

**2021 Work Program – Status as at December 31, 2021**

	<b>Program</b>	<b>Priority</b>	<b>J</b>	<b>F</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>	<b>N</b>	<b>D</b>	<b>Status</b>	<b>Comments</b>
<b>Integrated, Affordable and Valued Mobility Choice</b>																
<b>1</b>	<b>Service Planning and Development – Short Term</b>	<b>1A &amp; 1B</b>														
1.1	2021 Service Plan – Conventional Transit															
	(a) Assessment, development, recommendation														Complete	
	(b) Implementation of Service Plan														Delayed	Staff Report #2, dated Oct 27/21
	(c) Implementation of ASD for First Industrial Area														Carry Fwd	
1.2	2021 Stop/Shelter Program	1B														
	(a) Assessment, development, recommendation														Complete	
	(b) Implementation														Carry Fwd	
1.3	2022 Service Plan – Conventional Transit	1A & 1B														
	(a) Assessment, development, recommendation														Carry Fwd	
1.4	2021 Service Plan – Specialized Transit	1A & 1B														
	(a) Assessment and development															
	(b) Implementation														Deferred	Due to COVID impacts
1.5	Integration of Conventional & Specialized Services	1A														
	(a) Assessment of Options														Deferred	Due to COVID impacts
	(b) Phased Implementation														Deferred	
1.6	Inter-Community Transit Service Integration	1A													Ongoing	
<b>2</b>	<b>Service Planning and Development (mid to long term)</b>															
2.1	Reviews and Assessments of medium to long term plans	1A														
	(a) Participate on BRT Steering Ctee and Technical Ctee														Ongoing	
2.2	Alternative Service Delivery Implementation Plan	1A														
	(a) Issue and award RFP														Complete	
2.3	Rapid Transit Branding	1A							T	B	D					
2.4	Assess & Implement Initiatives from the Ridership Growth Strategy	1A & 1B													Deferred	
<b>3</b>	<b>Other Service Related Initiatives</b>															
3.1	Participation in City of London Age Friendly London Network	2B													Ongoing	
3.2	Participation in City of London Safe Cities Taskforce	2B													Ongoing	
3.3	Implementation of Smart Card System	2A														
	(a) Addition of 3 <sup>rd</sup> party vendors								T	B	D				Deferred	Due to COVID impacts
	(b) Assessment of wayside revaluing options								T	B	D				Deferred	Due to COVID impacts
3.4	Voice of the Customer Survey Results Assessment	2B							T	B	D				Deferred	Due to COVID impacts
3.5	Monitoring and Reporting of On-time Performance	2B													Ongoing	
3.6	Zero Emission Bus Implementation Strategy	1A														
	(a) Issue and award RFP														Complete	

	Program	Priority	J	F	M	A	M	J	J	A	S	O	N	D	Status	Comments
	(b) Present Draft Strategy to Commission														Complete	
	(c) Incorporate Strategy into 2022 Budget Program														Complete	
<b>4</b>	<b>Accessibility Plan Implementation</b>															
4.1	Annual Accessibility Plan Status Report	2A													Complete	Staff Report #4 dated Nov 24/21
4.2	Integrated Accessibility Standard - Implementation	2A													Ongoing	
4.3	Consider Additional Methods to Communicate Policies	2A													Deferred	
4.4	Consult Public Re: Communication of Temporary Disruptions	2A													Deferred	
4.5	Implement Smart Card on Specialized Service	2A													Carry Fwd	
4.6	Regular Consultation with APTSAC	2A													Ongoing	
<b>Engaged, Diverse and Respectful Workplace</b>																
<b>5</b>	<b>Health, Safety and Emergency Preparedness</b>															
5.1	2020 Health & Safety Work Program – review and final report	2A & 2B													Complete	
5.2	2021 Health & Safety Work Program (**)	2A & 2B														
	(a) Development and Approval														Complete	
	(b) Implementation														Complete	
5.3	Participation on City of London EOCG	2A & 2B													Ongoing	
5.4	Mental Health and Wellness Strategy Implementation (**)	1A													Ongoing	
<b>6</b>	<b>Human Resources</b>															
6.1	Annual Performance Report – Grievances 2017-2020	2A & 2B													Complete	
6.2	Annual Performance Report – Mutual Respect/Human Rights 2017-2020	2A & 2B													Complete	
6.3	Annual Performance Report – Attendance Management 2017-2020	2A & 2B													Complete	
6.4	Annual Performance Audit and Report – Bus Security Camera System	2A & 2B													Complete	
6.5	Annual Performance Report – Corporate Training	2A & 2B													Complete	
6.6	Driver Certification Program – Compliance Audit	2A													Complete	
6.7	Organizational Structure – Migration/Development	1A													Ongoing	
6.8	Annual Review – Legislative Compliance	2A													Ongoing	
6.9	Process Review – Organizational Impact of Smart Card System	2B													Deferred	Due to COVID Impacts
6.10	Implementation of 3 <sup>rd</sup> Party Review Recommendations	2B														
	(a) Expect Respect Working Group														Ongoing	
	(b) Additional Training for Management														Deferred	Due to COVID Impacts
	(c) Review of Customer Contact Management Process														Carry Fwd	
6.11	Establish Criteria for Diane Chenier Trailblazer Award	3													Carry Fwd	
6.12	Assessment of New Operator Recruitment Screening Tool	2B													Complete	
6.13	Management Compensation Review	2A													Complete	

	Program	Priority	J	F	M	A	M	J	J	A	S	O	N	D	Status	Comments
<b>Fiscal Accountability</b>																
<b>7</b>	<b>Financial Plan Development, Implementation and Management</b>															
	<i>2020 Fiscal Year</i>															
7.1	Corporate 2020 Audit and Related Audit Report	2A													Complete	
7.2	Pension Plan 2020 Audit – pre 1989 pension plan	2A													Complete	
7.3	CUTA 2020 Annual Return – conventional and specialized	2A													Complete	
7.4	Annual Assessment Report – Reserves and Reserve Funds	2A													Complete	
7.5	Provincial Gas Tax Annual Report – 2020	2A													Complete	
7.6	Annual Report 2020	2A													Complete	
7.7	Safe Restart Funding Reporting	2A													Complete	
7.8	MTEC Funding Reporting	2A													Complete	
	<i>2021 Fiscal Year</i>															
7.9	2022 Operating and Capital Budget Approval	2A													Complete	
7.10	Post- Approval – 2021 Budget Recosting and Implementation	2A													Complete	
7.11	2021 Operating and Capital Budget Management and Reporting	2A													Ongoing	
7.12	Performance Management															
	(a) Update 2020-2023 Performance Measures and Targets	2A													Complete	
	(b) Quarterly Performance Review Meetings	2A													Ongoing	
7.13	Safe Restart Funding Reporting	2A													Ongoing	
7.15	Review of General Insurance Program	2B													Delayed	Due to COVID Impacts
<b>8</b>	<b>2019-2022 Business Plan</b>	1A													Deferred	Due to COVID Impacts
8.1	Update Financial Strategy	1A													Deferred	Due to COVID Impacts
8.2	Update Asset Management Strategy	1A													Deferred	Due to COVID Impacts
8.3	Update Fare Policy & Procedures	1A													Deferred	Due to COVID Impacts
8.4	Confirm Performance Indicators and Targets	1A													Deferred	Due to COVID Impacts
8.5	Finalize Report and Prepare Copies for Distribution	1A													Deferred	Due to COVID Impacts
<b>Open, Transparent and Understood</b>																
<b>9</b>	<b>Education, Awareness and Advocacy Programs</b>															
9.1	Ontario Public Transit Association Membership (OPTA)	3													Ongoing	
9.2	Canadian Urban Transit Association Membership (CUTA)	3													Ongoing	
9.3	Canadian Urban Transit Research & Innovation Consortium Membership	3													Ongoing	
9.4	Commission Annual Drop In Session	3													Deferred	Due to COVID Impacts
9.5	Enhanced Marketing of LTC	2B													Deferred	Due to COVID Impacts
<b>10</b>	<b>Customer First Strategy</b>															
10.1	Voice of the Customer Program															
	(a) Assess/Implement Appropriate Timing of Survey	1A													Deferred	Due to COVID Impacts

	Program	Priority	J	F	M	A	M	J	J	A	S	O	N	D	Status	Comments
10.2	Annual Service Report – Conventional and Specialized Services	2A & 2B													Complete	
10.3	Assess Opportunities for Additional Public Engagement Options	1A													Deferred	Due to COVID Impacts
<b>11</b>	<b>COVID-19 Pandemic Response</b>															
11.1	Participate in Transit Sector Pandemic Response Discussions	1A													Ongoing	
11.2	Resolve Phase of Plan	1A													Ongoing	
11.3	Resiliency Phase of Plan	1A													Ongoing	
11.4	Rebuild Phase of Plan	1B													Ongoing	
<b>Effectively Utilized Infrastructure</b>																
<b>12</b>	<b>Asset Management Programs</b>															
12.1	2020 Bus Replacement/Expansion Order	2C													Complete	
12.2	Facility Upgrades	1A & 1B													Complete	
12.3	Shop/Garage Equipment	2C													Complete	
12.4	Service Fleet Replacement Program	2C													Complete	
12.5	Upgrade/Maintain IT Hardware and Software	2C													Complete	
12.6	Replacement & Addition of Wayside Signage (PTIF)	2C													Carry Fwd	
12.7	Shelter Expansion Program (ICIP)	2C													Carry Fwd	
12.8	Bus Stop Lighting Program (ICIP)	2C													Deferred	Due to COVID Impacts
12.10	Process Review – Implementation of Kilometre Tracking & Reporting	2B													Deferred	Due to COVID Impacts
12.11	Process Review – Assess Farebox Options for Cash Fares going Fwd	2B													Deferred	Due to COVID Impacts
12.12	Kronos Payroll System Upgrade	2C													Complete	

**Program Priorities**

- 1 Clarifying/Defining/Delivering on The Business Plan
  - A - New - developing and growing system
  - B - Ongoing - supporting retention and growth of ridership
- 2 Required/Supportive Programs
  - A - Mandatory/Statutory/Legislated
  - B - Effective, efficiency measure
  - C - Life cycle maintenance
- 3 Continued Partnership Development (Communication, Recognition, Engagement)