



Why we did this audit

OC Transpo initiated its Zero-Emission Bus (ZEB) transformation program through the procurement of four (4) battery-electric buses for a pilot project. This transformation is intended to convert the OC Transpo fleet to battery-electric buses (by 2036) as part of the Climate Change Master Plan aimed to reduce greenhouse gas (GHG) emissions by 100% by 2040.

Given some of the fundamental risks related to the introduction of new technology, securing of funding, and implementation challenges faced by other cities, the Office of the Auditor General (OAG) announced the intention to engage early in the transformation and conduct an audit of the ZEB implementation.



What we found

- Given the planned timeframes for the next procurement of ZEBs, management will be unable to benefit from the complete insights of the pilot to inform this next procurement; and
- Considering the short timeframe and the large increase of fleet size (4 ZEBs to 78 in the next planned procurement), a key risk is whether the City will have sufficient time to adequately plan for the transition to this number of ZEBs.

For more details on this report please visit our website.

613 580-9602 | OAG@ottawa.ca



We made five recommendations for OC Transpo to:

- Consider reducing the number of ZEBs planned to be procured for the next round of purchasing to allow the City to gather sufficient data from the pilot project;
- Continue to develop the approach and specific tests of the pilot buses prior to integration into revenue service;
- Continue to formalize the performance measurement framework for the ZEB pilot project;
- Continue to refine the pilot project schedule, including tracking of delays and the impact on interdependencies; and
- Continue to update the pilot project risk register and include such elements as due dates for planned mitigations to allow tracking of progress against expectations.