



2022 Annual Report

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THE LONDON TRANSIT COMMISSION

COMMISSION - CURRENT

SHERYL ROTH	CHAIR
STEPHANIE MARENTETTE	VICE CHAIR
SCOTT COLLYER	COMMISSIONER
JERRY PRIBIL	COMMISSIONER
DAVID FERREIRA	COMMISSIONER

SENIOR MANAGEMENT - CURRENT

KELLY PALECZNY	GENERAL MANAGER
MIKE GREGOR	DIRECTOR OF FINANCE
SHAWN WILSON	DIRECTOR OF OPERATIONS
KATIE BURNS	DIRECTOR OF PLANNING
CRAIG MORNEAU	DIRECTOR OF FLEET & FACILITIES
JOANNE GALLOWAY	DIRECTOR OF HUMAN RESOURCES

EXECUTIVE SUMMARY

London Transit's vision in the 2019-2022 Business Plan is to be *the valued and trusted mobility choice for Londoners*. The vision is supported by the mission statement which is *moving Londoners – progressively, reliably and affordably*.

The vision and mission are supported by five linked and, in certain respects, competing strategic outcomes, namely:

- An integrated, affordable and valued mobility choice
- An engaged, diverse and respectful workplace
- Demonstrated fiscal accountability
- Being open, transparent and understood
- Effective utilization of infrastructure

Consistent with the Business Planning Process, each year an Annual Report is completed and shared publicly. The report provides an overview of how the LTC performed against each of the strategic outcomes identified in the Business Plan.

Yearly, each of the Strategic Outcomes is graded by administration based on the following scale.

Grade	Criteria
Excellent	All initiatives set out in the Business Plan under the objective have been successfully achieved
Good	Progress toward completion of all initiatives under the objective is consistent with expectations in the Business Plan
Satisfactory	Progress toward completion of all initiatives under the objective is slower than expectations in the Business Plan
Needs Improvement	Significant focus needs to be directed at the initiatives under the objective

While 2022 saw relief from most pandemic-related restrictions, it was not immune from pandemic-related impacts; the two most significant of which were supply chain and labour market. While transit riders began to return to pre-pandemic travel patterns and service expectations at an increasing rate, the ability of the organization to respond with increased service levels to better match the increased demand was significantly hampered.

In order to increase service levels to first return to pre-pandemic levels and then begin implementation of the 2021 and 2022 service improvements, the depleted Operator complement needed to be addressed. As such, a focused effort on Operator recruitment and on boarding began in mid-2021, and will continue through the remainder of 2023. Between April 2021 and the end of 2022, 122 Operators were hired, trained and placed in service.

While recruitment and on-boarding for the Operator position ran relatively smoothly throughout 2022, the vacancies in the Fleet and Facilities department proved more difficult to fill. This coupled with a higher rate of short term absences throughout the year, resulted in difficulties completing the work assigned to each shift in order to ensure bus availability for service each day. Adding to this difficulty was the delay in receipt of the 2022 replacement bus order, which resulted in the need to maintain 17 buses longer than anticipated. In a number of cases, the decision was made to park the bus scheduled for retirement rather than perform costly repairs however this approach negatively impacted the total fleet availability.

The aforementioned impacts resulted in service levels not being increased to pre-pandemic levels in 2022, notwithstanding the significant increases in ridership. The differential between the service levels operating and those required to meet the demand negatively impacted a number of the measures utilized to assess the conventional transit service performance in 2022.

The table below sets out the performance against the outcomes for the 2022 fiscal year, none are graded excellent given the deviation from the Business Plan required as the result of the pandemic.

Strategic Outcome	Grade	Comments
An integrated, affordable and valued mobility choice	Satisfactory	While service levels were not able to meet demand through 2022, efforts were focused on ensuring that service provided was reliable.
Demonstrated fiscal accountability	Good	Notwithstanding significant price escalation on key budget items including fuel and bus prices, budgets were managed within the Commission's resources.
Being open, transparent and understood	Good	Continued use of communication tools such as social media and Commission website to ensure up to date information was available for all stakeholders.
Effective utilization of infrastructure	Good	Capital programs continued as planned through 2022 noting some modifications were required due to significant inflationary pressures.
An engaged, diverse and respectful workplace	Good	Overall priority centered on ensuring the health and safety of all employees (including psychological health)

When considering the grades provided, it is important to recognize that they were measured against progress on the initiatives included in the Business Plan while also giving consideration to the ongoing issues associated with operating a transit system through a pandemic, which in some cases necessitated deviation from specific initiatives.

The recognition by all levels of government of the value that a viable public transit service provides to its community resulted in the provision of the Safe Restart Funding Program, which provided for funding to support the continuation of services noting the losses in revenue and increased operating costs that were being experienced by all transit systems. During the pandemic period, historical measures including rides per service hour and cost recovery ratios were no longer the driving factors in decision making, with discussions centering on ensuring that adequate service levels remained in place to provide the ability for transit riders to access essential services and jobs. In 2022, \$6.5 million in Safe Restart funding was utilized to balance the operating budget, without access to this funding, significant service level reductions would have needed to occur.

This recognition provided a reminder to transit systems that the value they provide is measured by three key stakeholder groups; the transit customer, the community at large, and the taxpayer.

What also became clear is that each group's values cannot be measured solely by the traditional metrics that transit systems have relied upon. Further, the onset and continuation of the pandemic which has resulted in significant shifts in the manner in which people work and move in their communities has significantly impacted the transit system's ability to predict and plan for the future. Ensuring transit systems are able to adapt quickly to changing circumstances while addressing the top priorities of all stakeholders will be the key to sustainable systems going forward.

In closing, while 2022 brought with it new challenges as the organization faced labour force and supply chain issues which hampered abilities to return to pre-pandemic service levels and add service growth, notwithstanding these challenges, London Transit employees continued to demonstrate their creativity, resiliency, dedication and commitment to providing public transit services in London.

AN INTEGRATED, AFFORDABLE AND VALUED MOBILITY CHOICE

The strategic objective calls for the continued development and delivery of accessible public transit services that are integrated with other modes of transportation, dynamic in nature and considered a valued investment to all stakeholders. The following table sets out an assessment of the 2022 performance against key elements of this strategy, noting the measures used to determine the grading have historically included ridership change and total ridership, service hour change and total service hour investment, customer satisfaction rating, and investment share allocation.

Given the ongoing global pandemic that continued to impact operations in 2022, performance against the key elements of this strategy were viewed in light of the organizational impacts associated with operating under these conditions. As such, some of the elements are listed as N/A noting initiatives included in the annual work program intended to address these elements were put on hold as part of the organization’s pandemic response. Additionally, while the manner in which the system operated throughout the majority of 2022 was not consistent with pre-pandemic years, progress was still graded on those elements that remained applicable. Public transit services continued to be provided to all areas of London normally served by transit throughout 2022, albeit in some cases at reduced frequency. Details with respect to perceived progress toward each of the elements are commented on in greater detail following the table below.

Key Elements	Grade
Ongoing development of a safe, integrated and accessible public transit service ensuring the service meets the needs of a growing, competing and changing market.	Satisfactory
Use of proven technology supporting the effective, efficient delivery of transit services.	Good
Exploration of initiatives intended to grow transit ridership	N/A
Continued focus on improving the customer experience	Excellent
Progressing in the development and delivery of integrated, accessible public transit services	N/A

Conventional Transit Services

Expectations for the conventional transit service for 2022 included a return to pre-pandemic service levels as well as the gradual introduction of service improvements that had been deferred in previous years due to the pandemic. Unfortunately, ongoing issues with resources (people and equipment) availability continued to negatively impact the ability to increase and maintain service levels throughout 2022. As a result, service levels remained at approximately 90% of pre-pandemic levels throughout the year.

Notwithstanding the inability to increase service levels, ridership levels on the conventional service grew to the highest of the pandemic period in 2022. The following graph illustrates ridership as a percentage of pre-pandemic levels in 2022.

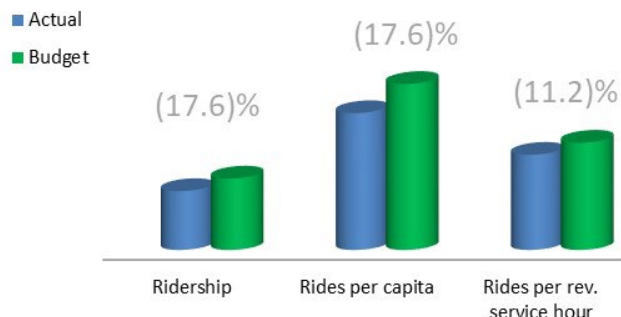
2022 Conventional Transit Ridership as a Percent of 2019 (Pre-Pandemic)



As the graph illustrates, after another significant drop in January due to another pandemic wave, ridership began to steadily climb for the remainder of the year, levelling off and remaining at approximately 90% of pre-pandemic levels in September through December.

As noted in the following chart which compares actual 2022 ridership and related measures to 2022 budget, the budgeted return of service levels and ridership was not met.

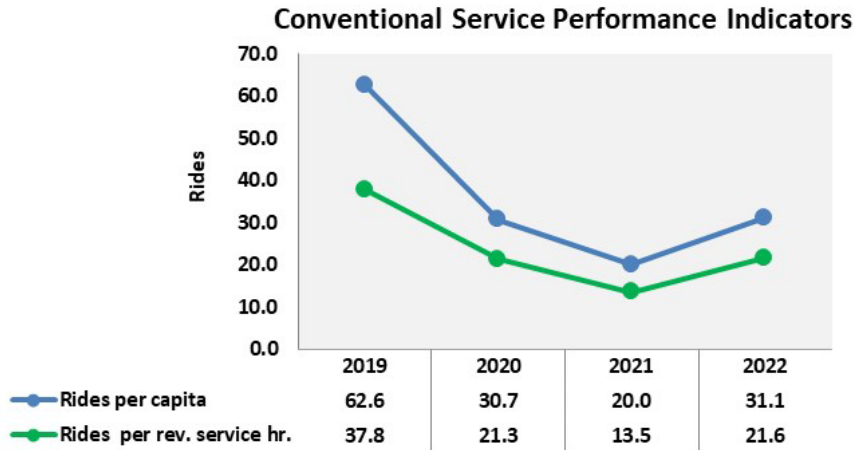
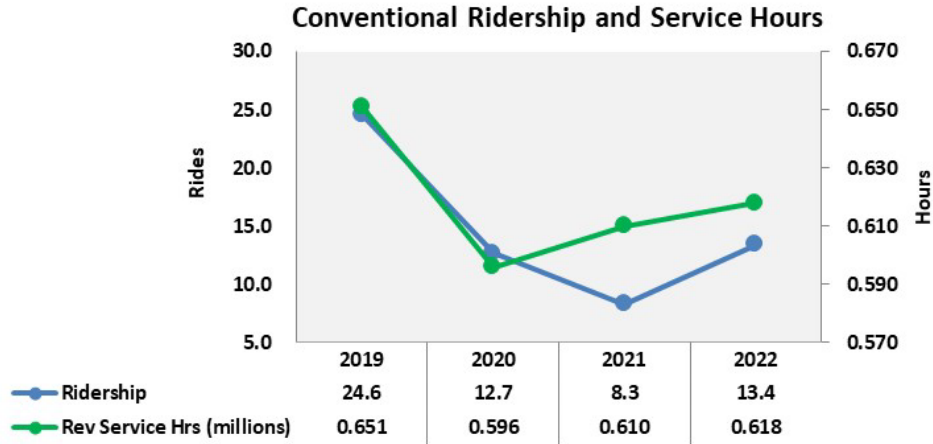
2022 Ridership Performance Actual vs. Budget



The continuation of the Safe Restart Funding program, supported by the Provincial and Federal governments, provided an offset for the revenue losses associated with the lower than budget ridership, which in turn allowed the continued operation of services at a much higher level than could have been supported by the fare box revenue alone. The recognition of the need for the continued operation of public transit services throughout the pandemic period by all levels of government represents an opportunity for transit systems to begin to transition away from the traditional focus on R/C ratios and minimum boarding thresholds toward a focus on the value the services provide to the community. This is not to say that the traditional efficiency and effectiveness measures should be discounted entirely, but rather viewed in tandem with other positive impacts the transit system brings to the community including community access, economic benefits, climate and health benefits, and reduced congestion levels.

The ridership and service hour performance over the period of 2019-2022 is set out in the

following chart, noting that the pandemic-related impacts on the organization in the years 2020 through 2022 result in the inability to directly compare these years to 2019. The previous year's data is provided for transparency purposes and as an indication of where the measures were pre-pandemic.



¹Rides per capita: total rides divided by population – provides for comparison of ridership levels across municipalities of varying populations

²Rides per revenue service hour: total rides divided by total hours vehicles are providing service – measures the efficiency of the system

The total service hours provided in 2022 were the highest of the pandemic period; however did not reach the levels to which they were budgeted due to ongoing resource limitations. Ridership in 2022 was also the highest of the pandemic period, reaching approximately 55% of the annual ridership in 2019.

Continuing the discussion with respect to the value versus the volume of public transit, the measure of 'rides per revenue service hour' provides a good example of how two different stakeholder groups will view and prioritize this measure. From the tax payer's perspective, the higher the number the better, as it indicates that the vehicles on the road are being heavily utilized and fare box revenue is supporting a large portion of the operating cost of the vehicle. Conversely, from the customer's perspective, a lower number means they will be more likely to

have a seat while completing their trip versus standing on a crowded bus.

Continuing this discussion, when viewing total ridership from the graphs above from a volume perspective, the 13.4 million trips provided in 2022 could be viewed as being too low, or not enough to warrant the service levels from the taxpayer perspective. However from the perspective of the community at large, 13.4 million trips were provided on public transit, which enabled Londoners to get to work, school and other essential destinations. From the customer’s perspective, the levels of service that continued to operate ensured access to their community.

In addition to comparing against internal key performance indicators, London Transit also measures service performance by comparison to a peer group of Ontario transit systems (with bus operations only and with populations greater than 100,000). The following table sets out a comparison of 2021 key service performance indicators for LTC versus the identified Ontario group average noting the 2022 group data will not be published until the fall of 2023. The comparison information is compiled and published by the Canadian Urban Transit Association (CUTA).

Conventional Transit Services – Summary Performance Comparison

Description Service Performance	2021		Ranking
	Peer Average	2021 LTC	
Ridership (millions)	6.3	8.3	6 th
Rides per capita	15.2	19.7	4 th
Rides per service hour	12.0	13.4	4 th
Service hours per capita	1.2	1.5	5 th

Note: Peer group includes 16 Ontario transit systems in municipalities with a population greater than 100,000. (York Region, Mississauga, Durham Region, Brampton, Hamilton, Waterloo Region, London, Windsor, Oakville, Burlington, St. Catharines, Sudbury, Barrie, Guelph, Thunder Bay and Kingston).

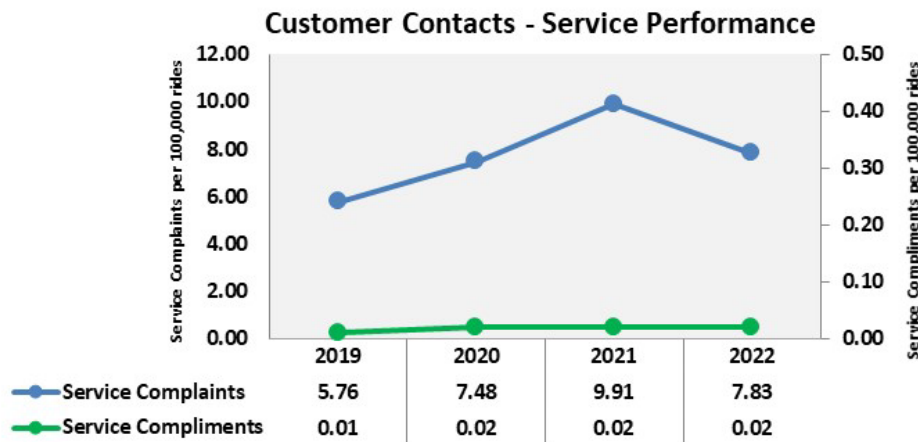
As illustrated in the table, London remained in the top half of the service performance measures against peer group in 2021, noting ridership and service hour performance were significantly impacted by the various pandemic waves and associated public health measures in place.

Service quality is also measured through feedback from the customer, which beginning in 2016 included the addition of the feedback received through the Voice of the Customer surveys. Historically customer contacts were relied upon as the only measure of customer satisfaction; however, given that customers of any service are far more likely to contact the provider with a complaint when they have had a poor experience versus calling to provide a compliment when they have had a good experience, the Voice of the Customer program was launched to gain a better understanding of our customers perspectives both with respect to the priorities they place on determining what qualities are inherent in a good public transit service as well as how they rank London’s service against those priorities. Unfortunately the annual Voice of the Customer Survey had to be put on hold during the pandemic, and as such there are no current results to share.

In addition to the Voice of Customer feedback, customer satisfaction levels are also gauged through tracking both the number and nature of customer contacts received via email, social media, and telephone. In 2022, society in general was looking to return to conditions consistent with pre-pandemic times while at the same time businesses struggled to ramp up to meet the

heightened demand given labour market and supply chain issues. The resulting imbalance between customer expectations and the service provider's ability to deliver has led to a decrease in overall satisfaction levels, and increased customer frustrations. The nature of interactions with unhappy customers in 2022 transitioned from traditional expressions of dissatisfaction to exchanges including profanity, name calling, and in some cases, verbal assault. One of the primary focuses of public communications in 2023 will be the need for respectful interactions when utilizing LTC services.

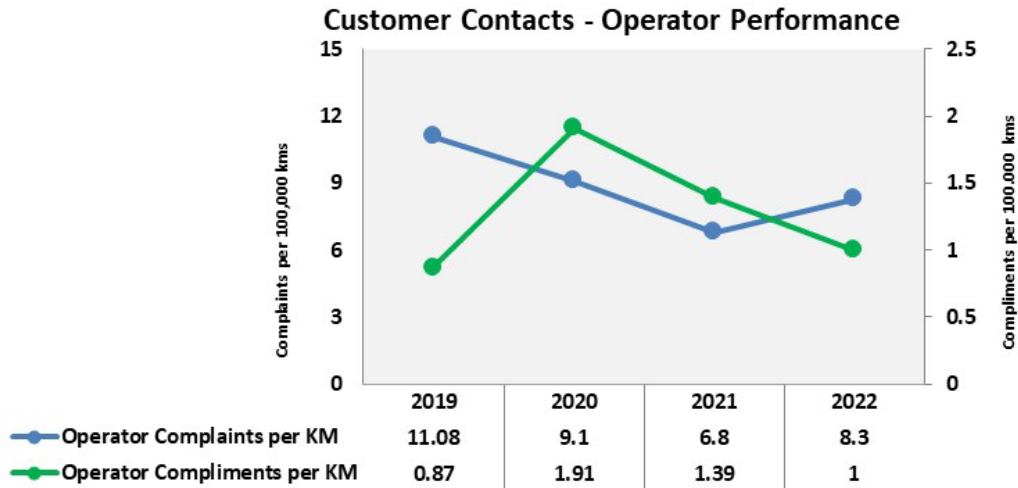
The following chart provides an illustration of the trend in customer complaints and compliments relating to the conventional service performance over the period 2019 through 2022.



In an effort to have comparable statistics, the values in the chart illustrate the total complaints and compliments per 100,000 riders. While this approach normalizes the number being displayed, it does not account for the extreme variances in operating conditions pre and during the pandemic period.

In 2022, the top categories of complaints with respect to service received were late scheduled and missed passenger complaints, which relate to service not arriving at a stop at the scheduled time, not arriving at the stop at all, or driving by a passenger waiting at a stop. The nature and extent of construction projects spanning much of 2022 impacted a significant number of routes, and given resource limitations, tripper buses were not able to be assigned to routes experiencing schedule adherence difficulties. These factors, in combination with the additional complexities of determining detour routing resulting from the addition of cycling infrastructure on many corridors, resulted in schedule adherence issues system wide for the majority of 2022 leading to complaints regarding late service. Likewise, the need for detours and stop closures relating to the numerous construction projects resulted in numerous routes being on detour with regular stops closed and temporary stops in place. Early in the summer, it was discovered that many of the closed stop/temporary stop signs were missing from poles (primarily in the core), which left customers unaware of detours and/or waiting at the wrong locations. Given these issues, a new audit process was established and is conducted by Inspectors on a regular basis to ensure proper and accurate signage is posted along all detoured routes.

The other major area of analysis regarding service quality is Operator performance, which is assessed in terms of both complaints and compliments. Performance results from the customer contact system for 2019 to 2022 are set out in the following chart.

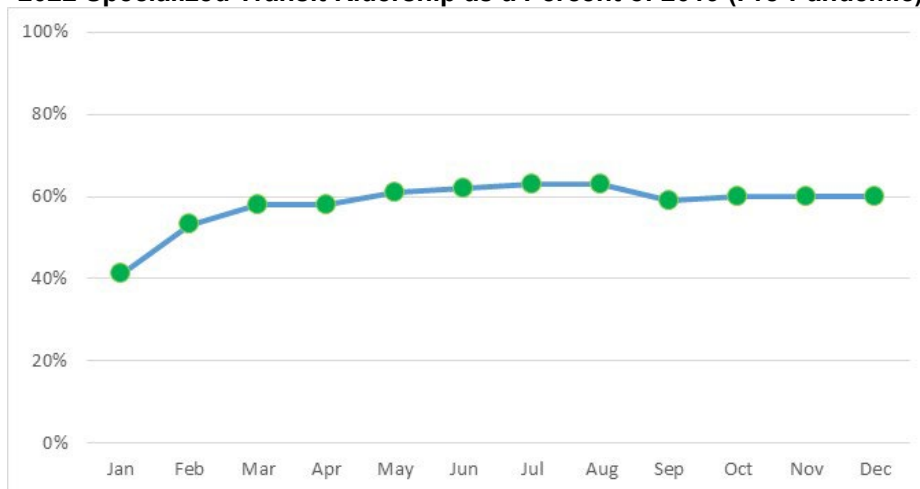


Driving related Operator complaints have been lower than pre-pandemic in total as well as in virtually all categories tracked. Operator compliments have remained higher than pre-pandemic levels through the years 2020-2022, but have been trending downward back toward pre-pandemic levels.

Specialized Transit Services

Consistent with the conventional service, specialized services continued to operate throughout 2022, ensuring mobility to the registrants who rely on the service for access to the community. The graph below illustrates the ridership throughout 2022.

2022 Specialized Transit Ridership as a Percent of 2019 (Pre-Pandemic)



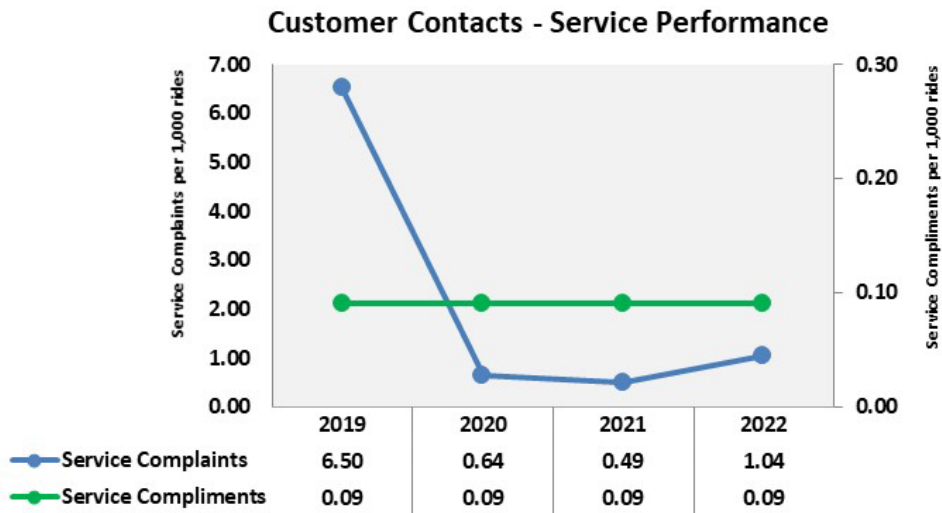
The following table provides a comparison of ridership and service hours actual to budget performance for 2022.

2022 Ridership and Service Hours Actual to Budget Performance

Description	Actual	Budget	Amount Better (Worse)	Percent Better (Worse)
Total ridership	222,900	280,700	(57,800)	(20.6)%
Service hours	119,100	146,400	(27,300)	(18.6)%
Registrants	10,950	11,000	(50)	(0.5)%
Total trips/registrant	20.4	25.5	(5.1)	(20.0)%

2022 saw challenges with respect to resource availability (people and vehicles) for the specialized service contractor consistent with those faced on the conventional service. While the budget planned for a return to pre-pandemic service levels and the phased introduction of growth hours, the growth was not able to be implemented. The lower than budgeted service hours is directly tied to the lower than budgeted ridership.

As referenced in the chart below, service complaints are down significantly during the pandemic period as compared to previous years. Compliments relating to service have remained consistent over the four year period.



The top category of complaints in 2022 was “service received”, which includes issues such as length of trip, drop off locations, pick-up locations, as well as other complaints that may encompass more than one of the categories listed in the table above. A significant number of the complaints in this category in 2022 were directly tied to the nature and extent of construction projects and related road closures and detours in place throughout the city. Preferred pick-up and drop off locations in many cases needed to be altered, and the length of trips was extended noting traffic in general was slower throughout the city.

As with conventional transit, specialized transit performance results are assessed from a service perspective in comparison to all other Ontario specialized transit systems. The following table sets out a comparison of key service performance indicators for LTC in 2021 versus the identified Ontario group average.

Specialized Transit Services – Summary Performance Comparison

Description	2021	
	Ontario Average	2021 LTC
Service Performance		
Service hours per capita	0.2	0.3
Total trips per capita	0.3	0.4
Total trips per service hour	1.6	1.4
Trips per eligible registrant	26.8	16.1

Average includes all specialized services operating in Ontario

London's performance in 2021 was consistent to 2020 in terms of peer group comparison, indicating that the operational impacts of the pandemic were felt equally across specialized services in Ontario.

DEMONSTRATED FISCAL ACCOUNTABILITY

The strategy calls for prudent fiscal and operational management, supporting sustainability, competitive positioning, affordability and valued return on investment. The investment return includes social, economic and environmental returns. As discussed earlier in this report, the return on investment in public transit services for the City needs to be expanded to include elements that are priorities to each stakeholder group going forward. The elements set out in the table below focus primarily on the priorities of the taxpayer.

Key Elements	Grade
Providing a high quality and economically sustainable transportation service	Good
Ensuring decisions regarding investment (operating and capital) are evidenced-based, and are consistent with the goals and objectives of the organization and services	Excellent
Establishing a sustainable financial strategy, one that reflects the unique dynamics (characteristics) of each investment source	Good
Fostering an environment of continuous improvement that is, doing the right things at the right time in the most effective and efficient manner	Good
Optimizing investment and utilization of existing and new technologies supporting the effective and efficient delivery and management of the service	Good

2022 Operating Budget Program

The 2022 operating budget program for conventional and specialized transit services totalled approximately \$92 million. The 2022 operating program finished the year with a \$6.5 million unfavourable variance which was offset by the Safe Restart Funding program provided by the Federal and Provincial governments.

The major factors contributing to the budget deficit include the following:

- Overall unfavourable revenue performance relating to:
 - lower than budgeted ridership throughout 2022 due to a slower than anticipated return of ridership
 - lower than budgeted Provincial Gas Tax contributions as the result of reduced service levels

which were offset by expenditure performance relating to:

- lower than expected labour costs relating to reduced service levels
- lower than expected contract costs for the specialized service relating to reduced service levels

As noted in the following chart, the actual source of 2022 operating investment remained relatively consistent with budget noting city investment levels have, for the most part, been flat-lined over the course of the last four years, given the economic climate and related constraints on public investment.

**2022 Operating Budget Source of Investment
Conventional and Specialized Transit Systems**

Description	2022 Actual	2022 Budget
Transportation/Operating revenue	37.2%	37.6%
Provincial gas tax	8.9%	11.8%
City of London	46.8%	45.0%
Safe Restart	7.1%	5.6%
	100.0%	100.0%

Financial performance is compared to the Commission’s peer group in the same manner as service performance for the respective services. In terms of conventional services, in comparison to the peer group, London’s performance is at or near the top in all key financial performance indicators, as noted in the following table.

Conventional Transit Services – Summary Performance Comparison

Description	2021 Peer Average	2021 LTC	Ranking Out of 16
Service Performance			
Financial Performance			
Operating cost per ride	\$9.64	\$6.06	15th
Municipal cost per ride	\$7.70	\$3.87	16th (lowest)
Total Operating Cost Sharing			
Municipality	58.6%	42.1%	16th (lowest)
Passenger & Operating	22.6%	31.0%	2nd
Provincial gas tax + Safe Restart	18.8%	27.0%	2nd

Note: Peer group includes 16 Ontario transit systems in municipalities with a population greater than 100,000. (York Region, Mississauga, Durham Region, Brampton, Hamilton, Waterloo Region, London, Windsor, Oakville, Burlington, St. Catharines, Sudbury, Barrie, Guelph, Thunder Bay and Kingston).

As noted, LTC’s municipal operating investment is well below the peer group average, ranked 16th (lowest) of the 16 transit systems comprising the peer group in 2021. As discussed previously in this report, the metrics for 2021 were significantly impacted by the operating conditions during the pandemic noting that service continued to operate notwithstanding declines in ridership. The service levels that remained in place were significantly higher than what would be traditionally warranted based on ridership levels; however, this was done so in an effort to provide a viable transportation option that would attract riders back to the service.

Similar impacts were experienced on the specialized transit services, with significant jumps in costs per ride experienced across the province.

**Specialized Transit Services – Summary Performance Comparison
Ontario Specialized Systems**

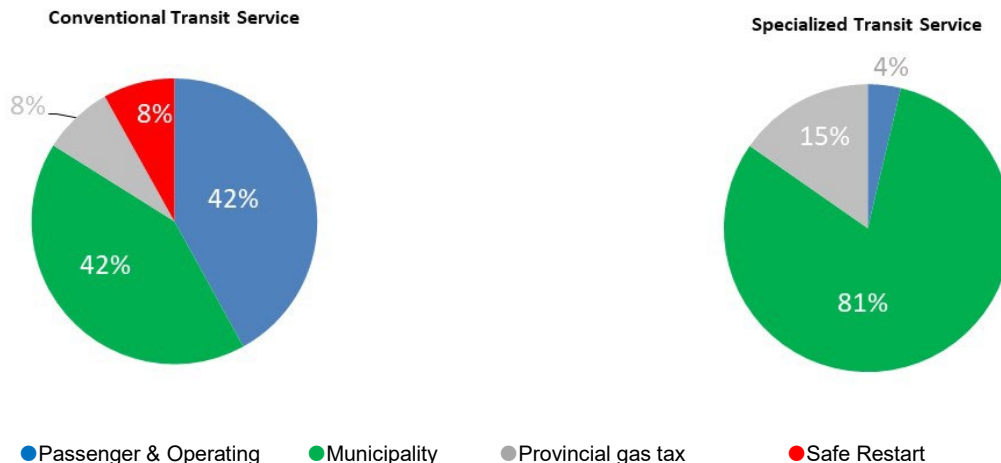
Description	2021 Peer Average	2021 LTC
Service Performance		
Financial Performance		
Total cost per ride	\$63.42	\$53.32
Municipal cost per ride	\$58.83	\$52.50
Total Operating Cost Sharing		
Municipality	92%	82%
Passenger & Operating	5%	3%
Provincial gas tax	3%	15%

Consistent with the conventional service, the 2022 metrics have varied significantly due to the levels of service that continued to operate through low ridership periods. Of note, given the overall savings in the specialized operating budget as a result of reduced service levels on a contracted service, there is no Safe Restart funding associated with this budget, in fact, given the funding guidelines, the savings from the specialized budget were required to offset to the additional costs on the conventional service when applying the funding.

The charts below set out the investment share of the various funding sources for both the conventional and specialized services for 2022. As indicated earlier in this report, the Safe Restart funding was utilized in 2022 to balance the overall operating budget (the net of increased cost on the conventional service and savings on the specialized service).

As the charts indicate, approximately 8% of the conventional transit service operating budget was funded with Safe Restart funding. Had this funding program, supported by the Provincial and Federal governments, not been provided, significant service reductions would have been required in order to balance the operating budget.

**2022 Percent Share of Source Investment
Conventional and Specialized Transit Services**

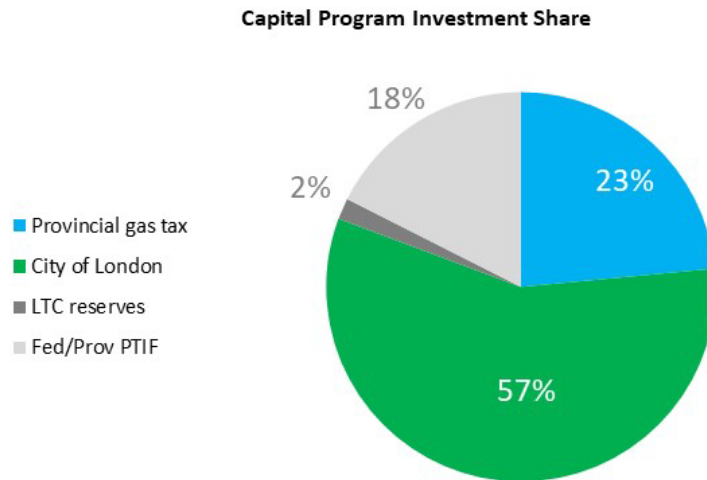


2022 Capital Budget Program

The 2022 capital investment program totalled approximately \$17.5 million, funding a number of projects including:

- Bus replacement: a \$12.6 million project providing replacements for 17 buses was completed in 2022. The bus replacement program is critical to supporting fleet reliability and lowering fleet maintenance costs by moving to an average fleet age of six years.
- Bus expansion: a \$3.6 million project providing for 5 expansion buses to allow for implementation of the 2022 conventional service improvements
- A total of \$1.3 million was spent on other various projects in 2022 including bus stop upgrades, shop and garage equipment, service fleet replacement and facility upgrades

All of the capital programs operated within budget. Capital investment in 2022 was shared as follows.



BEING OPEN, TRANSPARENT AND UNDERSTOOD

The strategy calls for all stakeholder communications to be conducted in an open, transparent, timely and inclusive manner supporting common knowledge and understanding. The following table sets out an assessment of 2022 performance against key elements of this strategy, noting the measures used to determine the grading include the number of communication tools employed, the frequency of use of the communications tools, and stakeholder satisfaction ratings.

Key Elements	Grade
Developing informed relationships with all stakeholders both internal and external to LTC	Good
Employing a consistent communication brand supporting clear, concise and timely communication	Good
Investing in and effectively utilizing a variety of communication forms and technology to build and sustain informed relationships	Good
Developing and implementing mechanisms to provide for enhanced engagement with employees	Good

The requirement for strong communications to all stakeholders was heightened through the pandemic given the service impacts experienced throughout the year. Corporate social media accounts and media alerts were relied upon to keep riders informed of service impacts, and were done so in a manner to provide the most advance notice possible.

Customers and the public at large have a number of options to interact with London Transit. Those looking for dialogue, or some form of response, can use the customer service phone line or email. In addition to telephone and email, information is also made available through the corporate website, Facebook and Twitter accounts. Stop level notices are also utilized when applicable.

The following table provides an overview of the makeup of the various methods that customers and the public can utilize to find information with respect to public transit services. It should be noted that some information is limited to only one source (e.g. Commission agendas limited to corporate website), and as such, the addition of alternative methods of interaction may not directly impact others. The table below sets out the percent make-up of the various methods of interaction between LTC and the public at large.

Percent Make Up of Interaction Methods

Percent Make Up	2019	2020	2021	2022
Information line - answered calls	2.2%	2.7%	3.3%	3.6%
Interactive voice response	4.6%	4.6%	5.9%	5.2%
Website - main site visits	41.4%	38.3%	47.3%	48.5%
Website - Infoweb real-time	13.0%	12.1%	17.3%	20.9%
Facebook page visits	1.8%	5.6%	3.3%	2.8%
Twitter Impressions	36.9%	36.7%	22.9%	19.0%
Total	100.0%	100.0%	100.0%	100.0%

LTC also recognizes the importance of internal communications, keeping employees informed and thanking them for their efforts. In 2022, COVID boards were kept updated, providing employees with up-to-date information specific to the ongoing pandemic. Additionally, there are a number of mechanisms in place for internal employee communications including the employee newsletter and handouts, internal communications screens, and internal bulletin boards as well as direct communication (verbal and written), all of which are utilized throughout the year.

EFFECTIVE UTILIZATION OF INFRASTRUCTURE

The strategy calls for acquisition and maintenance of required infrastructure supporting service reliability, noting infrastructure includes fleet, facility, technology and other fixed assets. The following table sets out an assessment of 2022 performance against key elements of this strategy, noting the measures used to determine the grading include average fleet age, nature and extent of technology employed, and capital investment in new infrastructure.

Key Elements	Grade
Linking asset planning and service planning	Excellent
Effectively utilizing proven technology to meet business/service needs (e.g. smart bus technology to assist with the delivery of quality customer service)	Excellent
Completing evidence based assessments on the acquisition and maintenance of critical infrastructure	Excellent
Continuous review and improvement of systems, processes and procedures supporting effective use of all assets	Good

The reliable accessible infrastructure strategy addresses the maintenance, retention, and acquisition of equipment, facilities, and fleet. Specific programs and policy direction associated with the strategy are reflected in the Commission's Asset Management Plan. The following table sets out the assessment of LTC assets as at December 31, 2022.

Assets	Grade
Facility – 450 Highbury	Satisfactory – adequate for short term
Facility – 3508 Wonderland	Very good – fit for the future
Rolling stock	Very good – fit for the future
Shelters, stops and pads	Very good – fit for the future
Fare and data collection systems	Satisfactory – adequate for short term
AVL/radio system (smart bus)	Good – adequate for now
Shop equipment and tools	Very good – fit for the future
Smart card system	Very good – fit for the future
All other infrastructure	Very good – fit for the future

The assigned assessment ratings were assessed on infrastructure needs associated with current service growth plans and an ongoing commitment to investing, as a priority, in a state of good repair both in terms of capital investment and maintaining and development of proactive preventative maintenance programs for buses including, ancillary system versus reactive and establishing full service agreements covering both maintenance and upgrades for technology (system) based infrastructure.

Strict adherence to the strategy over the past 10 years has resulted in the elimination of the infrastructure deficit with the exception of the Highbury Avenue facility. Changes in funding stream guidelines in 2022 resulted in the Highbury Facility replacement being moved to the forefront of transit-related infrastructure projects, and the business case for the replacement was submitted to the Provincial and Federal governments for consideration. Project approval is anticipated some time in 2023, subsequent to which the detailed design work will be undertaken.

AN ENGAGED, DIVERSE AND RESPECTFUL WORKPLACE

The strategy calls for the development of a results-oriented organization attracting, developing and retaining exceptional individuals creating an engaged, diverse and respectful workplace. The following table sets out an assessment of 2022 performance against key elements of this strategy, noting the measures used to determine the grading include training and development hours, employee turn-over rate and employee satisfaction ratings.

Key Elements	Grade
Developing a culture that is inclusive, supportive, and collaborative, respecting individual dignity, promotes accountability and open communication	Good
Developing a learning organization supporting employees being successful in their roles, that recognizes performance and develops human resource capacity to ensure business continuity	Good
Developing a qualified and diverse workforce, reflective of community demographics	Good
Creating a safe work environment and encouraging employee health and wellness and increased focus on employee mental health	Good
Effectively using technology to support employees in their roles	Good

The overall rating of the strategy is defined as good, noting 2022 saw:

- continued development of performance-based management
- ongoing emphasis on recruitment and selection, ensuring the organization's staffing continues to meet the business needs
- enhancements to LTC's training and development team to meet the needs of onboarding requirements to ensure staff have the skills and abilities to perform their positions effectively
- ongoing review and change to the organization's structure, reflecting the performance review management program principle of ensuring the most efficient and effective use of resources
- refinement of numerous pandemic-related procedures and protocols intended to protect employees and riders from exposure to the pandemic
- continued focus and attention directed toward employee psychological health and wellness
- constant communication to employees through a number of mediums on general information as well as with regard to pandemic-related procedures and protocols as they evolved throughout the year

The planning and development of the organization is considered an ongoing initiative. Prior to being filled, vacant positions are reviewed and assessed to ensure the resources are required and/or whether there is opportunity to re-invest the resources elsewhere in the organization where they may be more needed.

LOOKING FORWARD

The theme of the 2019-2022 Business Plan is “Maintaining the Momentum” intended to relay the underlying objectives of the Plan, which are to continue with initiatives tied to improving service for both conventional and specialized customers, and in conjunction improve the overall customer experience. The four year Business Plan included a number of key initiatives, all intended to contribute to the underlying objective. The onset of the global pandemic in March 2020 resulted in the need to direct focus away from some initiatives included in the Business Plan toward ensuring the conventional and specialized services continued to operate in a manner that was safe for both employees and riders.

While the pandemic remained a concern through 2022, ridership returned to the highest rate since the onset of the pandemic, which was a challenge to accommodate given labour and supply chain issues, leading to customer frustrations with service reliability. Significant focus was directed at recruitment throughout 2022 for both London Transit and the contracted service provider for the specialized service in an effort to get increased complement levels to allow for additional service to be put in place. Progress was made for both services, however not to the extent that service improvements beyond the pre-pandemic service levels could be implemented. 2023 is set to see significant improvements in service levels on both the conventional and specialized services with the planned introduction of the approved growth hours from 2021 and 2022 that have yet to be implemented. By May 1, 2023 both the conventional and specialized services had returned to pre-pandemic service levels, with the plan for the remainder of the year being to implement the outstanding growth hours.

While ridership levels and demand have returned, the travel patterns and priorities for riders has changed, due in part to the continued option of working from home for many employers. These changes, coupled with the planned growth in the community stemming from immigration over the coming year, will all be assessed in detail as part of the next 5 Year Service Plan process, which will launch later in 2023. This process will also include consideration of how the integration of the conventional and specialized services can result in an improved and more sustainable service for all Londoners. The final plan will set the framework for service improvements for the period of 2025-2029.

In addition to the service improvements planned for 2023, a number of transformational infrastructure projects that are underway will reach significant milestones in 2023. Funding approval from senior levels of government is anticipated to be confirmed for both the Electric Bus Procurement project and the Highbury Avenue Facility Replacement in 2023, subsequent to which the projects will proceed. With respect to the Electric Bus Procurement, pending funding approval, a contract for the supply of a turnkey program providing 10 electric buses and related charging infrastructure will be awarded later in 2023, and retrofit work at the Wonderland Road facility required to accommodate the new buses and charging infrastructure will get underway. Pending funding approval for the Highbury Facility Replacement, a contract for the detailed design will be awarded and work will begin on the detailed design for the replacement facility.

2023 will also see the development and submission of the next multi-year operating budget covering the period of 2024-2027 which will be critical in determining the availability of funding to implement the 5 year service plan and ridership growth strategies. These initiatives are included in Municipal Council’s Strategic Plan as required in order to reach a number of expected results under the Mobility and Transportation outcome. Notwithstanding inclusion in the Strategic Plan, the multi-year budget process is anticipated to be challenging given the inflationary impacts across all sectors resulting in increased costs to continue the same service

levels, coupled with the myriad of growth initiatives included in the Strategic Plan that are will be competing for the same available funding. Finally, Mobility Master Plan update will continue through 2023, and when complete will provide long-term mode share targets for all modes of transportation in the city as well as recommended strategies and supporting policies to assist in meeting the targets. Transit specific recommendations in the final Mobility Master Plan will be incorporated into LTC's Business Plan and 5 Year Service Plans.

In summary, 2023 will see important research undertaken to gain a better understanding of new and pending ridership patterns and expectations which will inform the path forward for public transit services in London. The multi-year budget allocations for growth in public transit services over the next four years will determine the rate at which the identified initiatives can be undertaken.