



Transit Executive Committee Agenda

Wednesday, April 2, 2025, 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 streaming](#).

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There are no delegations	
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There are no advisory committee resolutions to be considered

9. Confidential Matters

There are no confidential matters to be considered

10. Other Business

11. Date of Next Meeting

Wednesday, May 7, 2025 at 1:30 PM

12. Adjournment

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The Regional Municipality of Durham

MINUTES

DURHAM REGION TRANSIT EXECUTIVE COMMITTEE

Wednesday, February 5, 2025

A regular meeting of the Durham Region Transit Executive Committee was held on Wednesday, February 5, 2025 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 Anderson
Commissioner Brenner*
Commissioner Garrod
Commissioner Mulcahy
Commissioner Wotten*
Regional Chair Henry, attended the meeting at 1:58 PM
***denotes Commissioners participating electronically**

Absent: Commissioner Schummer, Vice-Chair
Commissioner Carter

Also
Present: None

Present: S. Ciani, Committee Clerk, Corporate Services – Legislative Services
S. Conway, Program Manager, Sustainability and Strategic Initiatives,
Durham Region Transit
S. Dessureault, Committee Clerk, Corporate Services – Legislative Services
B. Holmes, General Manager, Durham Region Transit
K. Hornburg, Deputy General Manager, Business Services, Durham Region
Transit
R. Inacio, Systems Support Specialist, Corporate Services – IT
J. Kilgour, Acting Deputy General Manager, Maintenance, Durham Region
Transit
A. Mak, Supervisor, Financial, Durham Region Transit
D. Margiotta, Manager, Operations Conventional East, Durham Region
Transit
A. Naeem*, Solicitor, Legal Services
J. Phalen, Manager, Policy and Planning, Durham Region Transit
N. Taylor*, Treasurer, Durham Region Transit, and Commissioner of
Finance

P. Uthayakumar, Manager, Infrastructure, Safety and Technology, Durham Region Transit

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. Election of the Transit Executive Committee Vice-Chair

The Chair called for nominations for the position of Vice-Chair of the Transit Executive Committee.

Moved by Commissioner Garrod, Seconded by Commissioner Mulcahy,

- (1) That Commissioner Schummer be nominated for the position of Vice-Chair of the Transit Executive Committee.

Moved by Commissioner Mulcahy, Seconded by Commissioner Anderson,

- (2) That nominations be closed.

CARRIED

In Commissioner Schummer's absence, the Chair noted that Commissioner Schummer had indicated he would stand as Vice-Chair prior to the Transit Executive Committee meeting.

Commissioner Schummer was acclaimed as the Vice-Chair of the Transit Executive Committee.

4. Adoption of Minutes

Moved by Commissioner Wotten, Seconded by Commissioner Garrod,

- (3) That the minutes of the regular Durham Region Transit Executive Committee meeting held on Wednesday, December 4, 2024, be adopted.

CARRIED

5. Presentations

5.1 Bill Holmes, General Manager, Durham Region Transit, re: General Manager's Verbal Update

B. Holmes, General Manager, Durham Region Transit (DRT) provided a PowerPoint presentation regarding the General Manager's Verbal Update.

Highlights from the presentation included:

- General Manager Information Highlights

- DRT Accessibility Forum, January 14, 2025
- 2024 DRT Highlights
 - Engagement and Change
 - Community Engagement
 - Get Moving with On Demand – Ontario Seniors Grant Project
 - Other Amazing Accomplishments
 - Accessibility/Eligibility at DRT in 2024
 - Operations
 - Maintenance
 - Business Services

B. Holmes responded to questions from the Committee regarding whether there are plans for scheduled service accessible to all residents across the Region of Durham; whether specialized services is integrated with On Demand service, and if On Demand vehicles are equipped to accommodate individuals with accessibility needs; whether DRT can prioritize public transit trips based on the purpose of the trip; the factors that may be contributing to the increase in collisions in the Town of Whitby and the City of Oshawa; and whether the increase in collisions affects insurance coverage.

6. Delegations

There were no delegations heard.

7. Correspondence

There were no communication items considered.

8. Reports

A) General Manager's Report – February 2025 (2025-DRT-01)

Report #2025-DRT-01 from B. Holmes, General Manager, Durham Region Transit, was received.

Moved by Commissioner Anderson, Seconded by Commissioner Mulcahy,
(4) That Report #2025-DRT-01 of the General Manager, Durham Region Transit, be received for information.

CARRIED

9. Advisory Committee Resolutions

There were no advisory committee resolutions considered.

10. Confidential Matters

There were no confidential matters considered.

11. Other Business

11.1 DRT's Product Sourcing Practices

Discussion ensued with regards to whether DRT currently sources Canadian products; if DRT is exploring the possibility of sourcing more products from Canada; and what DRT's purchasing policy involves.

12. Date of Next Meeting

The next regularly scheduled Durham Region Transit Executive Committee meeting will be held on Wednesday, March 5, 2025 at 1:30 PM in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

13. Adjournment

Moved by Commissioner Anderson, Seconded by Commissioner Brenner,
(5) That the meeting be adjourned.

CARRIED

The meeting adjourned at 2:15 PM

Respectfully submitted,

M. Crawford, Chair

S. Dessureault, Committee Clerk



Direction Memorandum

TO: Transit Executive Committee

FROM: Alexander Harras, Director of Legislative Services/Regional Clerk

DATE: March 26, 2025

RE: Resolution adopted by Regional Council at its meeting held on March 26, 2025

Corporate Services
Department –
Legislative Services

THIRD REPORT OF THE COMMITTEE OF THE WHOLE

6. Motion regarding Free Transit for veterans of the Canadian Armed Forces, Reservist, or full-time members of the Canadian Armed Forces
-

SEE ATTACHED.

Alexander Harras

A. Harras
Director of Legislative Services/Regional Clerk

- c. W. Holmes, General Manager, Durham Region Transit
S. Dessureault, Committee Clerk

Whereas Metrolinx, the operator of GO transit, announced that it is providing free service to GO passengers who are veterans of the Canadian Armed Forces, Reservist, or full-time members of the Canadian Armed Forces; and

Whereas we owe a debt of gratitude to those who serve our country in the Canadian Armed Forces in past conflicts and in the current defence of our country; and

Whereas the integrated fares between Metrolinx and local municipal transit systems has meant that there is seamless travel between GTHA transit authorities; and

Whereas it is the intent of Durham Regional Council to recognize the contribution of those that have served in our Canadian Armed Forces; and

Whereas making transportation a seamless opportunity for past and current members of the Canadian Armed Forces is a desired outcome;

Now Therefore Be It Resolved That:

1. Durham Regional Council requests that the Transit Executive Committee consider the concept of allowing past and current members of the Canadian Armed Forces to ride for free on Durham Regional Transit subject to approval of the updated Fare Strategy in 2025, and consideration for the 2026 Budget; and
2. This resolution be forwarded to the Transit Executive Committee for consideration at their next meeting.



The Regional Municipality of Durham Report

To: Durham Region Transit Executive Committee
From: General Manager, Durham Region Transit
Report: #2025-DRT-02
Date: April 2, 2025

Subject:

General Manager's Report – April 2025

Recommendation:

That the Transit Executive Committee recommends

That this report be received for information.

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. Connected and Vibrant Communities
 - Improve public transit system connectivity, reliability, and competitiveness

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 – April 2025

Respectfully submitted,

Original Signed by

Bill Holmes
General Manager, DRT

Recommended for Presentation to Committee

Original Signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer



General Manager's Report
April 2, 2025
TEC
Attachment #1

Performance Measures Dashboard	<u>2</u>
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Performance Measures Dashboard

Safety

Key performance indicator	Description	Latest Measure	Current	Target ¹	Current Variance to Target (per cent)	YTD Status ² (per cent)
Collisions	Number preventable collisions per 100,000 km	February	0.55	0.47	✗ 16.8	✓ -22.0

Ridership

Demand Responsive						
Ridership (x1,000)	Number passengers	February	933	1,045	✗ -10.8	✗ -3.8
PRESTO Ridership	Customers paying using PRESTO (per cent)	February	93.5	93.0	✓ 0.5	✓ 0.7
Bus full occurrences	Number operator reported occurrences	February	196	367	✓ -46.6	✓ -40.8
Demand Responsive						
Ridership - Specialized	Number customer trips	February	12,402	11,528	✓ 7.6	✓ 14.1
Ridership - Specialized	Number customer boardings	February	14,036	12,992	✓ 22.0	✓ 15.0
Unaccommodated Trip Rate - Specialized	Trip requests not scheduled (per cent)	February	10.8	10.6	⚠ 1.7	⚠ 0.1
Unaccommodated Boarding Rate - Specialized	Boarding requests not scheduled (per cent)	February	11.2	11.4	✓ -1.5	✓ -1.3
Ridership – On Demand	Number customer trips	February	8,046	9,007	✗ -10.7	✗ -9.7
Ridership – On Demand	Number customer boardings	February	8,548	9,659	✗ -11.5	✗ -11.3
Unaccommodated Trip Rate – On Demand	Trip requests not scheduled (per cent)	February	31.5	32.1	✓ -1.8	✓ -1.5
Unaccommodated Boarding Rate – On Demand	Boarding requests not scheduled (per cent)	February	31.4	32.0	✓ -1.8	✓ -1.6

Service Delivery

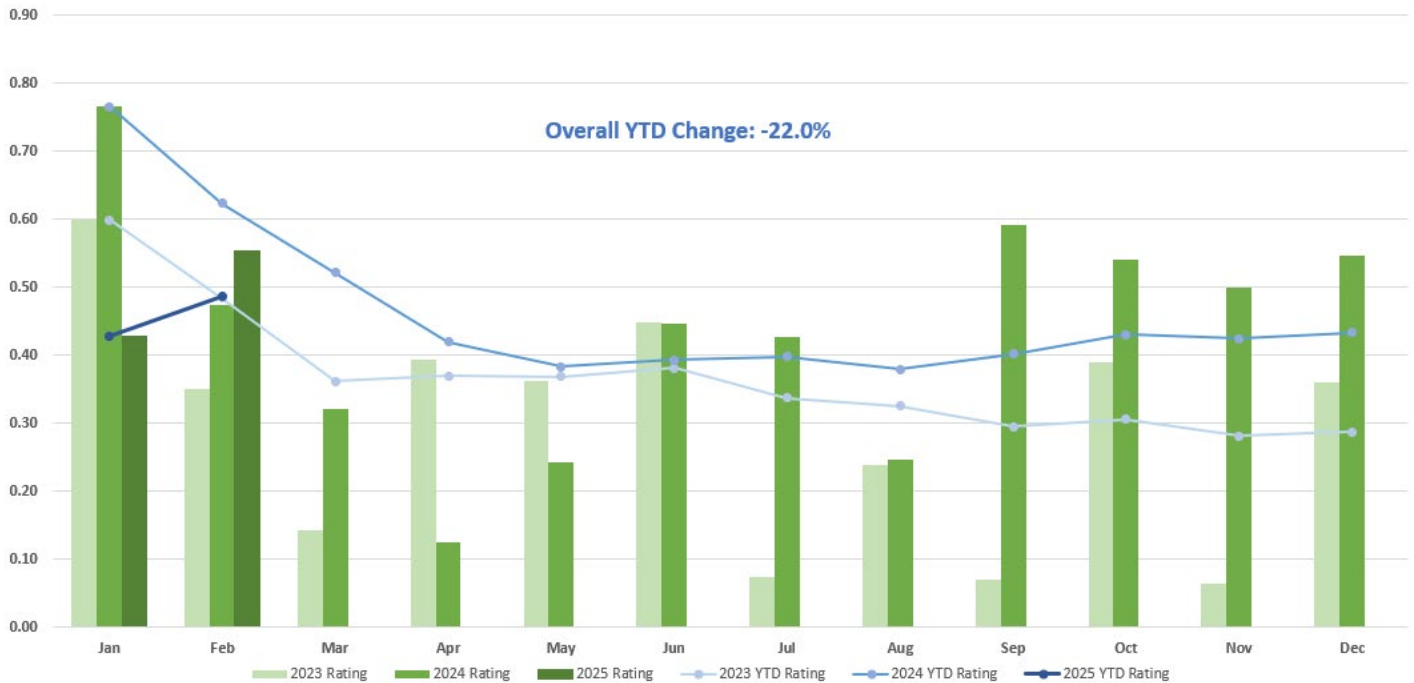
Scheduled						
On time performance	On-time departures from all stops (per cent)	Service Period 1 ³	N/A	68.5	N/A	N/A
Service availability	Scheduled service delivered (per cent)	Service Period 1 ³	N/A	98.0	N/A	N/A
Mean Distance Between Failure (MDBF)	Average number of revenue service kilometres between occurrences of vehicle defects impacting service (revenue service kilometers)	February	24,073	11,465	✓ 110.0	✓ 56.1
Demand Responsive						
Service Availability – Demand Response	Planned Service Delivered (per cent)	February	95.3	93.0	✓ 2.5	✓ 4.6
On time performance – Specialized	On-time customer pickups (per cent)	February	74.8	79.2	✗ -5.5	✗ -2.2
On time performance – On Demand	On-time customer pickups (per cent)	February	90.6	88.7	✓ 2.1	✓ 5.4
Service availability – Specialized	Average difference in requested trip time vs. booked trip time (minutes)	February	14.7	15.1	✓ -2.4	✓ -0.8
Service availability – On Demand	Average difference in requested trip time vs. booked trip time (minutes)	February	20.2	19.0	✗ 6.3	✗ 8.2

¹Target is 2024 measure for the same period

²Year to Date (YTD) compared to previous year

³ January 6, 2025 through April 6, 2025

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 per cent relative to the previous year.

Analysis

The preventable collision rate for February was 0.55 compared to 0.47 for the same month in 2023. The year-to-date rate was 22 per cent lower than last year.

In 2024 bus operators with less than one year driving experience accounted for 46.4 per cent of preventable collisions. Collisions within Oshawa and Whitby accounted for 55.3 per cent (28) of preventable collisions in 2022, 53.2 per cent (25) in 2023, and 73.2 per cent (60 collisions) in 2024.

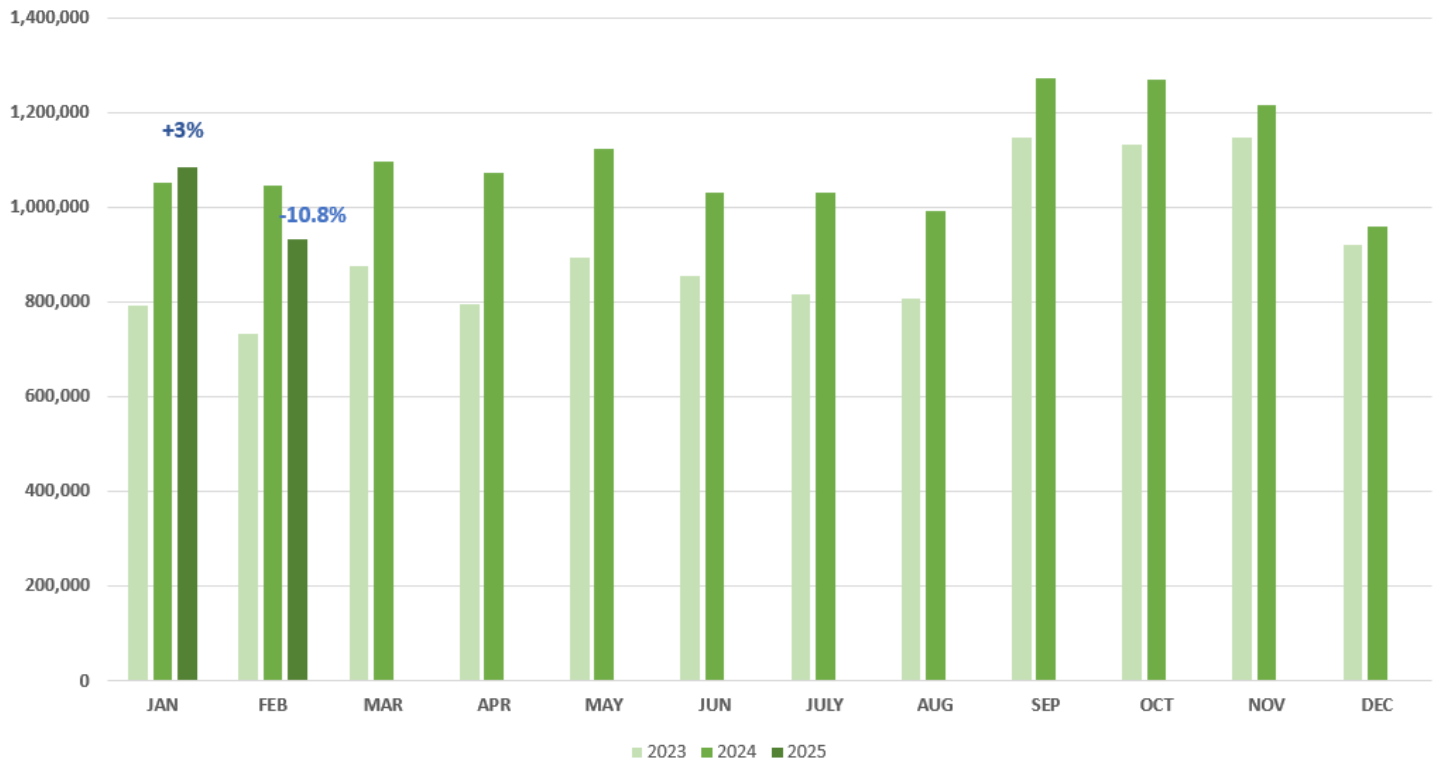
Action Plan

Starting in late 2024, Operations Supervisors began performing audits across all stations and terminals to monitor bus movements, and coaching Operators as appropriate. Supervisors are also engaged in proactive conversations with Operators to reinforce positive performance and areas for improvement.

Operations continues to complete a thorough analysis of 2024 collisions and will be implementing an action plan in April 2025.

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.

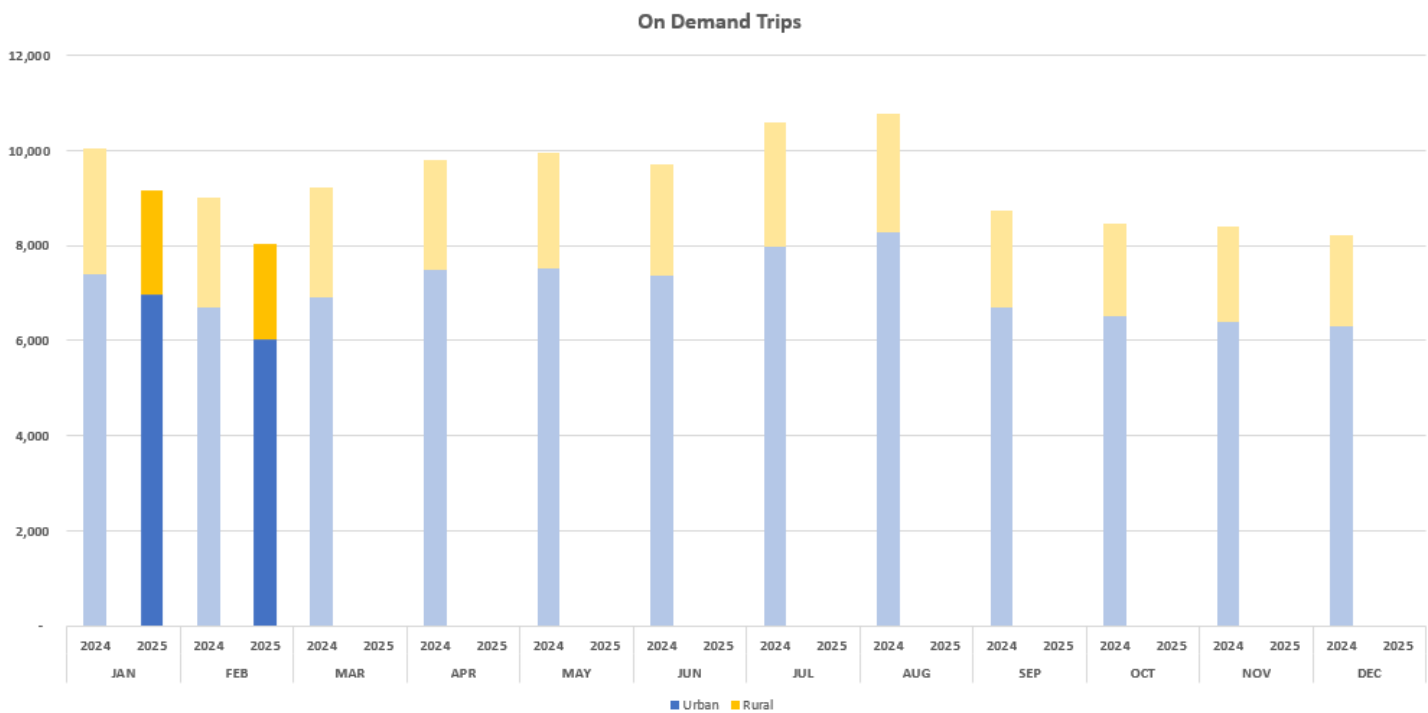
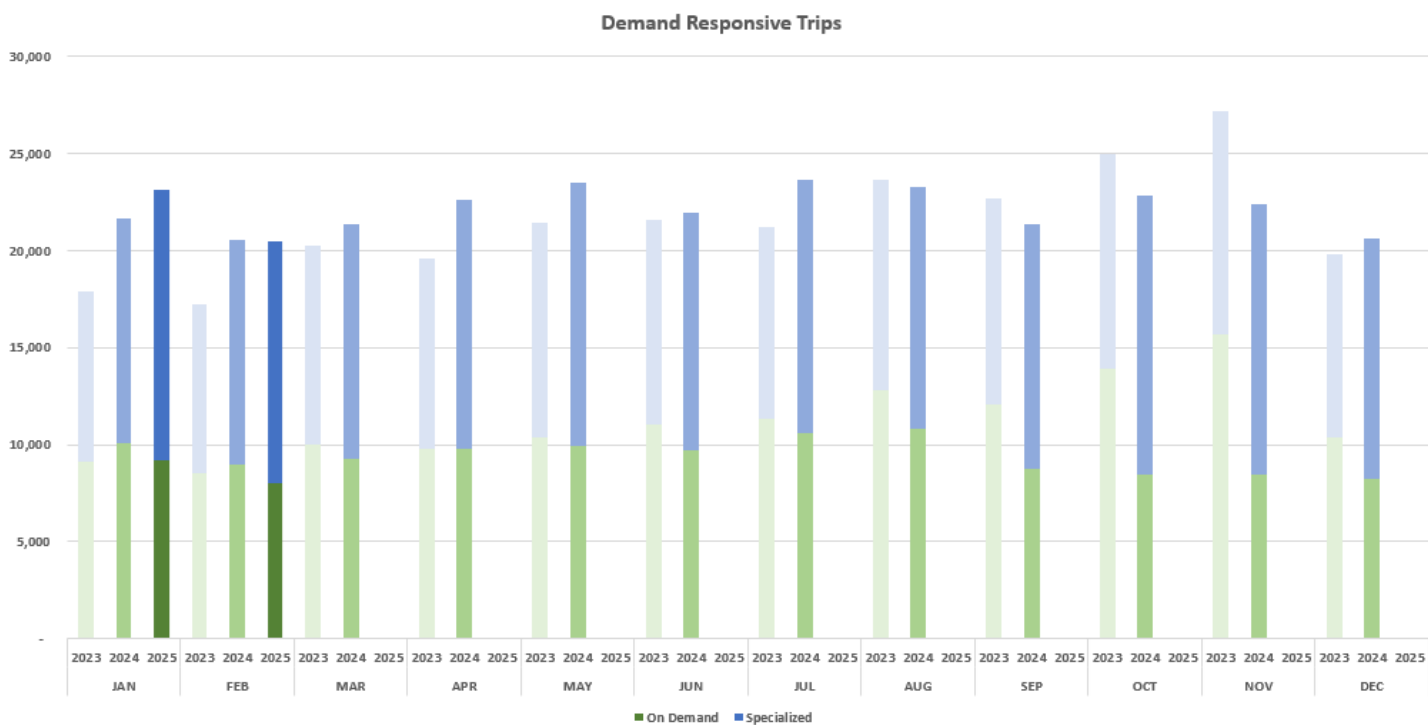
Results

Ridership on scheduled service for February was 933,000 riders, approximately 11 per cent lower than last year. January ridership was 3 per cent higher than 2024. Year to date ridership is four per cent lower than 2024.

Action Plan

Staff will continue to monitor ridership over the new few months to identify trends.

Demand Response Transit



On Demand Trip Service Areas Breakdown

		FEB 2025	YTD 2025
R U R A L	Uxbridge	205	446
	Brock	419	833
	Scugog	372	763
	Pickering	295	625
	Ajax	35	84
	Whitby	21	42
	Oshawa	69	125
	Clarington	612	1,306

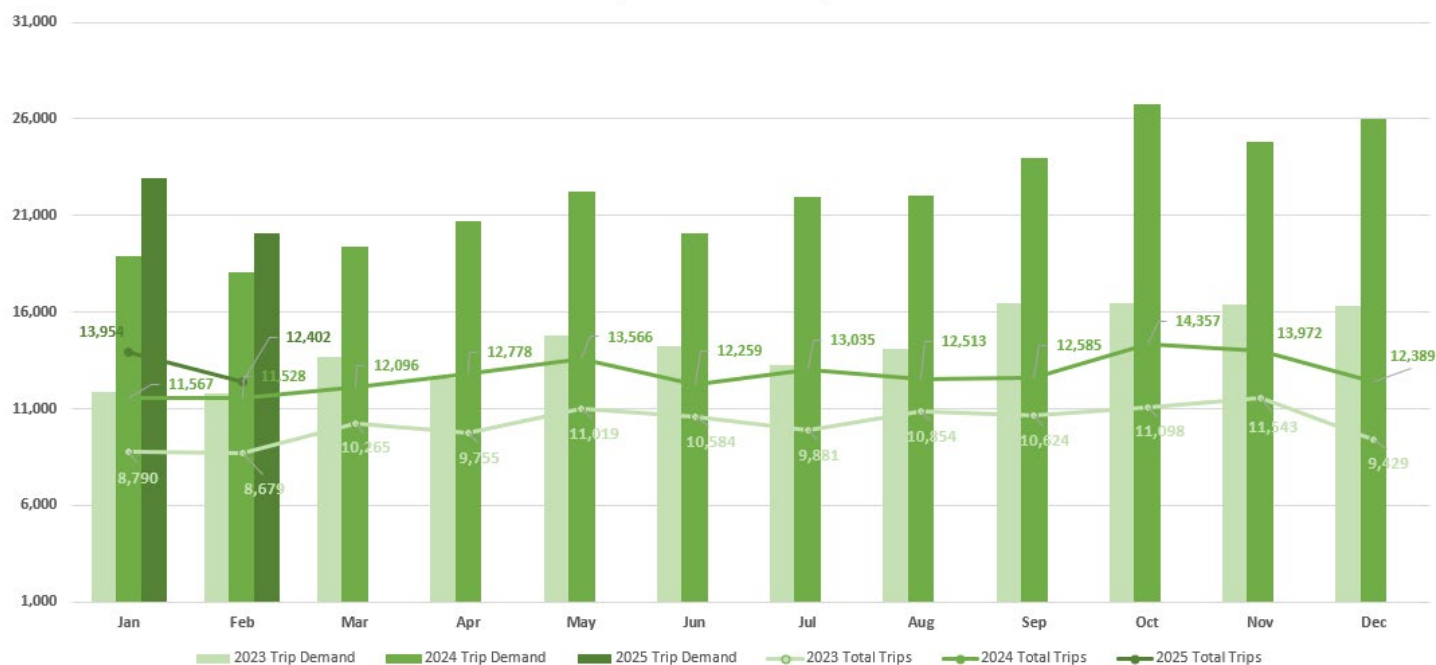
		FEB 2025	YTD 2025
U R B A N	Uxbridge	499	1,023
	Scugog	437	891
	Pickering	576	1,242
	Ajax	632	1,348
	Whitby	1,352	2,980
	Oshawa	1,254	2,797
	Clarington	1,262	2,672
	Toronto-York	6	36

Specialized Trip Service Areas Breakdown

		FEB 2025	YTD 2025
R U R A L	Uxbridge	19	39
	Brock	46	116
	Scugog	87	173
	Pickering	8	15
	Ajax	-	-
	Whitby	108	217
	Oshawa	5	8
	Clarington	155	310

		FEB 2025	YTD 2025
U R B A N	Uxbridge	87	177
	Scugog	80	189
	Pickering	1,550	3,285
	Ajax	2,447	5,182
	Whitby	2,800	5,983
	Oshawa	3,880	8,236
	Clarington	909	1,944
	Toronto-York	221	482

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.

Results

On Demand services delivered a total of 20,451 trips in February 2024, including 12,402 trips for customers registered with Specialized transit. Total On Demand customer boardings was 22,584, including 14,046 boardings for customers registered with Specialized transit.

On Demand trips and boardings are different; trips refer to the number vehicle trips, whereas boardings refer to the number of customers transported. Boardings are higher than trips because on a regular basis multiple customers board vehicles to complete the same trip.

Beginning in May 2024, DRT will be reporting On Demand boardings because this data is more closely aligned to reporting of ridership for scheduled service.

Demand for On Demand services continues to exceed DRT capacity.

Action Plan

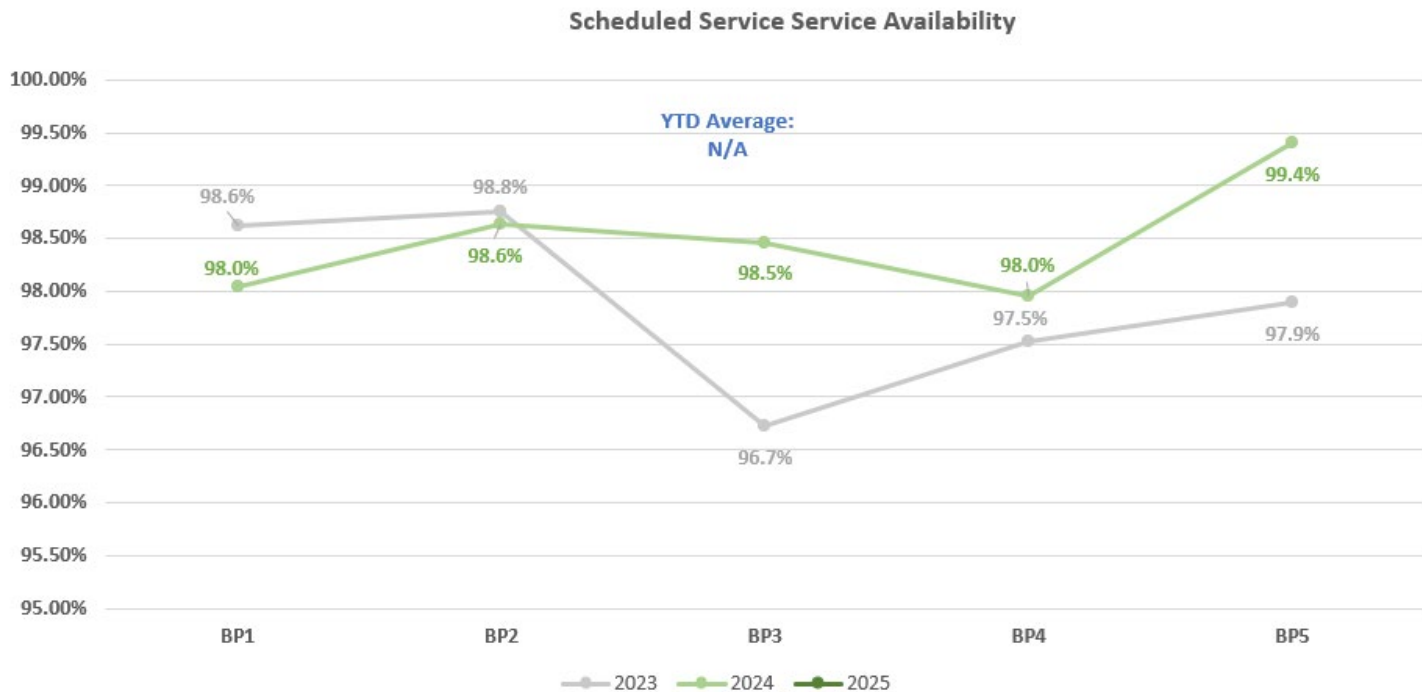
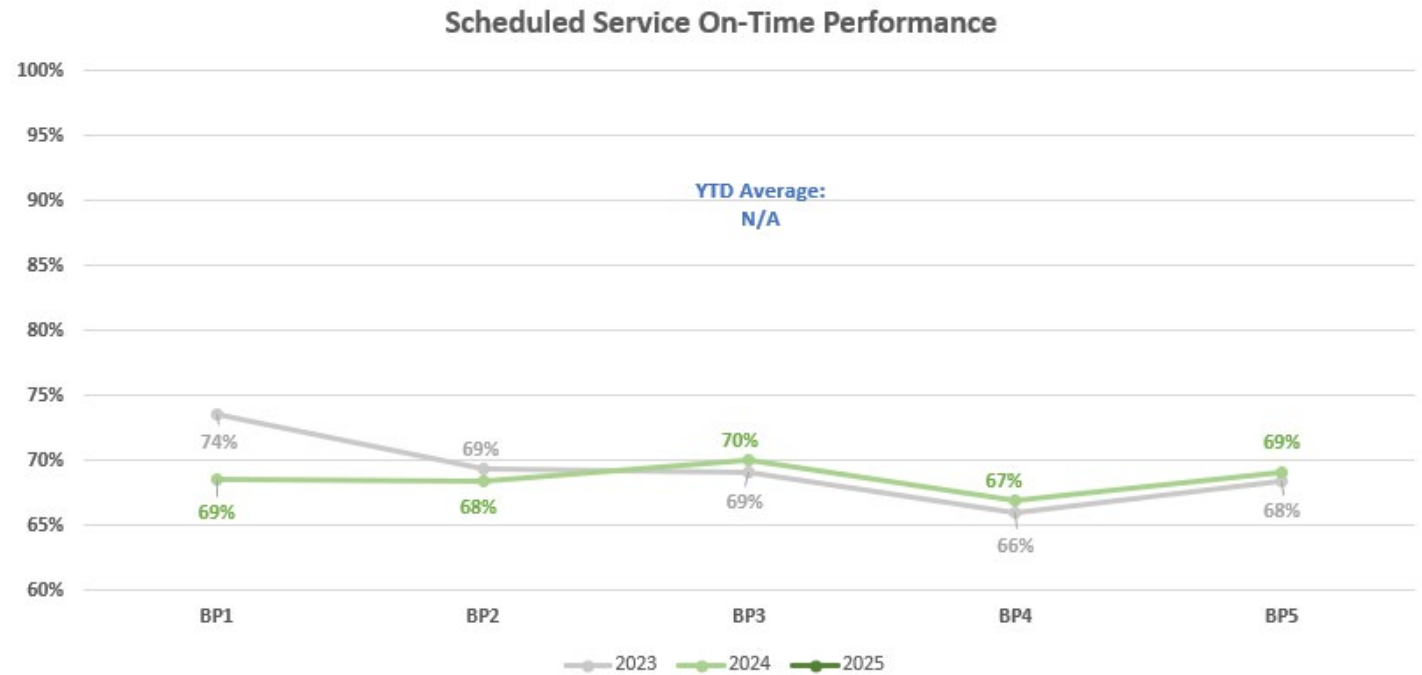
An additional 11,000 hours of new On Demand revenue service hours will be implemented in 2025 when the resources (vehicles and operators) are available. There will be a staggered implementation of the additional service hours starting as early as June 2025, with full implementation no later than August 2025.

Several revisions to the scheduled network will be implemented through 2025, including the resumption of scheduled service through Brock, Clarington and some urban areas. These changes will enable existing On Demand resources to be redeployed to areas of greatest demand and improve capacity to deliver more customer trips.

Staff will be reporting back to the Transit Executive Committee in late spring to recommend revisions to On Demand processes that will further advance equity across the service.

Service Delivery

On Time Performance and Availability (conventional)



Definition

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

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

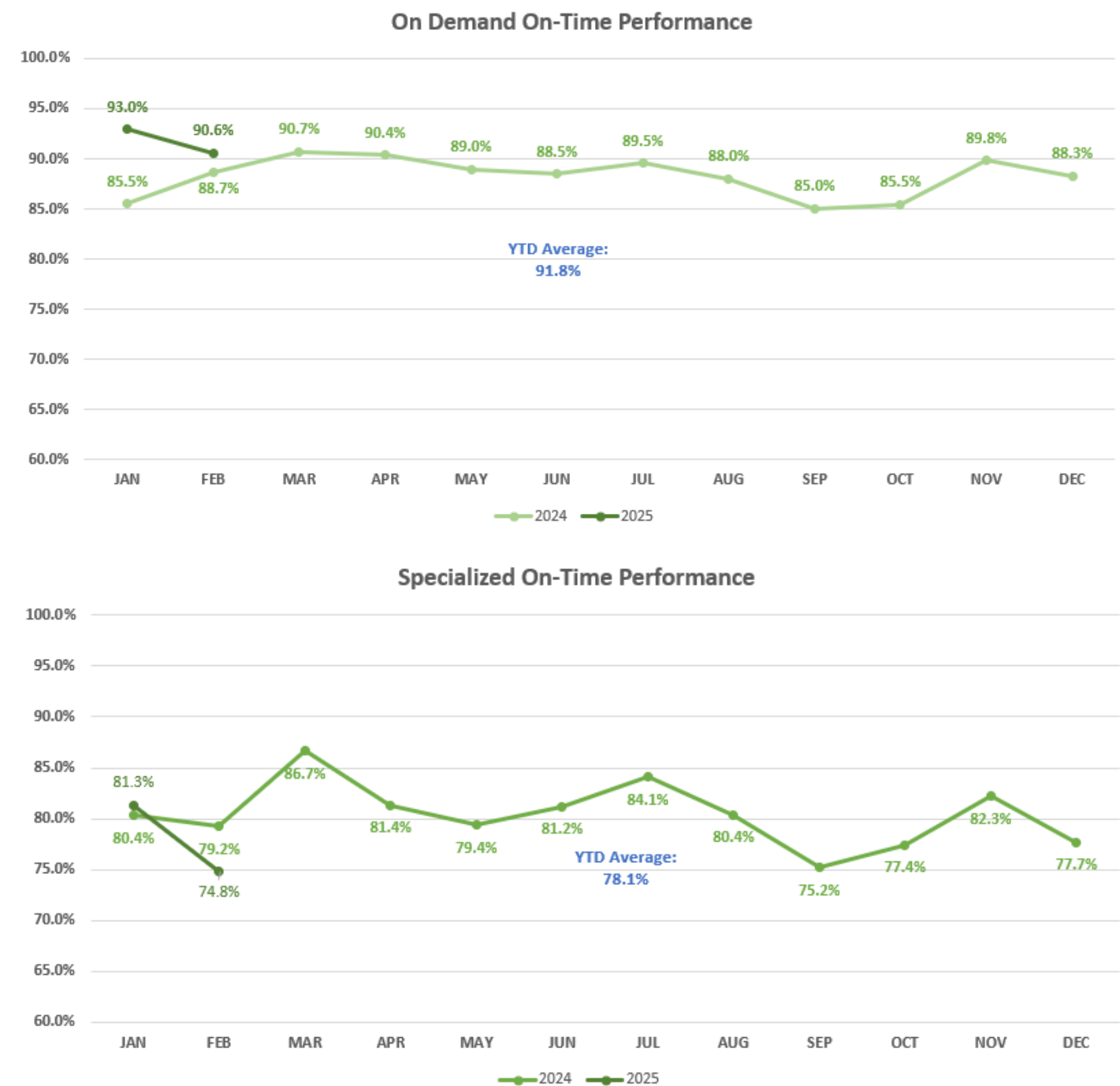
Results/Analysis

Results for board period 1 will be available in May 2025.

Action Plan

DRT continue to experience service impacts from trips operating at maximum passenger capacity, and congestion and construction projects contributing to service delays. Consistent with the Region's Transportation Master Plan, in 2025 DRT will be identifying areas across the Region where transit priority measures can be implemented to further enhance reliability of the network.

On Time Performance (Demand Responsive)



Definition

On Time Performance – Demand Response: Measures the percentage of customer pickups that occur as scheduled up to 5 minutes after the pick-up window. OTP – Demand Response is measured monthly, with a target of 80 per cent.

Results

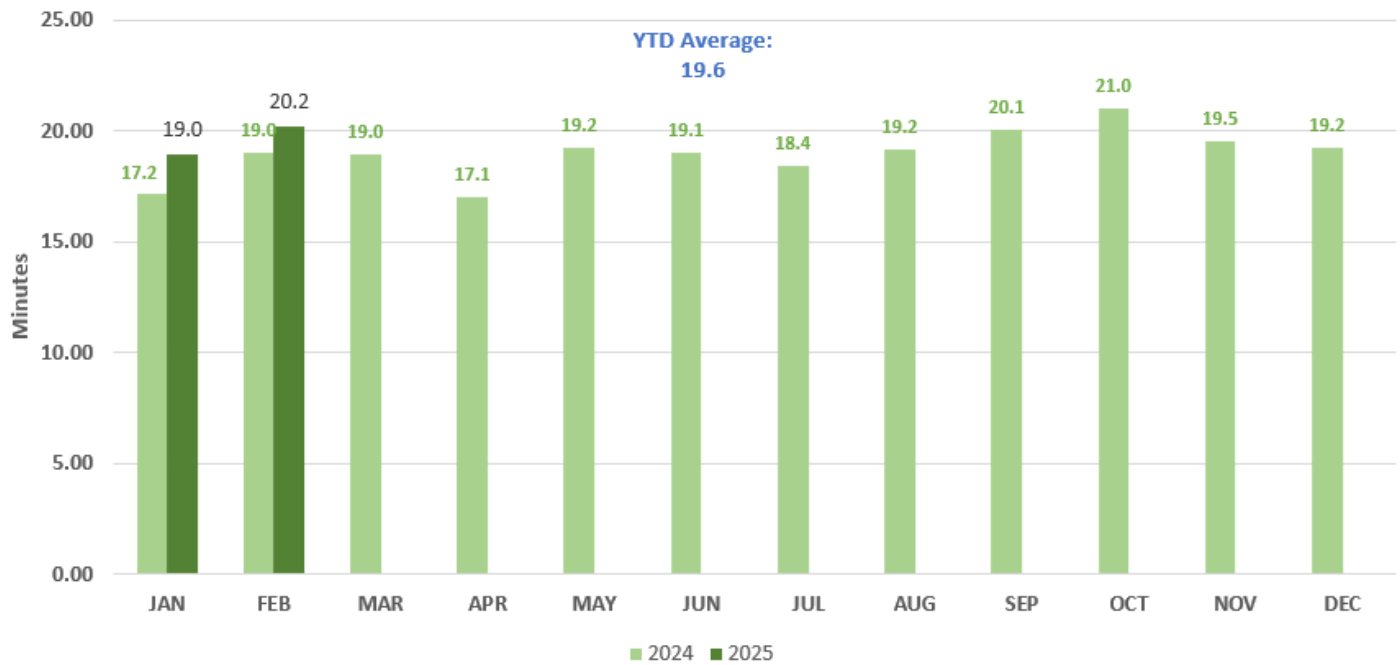
OTP – Demand Response for February was 75 per cent for specialized trips, and 91 per cent for other On Demand trips. Weather in February had an impact on OTP across the network.

Action Plan

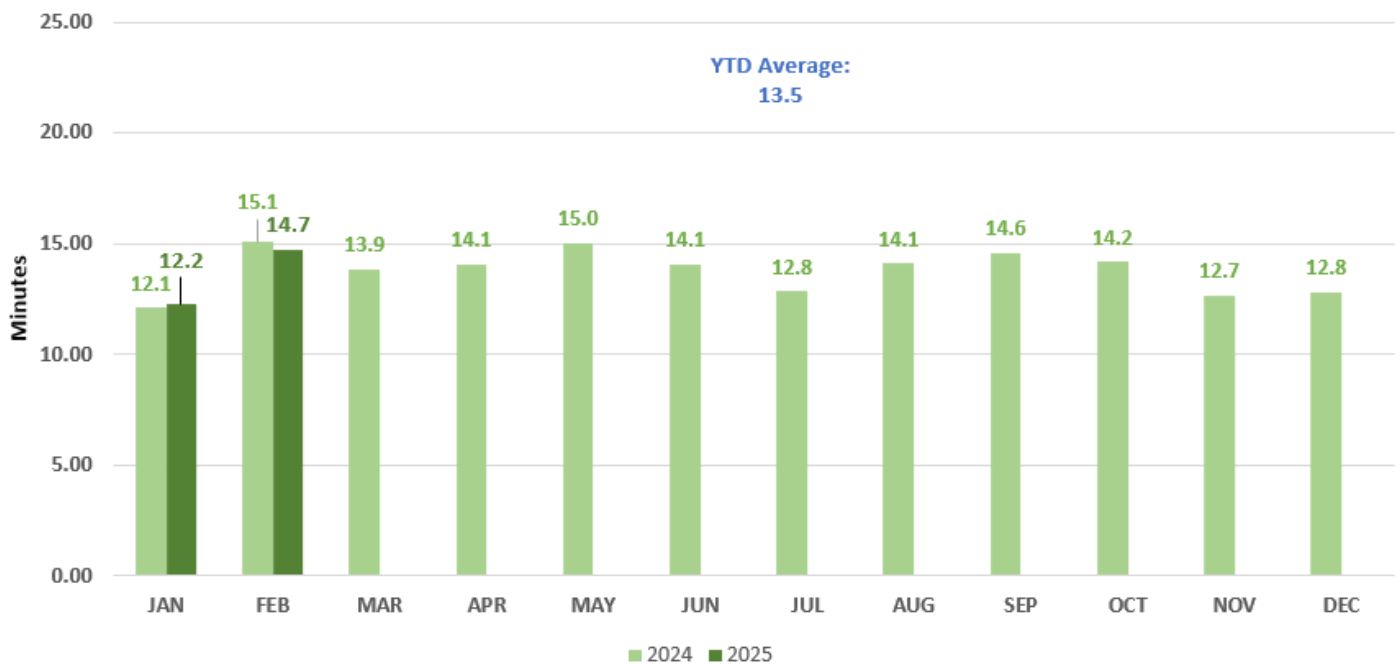
Staff continue to monitor service performance and system parameters to maximize performance of the On Demand network. A review of OTP for On Demand will be completed after the first quarter.

Service Availability (Demand Responsive)

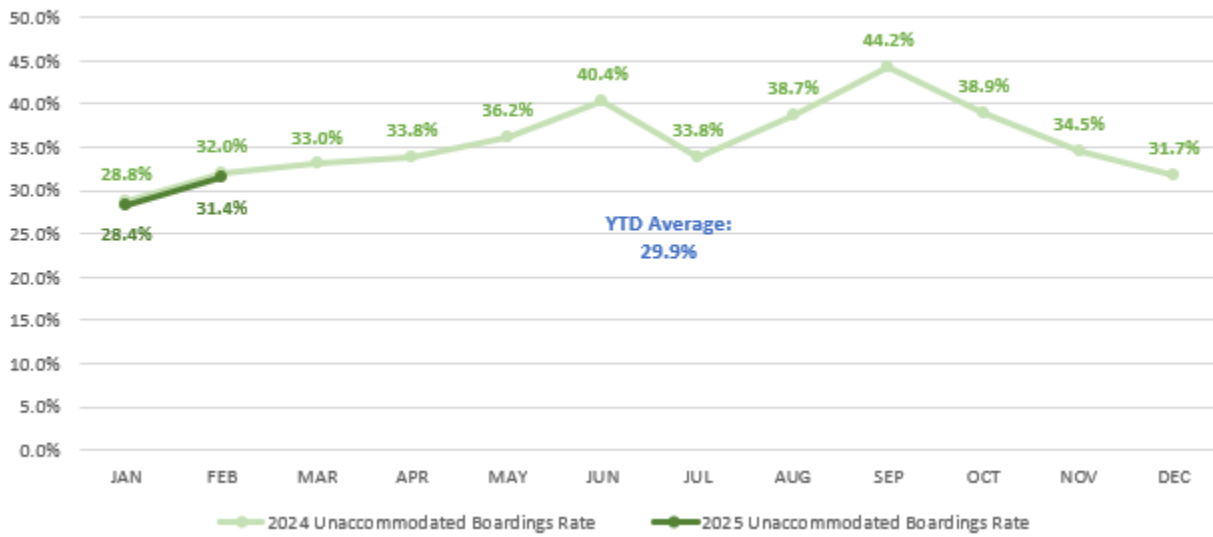
On Demand Average Difference in Requested Trip Time vs. Booked Trip Time



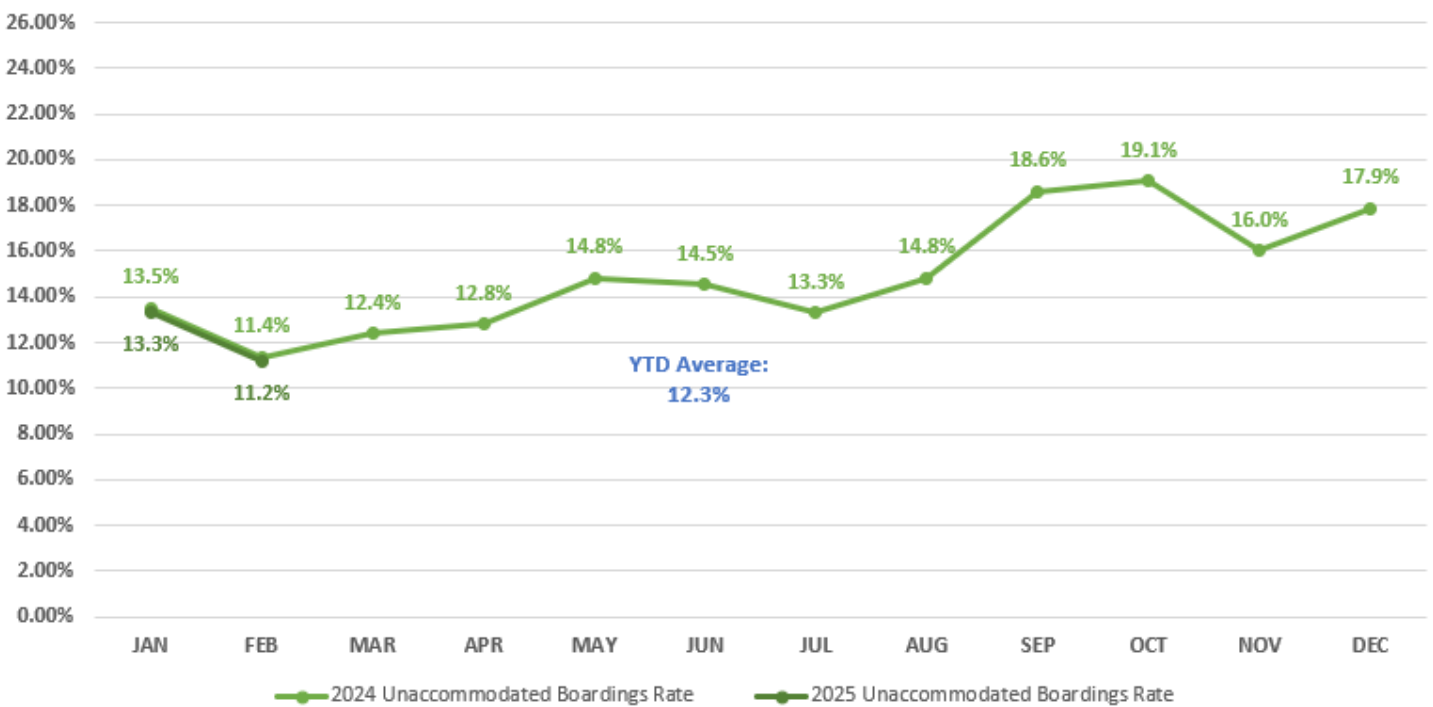
Specialized Average Difference in Requested Trip Time vs. Booked Trip Time

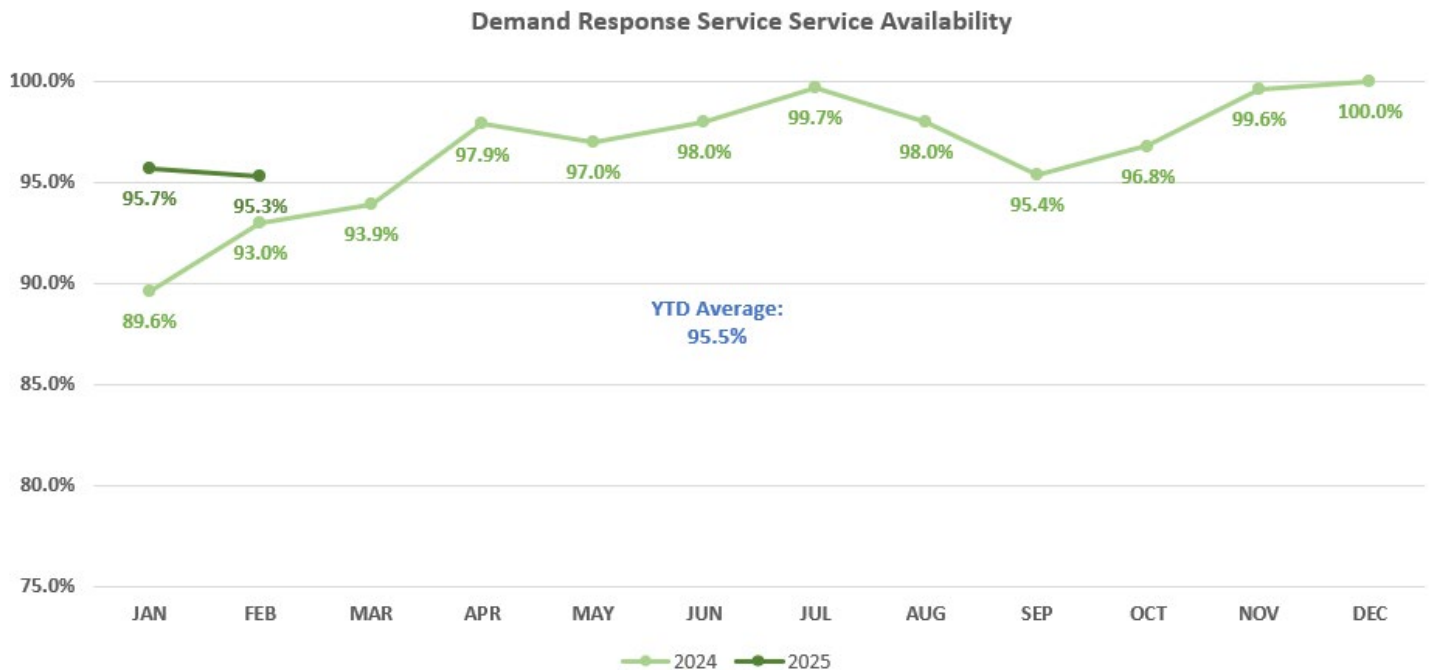


On Demand Unaccommodated Boardings Rate



Specialized Service Unaccommodated Boardings Rate





Definition

Service Availability – Demand Response: Service Availability – Demand Response is reflected through three metrics.

Variance between Requested and Actual Booked Pick-up Time: Average difference between the pick-up time requested and actual booked pick-up time. This metric measures how closely a trip can be scheduled to the customer's preferred time. This metric is measured monthly, with a target of 15 minutes.

Unaccommodated Rate: Per cent of requested customer trips that were unable to be scheduled due to lack of capacity, within the service guideline trip scheduling parameter of 30 minutes for Urban and 60 minutes for Rural service areas (relative to pick-up time requested by customer).

An appropriate target for this metric is being developed in consideration of the investments planned in the DRT Transit Service and Financing Strategy (2023-2032), and the approved 2024 budget.

Service Availability: Actual On Demand service hours delivered as a per centage of scheduled On Demand service hours. The service availability target is 99.5 per cent. Service availability for Demand Response service is reported monthly.

Results

Variance between Requested and Actual Booked Pick-up Time

The variance between requested and actual booked pick-up time in February of On Demand trips for customers registered with specialized transit was 14.7 minutes, and 20.2 minutes for other On Demand trips.

Unaccommodated Rate

The unaccommodated rate in February of On Demand boardings for specialized transit trips was 11.2 per cent, and 31.4 per cent other On Demand trips. Unaccommodated rates continue to be influenced by the demand for transit services exceeding service capacity, and monthly service availability levels.

Service Availability

Service availability for February was 95.3 per cent.

Action Plan

DRT continue to work with the third party vendor to implement new growth service hours that will enhance capacity across the On Demand network.

Updates

1. Celebrating Black History Month (February)

DRT was proud to once again partner with the Strategic Initiatives and Diversity, Equity, and Inclusion teams to wrap a DRT bus to celebrate Black History Month. The bus wrap is an original design by talented artist Reisha Felix (@reicreationsart). Her powerful piece, entitled “Free To Just Be”, pays tribute to Black hairstyles as vibrant symbols of resistance and resilience. It captures the spirit of cultural identity, freedom and strength, serving as a moving canvas that celebrates Black history and heritage.

This remarkable artwork was a central element in the Region of Durham’s Black History Month celebrations throughout February.

It’s not just a bus – it’s a moving message of empowerment and pride.



2. Sunflower Program



The Sunflower Program at Durham Region Transit (DRT) will be launching in April 2025! The Hidden Disabilities Sunflower program, originating from the United Kingdom and now globally adopted, will help DRT staff become more aware of customers with needs related to hidden disabilities. The program aims to raise awareness and understanding of the challenges faced by individuals with hidden disabilities.

The Hidden Disabilities Sunflower is a simple tool for a person to voluntarily share that they have a disability or condition that may not be immediately apparent – and that they may need a helping hand, understanding, or more time with DRT services.

Customers will be able to receive a free pin or card from the DRT Customer Service office located at 110 Westney Road in Ajax, or through the mail after placing an order with DRT. A Sunflower caregiver's card will also be available for those who care for and support someone with a non-visible disability. Full details will be available on the DRT website in early April.



Participating in the Sunflower Program is another step forward for DRT to promote a healthy and inclusive transit community where everyone feels a sense of belonging.

DRT is soft-launching the program on March 31, 2025, with a full and public launch on April 28, 2025.

3. Service changes, May 5, 2025

Effective Monday May 5, 2025, service updates will be made to implement elements of the 2025 Annual Service Plan, to replace some On Demand service with Scheduled Service where and when demand warrants, adjust running times to reflect actual conditions, and make minor adjustments to scheduled service based on customer feedback. These changes are expected to improve reliability and travel times on Scheduled Service for over 6,000 weekday customer trips, and relieve pressure on the On Demand system. Below are highlights of key changes.

Full details will be available on the [DRT web site](#) closer to the service change date.

- 618 New route will operate between Port Perry and Beaverton via Sunderland and Cannington, replacing On Demand service. Service will operate every 90 minutes between approximately 6 AM and 7 PM. Some trips will operate to/from Oshawa. On Demand service will be available when the route does not operate.
- 407 Weekday service will extend to North Campus Terminal via Conlin Road and will not serve Delpark Homes Centre. Service west of Delpark Homes Centre

replaces a portion of Route 920. Most Route 407 trips will continue as Route 920, at North Campus Terminal.

Weekend service will continue to begin and end at Delpark Homes Centre.

920/921 Route 920 is being reorganized to reduce crowding and improve travel time.

Routing Change

Service will operate to and from North Campus Terminal and will no longer serve Harmony Terminal. See Route 407 for service along Conlin Road, east of Simcoe Street.

Express stops will be added to Route 921 at:

Brock Road at Delbrook.

Brock Road at Dersan / William Jackson.

Taunton Road at Salem Road.

Taunton Road at Brock Street.

New 920B Branch

A new 920B branch will operate between North Campus Terminal and Pickering Parkway Terminal.

Schedule Change

During morning and afternoon peak periods, route 920 trips between North Campus and Scarborough will be replaced by new 921 trips operating every 20 minutes. New 920B trips will operate every 20 minutes.

During midday and evening periods, route 920 will continue to operate between North Campus and Scarborough every 20 to 20 minutes.

118 Weekday midday service will be introduced, between about 9:00 and 16:00. Service will operate every 30 minutes.

409 Evening service introduced between 7 PM and 10 PM.

419 Evening service introduced between 7 PM and 10 PM.

502 Extending last westbound 502C afternoon trip to Stevens Road.

900 Service between Glenanna Road in Pickering and downtown Oshawa will operate every 12 minutes. Service between Pickering Parkway and Scarborough to operate every 24 minutes.

- | | |
|-----|--|
| 901 | Frequency reduced to 30 minutes for 901A to Lakeview and 901C to Oshawa Centre. Service between Oshawa and North Campus will operate every 15 minutes. |
| 902 | Last two eastbound 920B trips will be extended to complete the George Reynolds/Courtice Road loop before going out of service. |
| 905 | New trip will depart Railway and Albert Streets in Uxbridge at 10 PM to Whitby Station. Trip will service Port Perry Smart Centres area at approximately 10:30 PM. |
| 917 | Seasonal service 917Z to Toronto Zoo and Route National Urban Park on weekends and holidays. |

Various routes Schedule adjustments for reliability.

301, 306, 319, 403, 405, 421, 901, 917, N1

4. Bus Operator and Work Appreciation Day, March 18, 2025

On Tuesday, March 18, DRT proudly celebrated Transit Operator and Worker Appreciation Day 2025. This special day recognizes the daily contributions of transit operators and workers.

Every day, transit workers at DRT and across the country move millions of Canadians and keep our communities connected. From early mornings to late nights, in every type of weather, these dedicated professionals operate, maintain, and support the transit systems we rely on.

Transit Operator & Worker Appreciation Day is our opportunity to recognize the vital role these workers play in our communities. It's a chance to say thank you to the operators, mechanics, service persons, planners and schedulers, customer service persons, and countless others working behind the scenes to keep DRT running safely and smoothly.

We also came together to create a video highlighting teams in all areas, showcasing the incredible work done by our staff to ensure Durham residents safely reach their destinations.

5. SEIT Hackathon

In collaboration with Durham College and the faculty of Science, Engineering and Information Technology (SEIT), and the Region's Communication and Engagement team, DRT participated in an exciting event designed to foster innovation and teamwork among their students. This hackathon presented a unique opportunity for DRT to enhance its operations while providing valuable mentorship to the next generation of technology professionals. Over a 28-hour period on March 22 – 23, 2025, students worked in small teams to develop pitches, implement solutions, and present proofs of concept, all with guidance from industry mentors. The focus was on developing technology solutions to improve the usability and the transit customer experience in Durham Region.

Participants used open GTFS data provided by DRT and they were encouraged to integrate external data sources and create novel user interfaces that enhance the rider experience. A panel of faculty and DRT staff judged the solutions, awarding the top three entries.

6. CUTA request for exemption of Canadian Bus Manufacturing from Retaliatory Tariffs

In a recent letter to the Minister of Finance and Intergovernmental Affairs of the Department of Finance Canada, the Canadian Urban Transit Association (CUTA) expressed serious concerns regarding the potential inclusion of buses and bus components in a planned phase two of Canada's retaliatory tariffs on imported U.S. goods. These tariffs would have unintended and counterproductive consequences on public transit systems, the Canadian economy, and the affordability of transportation for millions of Canadians.

Canada is home to two major bus manufacturers, New Flyer and Nova Bus, as well as a critical network of component and parts suppliers. The transit industry relies on an integrated North American supply chain to produce and procure buses, with funding for these purchases coming from federal, provincial, and municipal governments. CUTA emphasized that imposing retaliatory tariffs on buses and their components would mean that the government is effectively imposing a tax on itself, increasing procurement costs for publicly funded transit agencies and reducing the purchasing power of investments in public transit infrastructure.

The impact of these tariffs would be significant and widespread, including:

- **Increased Costs for Public Transit:** Transit agencies will face higher procurement costs, reducing the number of new buses they can purchase and delaying the transition to low-emission and zero-emission fleets.
- **Economic Disruption in Manufacturing:** Canadian bus manufacturers and suppliers will be placed at a competitive disadvantage, potentially leading to job losses and a weakened domestic manufacturing sector.
- **Threat to Canadian Manufacturing Jobs:** The Canadian bus manufacturing sector supports thousands of skilled workers whose jobs depend on a stable and competitive marketplace. The imposition of retaliatory tariffs could lead to workforce reductions, facility closures, and an erosion of Canada's industrial base in this crucial sector.

- **Reduced Affordability for Canadians:** Public transit is a key affordability measure for millions of Canadians. Higher costs for agencies may result in service reductions or fare increases, disproportionately affecting lower income individuals, seniors, and students.
- **Negative Environmental and Productivity Outcomes:** Investments in public transit are crucial to reducing congestion, cutting emissions, and improving economic productivity. Increased costs due to tariffs would slow progress toward these national priorities.

CUTA reiterated that at a time when governments at all levels are making historic investments in transit infrastructure, it is essential that policies support, rather than hinder, the growth and sustainability of the sector.

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



Durham Region Transit Report

To: Durham Region Transit Executive Committee
From: General Manager, Durham Region Transit
Report: #2025-DRT-03
Date: April 2, 2025

Subject:

2024 Service Delivery Model Transition Outcomes

Recommendation:

That the Transit Executive Committee recommends

That this report be received for information.

Report:

1. Purpose

- 1.1 The purpose of this report is to inform the Transit Executive Committee (TEC) on the estimated outcomes from DRT's transition of the service delivery model to fully contract out demand response services, with DRT staff delivering all scheduled services.

2. Background

- 2.1 When formed in 2006, DRT retained the service contract from the Town of Whitby which continued the delivery of transit services through a third-party service provider. Through December 31, 2023, the DRT service model for scheduled services continued to include a third-party service provider. These service providers delivered approximately 15% of scheduled service hours.
- 2.2 When operations began in January 2006, DRT delivered the demand responsive Specialized transit service through a combination of DRT staff, supplemented by contracts with taxi companies in the various local

municipalities to provide services that exceeded the capacity of internal DRT operations.

- 2.3 Throughout the years DRT continued to maintain contracts with third party service providers for demand responsive services, which at the time included only Specialized Services. On Demand, a demand response service for customers who do not require Specialized transit services, was launched in 2016 across the municipalities of Scugog, Uxbridge and Brock using a third-party service provider.
- 2.4 DRT's service model remained unchanged until late 2020, when DRT contracted with one taxi company in the Region to provide supplementary Specialized transit services. In transitioning to a single service provider, DRT realized operational and administrative efficiencies while maintaining the same service for customers.
- 2.5 During the COVID-19 pandemic, the transit network evolved in response to changing travel patterns and customer demand. On Demand services were expanded across the Region providing access to public transit in low ridership zones within urban areas, and across all rural areas of the Region. During this period DRT also integrated demand responsive services into a single service called On Demand. Specialized transit was amalgamated with On Demand, and customers were comingled into the same vehicles, where applicable. On Demand was delivered following the long-standing service model, with some service delivered by DRT staff, and the balance delivered by the third-party service provider.
- 2.6 Following a year of operating the amalgamated On Demand service, in early 2023 DRT held an engagement session with customers and families registered with Specialized transit. Responses to the issues raised during that session were summarized in report DRT-2025-18. Applicable comments from that report are summarized below.
 - a. Regarding comments of limited availability of trips, specialized transit trips by active customers had recovered to pre-COVID levels. On average, active customers completed 14.6 trips in April 2023 compared to 14.3 trips in April 2019.
 - b. Regarding comments of last-minute trip cancellations, DRT had experienced reliability challenges in the spring 2023.

- c. Regarding comments about equipment and infrastructure, all vehicles used to deliver DRT services comply with the accessibility requirements outlined by the Ontario Highway Traffic Act and Accessible Vehicles regulation.
 - d. Regarding comments about service to adult day programs, On Demand, including Specialized transit trips, is a shared-ride public transit service, available to all eligible customers. To maximize capacity and deliver service for as many customers as possible within existing resources, all DRT trips may be shared with multiple customers. As a shared ride service, some variability in pick up and drop off times is expected as customer trip requests are scheduled in real-time and can be incorporated on a vehicle with an ongoing trip. Transit schedules, including pick-ups and drop-offs, can be impacted by various factors beyond the control of DRT (such as collisions, detours, unplanned delays at other pick-up/drop-offs).
 - e. Regarding comments for dedicated travel to/from day programs, as a public service provider DRT is prohibited to prioritize access to service based on trip purpose, customer abilities, or destination.
 - f. Regarding customer trips being longer than originally planned, the On Demand service and new booking technologies enable last-minute real-time bookings which increases travel for all customers. In doing so, additional customers may be picked up mid-way through a trip, resulting a slight increase to travel time.
 - g. Regarding comments about operators being unaware of special needs of customers, On Demand drivers are trained professionals and expected to follow established policies and procedures such as securing mobility devices on the vehicle, providing assistance between the vehicle and the accessible door of a building, and being sensitive to the general needs of persons with visible or invisible disabilities.
- 2.7 The integration of the On Demand service and related operational and administrative processes were fully completed in 2023, and not a factor in the 2024 service model transition.
- 2.8 Following ratification of the collective bargaining agreement with Unifor in 2022, DRT initiated the Commission-approved transition of the service model to deliver all scheduled service with DRT staff and contracting out On Demand services. This new service model commenced January 1, 2024. The objectives of the new service model included cost avoidance impact, operational efficiencies, expanding transit service access for residents, and an enhanced customer experience.

- 2.9 In 2022, approximately 40% of all demand responsive services were delivered internally by DRT, with all new On Demand services being delivered by the third-party service provider.
- 2.10 Effective January 1, 2024, all scheduled service was delivered by DRT staff, and all On Demand service delivered by a third-party service provider.

3. Previous Reports and Decisions

- 3.1 Report 2021-DRT-25 Demand Response Services recommended Specialized Services and On Demand be amalgamated into a single demand responsive service. The report was based on the 2021 DRT Demand Responsive Transit Study completed by EY Canada and funded through the provincial Audit and Accountability Fund. The study highlighted that the transition to a single demand responsive service will provide customers a spontaneous, equitable, reliable, and customer-focused service. The demand response service will generate efficiencies by leveraging a single fleet, co-mingling of demand response riders, centralized operator pools, maintaining a single technology platform, and other staff and resource efficiencies.
- 3.2 Report #2021-DRT-20 The Route Ahead Durham Region Transit 2022-2025 Service Strategy was endorsed by TEC in September 2021, and the strategy highlights opportunities for DRT to evolve its demand responsive services as part of its post-pandemic recovery efforts, including transition to a single demand response service.
- 3.3 Report 2022-DRT-13 Update Demand Response Services provided an update to the Transit Executive Committee on the status of the transition to a single demand response service.
- 3.4 Report 2023-DRT-18 Specialized transit update provided a summary of feedback to the issues and concerns raised by customers of Specialized transit after the first year of operating the amalgamated On Demand service.

4. Impact Analysis

- 4.1 To evaluate the outcomes of the service model transition, the actual 2024 financial performance under the new service delivery model was compared to estimates assuming the previous service model was delivered in 2024. As a result of the service model change implemented in 2024, DRT estimate a cost avoidance of approximately \$1.6 – \$2.0 million. In other words, delivering the

same level of service in 2024 using the previous service model, DRT would have needed either a \$1.6 - \$2.0 million increase to the 2024 budget, or an equivalent level of service reductions to meet the 2024 budget.

- 4.2 The following assumptions regarding service hours are made in the impact estimation analysis:
- Under the previous service delivery model, it is estimated that 66,000 annual scheduled service hours would have been contracted to PWT in 2024. This is in line with actual PWT hours delivered before the contract was closed out, representing approximately 15% of all scheduled service hours.
 - In 2024, all 168,000 demand responsive service hours were delivered through the third-party service provider. It is estimated that under the previous service model, DRT would have internally delivered 50,000 hours at most, given limited resources & capacity, while the third-party service provider would have delivered the remaining 118,000 hours.

Table 1: 2024 Avoided cost impact as a result of the service delivery model transition

2024 INCREMENTAL ESTIMATED COST ANALYSIS	Previous Service Delivery Model Cost Projection 66,000 scheduled hours contracted out, 50,000 demand responsive hours delivered internally,)	New Service Delivery Model Projection (66,000 scheduled service hours delivered internally, and 50,000 demand responsive hours contracted out)	Pressure (Cost avoidance)
Demand responsive service impact	\$12,500,000	\$9,500,000	(\$3,000,000)
Scheduled service impact (former PWT Service)	\$7,600,000	\$8,800,000	\$1,200,000
Total incremental cost	\$20,100,000	\$18,300,000	(\$1,800,000)

4.3 Contracting Out All Demand Response Services

As per Table 1 above, contracting out all demand responsive service resulted in avoiding an approximate \$3.0 million in gross annual impact, which includes

operating cost avoidance of approximately \$2.7 million from the lower contractor costs compared to internal operational costs, and an additional \$0.3 million in capital cost avoidance as a result of avoiding purchases of demand responsive vehicles.

4.4 DRT delivering All Scheduled Services

As per Table 1 above, fully delivering scheduled services using DRT staff would have increased DRT costs by an estimated \$1.2 million. The estimate includes an annual \$84,000 property lease cost to temporarily accommodate outdoor parking for the 22 buses that were previously assigned to the third-party service provider. The net estimated increased impact to deliver the 66,000 revenue service hours delivered by the third-party service provider was offset by the estimated costs avoided by contracting out demand response services, as aforementioned.

4.5 Through the new service delivery model, in 2024 DRT was able to expand and enhance the transit network within the approved budget. DRT was able to leverage efficiencies through the service delivery transition to stay within reach of the service growth targets of the 10 year Service and Financing Strategy (2023-2032).

4.6 Maintenance and servicing capacity as a result of the transition was not a significant factor considering the maintenance and servicing requirements of the 30 internal specialized vehicles that were retired by DRT and replaced by the 22 buses previously maintained by the third-party service provider.

5. Operational Outcomes

5.1 The \$1.6 - \$2.0 million cost avoidance enabled DRT to enhance capacity and reliability across the transit network.

5.2 In 2024, on-time performance of routes previously delivered through the third-party service provider improved by three to seven percent.

5.3 Many of the 35 employees hired from the third-party service provider have commented that they are happy and grateful to be directly employed by DRT. Specific comments relate to being a valued member of DRT, access to enhanced training and support, pay and benefits, and the sense of equity and respect they have experienced between employees across the organization.

- 5.4 As a result of all scheduled service being delivered internally, the planning and scheduling process are simplified and streamlined when creating vehicle and operator assignments. Consequently, staff capacity can be redirected to improving the reliability and efficiencies of schedules, and the work can be planned closer to their implementation date which enables staff to use the most up to date data. Delivering service through a common pool of vehicles and operators also provides additional opportunities for efficient schedules.
- 5.5 Since amalgamating all scheduled services internally, DRT has full transparency of the transit network. This includes issues such as commendations for employees, and responding to on-street incidents and service delays. The new service model enables staff to investigate incidents in real-time and a greater ability to respond to service disruptions by leveraging all resources within the network.
- 5.6 There was no measurable change in customer feedback as a result of the service model change.

6. Relationship to Strategic Plan

- 6.1 This report aligns with the following strategic goals and priorities in the Durham Region Strategic Plan:
- a. Connected and Vibrant Communities
 - Improve public transit system connectivity, reliability, and competitiveness

7. Conclusion

- 7.1 By re-imagining how services are provided, DRT has delivered more transit service for residents.
- 7.2 Fully contracting out demand response services and contracting-in all scheduled services has enabled DRT to deliver better operational outcomes that enhance service growth and improve access and frequency of the transit service.

Respectfully submitted,

Original signed by

Bill Holmes
General Manager, DRT

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer