



## Transit Executive Committee Agenda

Wednesday, December 6, 2023, 1:30 p.m.

Regional Council Chambers

Regional Headquarters Building

605 Rossland Road East, Whitby

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2097.

Note: This meeting will be held in a hybrid meeting format with electronic and in-person participation. Committee meetings may be [viewed via live stream](#).

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There are no delegations	
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<b>8. Advisory Committee Resolutions</b>	
There are no advisory committee resolutions to be considered	
<b>9. Confidential Matters</b>	

There are no confidential matters to be considered

**10. Other Business**

10.1 Waiving Durham Region Transit (DRT) Collection Fees for December 25, 2023

**11. Date of Next Meeting**

Wednesday, January 10, 2024 at 1:30 PM

**12. Adjournment**

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## The Regional Municipality of Durham

### MINUTES

#### DURHAM REGION TRANSIT EXECUTIVE COMMITTEE

Wednesday, November 8, 2023

A regular meeting of the Durham Region Transit Executive Committee was held on Wednesday, November 8, 2023 in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby, Ontario at 1:30 PM. Electronic participation was offered for this meeting.

#### 1. Roll Call

Present: Commissioner Crawford, Chair  
Commissioner Schummer\*, Vice-Chair  
Commissioner Anderson  
Commissioner Brenner  
Commissioner Carter\*  
Commissioner Garrod  
Commissioner Roy\*  
Commissioner Wotten

**\*denotes Commissioners participating electronically**

Absent: Regional Chair Henry was absent on municipal business

Present: E. Baxter-Trahair, Chief Administrative Officer  
A. Chung, Systems Support Specialist, Corporate Services – IT  
S. Ciani, Committee Clerk, Corporate Services – Legislative Services  
W. Holmes, General Manager, Durham Region Transit  
K. Hornburg, Deputy General Manager, Business Services  
J. Kilgour, Acting Deputy General Manager, Maintenance, Durham Region Transit  
N. Lysaght, Manager, Policy & Planning, Durham Region Transit  
A. Mak, Supervisor, Financial, Durham Region Transit  
A. Naeem\*, Solicitor, Legal Services  
C. Norris, Deputy General Manager, Operations, Durham Region Transit  
Z. Osime-Fakolade, Program Manager, Community Engagement and Change Management, Durham Region Transit  
S. Rodgers, Assistant, Planning, Durham Region Transit  
N. Taylor\*, Treasurer, Durham Region Transit, and Commissioner of Finance  
V. Walker, Committee Clerk, Corporate Services – Legislative Services

**\* denotes staff participating electronically**

## 2. **Declarations of Pecuniary Interest**

There were no declarations of pecuniary interest.

## 3. **Adoption of Minutes**

Moved by Commissioner Brenner, Seconded by Commissioner Wotten,  
(43) That the minutes of the regular Durham Region Transit Executive  
Committee meeting held on Wednesday, October 4, 2023, be adopted.

CARRIED

## 4. **Presentations**

### 4.1 Bill Holmes, General Manager, Transit, re: General Manager's Verbal Update

Bill Homes, General Manager, Durham Region Transit (DRT) provided a PowerPoint presentation regarding the General Manager's update to the Committee.

Highlights from the presentation included:

- "Movember" General Manager (GM) Information Highlights
- Service Pressures and Network Optimization
  - Data Informed Decisions
  - Actions to Tackle Pressures and Reliability – January 2024
- Customer Policies Update
- Fare Integration – Removal of Double Fares

B. Holmes welcomed James Kilgour as the Acting Deputy General Manager of Maintenance.

B. Holmes responded to questions from the Committee regarding the scheduled service network and need to reallocate revenue service hours in January 2024 to address reliability and pressure issues; that reallocation will not impact existing On Demand resources; the ability to provide access to transit in new development areas and whether there are any challenges in those areas due to construction; when construction on Conlin Road will be completed and if scheduled service planned to operate through this area will free up existing On Demand resources; the timeline for the replacement buses for those destroyed in the fire at the Raleigh site; and whether transit services will be ensured in areas of high growth such as within the Municipality of Clarington.

## 5. **Delegations**

There were no delegations heard.

**6. Correspondence**

There were no communication items considered.

**7. Reports**

A) General Manager's Report – November 2023 (2023-DRT-24)

Report #2023-DRT-24 from B. Holmes, General Manager, Durham Region Transit, was received.

Moved by Commissioner Anderson, Seconded by Commissioner Garrod,  
(44) That Report #2023-DRT-24 of the General Manager, Durham Region Transit, be received for information.

CARRIED

B) DRT Customer Policy Update (2023-DRT-25)

Report #2023-DRT-25 from B. Holmes, General Manager, Durham Region Transit, was received.

Moved by Commissioner Anderson, Seconded by Commissioner Garrod,  
(45) That Report #2023-DRT-25 of the General Manager, Durham Region Transit, be received for information.

CARRIED

C) U-Pass Agreement Extension (2023-DRT-26)

Report #2023-DRT-26 from B. Holmes, General Manager, Durham Region Transit, was received.

Moved by Commissioner Anderson, Seconded by Commissioner Garrod,  
(46) That the Transit Executive Committee recommends to Regional Council:

That the existing U-Pass agreement with Durham College, Ontario Tech University and Trent University (Durham Campus) be extended through the 2024-2025 academic year, including a 1.9 per cent increase in the fee per eligible student from \$150 per semester to \$152.85 per semester for the period of September 1, 2024, to August 31, 2025.

CARRIED

This matter will be considered at the November 29, 2023 Regional Council meeting.

D) Fare Integration – Removal of Double Fares Program (2023-DRT-27)

Report #2023-DRT-27 from B. Holmes, General Manager, Durham Region Transit, was received.

- Moved by Commissioner Anderson, Seconded by Commissioner Garrod,  
(47) A) That the General Manager, Durham Region Transit (DRT) be authorized to negotiate and execute an agreement with Metrolinx to implement the Fare Integration – Removal of Double Fares (FI-RDF) program funded by the Ministry of Transportation, subject to the terms and conditions being satisfactory to the Commissioner of Finance and the Regional Solicitor; and
- B) That the final agreement acknowledge that DRT and the Region of Durham are responsible for fare policy and set fares for DRT services.

CARRIED

**8. Advisory Committee Resolutions**

There were no advisory committee resolutions considered.

**9. Confidential Matters**

There were no confidential matters considered.

**10. Other Business**

There was no other business considered.

**11. Date of Next Meeting**

The next regularly scheduled Durham Region Transit Executive Committee meeting will be held on Wednesday, December 6, 2023 at 1:30 PM in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

**12. Adjournment**

Moved by Commissioner Wotten, Seconded by Commissioner Brenner,  
(48) That the meeting be adjourned.

CARRIED

The meeting adjourned at 2:05 PM

Respectfully submitted,

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M. Crawford, Chair

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S. Ciani, Committee Clerk

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 3702



# The Regional Municipality of Durham Report

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To: Durham Region Transit Executive Committee  
From: General Manager, Durham Region Transit  
Report: #2023-DRT-28  
Date: December 6, 2023

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**Subject:**

General Manager's Report – December 2023

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**Recommendation:**

That the Transit Executive Committee recommends

That this report be received for information.

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**Report:**

**1. Purpose**

1.1 This report is submitted at each Transit Executive Committee (TEC), for information.

**2. Background**

2.1 The General Manager Report provides regular updates on key performance measures and summaries of current activities and transit issues in Attachment #1.

**3. Previous Reports and Decisions**

3.1 Not applicable

**4. Financial**

4.1 There are no financial impacts associated with this report.



**5. Relationship to Strategic Plan**

5.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:

- a. Service Excellence

**6. Conclusion**

6.1 For additional information, contact: Bill Holmes, General Manager, at 905-668-7711, extension 3700.

**7. Attachments**

Attachment #1: General Manager's Report – December 2023

Respectfully submitted,

Original Signed by

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Bill Holmes  
General Manager, DRT

Recommended for Presentation to Committee

Original Signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer



General Manager's Report  
November 8, 2023  
TEC  
Attachment #1

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# Performance Measures Dashboard

## Safety

Key performance indicator	Description	Latest Measure	Current	Target <sup>1</sup>	Current Variance to Target (percent)	YTD Status <sup>2</sup> (percent)
Collisions	Number preventable collisions per 100,000 km	October	0.40	0.26	✗ -52.2	✓ -12.5

## Ridership

Scheduled						
Ridership (x1,000)	Number passengers	October	1,111	813	✓ 36.7	✓ 51.0
PRESTO Ridership	Customers paying using PRESTO (percent)	October	92.1	86.3	✓ 5.8	✓ 8.0
Bus full occurrences	Number operator reported occurrences	October	563	225	✗ 150	NA
Demand Responsive						
Ridership - Specialized	Number customer trips	October	11,098	8,221	✓ 35.0	✓ 35.1
Unaccommodated Rate - Specialized	Trip requests not scheduled (percent)	October	NA <sup>3</sup>	NA <sup>3</sup>		
Ridership – On Demand	Number customer trips	October	13,091	7,846	✓ 77.2	✗ -1.8

## Service Delivery

Scheduled						
On time performance	On-time departures from all stops (percent)	Service Period 3 <sup>4</sup>	69.1	72.4	✗ -3.3	✗ -3.0
Service availability	Scheduled service delivered (percent)	Service Period 3 <sup>4</sup>	96.7	97.6	0.9	✓ 0.3

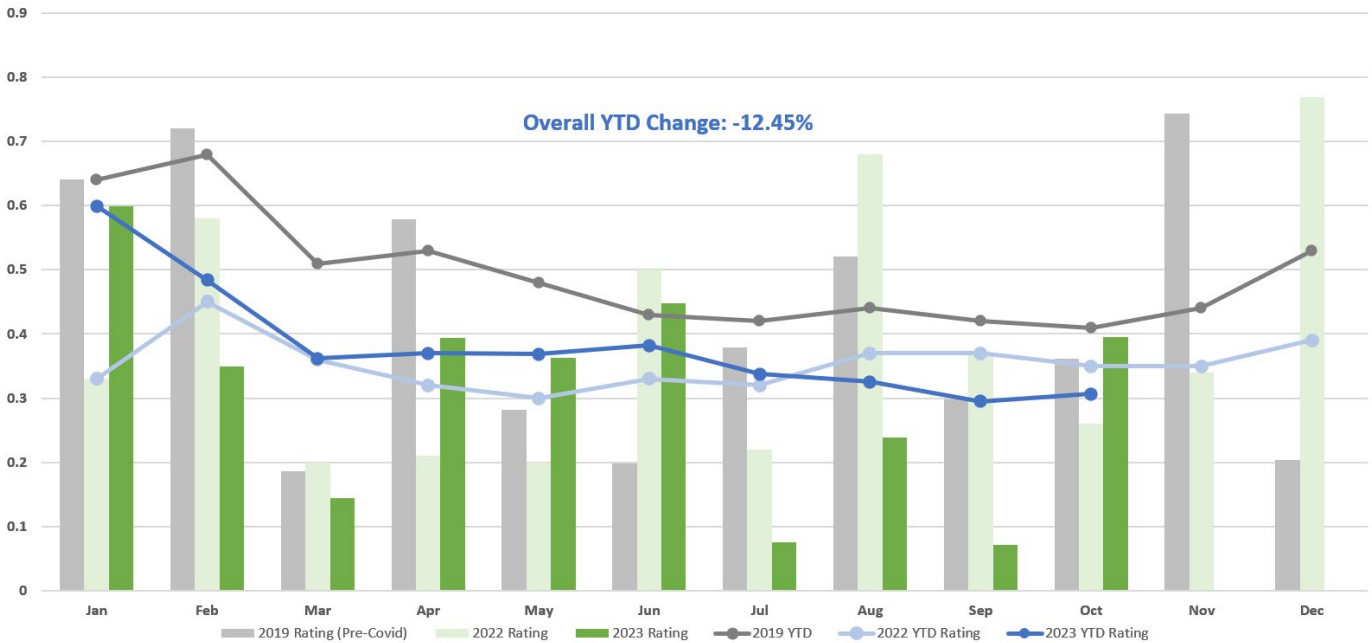
<sup>1</sup>Target is 2022 measure for the same period

<sup>2</sup>Year to Date (YTD) compared to previous year

<sup>3</sup>Unaccommodated rate to be reported starting March 2024

<sup>4</sup>June 19, 2023 through September 4, 2023

## Preventable collisions rate per 100,000 km



**Definition:** A preventable collision is one in which the driver failed to do everything reasonable to avoid the collision. The preventable collision rate is the number of preventable collisions per 100,000 kilometres of travel for all Durham Region Transit (DRT) vehicles.

A collision may not be reportable to police based on the Highway Traffic Act, but for DRT purposes all collisions are documented and investigated. DRT's objective is to reduce annual preventable collisions by ten percent relative to the previous year.

### Analysis

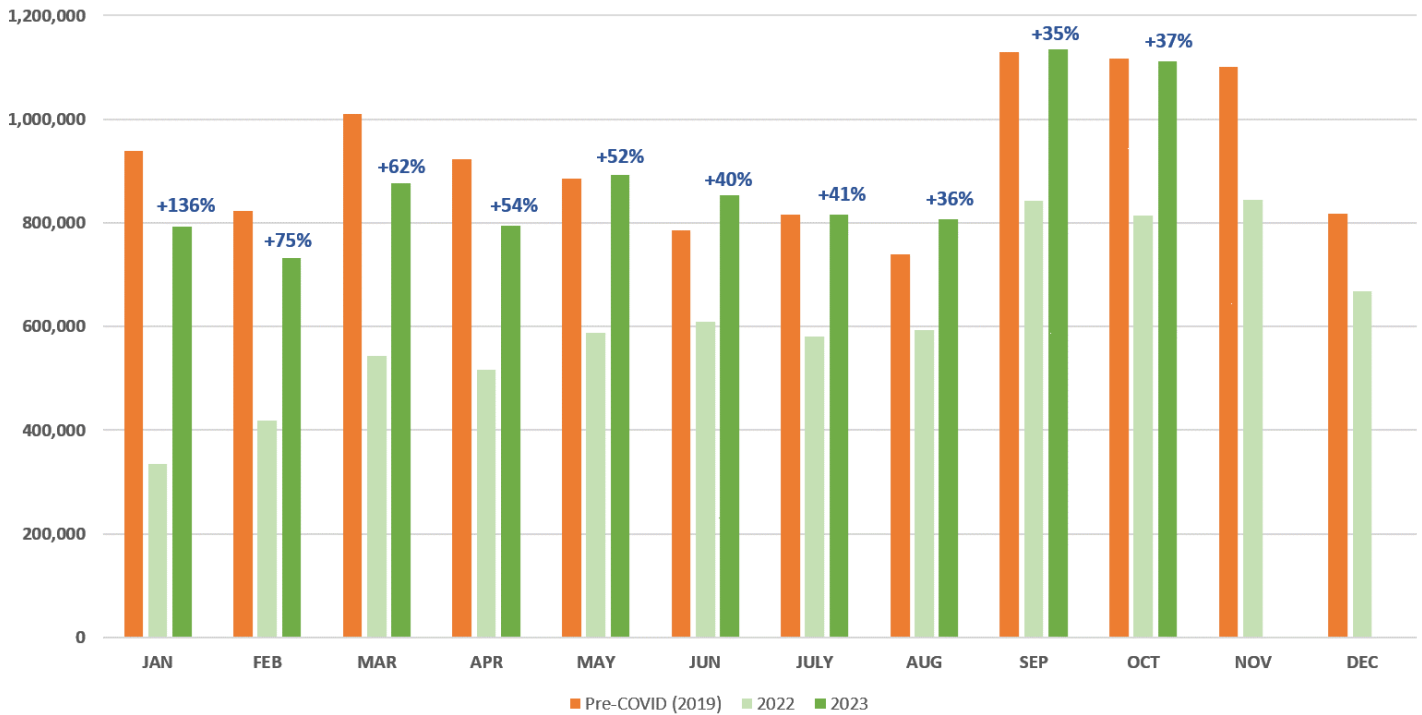
The October preventable collision rate was 0.40 percent compared to a rate of 0.26 percent for the same period in 2022. The year-to-date collision rate is 12.5 percent lower than the rate in 2022.

### Action Plan

Operations continue to implement their safety management system including promotion and communication, managing employee performance, and requiring remedial training for all employees involved in a preventable collision.

# Ridership

## Scheduled transit



**Definition:** Ridership is the sum of all passenger trips. A passenger trip is a one-way trip from origin to destination regardless of the number of transfers that may be required. Ridership data is calculated from fare box data and data from PRESTO and demand response.

### Results

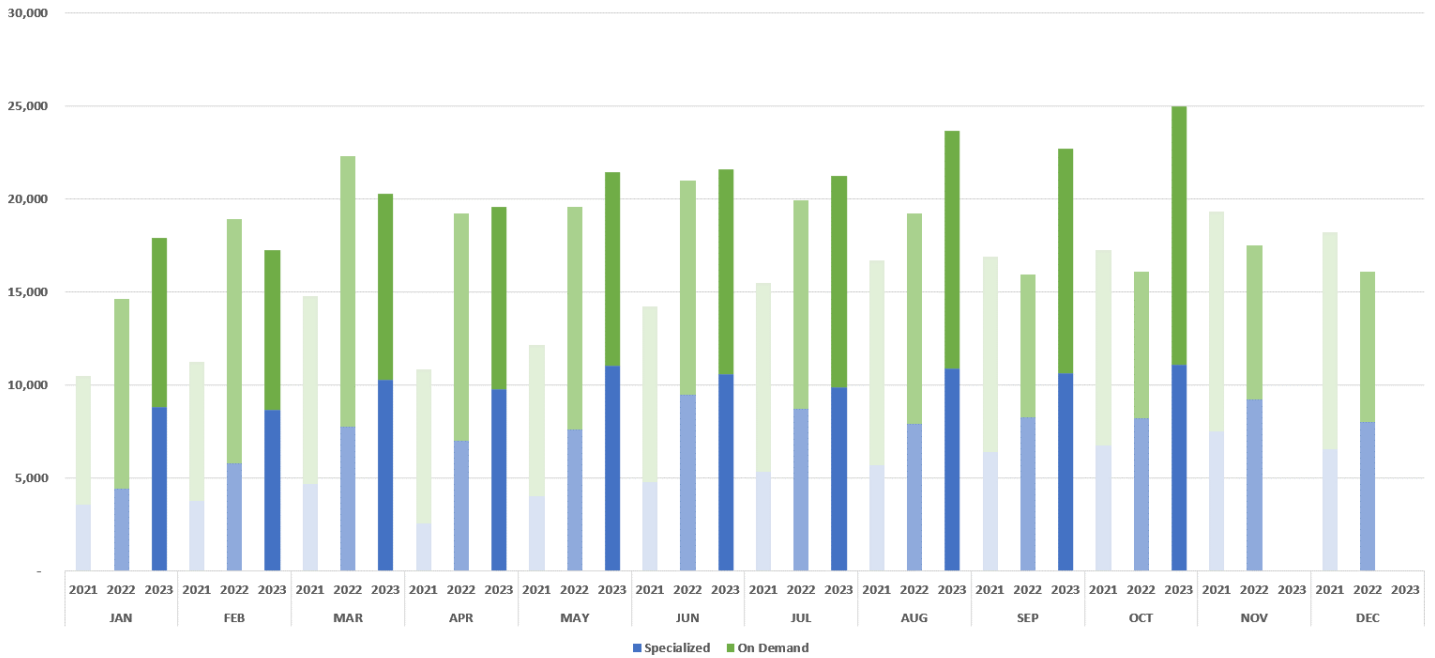
October ridership on scheduled service was approximately 37 percent higher than the same month in 2022, and approximately 51 percent higher year to date. Ridership in October 2023 has recovered and exceeded pre-pandemic levels.

### Action Plan

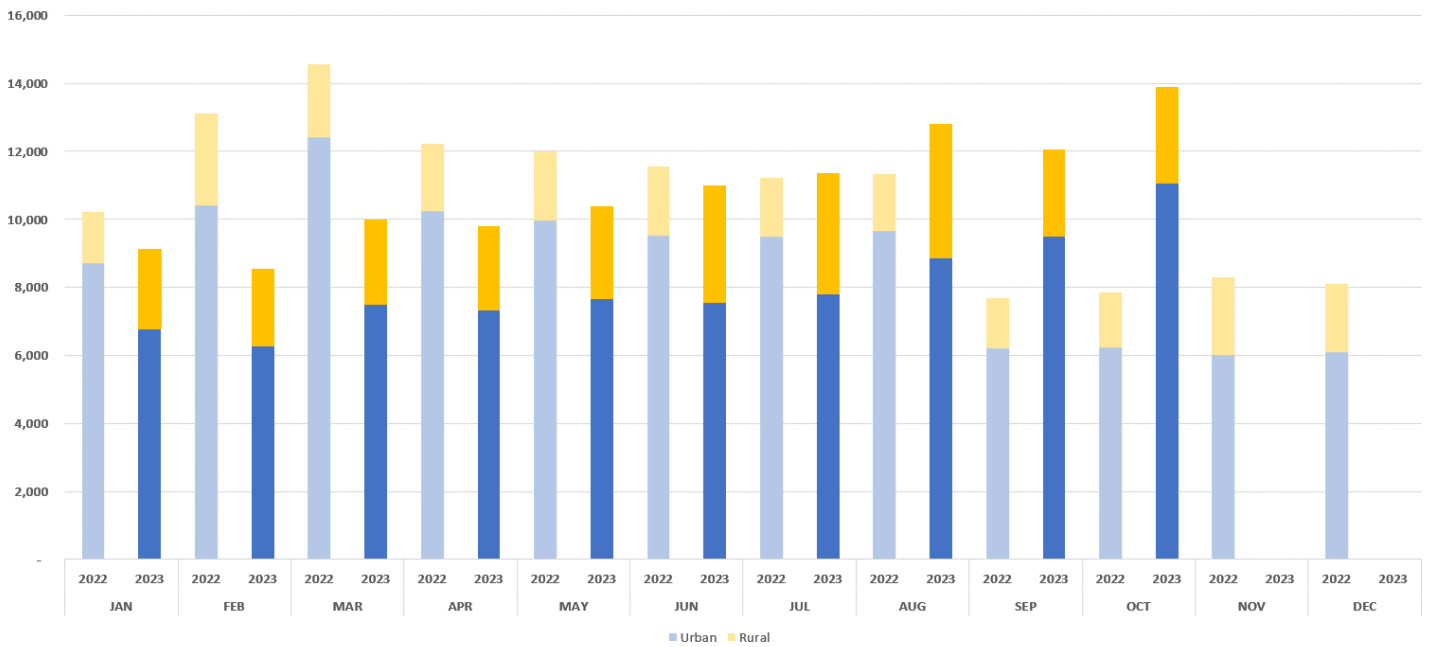
Ridership levels continue to be monitored to ensure adequate network capacity to meet increasing demand and changing travel patterns.

# Demand Response Transit

Demand Responsive Trips



On Demand Trips



		OCT 2023	YTD 2023
R U R A L	Uxbridge	281	9,252
	Brock	945	5,747
	Scugog	655	9,583
	Pickering	269	2,218
	Ajax	10	16
	Whitby	9	875
	Oshawa	4	5
	Clarington	682	19,557

		OCT 2023	YTD 2023
U R B A N	Uxbridge	947	1,686
	Scugog	735	1,331
	Pickering	991	10,461
	Ajax	894	9,768
	Whitby	3,711	19,675
	Oshawa	1,751	10,522
	Clarington	2,011	8,259

Note: Rural Uxbridge and Scugog figures include trip pickups within urban Uxbridge and Port Perry areas.

### Specialized Transit Trips



### Definitions:

**Trips:** A trip is considered a one-way passenger trip from origin to destination, regardless of the number of transfers that may be required.

**Unaccommodated Rate (Specialized):** An unaccommodated Specialized transit trip is one where DRT is unable to schedule a trip for the specific requirement requested by the customer, the customer declined to accept the trip option provided by the booking agent, or DRT did not have available capacity to accommodate the trip request.

### Results

On Demand delivered a total of 24,189 trips in October 2023, including 11,098 trips for customers registered with Specialized transit. Total On Demand trips delivered in October 2023 were 50 percent higher than October 2022, including a 77 percent increase in Specialized transit trips.

Data from the new On Demand platform implemented in September will be reported beginning with March 2024.

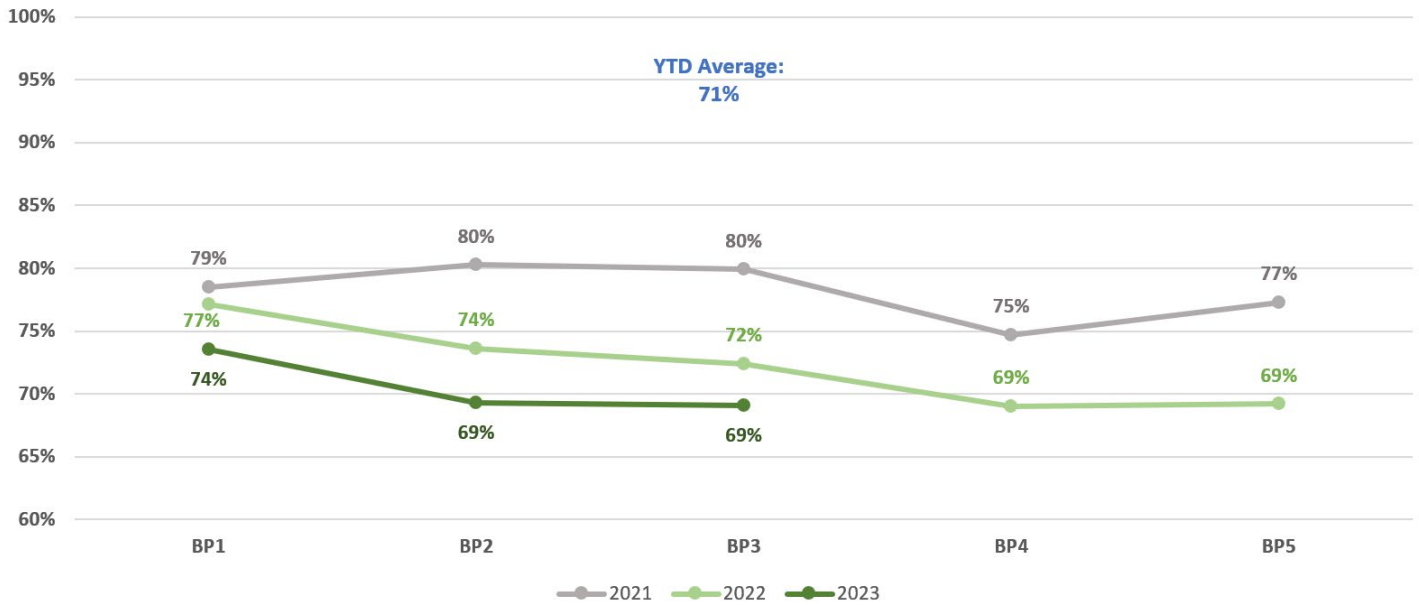
### Action Plan

As part of the service model transition program, DRT expedited the transition of On Demand services to the third party vendor to increase capacity. Effective September 5, 2023, all On Demand trips were delivered by DRT’s third-party contractor (Voyago).

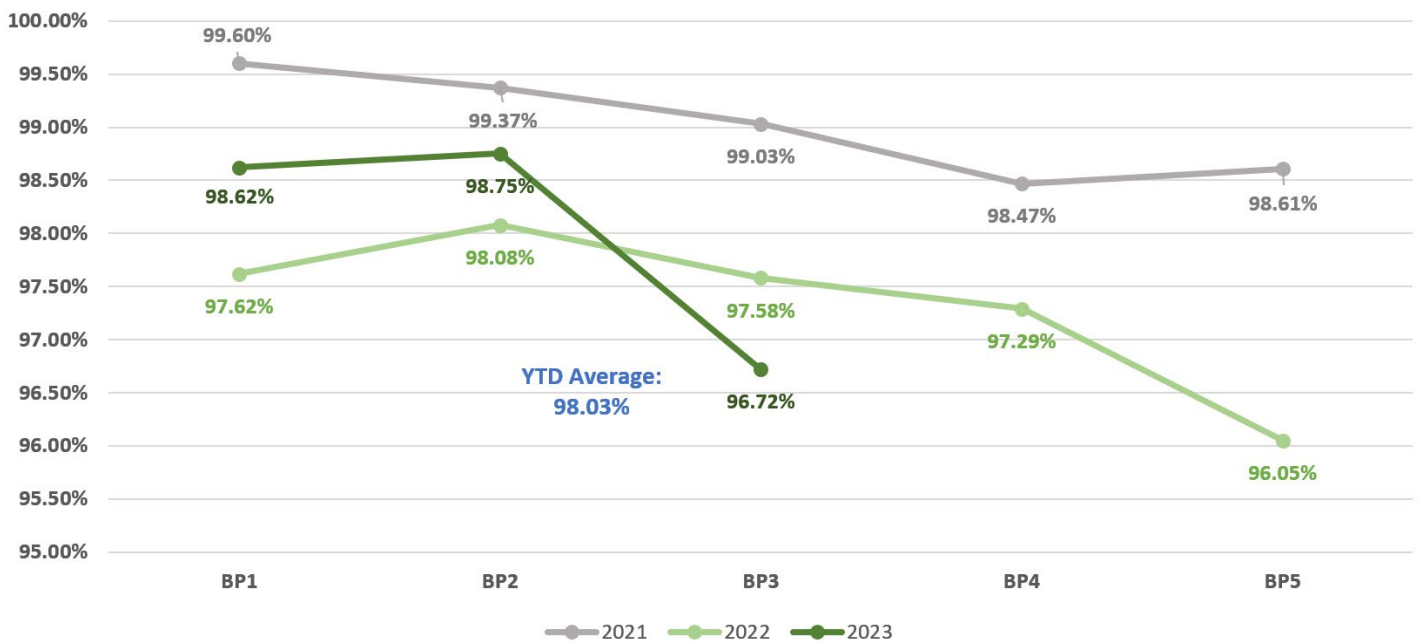
# Service Delivery

## On Time Performance and Availability (conventional)

On-Time Performance



Service Availability



### Definition

On Time Performance (OTP) is a measure of the percentage of buses departing a bus stop no more than zero minutes early and five minutes late. The annual OTP target is 80 percent. OTP is reported for each service period.



Service availability is a measure of the actual service delivered by DRT as a percentage of scheduled revenue service. The service availability target is 99.5 percent. Service availability is reported for each service period.

## **Results**

OTP for board period three (June 19, 2023 through September 4, 2023) of 2023 was approximately 69 percent; two and a half percent lower than the same period in 2022 (72.4 percent) and unchanged from the previous 2023 board period.

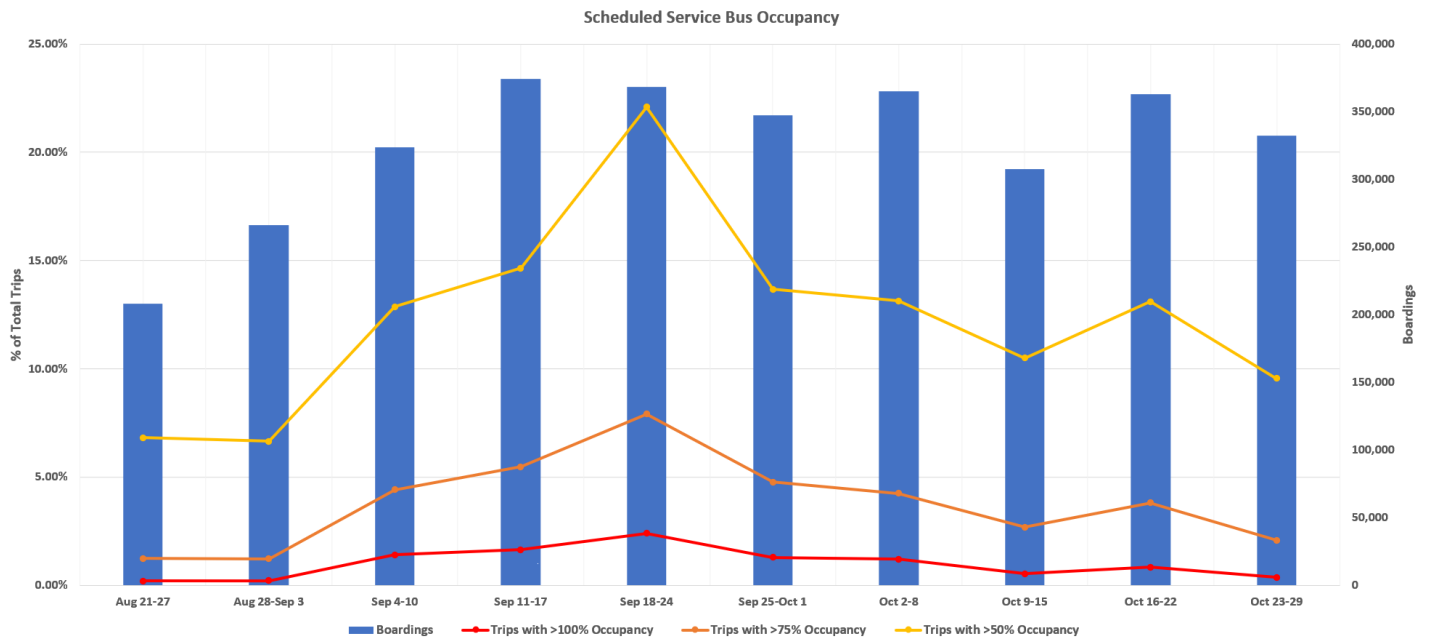
Service availability for board period three dropped to 96.7 percent and was impacted by the emergency service changes required in response to the fire on August 16, 2023.

## **Action Plan**

OTP continues to be impacted by increasing delays due to congestion experienced across major roads in the Region. DRT continues to collaborate with Works to identify transit priority measures, while continuing to focus on adding additional revenue service across the network towards a reliable and frequent transit service available to residents to truly influence transportation behaviours and the necessary modal shift to public transit.

Details regarding network optimization for January 2023 to address current network pressures are summarized in the Update section of this report.

# Scheduled Service Maximum Bus Occupancy



## Definition

Maximum bus occupancy is a measure of the maximum number of riders on a scheduled service vehicle at any point of a trip, currently expressed as a percentage of the overall vehicle capacity. The data accounts for the differences in capacity for regular and articulated buses.

## Results

Throughout October, approximately 98 percent of all trips were below maximum occupancy, with approximately four percent of trips exceeding 75 percent maximum occupancy, and two percent of trips exceeding planned bus capacity. Operators reported approximately 563 incidents of bus full occurrences.

## Action Plan

Significant service enhancements were implemented September 5, 2023, in anticipation of ridership reaching pre-pandemic levels. Where trips experience capacity limits, Transit Control continue to assign supplemental service when available to mitigate impacts to customers. Network optimization will reassign capacity to routes experiencing the greatest ridership and/or reliability pressures.

# Updates

## 1. PRESTO in Google Wallet launch, November 14, 2023

Customers can now pay for transit with PRESTO in Google Wallet by tapping their Android smartphone or smartwatch on a fare payment device. PRESTO in Google Wallet enables customers to make changes (i.e., load funds, pay for transit) and see them reflected instantly on the balance and transaction history in their PRESTO account. Additionally, PRESTO in Google Wallet provides customers with many of the same benefits as the plastic card.

Customers can get a new virtual PRESTO card at no cost or convert their existing plastic PRESTO card to transfer their balance and account settings, including fare type. Customers are strongly encouraged to visit the [www.prestocard.ca](http://www.prestocard.ca) for full details.

## 2. Service Change, December 4, 2023

Effective Monday, December 4, 2023 DRT will be implementing seasonal service adjustments to reflect decreased demand during the month of December, and will operate reduced service levels from December 25 to January 1, 2024.

Weekday PULSE 901C service will operate every 30 minutes between Oshawa Centre Terminal and Simcoe Street / Windfields Farm Drive to reflect decreased post-secondary travel. Combined 15-minute frequency will operate between Downtown Oshawa, and Windfields Farm Drive along the Simcoe Street corridor.

## 3. Service hours during holiday period

Listed below are the modified service levels during the holiday period from December 25, 2023, to January 1, 2024.

<b>Date</b>	<b>Holiday</b>	<b>Service level</b>
Monday, December 25	Christmas Day	Special Service (See below)
Tuesday, December 26	Boxing Day	Statutory Holiday
Wednesday, December 27	N/A	Weekend Service
Thursday, December 28	N/A	Weekend Service
Friday, December 29	N/A	Weekend Service
Saturday, December 30	N/A	Weekend Service
Sunday, December 31	N/A	Weekend Service (See below)
Monday January 1, 2024	New Year's Day	Statutory Holiday

## December 25

On Monday December 25<sup>th</sup>, the following routes will operate:

- N1: 30-minute frequency all-day (24 hours)
- N2: 30-minute frequency all-day (24 hours)
- 902: 60-minute frequency from approximately 9:00 to 18:00
- 916: 60-minute frequency from approximately 9:00 to 18:00

## December 31 (New Year's Eve)

- Service will be fare free after 19:00 until 4 AM on January 1

## 4. January 2, 2024, Service Change

Effective Monday January 2, 2024, DRT will reallocate resources from lowest performing routes to address current pressures and improve on-time performance on the network's busiest routes. These changes will improve reliability where needed most, and alleviate pressures on the On Demand network.

### Service Reallocation:

The following routes will be suspended temporarily, pending available budget in 2024 to reinstate service, where warranted. Many routes outlined below have not reliably met DRT ridership productivity guidelines, and customers will be supported by either On Demand, or alternative nearby scheduled service. Replacement routes will be implemented in areas where ridership has warranted scheduled service.

- 103/110/120 – Replaced by NEW Route 121
- 211
- 222/224A – Replaced by NEW Route 227
- 291
- 301 (midday suspension only)
- 319 (midday suspension only)
- 502 (midday, eastbound suspension only)

### Service Adjustments:

Several routes will be adjusted to improve reliability add capacity where needed, and to also remove duplicated service.

- **302:** Routing removed along Windfields Farm Drive to improve reliability on the busiest portion of the route, customers can use new Route 419 or On Demand as an alternative.

- **409:** extension to Windfields Farm Drive, via Conlin Road. This route will serve the Amazon Fulfillment Centre on Conlin Road and is expected to alleviate On Demand pressures.
- **419:** NEW route operating between Windfields Farm Drive / Simcoe Street to Harmony Terminal, 7 days per week. This route will replace the Route 905 along Britannia Road and Conlin Road, to Harmony Terminal.
- **421:** Extension to new OPG headquarters on Colonel Sam Drive during peak periods, replacing Route 411 completely on weekdays.
- **605:** NEW local service in Uxbridge, operating from Railway / Albert Street to Zehrs every 30-60 minutes, alleviating capacity on the On Demand system 7 days per week.
- **PULSE 901:** Service will terminate at North Campus Terminal, offering 20-minute all-day service to Lakeview Park, and 10-minute combined frequency from Downtown Oshawa to North Campus Terminal.
- **905:** 905A service will terminate at Simcoe Street / Windfields Farm Drive instead of Harmony Terminal, reallocating hours in support of reliability on the busiest portion of the route. 905C will continue to operate to Port Perry and Uxbridge every 90 minutes.
- **920:** Additional resources to support reliability, operating via Thickson Road and Conlin Road, serving the Amazon Fulfillment Centre. Service will continue to operate every 15-minutes, all-day.
- **921:** NEW express trips will operate to support trips that exceed capacity on Route 920. These trips will operate Express (no stops) between Brock Road (Pickering), and Conlin Road.

### North Oshawa:

To support planned growth in North Oshawa, select routes will now operate to Conlin Road via Grandview Road and Townline Road, serving new operator washroom locations at Harmony Road / Conlin Road, and supporting local travel.

- **407:** Service extended to Del Park Homes Centre, will no longer operate into Harmony Terminal.
- **PULSE 915:** Will operate to Harmony Road / Conlin Road via Townline Road, securing service in advance of anticipated growth in the area.

- **PULSE 916:** Will operate to Harmony Road / Conlin Road, no longer entering Harmony Terminal. Service will operate every 20-minutes during peak periods.

DRT will continue to monitor the performance of all routes, supporting the direct, reliable, and timely travel for our customers within existing service guidelines.

#### **5. Service model transition – scheduled service**

DRT continue to coordinate with Pacific Western Transit (PWT) to transition service before their contract expires on December 31, 2023. Effective December 4, 2023, DRT staff will deliver all weekend scheduled service, and all scheduled service effective December 25, 2023.

As part of a Memorandum of Understanding between DRT, Unifor Local 222, and PWT, DRT implemented a recruitment process for PWT employees interested in employment with the Transit Commission. Approximately 47 PWT employees expressed interest, and at this time 34 offers of employment have been presented to PWT employees including operators, mechanics and service persons. Eight of these new DRT employees will begin their employee orientation on December 4, 2023, with the balance of new employees starting their orientation training after December 24, 2023.

Reallocation of DRT's bus fleet is on schedule to be completed by January 1, 2024.

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 3702



## Durham Region Transit Report

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To: Durham Region Transit Executive Committee  
From: General Manager, Durham Region Transit  
Report: #2023-DRT-29  
Date: December 6, 2023

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**Subject:**

Enterprise Risk Management Action Plan

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**Recommendation:**

That the Transit Executive Committee receive this report for information.

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**Report:**

**1. Purpose**

- 1.1 The purpose of this report is to seek endorsement from the Transit Executive Committee for the Durham Region Transit (DRT) strategy to mitigate risks identified through a recent enterprise risk assessment.

**2. Background**

- 2.1 In collaboration with the Risk Management division of the Regional Finance Department, DRT engaged Deloitte LLP (Deloitte) in early 2023 to complete an enterprise risk assessment (ERA) to inform decision-making and resources required to successfully manage risks related to DRT's strategic organizational and operational objectives.
- 2.2 Enterprise risk management (ERM) is a deliberate and strategic risk management approach designed to support DRT to proactively identify, assess, report and monitor key risks in relation to strategic priorities.

- 2.3 ERM refers to a proactive process to review risks strategically from the perspective of the entire organization and identify mitigation measures for the most significant risks that are likely to pose a problem to the enterprise.
- 2.4 DRT completed the first ERA in 2023 and plans to embed ERM as an ongoing strategic process to enhance service and organizational value. This ongoing strategy will ensure that risk becomes an integral part of the decision-making process for DRT as part of the commitment to continuous improvement and successfully achieving DRT and Regional objectives.

**3. Previous Reports**

- 3.1 Not applicable

**4. Discussion**

- 4.1 The ERA identified 12 key, inherent risks, which were assessed based on the level of residual risk (i.e, with consideration for existing risk management activities) using five criteria.
  - a) Likelihood: The likelihood that the risk will occur between 2023 and 2026 given the current risk management strategies including controls in place.
  - b) Impact: The level of impact on DRT’s ability to achieve and deliver its organizational strategy should the risk occur between 2023 and 2026, considering the extent and effectiveness of current risk management strategies including controls and the significance of any unmitigated exposure.
  - c) Speed of Impact: The speed at which the risk is likely to have an impact on DRT.
  - d) Risk Trend: The direction of risk exposure as a result of the external environmental factors and/or factors internal to DRT that heighten or lessen the risk exposure between 2023 and 2026.
  - e) Controllability: The extent to which DRT can exercise control over risks in order to reduce its risk exposure.
- 4.2 DRT’s enterprise risk universe includes a listing of 47 total risks inherent to DRT, which are grouped into nine categories. Through interviews with DRT stakeholders, 12 key inherent risks were identified for detailed assessment. Risks were classified on a scale ranging from low-risk to critical. (see Table 1).

Table 1: 12 Key Risks by Category and Risk Ranking

Category	Inherent Risk(s)	Risk Ranking
Financial	Revenue sustainability and growth Budgeting, forecasting, and planning	Significant Significant
Operational	Facilities	Critical



	Service planning and scheduling	Significant
	Supply chain	Critical
	Project management	Significant
	Information management and reporting	Significant
Extended Enterprise	Transit network partners (internal)	Moderate
Strategic	Government funding, policy, and direction	Critical
	Change management	Significant
Talent	Recruitment, development, retention of talent	Critical
Technological	Technological capabilities	Significant

4.3 Four critical risks and seven significant risks were identified which are likely to have the most impact on DRT’s ability to achieve strategic priorities and objectives if not managed adequately. The remaining 35 risks in the DRT enterprise risk assessment were not reviewed because they are less significant at this time and are being effectively managed by the organization.

4.4 DRT have implemented existing mitigation measures for the various risks. However, through the ERM process, additional and required risk management activities were developed. These additional risk mitigation measures for the key 12 risk profiles are summarized in Attachment #1.

**5. Relationship to Strategic Plan**

5.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:

a) Environmental Sustainability

- 1. Goal 1.5: Expand sustainable and active transportation

b) Community Vitality

- 1. Goal 2.3: influence the social determinants of health to improve outcomes for vulnerable populations

c) Economic Prosperity

- 1. Goal 3.1 Position Durham Region as the location of choice for business

d) Service excellence

- 1. Goal 5.1: Optimize resources and partnerships to deliver exceptional quality services and value

2. Goal 5.3: Demonstrate commitment to continuous quality improvement and communicating results.

## 6. Financial Summary

- 6.1 There are no direct financial implications related to this report.
- 6.2 Financial requirements for the additional risk management activities summarized in Attachment #1 will be included for consideration during the appropriate annual budget and business plan process.

## 7. Conclusion

- 7.1 This Report represents the first cycle of an ERM for DRT. DRT plans to entrench ERM as a regular business process to ensure the effective identification, assessment, and response to risks mitigate negative business impacts, and more importantly, explore opportunities for improvement.
- 7.2 The intent is that this proactive approach to managing risk will help inform several key priorities and projects for DRT. In addition, adopting a transparent approach about areas for improvement, demonstrates DRTs continued commitment to advancing the transit network, enhancing the customer experience, growing ridership, and improving the transit modal share.

## 8. Attachments

Attachment #1 **DRT Action Plan (additional risk management activities) for top 12 risk profiles**

Respectfully submitted,

Original signed By:

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Bill Holmes  
General Manger, DRT

Recommended for Presentation to Committee

Original signed By:

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Elaine C. Baxter-Trahair  
Chief Administrative Officer

**Attachment #1: DRT Action Plan (additional risk management activities) for top 12 risk profiles**

1. Supply Chain – Operational risk

The inability optimize the supply chain system for procurement of vehicles, parts and infrastructure with the supporting logistics can impact DRT's ability to meet its operational performance targets, and customers service and community expectations.

- a) Supply chain was rated a critical risk because of the following:
  - i) Uncertainty surrounding a secure supply of new infrastructure for electrification and transition towards renewed fleet. Electric buses are a newer technology with limited suppliers to meet increasing demand.
  - ii) Complications in managing multiple supply changes required to maintain both diesel and electric buses.
  - iii) Manufacturers may end support of old technologies and there is already limited availability of some parts for existing older buses.
- b) DRT action plan for additional risk management activities include the following:
  - i) Engage with vendors and transit partners to plan, order and maintain fast moving parts and consumables.
  - ii) Re-structure stock rooms to facilitate incoming parts/supplies for electric vehicles while maintaining required diesel parts/supplies.
  - iii) Implement warranty module in fleet management system (Maximo) to support supply chain requirements.

2. Facilities – Operational risk

The inability to secure, manage and maintain existing transit facilities and develop new facilities in relevant locations with adequate security and operational practices and processes can impact DRT's ability to meet its operational performance targets, and expectations of employees for a productive working environment and experience.

- a) Facilities was rated a critical risk for DRT because of the following:
  - 1. DRT is currently developing new facilities and retrofitting existing facilities to accommodate zero emission fleet. There is a higher risk with new facilities as there is potential for delays in design and construction. Additionally, there is uncertainty regarding implementation of new, emerging, and evolving technologies and fuel supplies such as hydrogen.
  - 2. Barriers to facility expansion include a resistance on external partners and limited physical space for expansion.

b) DRT action plan for additional risk management activities include the following:

1. Leverage outcomes of the electric bus pilot and evolving local and industry experience:
  - a) Review and recalibrate number of electric buses required to replace diesel buses on regular basis. The current model estimates 1.25 electric buses are required to replace one diesel bus.
  - b) Review fleet spare ratio for maintenance purposes.
  - c) Evaluate infrastructure required to effectively deliver fleet maintenance programs.
2. Evaluate requirement to lease facilities to gap service/fleet growth until 2400 Thornton completed and bus storage rebuild at the Raleigh complex.
3. Engage consultant to complete follow-up facility rationalization study in consideration of 10-year service strategy

3. Government, funding, policy, and direction – Strategic risk

The inability to successfully influence governments on behalf of DRT and the Region for financial and non-financial support of the transit system, as well as the ability to anticipate and respond to changing provincial governments, political priorities, or policy direction can impact DRT's ability to secure funding necessary to execute its strategic goals and achieve operational targets.

a) Facilities was rated a critical risk for DRT because of the following:

1. There is a reliance on the government for capital to build, expand, and operate facilities and DRT's growth plans rely on local tier municipalities for approvals.
2. Direction can change based on the political party in power, affecting DRT's ability to plan strategically and effectively.

b) DRT action plan for additional risk management activities include the following:

1. Develop a strategy to influence alignment of local area municipalities with established Regional transit priorities.
2. Investigate potential of carbon credit programs (federal, provincial) regarding fleet electrification as an alternate revenue source.

4. Recruitment, development, and retention of talent – Talent risk

The inability to retain, attract, and develop human resources with the skills, experience, and diversity representative of Durham communities to address critical skill shortages to develop programs and service, at appropriate and competitive compensation levels, can impact DRT's ability to achieve its strategic goals and achieve operational targets.

- a) Recruitment, development, and retention of talent was rated a critical risk for DRT because of the following:
  - 1. Growth projects require an influx of talent in a highlight competitive market and evolving market due to the need for certifications and training for electric buses at the same time as a significant portion of DRT’s staff move to retirement and unprecedented transit service and network growth pressures.
  - 2. Recruitment and intake capacity is currently limited and unable to meet increasing staff requirements.

- b) DRT action plan for additional risk management activities include the following:
  - 1. Evaluate salaries across the organization to ensure competitiveness with comparator transit and transportation organizations.
  - 2. Explore partnerships with post-secondary institutions regarding apprenticeships and professional public transit careers.
  - 3. Implement recommendations from the Human Resources transit workforce plan including expansion of onboarding/recruiting resources.

5. Revenue sustainability and growth – Financial risk

The inability to sustain and/or increase revenues from DRT services can impact its ability to fund its operational and strategic obligations, goals, and commitments.

- a) Revenue sustainability and growth was rated a significant risk for DRT because of the following:
  - 1. There is increased pressure to evolve DRT’s fare strategy to address social pressures and cross-municipal travel. DRT fare’s account for approximately 30 per cent of the operating budget, and a reduction in fare revenue associated with new fare strategies may challenge DRT to maintain service standards.
  - 2. Increasing expenses for zero-emission infrastructure will increase costs to deliver transit services.

- b) DRT action plan for additional risk management activities include the following:

- 1. Evaluate impacts of a fare strategy focussed on “ability to pay” and fare equity compared to the existing age-based structure and discounts.

6. Technology capabilities – Technological risk

The inability to sustain and/or increase revenues from DRT services can impact its ability to fund its operational and strategic obligations, goals, and commitments.

a) Technology capabilities was rated a significant risk for DRT because of the following:

1. There is ongoing uncertainty regarding the onboarding of electric buses and associated technology. These unknowns make planning and costing difficult.
2. There are significant administrative changes which accompany technological change.

b) DRT action plan for additional risk management activities include the following:

1. Develop and manage an IT strategy and road map.
2. Hire internal staff or purchase external system integration specialist as part of project teams developing zero-emission fleet and systems.
3. Establish dedicated position to support pursuit and management of funding programs.
4. Identify and plan for new staff and required technical competencies required by technological changes.

7. Project management – Operational risk

The inability or lack of staff with the appropriate expertise, planning, prioritization, management, execution, and governance of projects to achieve expected outcomes (e.g. successful implementation, user adoption, and operational improvements) can impact DRTs operational efficiency and ability to execute on its strategic goals.

a) Project management was rated a significant risk for DRT because of the following:

1. DRT requires alignment across several several extensive change projects,
2. The internally developed project management processes and tools have not been widely adopted due to limited staff capacity and lack of dedicated project management expertise.

b) DRT action plan for additional risk management activities include the following:

1. Hire internal staff or purchase external resources to be Project Managers for significant projects.
2. Implement dedicated project management software to support project delivery and management decision making.
3. Implement clear performance indicators and reporting to ensure project success.

8. Budgeting, forecasting, and planning – Financial risk

Optimizing budgeting, forecasting, and planning activities to meet DRT's demands and to develop appropriate financial plans with realistic assumptions and reasonable budgeting/forecasting models is critical to DRT improving operational efficiency and future financial outlook.

- a) Budgeting, forecasting and planning was rated a significant risk for DRT because of the following:
  - 1. The ongoing and rapidly changing technological evolution impacts the ability for accurate forecasting and planning given additional uncertainties and new variables.
  - 2. Budgeting will become more difficult as the volatile external environment has resulted in the rise of fuel and electrification costs while balancing service demands on DRT services.
- b) DRT action plan for additional risk management activities include the following:
  - 1. Design the new 2400 Thornton garage to protect for potential for transition to hydrogen fuel.
  - 2. Maintain service standards to ensure service expansion does not erode the overall planned transit network as part of the 10-year service strategy.
  - 3. Dedicated staff specialist to lead implementation and evolution of zero-emission technologies to complete proactive assessments and decision.
  - 4. Investigate opportunities for multi-year budgets to provide financial stability to support effective long-term planning, resource allocation, and execution of multiphase or multi-year transit service plans.

9. Information management and reporting – Operational risk

The inability to obtain and maintain accurate, reliable, timely, accessible, and relative information (e.g., verbal, paper, and electronic) for effective and efficient decision making, reporting and information sharing can impact DRT's operational efficiency, the strength of its business, and its ability to deliver quality transit programs and services to customers.

- a) Information management and report was rated a significant risk for DRT because of the following:
  - 1. The fleet maintenance system (Maximo) is limited in several ways to generate reports required by DRT to make data informed asset/fleet decisions and depends on employees making manual entries.
  - 2. There is a need for ongoing investment to keep pace with the growth of the organization.

b) DRT action plan for additional risk management activities include the following:

1. Identify and Implement Maximo system enhancements to enhance operational efficiencies and enable fleet asset management decisions.
2. Investigate automated vehicle monitoring systems to enable real-time maintenance decisions and mitigate vehicle defects.
3. Actively manage the fleet, including requirements of electrification, and optimization of the use of the Transit Control Centre to realize operational efficiencies.
4. Acquire and implement systems, preferable integrated into existing maintenance and operational systems, to manage fleet electrification program including energy, fleet, and facility management.

10. Service planning and scheduling – Operational risk

The inability to deliver exceptional service planning and scheduling practices and process to deliver DRT programs and services, while identifying and influencing reliability and quality issues, can impact DRT's ability to meet operational performance targets, and customers service and community expectations.

a) Service planning and scheduling was rated a significant risk for DRT because of the following:

1. Service and operational planning integrate requirements across operations and maintenance given the limitations and needs of the fleet electrification and related impact to maintenance and service delivery.
2. Staffing requirements associated with changes to service planning and scheduling may limited by requirements of collective bargaining agreements.

b) DRT action plan for additional risk management activities include the following:

1. Procure new planning/scheduling system for conventional services, including forward requirements supporting fleet electrification.
2. Assess fleet and service modelling systems to understand impacts of fleet electrification.
3. Review collective agreement to identify relevant requirements to support transition to a battery electric fleet and other potential zero-emission technologies.

11. Change Management – Strategic risk

The inability to effectively managed through short and long-term strategic changes can impact the ability of DRT to operate effectively and improve efficiencies to meet needs of key stakeholders (e.g., customers, transit network partners, Durham communities).



- a) Change management was rated a significant risk for DRT because of the following:
  - 1. DRT is advancing numerous strategic initiatives, for which the complexity, pace of change, and impacts of these initiatives require effective change management in order to deliver approved initiatives and ensure continued stakeholder buy-in.
  - 2. Effectively managing change across DRT has been a historic challenge for the organization.

- b) DRT action plan for additional risk management activities include the following:
  - 1. Implement an on-boarding team and OneDRT approach to support consistency and growth across operating divisions.
  - 2. Leverage corporate resources such as the Innovation Hub to expand employee competencies and abilities to lead and manage through change.

12. Transit network partners – Extended enterprise risk

The inability to maintain, manage, and grow relationships with internal transit network partners through continued partnerships on transit projects and initiatives can impact DRT's ability to build sustainable communities and providing competitive transit alternatives for Durham residents.

- a) Change management was rated a significant risk for DRT because of the following:
  - 1. Existing risk management activities have been successful in reducing the level fo resident risk give the strong relationships DRT has with its partner.
  - 2. There is long-term planning within DRT, at the Regional level, and through Metrolinx which provides clarity regarding the relationship between DRT and its partners.
- b) DRT action plan for additional risk management activities include the following:
  - 1. Enhance participation and input into strategic projects at the Regional level involving mobility, sustainability, and the transportation network.
  - 2. Adapt service delivery to add/support new mobility options that complement public transit.
  - 3. Work with partners to implement measures that support positive changes in a modal shift to public transit.

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 3702



# Durham Region Transit Report

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To: Durham Region Transit Executive Committee  
 From: General Manager, Durham Region Transit  
 Report: #2023-DRT-30  
 Date: December 6, 2023

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**Subject:**

Transit Network Status Update

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**Recommendation:**

That the Transit Executive Committee recommends:

That this report be received for information.

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**Report:**

**1. Purpose**

1.1 The purpose of this report is to provide the Transit Executive Committee (TEC) with an update of the current performance of the transit network.

**2. Background**

2.1 The Durham Region Transit (DRT) Service Guidelines are intended to ensure services are efficient, available, comfortable and reliable. The guidelines bring clarity and consistency to the process of implementing, adjusting, and improving transit services.

2.2 DRT’s social equity guidelines are intended to influence the planning and management of the transit system to ensure residents have access to an equitable transit network.

**3. Previous Reports**

3.1 In February 2016, TEC approved the implementation of the recommendations and strategy outlined in Report #2016-DRT-03. The service strategy’ objective was to develop a transit system that was to be available, consistent, direct, frequent, and

seamless, to provide Durham Region residents and visitors with an attractive alternative to the personal car.

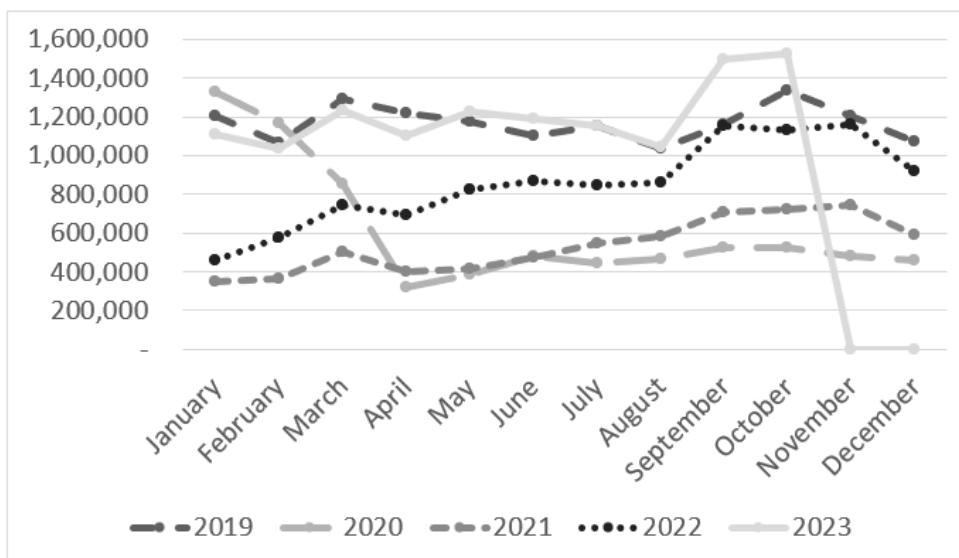
- 3.2 In September 2021, the Transit Executive Committee received report #2023-DRT-20 The Route Ahead 2022-2025 Service Strategy, which established transparent and publicly available service guidelines for service planning and delivery, including minimum ridership per hour targets, span of service standards, and maximum walk distance thresholds. These guidelines are used in determining areas where On Demand may best suit travel needs, or where additional capacity, span of service, or frequency adjustments may be warranted.
- 3.3 In October 2021, the Transit Executive Committee received report #2021-DRT-26 Social Equity in Transit Planning, which identified social equity guidelines for the equitable delivery of transit service across the region. As part of this initiative, DRT committed to regular reporting of deployments supporting social equity in the Region.

**4. Discussion**

- 4.1 In September 2023, DRT experienced significant ridership increased across the transit network. Several routes continue to outperform established service guidelines.

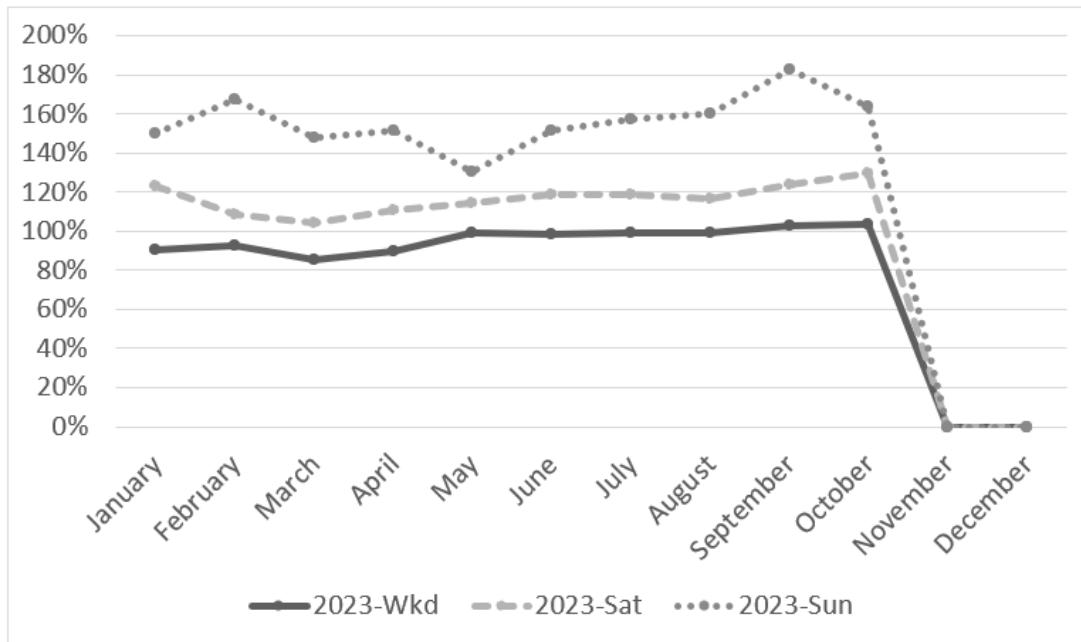
In 2019, DRT ridership reached a record level at 11.1 million trips, until the COVID-19 pandemic severely impacted travel starting March 2020. Since then, DRT has been rebuilding its ridership based as a realigned service offering to reflect new travel demand patterns. In 2023, monthly ridership totals were tracking with those of 2019 (see table 1), and by September significant growth, over 30 per cent, was observed.

Table 1: Monthly Boardings, 2019 to 2023.



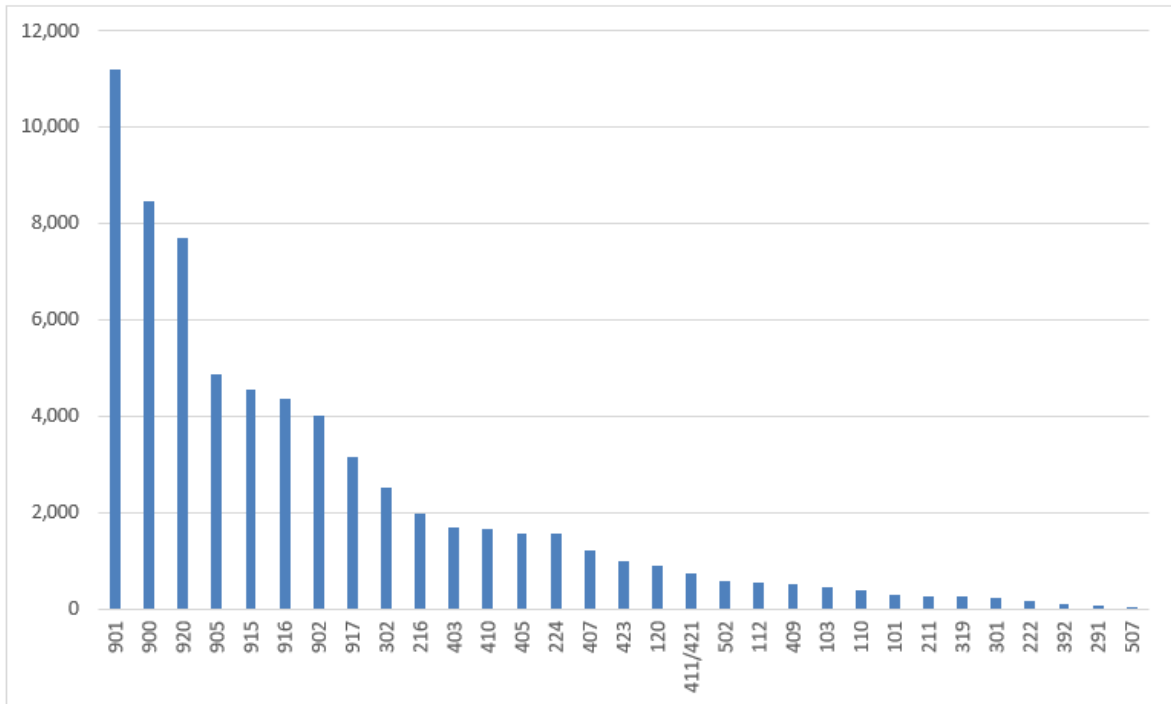
In 2023, on average, ridership has outpaced pre-pandemic levels on Saturday and Sunday (see Table 2), while weekday ridership attained pre-pandemic levels in September. Since September 2023, total weekday ridership has exceeded 67,000 boardings on several days.

Table 2: Proportion of 2023 to 2019 Monthly Boardings



Observed ridership on transit routes reflect land use planning principles that support transit: residential density, and mixed commercial, work and school destinations. In Durham Region, seven transit routes (see Table 3) account for two-thirds of daily ridership: PULSE 900, PULSE 901, 902, 905, PULSE 915, PULSE 916 and 920.

Table 3: Average Daily Boardings by Route, Fall 2023



DRT’s service guidelines influence the design and delivery of services, service effectiveness, and span and frequency. Attachments 1 to 3 summarize average boardings per hour for each route, highlighting their effectiveness.

4.2 Weekday Peak Periods

a) Since September 2023, there has been significant increase in travel during the weekday peak periods, especially on routes connecting with post-secondary institutions, secondary schools, and employment destinations. Attachment 1 summarizes boardings per hour for each route during weekday peak periods.

1. The assessment of network performance for Fall 2023 identified significant ridership pressures and reliability problems resulting increasing congestion.

If resources were available, the following service adjustments would be made to increase frequency and support ridership growth:

- (a) 101 – increase frequency to every 15-minutes, from 30-minutes
- (b) 120 – increase frequency to every 15-minutes, from 30-minutes

- (c) 403 – increase frequency to every 10-minutes, from 15-minutes
- (d) 405 – increase frequency to every 15-minutes, from 30-minutes
- (e) 410 – increase frequency to every 15-minutes, from 30-minutes
- (f) 423 – increase frequency to every 15-minutes, from 30-minutes
- (g) 902 – increase frequency to every 10-minutes, from 15-minutes
- (h) 905 – increase frequency to every 10-minutes, from 15-minutes
- (i) 917 – increase frequency to every 15-minutes, from 30-minutes
- (j) 920 – increase frequency to every 10-minutes, from 15-minutes
- (k) PULSE 900 – increase frequency to every 7.5-minutes, from 10-minutes
- (l) PULSE 901 – increase frequency to every 5-minutes, from 10-minutes
- (m) PULSE 915 – increase frequency to every 15-minutes, from 20-minutes

An additional 41 buses and 82,000 revenue hours would be required to deploy these service enhancements.

2. The Fall 2023 network performance assessment also identified that the following routes are not currently meeting the minimum service standards of 30 boardings per hour on PULSE rapid bus routes, and 20 boardings per hour on local/base routes:
  - (a) 301 (new September 2023)
  - (b) 319
  - (c) 392
  - (d) 421 (new September 2023)
  - (e) 502
  - (f) 507 (new September 2023)

These routes continue to be monitored and actions may be required at a future time to achieve network performance objectives.

#### 4.3 Weekday Midday

Since the COVID-19 pandemic, travel patterns have shifted, with a steady increase to off-peak travel influenced by changing employment and lifestyle patterns. In response, DRT has introduced new or enhanced midday service in Whitby, Bowmanville, and Seaton to address increasing demand. Attachment 2 summarizes boardings per hour during weekday midday.

The assessment of network performance for Fall 2023 identified significant ridership pressures and reliability problems resulting increasing congestion. If

resources were available, the following service adjustments would be made to increase frequency and support ridership growth:

- (a) 120 – increase frequency to every 15-minutes, from 30-minutes
- (b) 224 – increase frequency to every 15-minutes, from 30-minutes
- (c) 302 – increase frequency to every 15-minutes, from 30-minutes
- (d) 403 – increase frequency to every 15-minutes, from 30-minutes
- (e) 405 – increase frequency to every 15-minutes, from 30-minutes
- (f) 407 – increase frequency to every 15-minutes, from 30-minutes
- (g) 410 – increase frequency to every 15-minutes, from 30-minutes
- (h) 423 – increase frequency to every 15-minutes, from 30-minutes
- (i) 902 – increase frequency to every 10-minutes, from 15-minutes
- (j) 905 – increase frequency to every 10-minutes, from 15-minutes
- (k) 917 – increase frequency to every 15-minutes, from 30-minutes
- (l) 920 – increase frequency to every 10-minutes, from 15-minutes
- (m) PULSE 901 – increase frequency to every 5-minutes, from 10-minutes
- (n) PULSE 915 – increase frequency to every 15-minutes, from 20-minutes

An additional 86,000 revenue hours would be required to deploy these service enhancements.

2. The Fall 2023 network performance assessment also identified that the following routes are not meeting the minimum service standards of 30 boardings per hour on PULSE rapid bus routes, and 15 boardings per hour on local/base routes:
  - (a) 291
  - (b) 301
  - (c) 319
  - (d) 392

Weekday mid-day service on the 291, 301 and 319 are being temporarily suspended as part of route optimization effective January 2, 2024. Performance of 392 will continue to be monitored.

#### 4.4 Weekend

Weekend ridership has grown significantly, reaching over 150% of 2019 levels, and prompting DRT to introduce a standard weekend service across the network, including new routes in Courtice, and Bowmanville. Since January 2023, weekend system performance has improved across all routes in the network, prompting planned future investment into new weekend services as part of the 2024 and 2025

budget processes. Attachment 3 summarizes boardings per hour on an average weekend.

The assessment of network performance for Fall 2023 identified significant ridership pressures and reliability problems resulting in increasing congestion. If resources were available, the following service adjustments would be made to increase frequency and support ridership growth.

- (a) 216 – increase frequency to every 15-minutes, from 30-minutes
- (b) 403 – increase frequency to every 15-minutes, from 30-minutes
- (c) 405 – increase frequency to every 15-minutes, from 30-minutes
- (d) 410 – increase frequency to every 15-minutes, from 30-minutes
- (e) 902 – increase frequency to every 10-minutes, from 15-minutes
- (f) 905 – increase frequency to every 15-minutes, from 30-minutes

An additional 27,000 revenue hours would be required to deploy these service enhancements.

2. The Fall 2023 network performance assessment also identified that the following routes are not meeting the minimum service standards of 25 boardings per hour on PULSE rapid bus routes, and 15 boardings per hour on local/base routes:
  - (a) 291
  - (b) 411
  - (c) 502 (new January 2023)

Weekend service on the 291 is being temporarily suspended as part of network optimization effective January 2, 2024, as alternative services are available. Performance of the 411 and 502 will continue to be monitored.

## **5. Social Equity**

- 5.1 While the service guidelines provide an objective comparison between DRT services, they do not take into consideration social equity and the unique needs of communities at risk. Social equity guidelines provide an additional lens to consider route performance, identifying service enhancements to equitably serve all residents.
- 5.2 Social Equity Guidelines influence network design and service delivery diverse and at risk communities identified in the Public Health Priority Neighborhoods in Durham Region.



5.3 DRT and uses weighted ridership thresholds to evaluate service levels, bus stops, and supporting infrastructure. Service may be deployed in priority neighborhoods with lower ridership due to a disproportionately higher reliance on public transit in priority health neighborhoods.

5.4 Social Equity Service Initiatives.

a) Since Fall 2022, DRT has implemented numerous social equity service enhancements, including:

1. Frequency

- (a) 15-minute frequency on the 410 and 423 through the Olive St. and Gibb St. corridors
- (b) 15-minute frequency on the 403B through the South Oshawa industrial area
- (c) 15-minute frequency on the 216 through Downtown Ajax, with new access to the Audley Recreation Centre all-day.
- (d) 15-minute frequency on the 902 along the King St. corridor.

2. New Routes

- (a) Implementation of 24-hour service in the urban area, including N1, N2 and overnight On Demand. Durham Region transit remains an innovator in providing service 24-hours per day, 7 days per week to urban residents.
- (b) New 409 in weekday peak and midday, serving the Gibb West priority neighborhood.
- (c) New 421 commuter service, offering faster connection between Oshawa industrial areas, and Oshawa Station.

5.5 Moving Forward

While significant progress has been made to advance equity across the transit network, more needs to be done. DRT continues to prioritize social equity, identifying service enhancements based on weighted ridership through priority neighborhoods. These enhancements will see a broader span of service to support off-peak commuting, and provide high-quality, direct service.

If resources were available, the following service adjustments would support DRT Social Equity guidelines:

- 1. 302: new 302B between Whitby Station and Taunton Road, 15-minute blended service along Brock Road corridor.
- 2. 403B: new midday service every 15-minutes through the South Oshawa area.
- 3. 407: Enhancement to 15-minute frequency, all-day.

4. 409: Offer two-way service through Garrard Rd. and Stevenson Rd. corridors, improving directness and travel time.
5. PULSE 901: Enhancement to 20-minute frequency through full corridor, including Lakeview Park.

The above enhancements represent an additional investment of 24,000 annual revenue hours.

## **6. Conclusion**

- 6.1 In many instances, the demand for transit services exceeds the service levels currently offered. Significant increases in frequency could be implemented today on 15 transit routes, representing an increase of 195,000 annual revenue hours and 41 new buses. Improvements to frequency would provide residents with improved travel options and flexibility, resulting in increased ridership and influencing the modal shift towards public transit.
- 6.2 Several transit routes performance will be monitored as they are below the service guidelines. In many cases, the built environment's density, destinations and mixed uses, and the challenging active transportation environment, do not support higher demand for transit services.
- 6.3 Several social equity initiative deployments were planned to be implemented as part of DRT's 10 year service strategy. The investment required to implement these initiatives is approximately 24,000 annual revenue hours. It is imperative that additional resources are available to support social equity initiatives and ensure that venerable populations are provided equitable access to mobility.

## **7. Attachments**

Attachment #1 – System Performance Graphs (Weekday Peak Period)

Attachment #2 – System Performance Graphs (Weekday Midday Period)

Attachment #3 – System Performance Graphs (Weekend)

Respectfully submitted,

Original signed by

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Bill Holmes  
General Manger, DRT

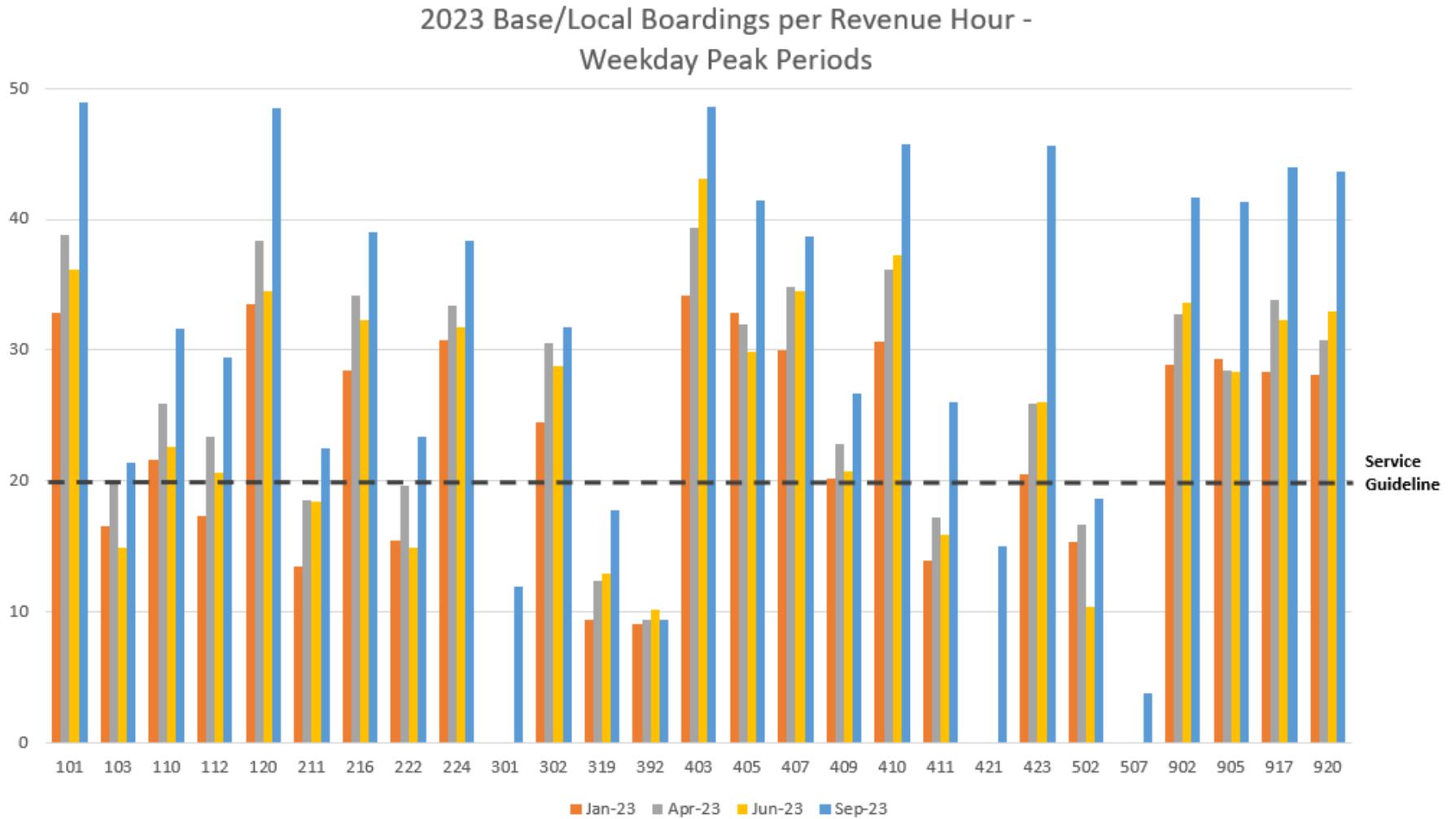
Recommended for Presentation to Committee

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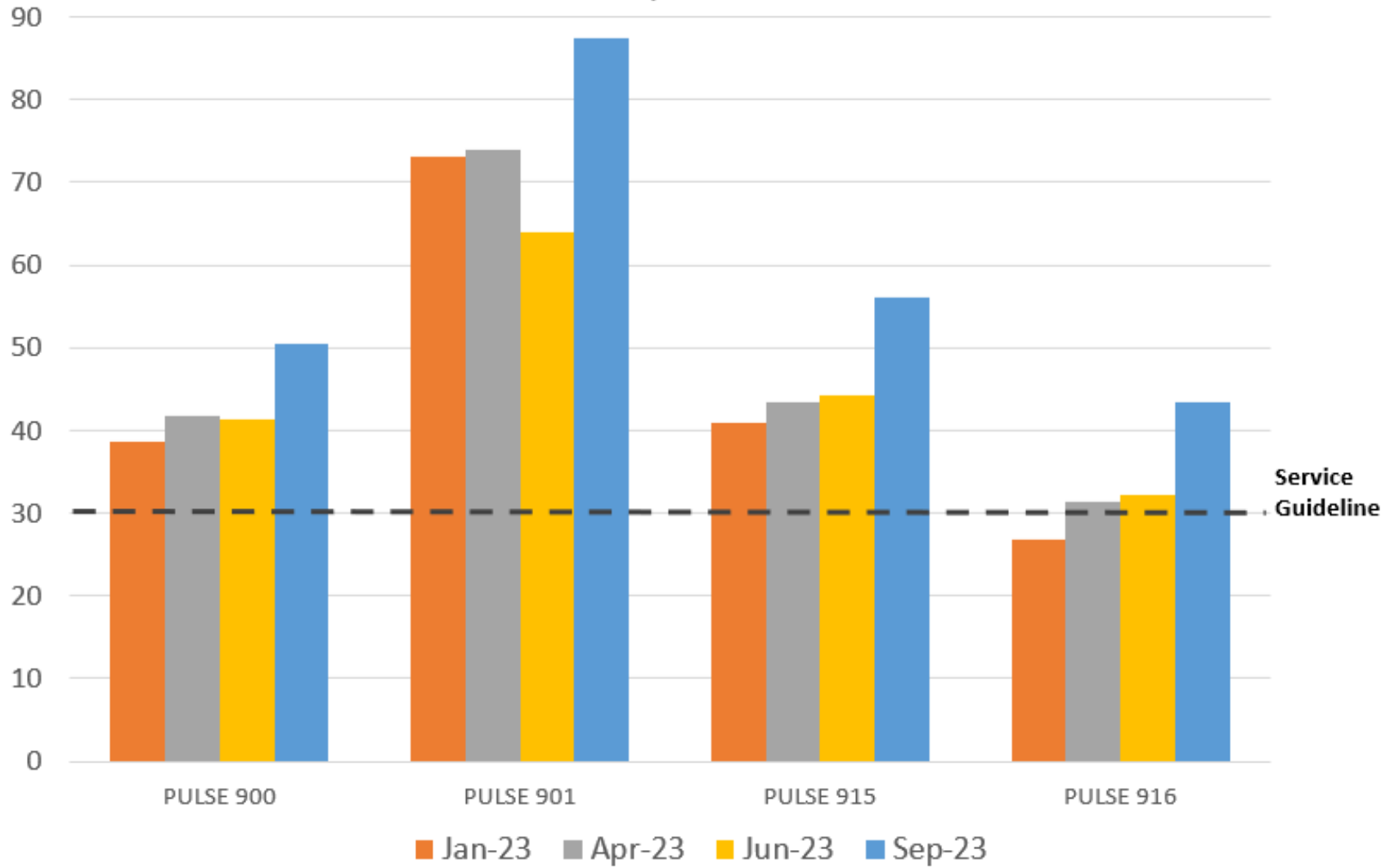
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Elaine C. Baxter-Trahair  
Chief Administrative Officer

Attachment 1 – SYSTEM PERFORMANCE GRAPHS  
(WEEKDAY PEAK PERIOD)

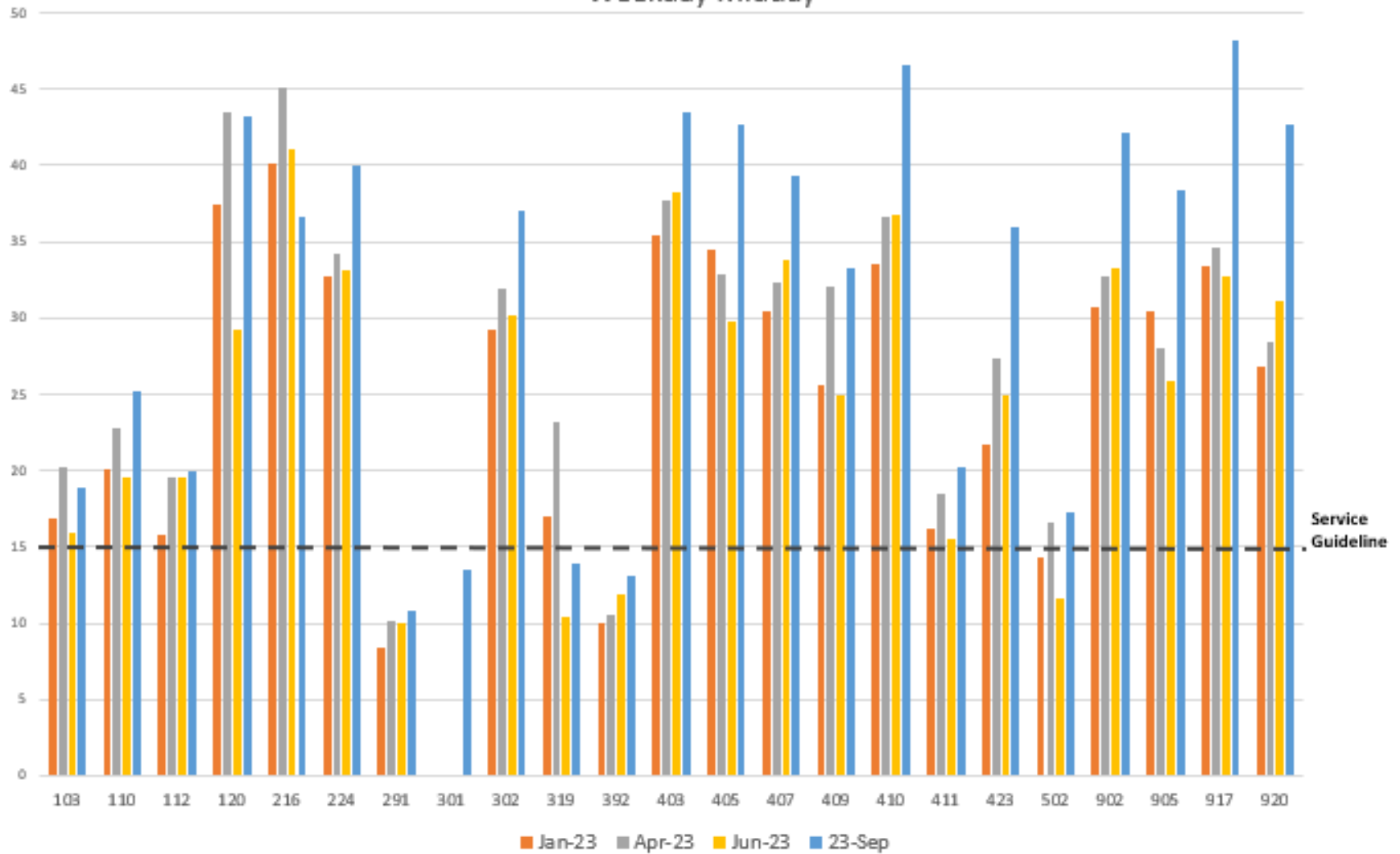


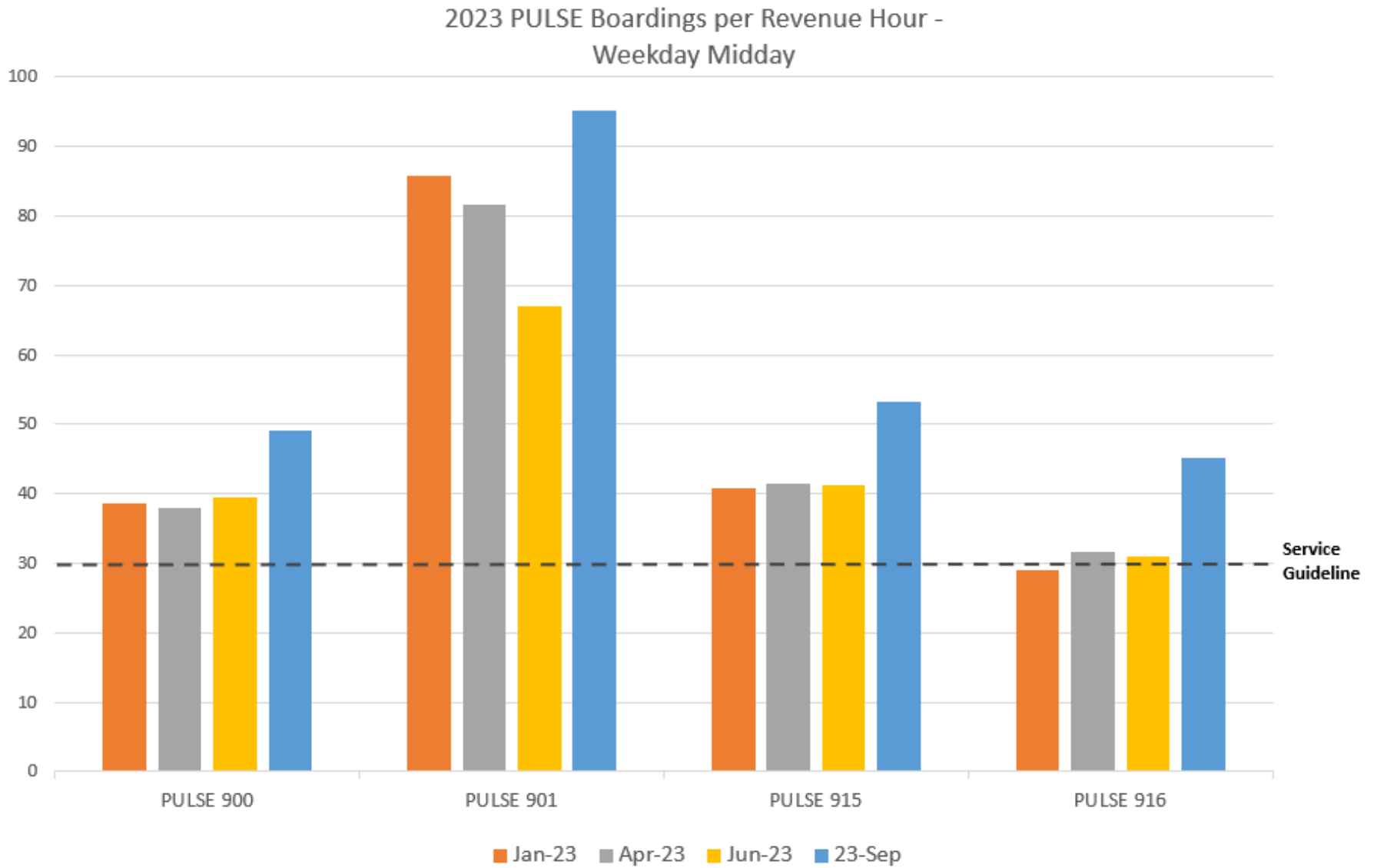
### 2023 PULSE Boardings per Revenue Hour - Weekday Peak Periods



Attachment 2 – SYSTEM PERFORMANCE GRAPHS  
(WEEKDAY MIDDAY)

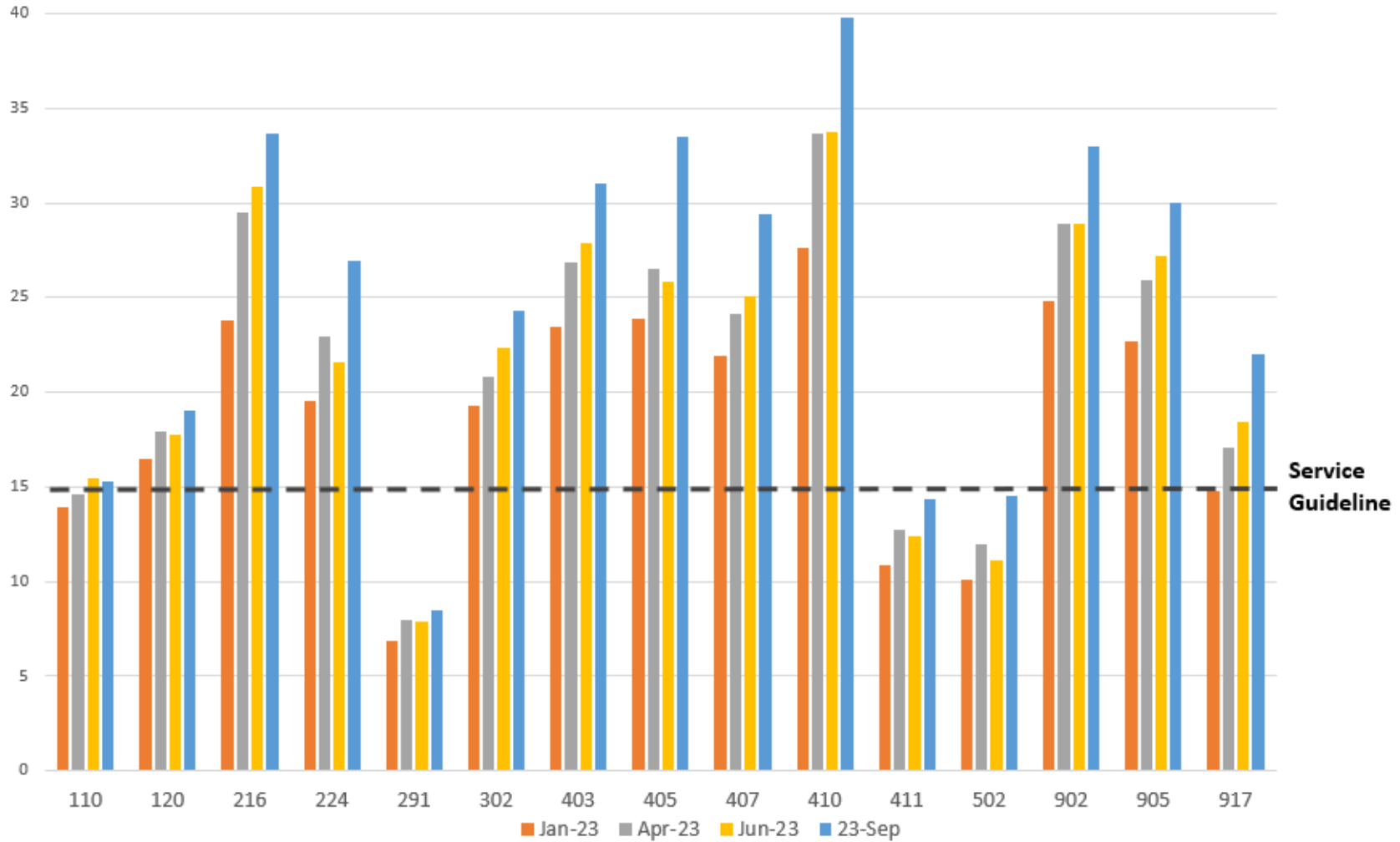
2023 Base/Local Boardings per Revenue Hour -  
Weekday Midday





Attachment 3 – SYSTEM PERFORMANCE GRAPHS  
(WEEKEND)

2023 Base/Local Boardings per Revenue Hour -  
Weekend





### 2023 PULSE Boardings per Revenue Hour - Weekend

