvement initiatives, re-establishing cyclical training for operators and identifying price-value point targets. Other actions are discussed throughout the remainder of this Report.

# What's Inside

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The Strategic Branch Review of the Transit Services Branch has identified four core outcomes for OC Transpo: ease of mobility, economic efficiency, accessibility and environmental efficiency. The services provided by OC Transpo toward achieving these outcomes have also been defined, the main ones being:

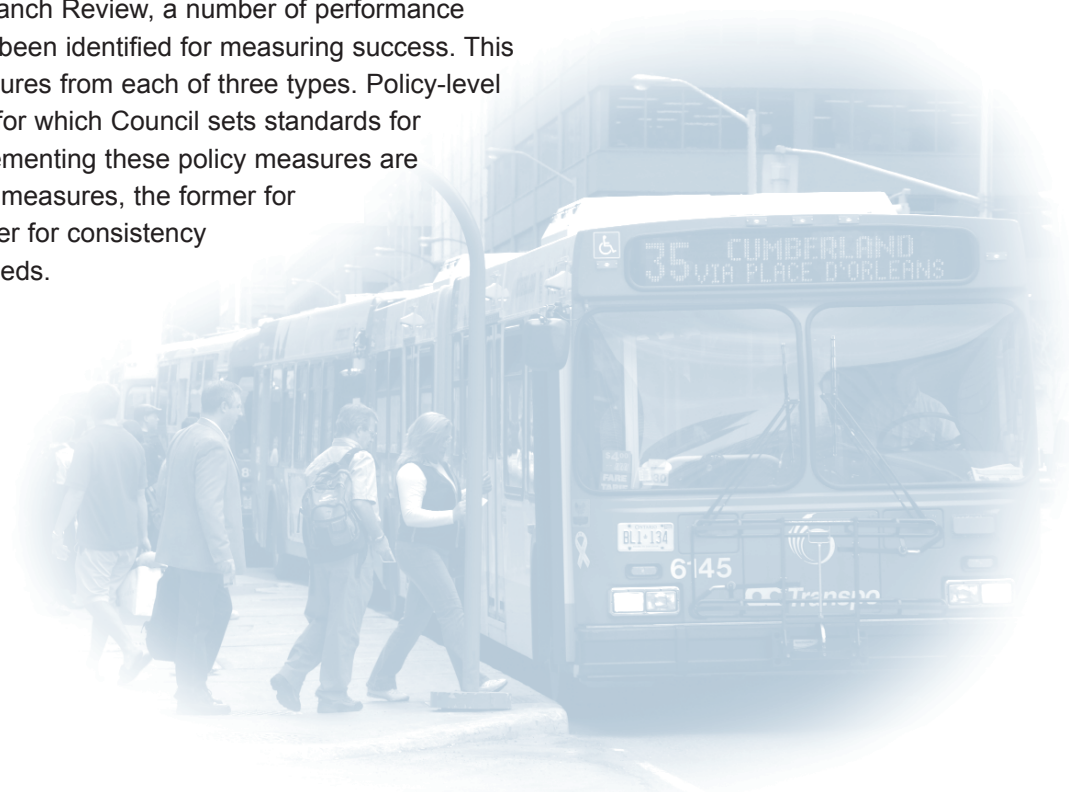
- conventional services (regular transit, commuter transit and school transit)
- paratransit

As well, all the work that needs to be accomplished at OC Transpo for providing these services has been aligned into eight key strategic activities:

system planning	asset management
quality management	safety management and enforcement
marketing and public relations	revenue management
service delivery	
demand monitoring	

It is of note that the performance measures presented in this Annual Performance Report cover a full cross-section of those outcomes, services and strategic activities.

With the Strategic Branch Review, a number of performance measures have also been identified for measuring success. This report contains measures from each of three types. Policy-level measures are those for which Council sets standards for OC Transpo. Complementing these policy measures are business and quality measures, the former for performance, the latter for consistency and to meet client needs.



## Beyond This First Performance Report

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As standards associated with business and quality measures are set over time, they will be shown in the Annual Performance Report. Together, the performance measures and standards will contribute to fostering a culture of service excellence at OC Transpo, through the implementation of best practices.

Some of the performance measures introduced in this report are already well captured on an on-going basis. Others may be temporary proxies for measures that will require some adjustments to existing data collection or processing. Others yet are new to OC Transpo and placeholders appear where the information will be reported in subsequent years.

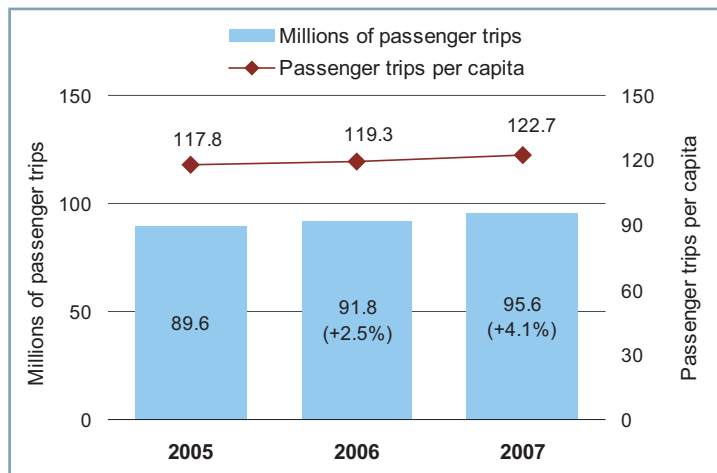
Over time, the Annual Performance Report is intended to serve as a barometer of success at OC Transpo. The content may change somewhat from year to year: some measures will become obsolete with further developments — like calling out major stops once an automated system is in place, yet the implementation of more performance measures will lead to a more comprehensive report.



# Performance Measures

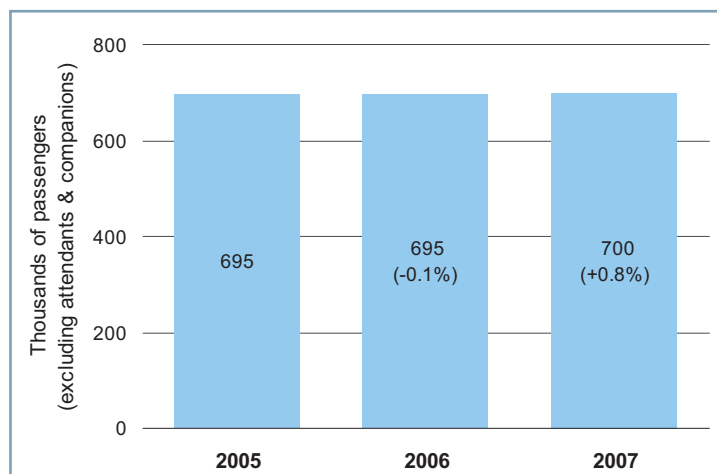
Conventional services experienced unprecedented levels of ridership in 2007. The number of passenger trips rose by 4%, following a 2.5% increase in 2006. Measured against the growing population of the Urban Transit Area, the rate of passenger trips per capita grew by almost 3%. With an increased focus on customer experience and the enhancement of marketing and product management to carve out new growth markets, the policy target proposed for ridership is sustained increase through the period from 2008 to 2012.

## Conventional Transit Demand Monitoring Ridership



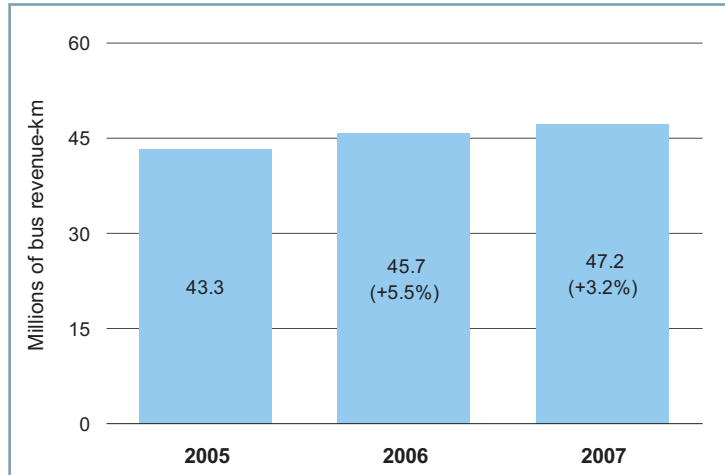
Paratransit ridership has grown very slightly in 2007. ParaTranspo has for a number of years now been operated as a fixed-capacity model. The number of passengers reported here includes registered customers who used either vans, sedans or contracted taxi services. The number excludes attendants and companions who may have travelled along with registered customers.

## Paratransit Demand Monitoring Ridership



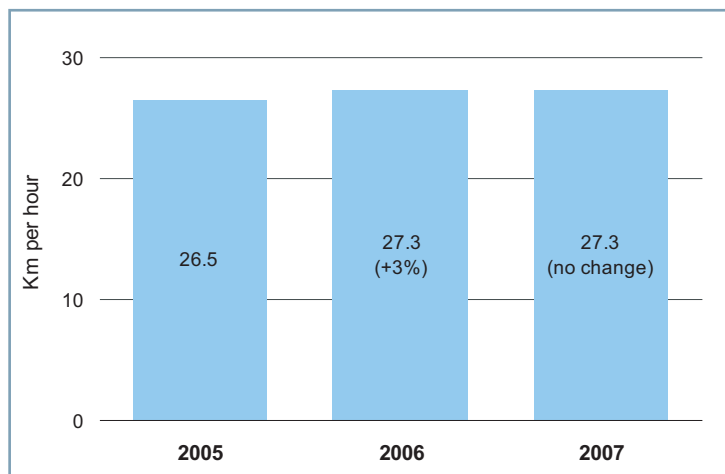
In response to growth, the number of kilometres travelled by OC Transpo buses while in revenue service rose by 3.2% in 2007, following a 5.5% increase in 2006.

### Conventional Transit System Planning Service Provided



The average speed experienced by transit users on board buses held constant at about 27 km/h in 2007, which is consistently high thanks to the Transitway infrastructure. The business focus will be to increase convenience by reducing the total travel time of customers, from accessing the system, through waiting for service, to reaching their final destination.

### Conventional Transit System Planning Network Speed



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The average productivity of buses is described in terms of the average in-service distance travelled by any given bus that is part of the peak fleet in the course of a day. It has decreased slightly (by about 3%) in 2007.

**Conventional Transit  
System Planning  
Productivity**



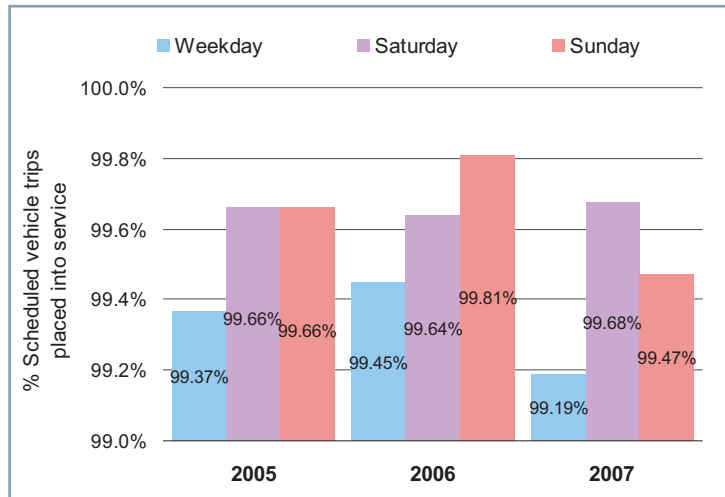
Subsequent versions of this report will measure the degree to which the service capacity offered by OC Transpo is consumed by customers. It will be reported for the entire system, separately for peak and off-peak periods and by type of service. Measuring occupancy in this manner will make possible the setting of policy standards and targets in this category.

**Conventional Transit  
System Planning  
Occupancy**



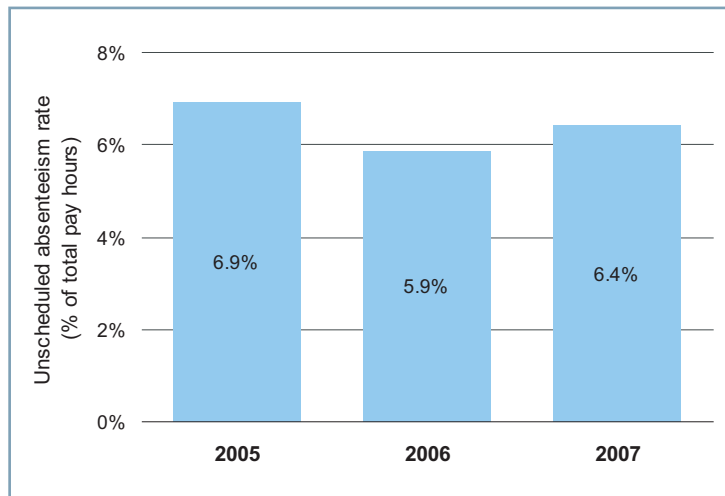
In 2007, about 99.2% of all weekday service was placed into service as scheduled, a slight decrease from 2006. Availability is typically higher on Saturday and Sunday. The policy standard proposed is 100% availability through the period from 2008 to 2012. This goes together with the business focus on increasing asset productivity.

**Conventional Transit  
Service Delivery  
Availability**



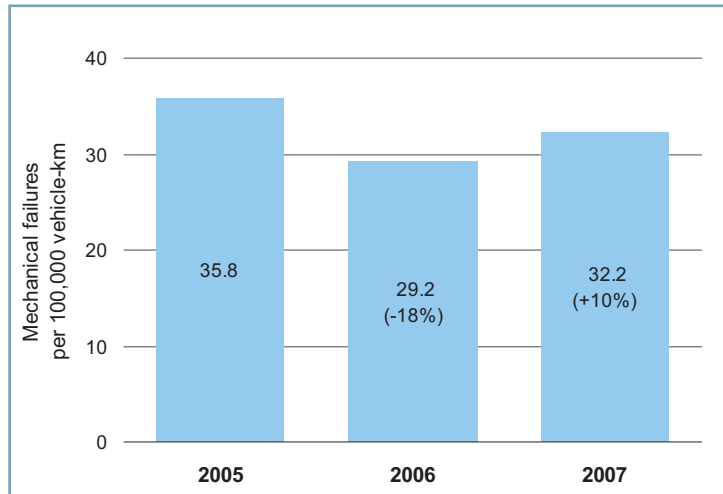
Unscheduled operator absences compound the challenge of planned absences in delivering the service. In 2007, 6.4% of operators' overall paid time was consumed by unscheduled absenteeism — primarily for personal illness, but also including family illness, injury and tardiness. This represented a small increase from 2006.

**Conventional Transit  
Service Delivery  
Operator absenteeism**



This is a measure of fleet maintenance reliability. For 2007, the information used for the purpose of this measure is the number of occurrences where a bus trip was affected by a critical defect that typically required roadside assistance. Data collection and tracking improvements will strengthen this measure in 2008. The business focus is set for the period from 2008 to 2012 on reaching utilization of 90% of the bus fleet.

**Conventional Transit  
Asset Management  
Mechanical failure rate**



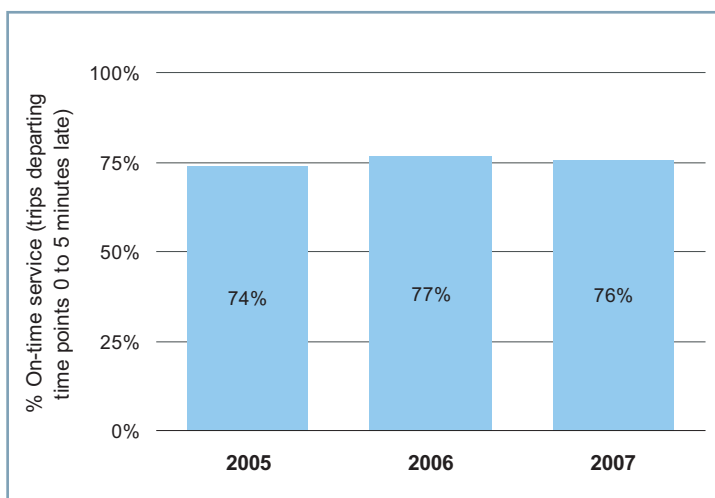
As a measure of fleet maintenance efficiency, efforts will be undertaken toward monitoring the average length of time that buses remain out of service following failure. Results will be contained in subsequent versions of this report.

**Conventional Transit  
Asset Management  
Vehicle down time**



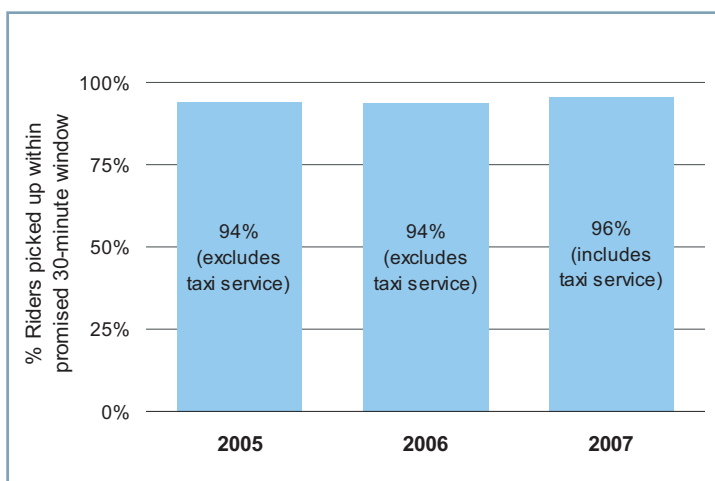
In 2007, service reliability was at 76%, a slight increase from 77% in 2006. The proposed policy target is for OC Transpo bus trips to adhere to published schedules 90% of the time. The policy standard for on-time performance is not to run early and to be no more than five minutes late. On Transitway routes, the adherence to the time between buses (called headway) is of greater importance than the posted times. This measure is under investigation for measurement using our new GPS system. This measurement would be of significant value for the future.

**Conventional Transit  
Quality Management  
On-time performance**



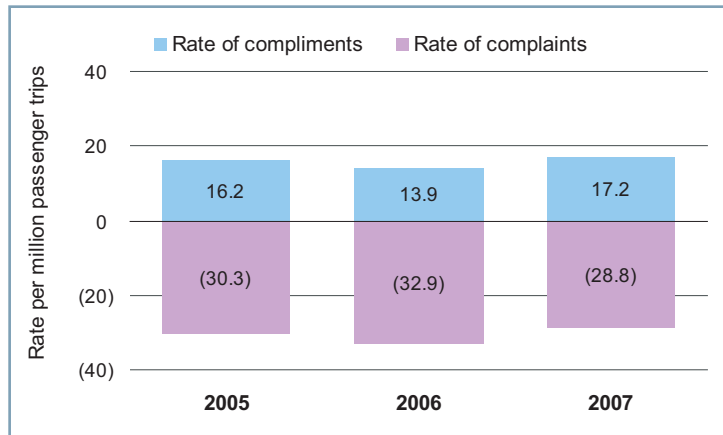
When making a reservation, paratransit customers are given a 30-minute window as their pick-up time. In 2007, ParaTranspo exceeded the proposed policy target of 95% of passengers picked up within that time window.

**Paratransit  
Quality Management  
On-time performance**



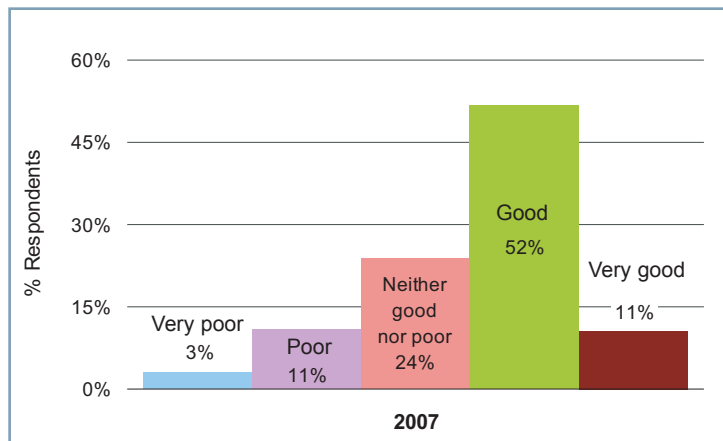
In 2007, transit passengers voiced more than 1,050 compliments about operator behaviour (or 17.2 per million passenger trips), significantly more than in 2006. At the same time, the rate of operator-related complaints dropped significantly, from 32.9 to 28.8 complaints per million passenger trips. Focus groups and surveys were conducted with OC Transpo employees in 2007 with a view toward increasing their level of engagement and their satisfaction rating. A Mystery Shopper program was also initiated in 2007, along with incentive formulas, to provide unbiased measurement of service quality.

**Conventional Transit  
Quality Management  
Customer satisfaction:  
Operators**



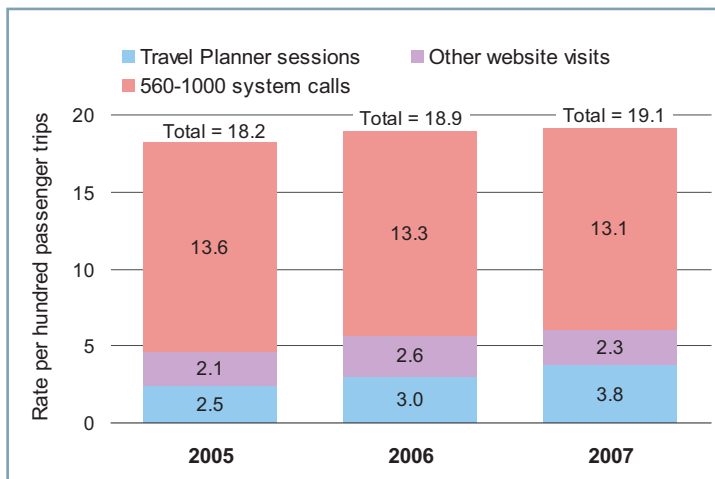
A comprehensive attitude survey of Ottawa residents, based on focus groups and conducted over the telephone in 2008, found that frequent, infrequent and non-transit users alike gave a positive overall rating to OC Transpo. 63% of respondents rated OC Transpo overall as “good” or “very good”— more than four times as many as those who rated OC Transpo as “poor” or “very poor.” Market research was re-instituted on an annual basis in 2007 and consistent improvement in annual customer survey results is a policy target.

**Conventional Transit  
Quality Management  
Customer satisfaction:  
Overall service**



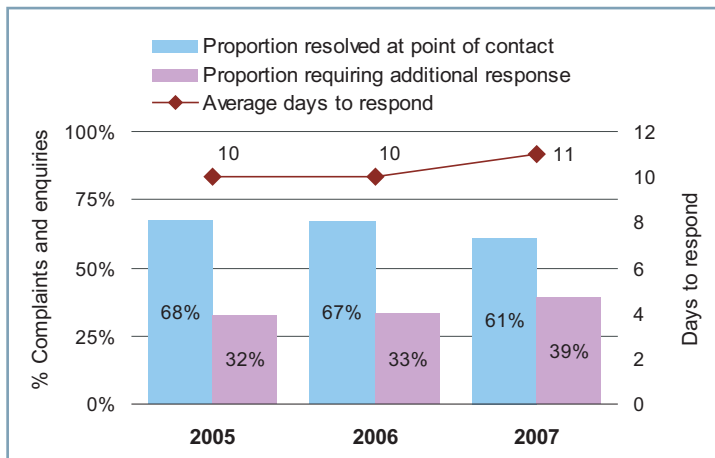
Technology allows transit systems to reduce customers' dependency on non-automated points of service for obtaining the information they need. The rate at which customers are using OC Transpo automated information channels, especially the Web site and its Travel Planner, has continued to increase in 2007.

**Conventional Transit  
Marketing and Public  
Relations  
Access to electronic  
information**



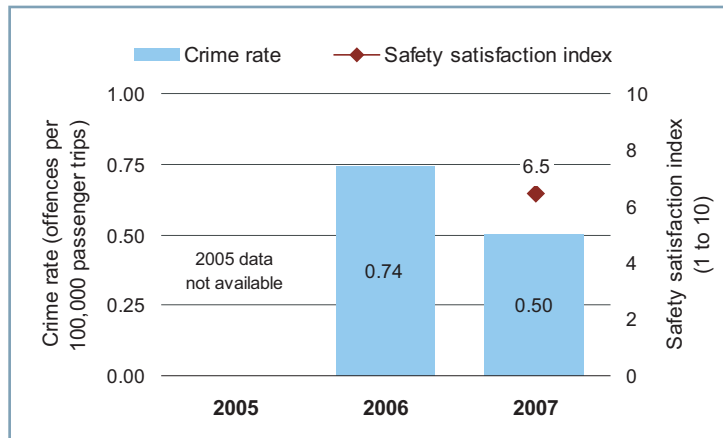
Customer service personnel try to resolve as many complaints and enquiries as possible during initial customer contact, and to respond as quickly as possible to issues that need more time. The proportion of registered contacts requiring a response beyond that which could be provided at the point of initial contact increased in 2007, and the number of days required to respond also increased. Fast growth in the customer base has increased the volume of overall calls received and challenged the capacity of the call centre.

**Conventional Transit  
Marketing and Public  
Relations  
Response to  
complaints and  
enquiries**



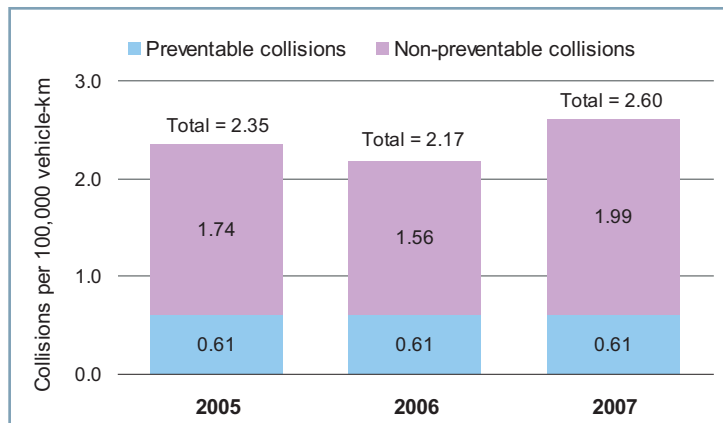
In 2007, the rate of criminal offences dropped by 32%, from 0.74 to 0.50 offences per 100,000 passenger trips. Sustained improvement in offence rates is a policy target. The comprehensive 2008 attitude survey asked customers to rate how uniformed law enforcement personnel and video surveillance made them feel more secure, and how confident they were that OC Transpo staff could help quickly in case of an incident. On a scale from 1 (strong disagreement) to 10 (strong agreement), 6.5 was the average rating. As part of improved control over business risks, safety management systems will be recognized as benchmarks and integrated with operational procedures and controls.

**Conventional Transit  
Safety Management and  
Enforcement  
Safety and security**



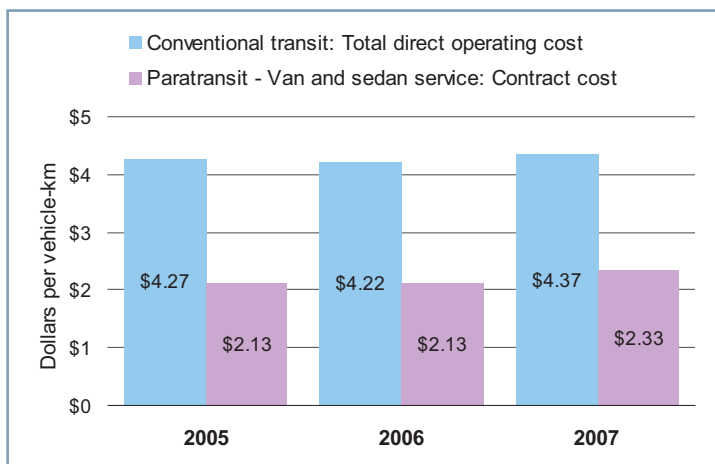
The rate at which OC Transpo buses are involved in collisions that are preventable by the operators was unchanged from 2005 to 2007, at 0.61 collisions per 100,000 vehicle-km. Sustained improvement in preventable accident rates is a policy target. The rate of non-preventable collisions (which represent more than three-quarters of all collisions) grew from 1.56 to 1.99 collisions per 100,000 vehicle-km. As part of safety management systems, safe driving recognition will be integrated with operational procedures.

**Conventional Transit  
Safety Management and  
Enforcement  
Vehicle collisions**



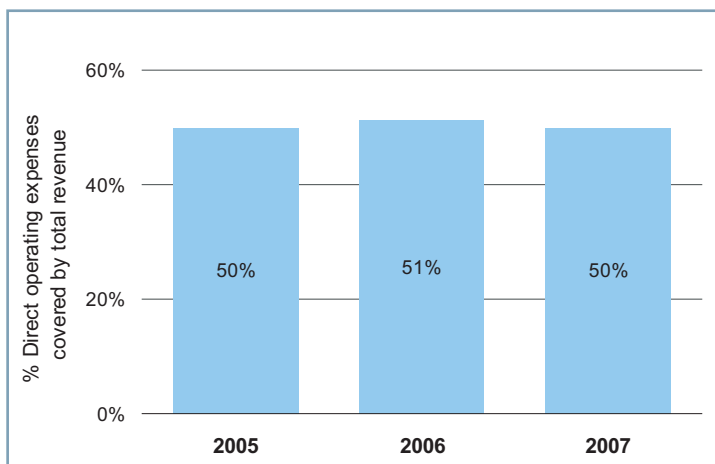
Recent cost pressures on transit operations have been significant. However, the total direct operating cost per vehicle-km for conventional transit rose just over 2% from 2005 to 2007 — less than the rate of inflation. The cost of operating Para Transpo increased as a result of changes to the service contract in the course of 2007.

**Conventional Transit  
System Planning  
Operating efficiency**



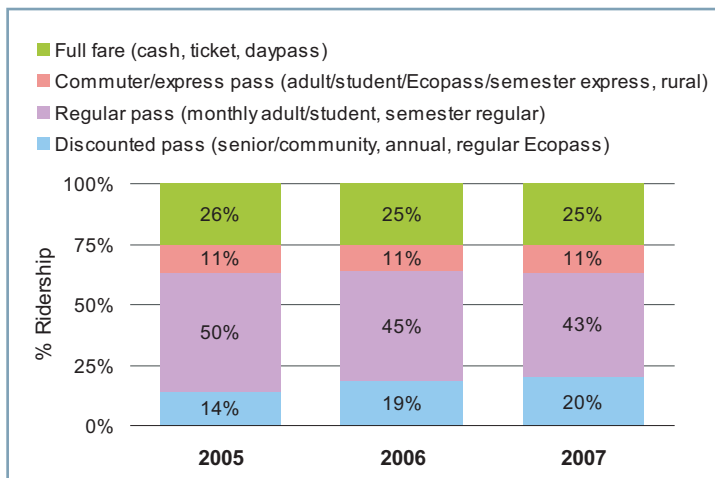
For conventional transit operations, Council has set a policy standard of 50% for the recovery of operating expenses from fares and other revenue. The 2007 level of cost recovery met the standard, even though it decreased slightly from the 2006 level. The business focus is set for the period from 2008 to 2012 on increasing asset productivity, station revenue sources and property development.

**Conventional Transit  
System Planning  
Operating cost  
recovery**



The proportion of passengers paying full fares or using express passes has held constant since 2005. However, in relative terms there has been a decrease in the use of regular passes and an increase in the use of discounted passes (senior pass, community pass, annual pass and regular Ecopass). The business focus is to propose a fairer structure of transit fares, tied with the revenue-cost ratio, and to enhance product management to go after new growth markets. At present, about 83% of fare revenues are generated by regular transit, 15% by commuter transit (express and rural routes) and 2% by school transit (600-series routes).

**Conventional Transit  
Revenue Management  
Ridership by fare type**



Subsequent versions of this report will document the rate of fare non-compliance, following a substantial increase in the number of fare enforcement officers and adjustments to monitoring and enforcement. Previous attempt to measure evasion rates did not have reliable samples due to abandonment/low effort of fare enforcement prior to 2008 and unreliable methodology.

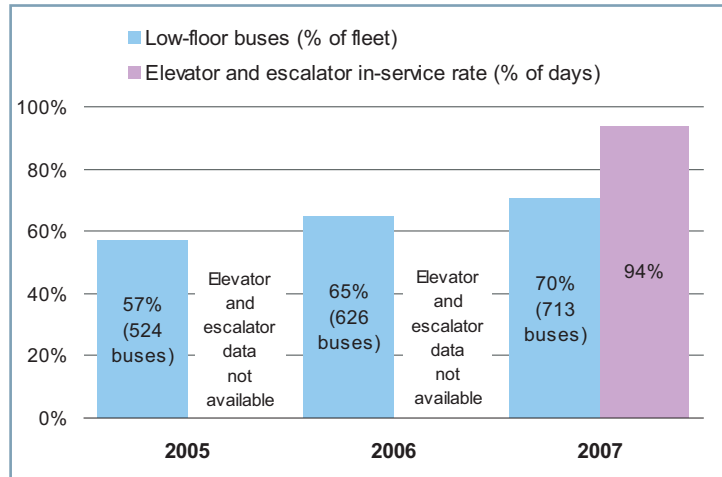
**Conventional Transit  
Safety Management and  
Enforcement  
Fare non-compliance**



*Future Performance Measure*

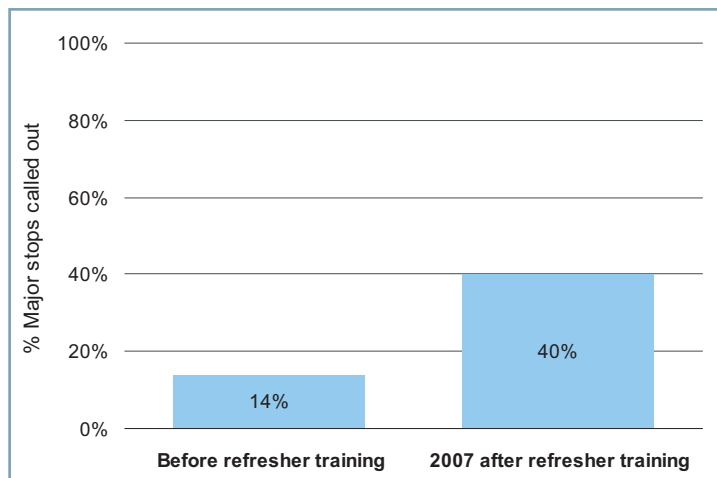
All new buses acquired have low floors to maximize accessibility. About 70% of the bus fleet is now low-floor. An accessibility audit will help in efforts to make OC Transpo a 100% barrier-free transit system, which is a policy target. The operation of elevators and escalators at the Transitway stations started being closely monitored over the last four months of 2007, when they were in service 94% of the time.

**Conventional Transit  
Quality Management /  
Asset Management  
Vehicle and station  
accessibility**



Transit customers, especially those who have visual impairments, are greatly assisted by “next stop” announcements. After refresher training of operators was implemented in 2007, the rate of calling out major stops rose to 40% from a prior baseline of 14%. Efforts have since increased and will continue until the complete installation of an automated system, aimed at getting started by late 2008.

**Conventional Transit  
Quality Management  
Calling out major stops**



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The rate at which buses emit greenhouse gases can be affected by vehicle and engine specifications, fuel blends, passenger loads and driver behaviour. From 2005 to 2007, the rate of emissions fell by about 5%. Despite this, overall emissions rose due to an increase of almost 11% in vehicle-km driven. An objective of OC Transpo is to set programs in place toward carbon reduction, noise abatement, and chemical and solid waste reduction.

**Conventional Transit  
Asset Management  
Greenhouse gas  
emissions**

