



DRAFT 2017 Annual Report



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## THE LONDON TRANSIT COMMISSION

### COMMISSION - CURRENT

SHERYL ROOTH	CHAIR
DEAN SHEPPARD	VICE CHAIR
JESSE HELMER	COMMISSIONER
ERIC SOUTHERN	COMMISSIONER
PHIL SQUIRE	COMMISSIONER

### SENIOR MANAGEMENT - CURRENT

KELLY PALE CZNY	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 2015-2018 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
- Demonstrated fiscal accountability
- Being open, transparent and understood
- Effective utilization of infrastructure
- An engaged, diverse and respectful workplace

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.

Each year, each of the Strategic Outcomes are 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

The table below sets out the performance against the outcomes for the 2017 fiscal year.

Strategic Outcome	Grade	Comments
An integrated, affordable and valued mobility choice	Good	Implementation of 5 year service plan is anticipated to address the majority of service concerns relating to both service quality and levels of service provided.
Demonstrated fiscal accountability	Excellent	Overall effective cost management including a flat-line of both City of London investment and rider investment (fares).
Being open, transparent and understood	Satisfactory	Communications in all areas continues to be a work in progress.
Effective utilization of infrastructure	Excellent	Assets are considered to be 'very good – fit for the future'.
An engaged, diverse and respectful workplace	Good	Introduction of the Mental Health Strategy and focus on the Workplace Violence Prevention Program in 2017 have set the stage for continued improvement in this area going forward.

The grade of 'satisfactory' in the area of 'being open, transparent and understood', and 'good' in the areas of 'an integrated, affordable and valued mobility choice', and 'an engaged, diverse and respectful workplace' highlight the areas of focus going forward.

With respect to 'an integrated, affordable and valued mobility choice', combined ridership on London's conventional and specialized transit services increased in 2017 to 23.2 million rides, up approximately 1.3% over 2016 ridership levels, which was slightly lower than budget expectations. Revenue service hours were increased by a total of 23,200 hours on the services. With respect to the conventional service, the increase in hours was targeted primarily at service quality improvements versus service into new areas, and as such, the budgeted increase in ridership was limited to 1.5%. Any increase in hours on the specialized service is directly tied to increased ridership given the ongoing and unmet demand for the services.

The objective of 'being open, transparent and understood', which received a 'good' score, will also be the focus of work programs going forward. 2017 saw the continuation of the Voice of the Customer program, which provides insight into how LTC customers perceive their public transit service as well as what their priorities are for the service going forward. This information will continue to be utilized going forward as more initiatives are undertaken to address the shortfalls identified by LTC customers. 2018 saw the introduction of a new corporate website and social media accounts, as well as the updated Infoweb service, which provides real time service information to riders. The website, social media accounts and Infoweb service together provide significant enhancements to the manner in which service information is communicated with customers.

The objective of 'an engaged, diverse and respectful workplace' also received a grade of 'good' with the understanding that the creation and maintenance of an engaged, diverse and respectful workplace is a work in progress and something that will never be considered complete given the ongoing and constant changes faced by a growing organization. Primary areas of focus in 2018 on this objective will include a continued focus on the implementation of the various initiatives outlined in the Mental Health Strategy, the Workplace Violence Prevention Program with the Operator Shield pilot program as well as continued work on the parts of the Wellness and Diversity Committees on continuing with the strides that have been achieved to date in these areas.

## AN INTEGRATED, AFFORDABLE AND VALUED MOBILITY CHOICE

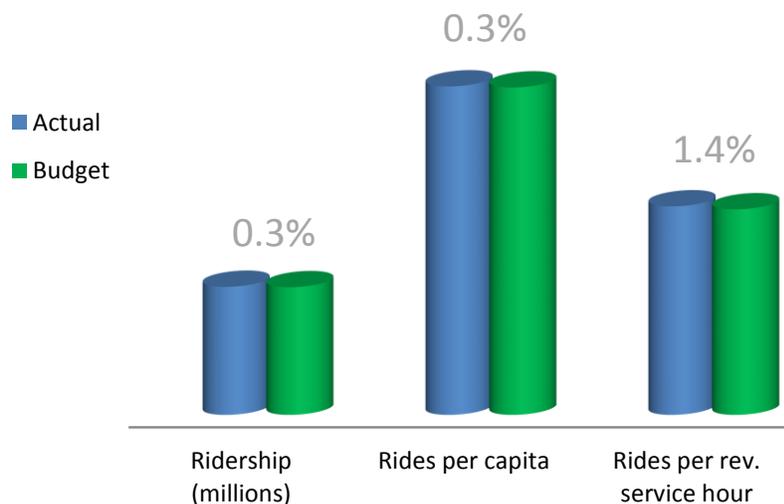
The strategic objective calls for the continued development and delivery of accessible public transit services that are integrated with other modes of transportation, dynamic in nature and considered a valued investment to all stakeholders. The following table sets out an assessment of the 2017 performance against key elements of this strategy, noting the measures used to determine the grading include ridership change and total ridership, service hour change and total service hour investment, customer satisfaction rating, and investment share allocation, all of which are commented on in greater detail following the table.

Key Elements	Grade
Reviewing the transit service to ensure it meets the needs of a growing, competing and changing market (includes service design, routing, frequency and accessibility)	Excellent
Delivering the service consistent with defined schedules and standards	Satisfactory
Developing and implementing proven technology in support of an effective, efficient and evolving transit service	Good
Progressing in the development and delivery of integrated, accessible public transit services	Needs Improvement

### Conventional Transit Services

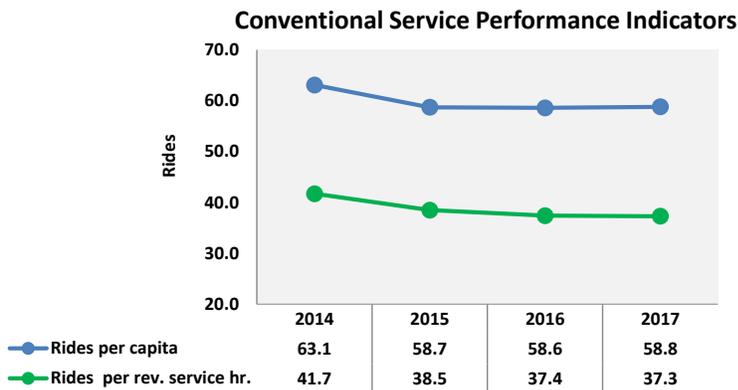
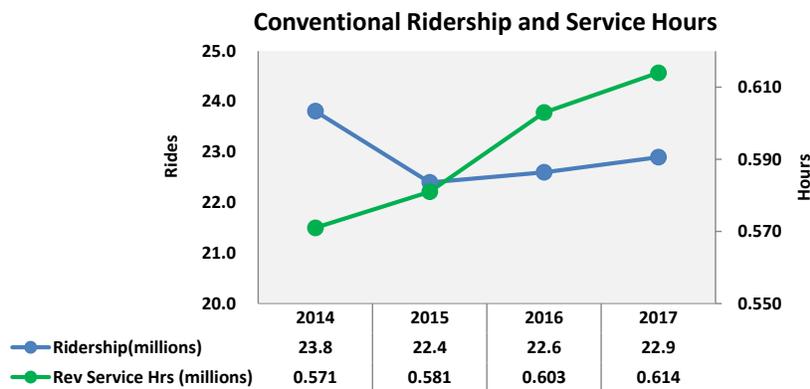
As noted in the following chart which compares actual 2017 ridership and related measures to 2017 budget, expectations were consistent with budget targets in all three key efficiency measures.

2017 Ridership Performance Actual vs. Budget



The 'rides per revenue service hour' measure can be viewed from two perspectives, in that the higher it is, the more efficiently the service is operating (i.e. buses are full), and the lower it is, the more quality the service is from a customer perspective, in that the buses will be less crowded and customers will, more often, be able to get a seat. This measure is one that requires a delicate balance in order to ensure efficiency and offer quality at the same time.

The ridership and service hour performance over the period of 2014-2017 is set out in the following chart. Over the period of 2012-2014, ridership growth was occurring at an average rate of approximately 1.9% per year, but declined by 5.9% in 2015, and then grew by approximately 1% in 2016 and another 1.3% in 2017. Conversely, service hours over the period have increased by an average rate of approximately 1.5% per year. As indicated earlier in the report, the positive for 2017 with respect to these measures, is that ridership has again grown over 2015 levels, and the ongoing increases in service hours has had positive impacts on service quality issues including overcrowding.



As noted in the above charts, 'rides per capita'<sup>1</sup>, and 'rides per revenue service hour'<sup>2</sup> declined marginally in 2015 and have since then remained relatively consistent. In terms of 'rides per capita', the slight increase in 2017 is indicative of the ridership increase over 2016.

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

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

The increased hours included in the 5 Year Service Plan are targeted more to address service quality issues and ridership retention versus ridership growth, however a marginal ridership growth rate is anticipated to occur each year. As indicated earlier, ridership in 2017 increased by 1.3% over 2016 levels.

London Transit 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 2016 key service performance indicators for LTC versus the identified Ontario group average. The 2017 data for LTC is also shown, noting the 2017 group data will not be published until the fall of 2018. The comparison information is compiled and published by the Canadian Urban Transit Association (CUTA).

**Conventional Transit Services – Summary Performance Comparison**

Description Service Performance	2016 Peer Average	2016 LTC	Ranking	2017 LTC
Ridership (millions)	12.2	22.6	3 <sup>rd</sup>	22.9
Rides per capita	33.6	58.6	1 <sup>st</sup>	58.8
Rides per service hour	23.5	37.5	1 <sup>st</sup>	37.3
Service hours per capita	1.4	1.6	7 <sup>th</sup>	1.6
Service area population			7 <sup>th</sup>	

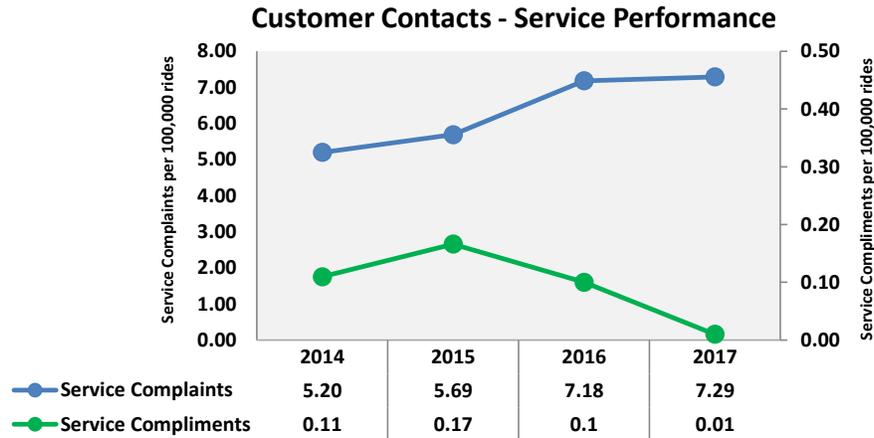
Note: Peer group includes 16 Ontario transit systems in municipalities with a population greater than 100,000. (York Region, Mississauga, Durham Region, Brampton, Hamilton, Waterloo Region, London, Windsor, Oakville, Burlington, St. Catharines, Sudbury, Barrie, Guelph, Thunder Bay and Kingston).

As noted, while 7<sup>th</sup> in terms of population, ‘rides per capita’ and ‘rides per service hour’ ranks London first respectively overall in comparison to the peer group. While the overall rankings place London high in comparison to the peer group, there needs to be a balance between “service efficiency” and “service quality” measures.

London’s historic and current ridership growth to service growth ratio has helped keep London near the top of the peer group, however London’s standing has dropped from 2<sup>nd</sup> to 3<sup>rd</sup> in 2016, falling behind Brampton and Mississauga who have invested significantly in rapid and local transit service improvements and are seeing significant ridership returns on the investment. In the 2016 rankings, York Region sits only slightly below LTC in terms of ridership, however this is expected to shift in 2017 given the ongoing service improvements to both their rapid and local services, moving LTC into fourth overall.

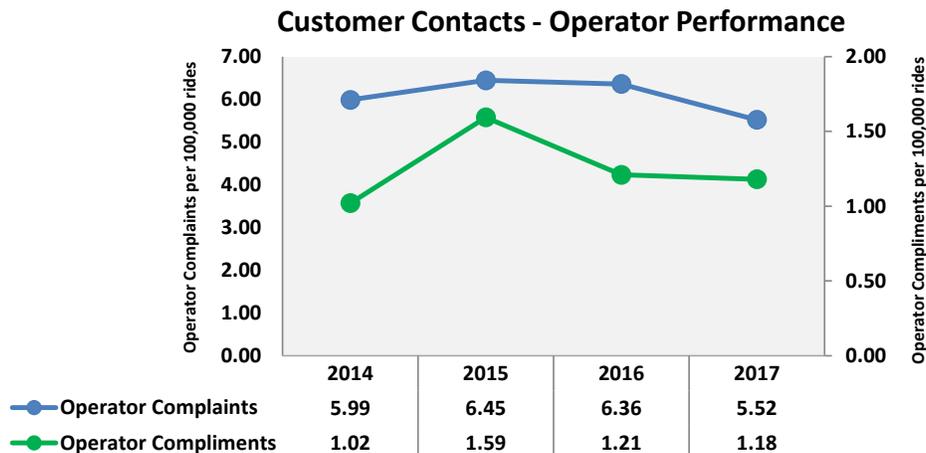
Service quality is also measured through feedback from the customer, which, beginning in 2016, includes the addition of the feedback received through the Voice of Customer surveys. Historically customer contacts were relied upon as the only measure of customer satisfaction. Given that customers of any 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, data from contacts has primarily been relied upon to provide insight into the areas of service delivery that customers were not satisfied with.

The following chart illustrates that service performance complaints have increased steadily since 2014.



Service performance contacts are broken down into a number of categories to better identify the underlying issues and mitigation strategies going forward. In both 2016 and 2017, the area of highest concern from the customer perspective was late service. With respect to the late service category, as reported in the Voice of the Customer findings, services during the month of November 2017 were on time 71% of the time, while LTC customers perceived that service was on time only 52% of the time. Both the 2017 and 2018 service plans directed a significant portion of the available annual hours to addressing schedule adherence problems. It is important to recognize that if there is nothing being done to mitigate the congestion issues being experienced on many routes with the exception of adding more buses, the schedule adherence problem will not be addressed, and further, the operating cost of the service will continue to increase without the customer benefit of improved service frequencies or expanded service areas.

The other major area of analysis regarding service quality is Operator performance, which is assessed in terms of both complaints and compliments. Performance results for 2014 to 2017 are set out in the following chart.



The number of complaints regarding Operator performance had trended upward since 2014 (in terms of absolute numbers and when expressed as complaints per 100,000 riders), however declined slightly in 2016 and more significantly in 2017, to levels below that of 2014. The improvement in this trend is significant given the extent of the service changes implemented in both September of 2016 and 2017. Notwithstanding the advance communications provided with respect to the September changes, there are inevitably customers who are unaware of the changes which leads to frustration which is often taken out on the Operators. In addition, 82% of Operators have participated in an enhanced education program targeted at providing additional guidance and support to Operators on how best to effectively manage issues such as schedule adherence and overcrowding, while emphasizing appropriate driver behavior and reiterating professional customer service expectations.

The chart below sets out the responses from LTC customers who participated in the Voice of Customer survey conducted in November of 2017. In each case, the measure indicates the percentage of customers indicating they 'agreed' or 'strongly agreed' with the statement.

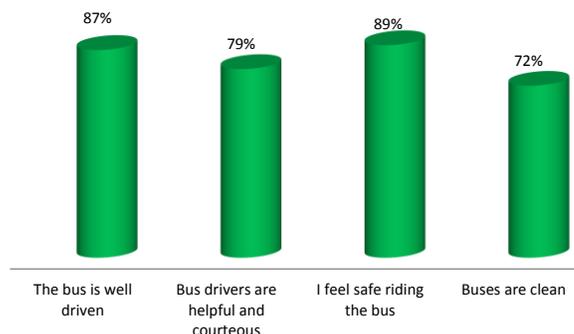
### Voice of the Customer – Satisfaction with Conventional Service Aspects



The two areas of concern highlighted by customers are service availability on the weekends and on-time reliability of the service, both of which were also highlighted by customers who participated in the surveys feeding into the 5 Year Service Plan, in which many of the planned service changes deal with matching service levels to ridership demands (on-time reliability via reduced overcrowding) and weekend service improvements.

Voice of the Customer also gathered data specific to the perceived Operator performance, which is set out in the graph below, noting the measures indicate the percentage of customers who indicated they 'agreed' or 'strongly agreed' with the statement.

### Voice of the Customer – Satisfaction with Operator Performance



The data gathered from the Voice of the Customer surveys supports the commentary made earlier with respect to Operators performing well while in service notwithstanding the significant service changes that were implemented in September 2017 and the significant impacts on service relating to various construction projects throughout the city, one of which occurred over the same period as the new service introductions.

### Specialized Transit Services

The following table provides a comparison of ridership and service hours actual to budget performance for 2017. As noted, ridership results and actual service hours provided fell short of targets. The ridership shortfall was directly related to availability of vehicles required to implement the planned service improvements due to longer than anticipated delivery times for new vehicles. In addition, the scheduling software for the specialized service was replaced in the spring of 2017 which affected ridership during a three month period while staff and drivers became accustomed to the new software.

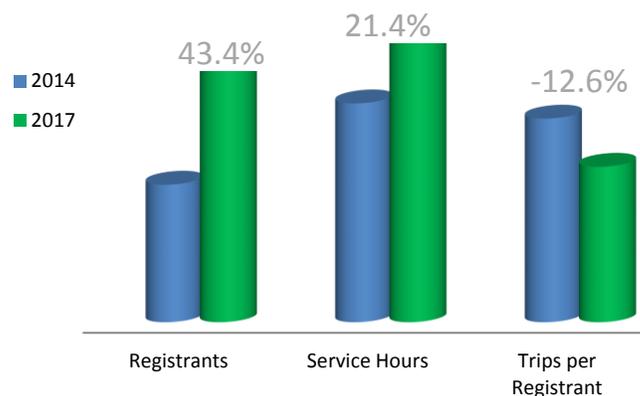
**2017 Ridership and Service Hours Actual to Budget Performance**

Description	Actual	Budget	Amount Better (Worse)	Percent Better (Worse)
Eligible passenger trips	278,200	302,900	(24,700)	(8.2)%
Attendant trips	27,900	34,900	(7,000)	(20.1)%
<b>Total ridership</b>	<b>286,700</b>	<b>320,700</b>	<b>(31,700)</b>	<b>(9.9)%</b>
Service hours	134,800	138,100	(3,300)	(2.4)%
Registrants	8,442	8,400	42	0.5%
Eligible passenger trips/registrant	33.0	36.1	(3.1)	(8.6)%
Non-accommodated trips/registrant	1.2	1.1	(0.1)	(9.1)%

Non-accommodated trip – trip request that cannot be accommodated within 30 min of requested pick up time

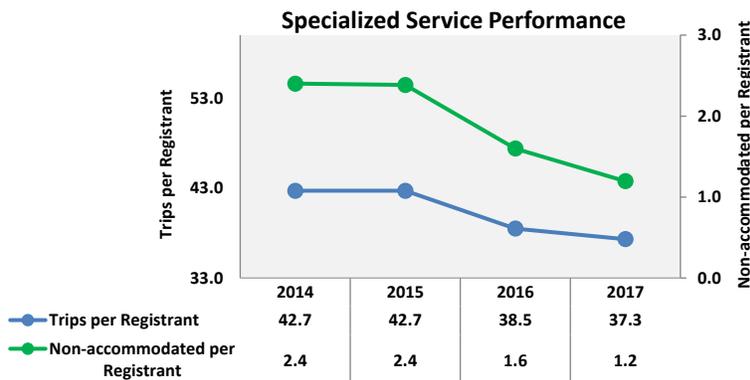
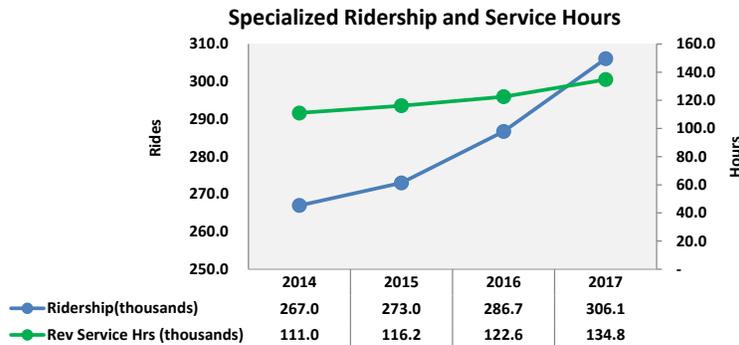
The specialized transit service has also experienced an imbalance in registrant growth over service hour growth since 2014. As noted in the following chart, the ratio of registrant growth to service growth is approximately 2 to 1.

**Registrant to Service Hour Growth 2014 vs. 2017**



Ridership levels are more closely tied to service levels on the specialized services given the capacity limitations on the vehicles (i.e. maximum six mobility devices and 10 seated passengers, no standees), and as such the relationship between the two is linear. The move to larger vehicles in 2014 (max capacity 16 vs. historic 10), affords the opportunity to provide a greater number of trips within the same hours, increasing overall service efficiency.

The following charts set out a comparison of ‘total ridership’, ‘service hours’ and the corresponding relationship of ‘trips per registrant’ and ‘non-accommodated trips per registrant’ for 2014 to 2017. The steady decline in total trips per registrant over the period is tied to the steady growth in registrants that is anticipated to continue.



A positive trend which continued in 2017 relates to the decline in the non-accommodated rates per registrant, which indicates that more trip requests were able to be accommodated.

As referenced in the table below, service complaints have remained somewhat consistent over the period of 2014 to 2016 (in both absolute numbers and on a per 10,000 eligible passenger trips basis), and then increased significantly in 2017. In the area of customer service, the most common complaints include Operator conduct, lack of service availability and issues with the booking line. The rise in customer service complaints in 2017 was directly related to the new scheduling system, noting that the phased implementation resulted in some functionality that customers had grown accustomed to being unavailable for several months.

**Specialized Transit Service Performance – Complaints/Compliments 2014-2017**

Description	2014	2015	2016	2017
Customer Service	81	143	221	266
Service Performance	34	39	32	85
<b>Total complaints</b>	<b>115</b>	<b>182</b>	<b>253</b>	<b>351</b>
Complaints per 100,000 riders	43.1	66.9	78.1	108.1
Percent change year over year		55.4%	16.8%	38.4%
Compliments	28	19	29	20
Compliments per 100,000 riders	10.5	7.0	10.2	6.5
Percent change year over year		(33.3)%	45.7%	(36.3)%

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 2016 versus the identified Ontario group average, as well as 2017 performance for LTC.

**Specialized Transit Services – Summary Performance Comparison**

Description	2016 Ontario Avg.	2016 LTC	2017 LTC
<b>Service Performance</b>			
Service hours per capita	0.3	0.3	0.3
Total trips per capita	0.76	0.76	0.81
Total trips per service hour	2.7	2.4	2.4
Trips per eligible registrant	59.4	36.5	37.3

Average includes all specialized services operating in Ontario

Service performance indicators are, for the most part, consistent with the Ontario average, with the exception being trips taken per eligible registrant. London's performance is at 85% of the group average.

## 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. The following table sets out an assessment of 2017 performance against key elements of this strategy, noting the measures used to determine the grading include cost per service hour, investment share allocation (operating) and operating investment by function, compared to both previous year and budget as well as with LTC's peer group.

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	Excellent
Fostering an environment of continuous improvement that is, doing the right things at the right time in the most effective and efficient manner	Excellent
Optimizing investment and utilization of existing and new technologies supporting the effective and efficient delivery and management of the service	Good

### 2017 Operating Budget Program

The 2017 operating budget program for conventional and specialized transit services totalled approximately \$73.330 million with a break-even operating performance.

The major factors contributing to the break-even budget performance included:

- Overall unfavourable revenue performance relating to:
  - deferral of fare increase included in the budget
  - higher than budgeted Provincial Gas Tax contributions
 which were offset by favourable expenditure performance relating to:
  - lower than expected fuel costs (price and consumption related)
  - lower than expected building maintenance costs primarily relating to the opportunities created with the federal funding program for infrastructure renewal

As noted in the following chart, the actual source of 2017 operating investment varied only slightly from budget. 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.

**2017 Operating Budget Source of Investment  
Conventional and Specialized Transit Systems**

Description	2017 Actual	2017 Budget
Transportation revenue	44.0%	45.8%
Operating revenue and reserve transfers	3.7%	3.1%
Provincial gas tax	11.7%	10.8%
City of London	40.6%	40.3%
	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 Service Performance	2016 Peer Average	2016 LTC	Ranking Out of 16	2017 LTC
<b>Financial Performance</b>				
Operating cost per ride	\$5.24	\$2.70	16 <sup>th</sup> (lowest)	\$2.78
Municipal cost per ride	\$2.84	\$1.05	16 <sup>th</sup> (lowest)	\$1.05
<b>Total Operating Cost Sharing</b>				
Municipality	52.7%	38.7%	16 <sup>th</sup> (lowest)	37.2%
Passenger & Operating	37.1%	52.4%	1 <sup>st</sup> (highest)	51.8%
Provincial gas tax	7.7%	8.9%	8 <sup>th</sup>	11.0%

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 16<sup>th</sup> (last) of the 16 transit systems comprising the peer group. Consistent with the peer group comparison of service efficiency measures, financial performance measures must also maintain an appropriate balance. In order for the transit service in London to grow to meet the expectations of the public at large and those set out in the 2030 Transportation Master Plan (TMP), the municipality will need to increase the level of investment to be consistent with other jurisdictions.

When increased investment is viewed in light of the operating cost per trip measure, what becomes evident is that the return on the investment from the City’s perspective is significantly higher than that being experienced by other jurisdictions. London Transit continues to be a very good investment and with growth investment, will continue to increase the economic, environmental and social returns to the City and its residents.

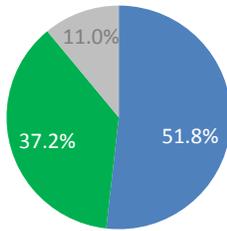
The same favourable financial performance applies to specialized transit services, as indicated in the following table, noting for both services, the operating and municipal costs per trip are significantly lower than the peer group average. As with conventional transit, municipal investment in specialized transit is also well below the Ontario average.

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

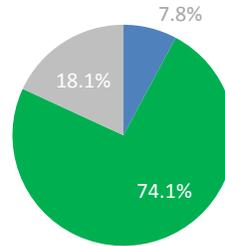
Description Service Performance	2016 Peer Average	2016 LTC	2017 LTC
<b>Financial Performance</b>			
Operating cost per ride	\$32.19	\$21.52	\$22.33
Municipal cost per ride	\$29.51	\$15.51	\$16.54
<b>Total Operating Cost Sharing</b>			
Municipality	90.0%	72.1%	74.0%
Passenger & Operating	2.8%	8.2%	7.9%
Provincial gas tax	7.2%	19.7%	18.1%

**2017 Percent Share of Source Investment  
Conventional and Specialized Transit Services**

Conventional Transit Service



Specialized Transit Service



● Passenger & Operating    ● Municipality    ● Provincial gas tax

Operating cost per ride            \$2.90  
Municipal investment per ride    \$1.08

Operating cost per ride            \$23.84  
Municipal investment per ride    \$17.66

## 2017 Capital Budget Program

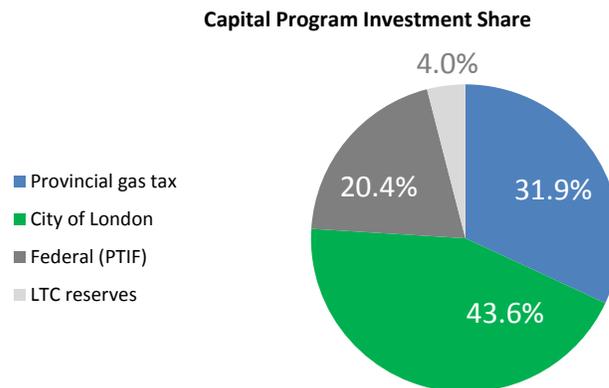
The 2017 capital investment program totalled approximately \$23.8 million, funding a number of projects including:

- bus replacement: a \$8.2 million project providing replacements for 14 buses was completed in 2017. The bus replacement program is critical to supporting fleet reliability and lowering fleet maintenance costs by moving to an average fleet age of 6 years.
- bus expansion: a \$2.3 million project completed in 2017 provided for the expansion of the fleet by four buses.
- In 2017, Federal funding under the Public Transit Infrastructure Fund (PTIF) program was made available to fund up to 50% of infrastructure renewal and/or expansion projects relating to public transit. In April 2017, the Commission approved a budget of \$24.5 million relating to the total cost of 31 projects, noting \$12.2 million would be covered by the PTIF program. The remaining 50% funding was covered, for the most part with Provincial Gas Tax, with the exception of a few smaller projects that were funded from the Capital Program Reserve.

A total of \$9.7 million was spent on various projects in 2017 including the fast-tracking of bus replacements (additional 7 buses), upgrade of the Automatic Vehicle Location/Communication system, replacement of engines and transmissions in older buses, installation of automatic passenger counters on the remainder of the bus fleet, upgrade of the on-board video recording systems, and facility upgrades/repairs to both the Highbury and Wonderland facilities.

- Information systems software and hardware program: a \$0.7 million project consisted of a number of initiatives including the upgrade of the specialized transit system scheduling software and telephone system, the replacement of the corporate website, and the upgrade of networking hardware and servers to upgrade the overall network infrastructure consistent with the Technology Plan.

All of the capital programs operated within budget. Capital investment in 2017 was shared as follows.



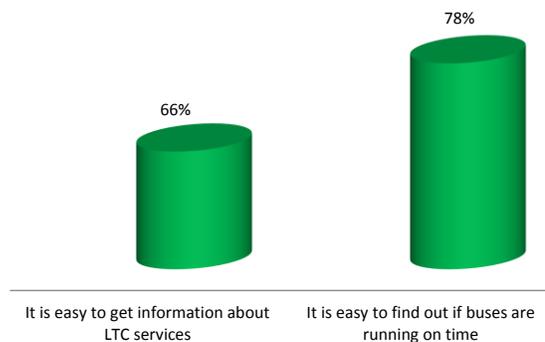
## BEING OPEN, TRANSPARENT AND UNDERSTOOD

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 2017 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	Satisfactory
Investing in and effectively utilizing a variety of communication forms and technology to build and sustain informed relationships	Satisfactory
Building a respectful working relationship with local and national media	Good

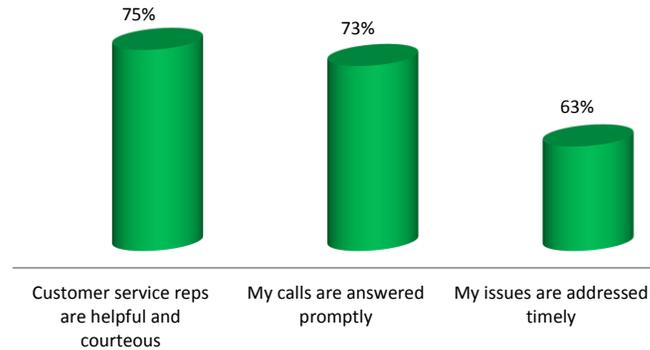
As indicated earlier in the report, the launch of the Voice of the Customer program has provided valuable insight into the LTC's customers view and perspectives of their public transit system. The following graphs illustrate LTC customer responses relating to their perception of availability of information and responses provided through customer service representatives, noting the measures indicate the percentage of customers who indicated they 'agreed' or 'strongly agreed' with the statement.

### Voice of the Customer – Availability of Information



As the table indicates, only 66% of LTC customers surveyed believe it is easy to find information about LTC services. In early 2018, the new LTC website and upgrades real-time bus information was launched which is anticipated to make it easier for customers to find service information. At the same time, corporate Twitter and Facebook accounts were launched, with the Twitter account being utilized to provide real-time service updates including detour information to followers.

## Voice of the Customer – Customer Service Received



The responses illustrated in the above indicate that while LTC customers have a high level of satisfaction when they have made contact with a customer service representative, they are somewhat less satisfied with their ability to get their issue addressed in a timely manner. In late 2017, new processes were implemented with respect to customer contacts which included the provision of communication back to customers either providing a response immediately, or indicating they will receive a response within 10 business days. Should an investigation take longer than the 10 day period, customers will be notified of a revised expected dated which will include reference to the reason for the delay. It is anticipated these new processes will improve the customer perception that issues are not addressed in a timely manner.

2017 also saw a continued role for LTC administration in public meetings with respect to the Shift rapid transit project. The establishment of the Rapid Transit Implementation Working Group, which includes members of Municipal Council and the Commission, has provided the opportunity to ensure that LTC information and perspectives are included in decisions going forward relating to the rapid transit project. Participation at public meetings has provided the opportunity to ensure the public is provided with accurate information regarding the LTC.

LTC also recognizes the importance of internal communications, keeping employees informed and thanking them for their efforts. There are a number of mechanisms in place for internal employee communications including payroll inserts, an employee newsletter, internal communications screens, and internal bulletin boards, 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 2017 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)	Good
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	Excellent

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 programs' investment totals \$179.2 million, \$109.6 million of which is in rolling stock. The following table sets out the assessment of LTC Assets included in the Asset Management Plan.

Assets	Grade
Facility – 450 Highbury	Very good – fit for the future
Facility – 3508 Wonderland	Very good – fit for the future
Rolling stock	Very good – fit for the future
Shelters, stops and pads	Good – adequate for now
Fare and data collection systems	Good – adequate for now
AVL/radio system (smart bus)	Very good – fit for the future
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 maintaining current service levels 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 pro-active 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. This table will be updated subsequent to the completion of the various projects being undertaken as part of the Public Transit Investment Fund (PTIF), the majority of which were targeted to infrastructure renewal, noting that 'shelters, stops and pads', which is identified as 'adequate for now', have all been replaced as part of this funding program.

The confirmation of the Public Transit Infrastructure Funding program projects as submitted by LTC in early 2017 provided the opportunity to address a number of fleet and infrastructure renewal projects, noting completion of the projects would not have been possible without the funding received annually through the Provincial Gas Tax for Transit Program, which for the most part, will fund the remaining 50% of the identified projects.

## 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 2017 performance against key elements of this strategy, noting the measures used to determine the grading include training and development hours, employee turnover rate and employee satisfaction ratings.

Key Elements	Grade
Developing a culture that is inclusive, collaborative, respects 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 work force, reflective of community demographics	Good
Creating a safe work environment and encouraging employee health and wellness	Good
Effectively using technology to support employees in their roles	Good

The overall rating of the strategy is defined as good, noting 2017 saw:

- the continued roll-out of upgraded training programs (driver certification, diversity, human rights, customer service, and others) for all front line operations employees and management personnel
- recognition of the need to develop and implement a corporate Mental Health Strategy, pieces rolled out in 2017 included:
  - the issuance of a mental health booklet to all employees, which was developed in cooperation with the ATU 741 executive
  - inclusion of the overall Mental Health Strategy on the Health and Safety Work Program
  - work with an external consultant to develop a training program, referred to as “Understanding and Supporting Mental Health in the Workplace.”, which was delivered to all management staff in 2017, and planned for delivery to the ATU Local 741 Executive and LTC Peer Supports in early 2018
  - assignment for the development and deployment of continuous communication strategies/awareness campaigns regarding mental health awareness and resources to the LTC Wellness Committee
- first time participation by employees representing LTC in London’s Pride Parade
- continued development of performance-based management
- expanded outreach for future LTC employees through participation in a number of local job fairs

- Continued work on LTC's Workplace Violence Prevention Program including:
  - the undertaking of a pilot program to assess Operator barriers in an effort to enhance the safety of the work environment for operators
  - a review of LTC procedures and related training dealing with how to respond to intoxicated/sleeping/disoriented passengers which led to the creation of an updated scenario intended to reduce hazards to Operators
- 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

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 be more needed.

## LOOKING FORWARD - TRANSFORMATIONAL INITIATIVES

Over the next few years, a number of key initiatives will be completed/undertaken that will be pivotal in moving toward the changes that are required in order for London's public transit services to be as effective and efficient as possible, while meeting the demands of current and future transit customers. The following provides a brief overview of what are considered the key initiatives that LTC will play a role in and/or lead going forward.

### *Rapid Transit Project - Shift*

Municipal Council has approved the final routing configurations for the rapid transit project and confirmation of the Preliminary Engineering Design is anticipated in April 2018, subsequent to which the Transit Project Assessment Process will begin. Subsequent to the April 2018 approval of the Preliminary Engineering Design, the LTC Post-2019 Framework will be revisited and updated as necessary to reflect current realities with the final BRT plans as well as existing LTC service experience. The updated Post-2019 Service Framework will be a key input into the next LTC Business Plan and corresponding Financial Plan and multi-year budget.

The Rapid Transit Implementation Working Group has provided the opportunity for members of the Commission to work with members of Municipal Council on moving the rapid transit project forward, ensuring a collaborative and coordinated approach between the City of London and the LTC.

### *Branding London's Bus Rapid Transit*

Included in the 2018 Work Program is the undertaking of a branding exercise for London's Bus Rapid Transit (BRT). This undertaking will provide Londoners with the opportunity to become more engaged in the look and feel of the BRT, providing input on naming and associated branding (colours etc.) that will be utilized on both the BRT fleet and BRT stops. Branding specific to rapid transit services has been done in most jurisdictions given it provides the opportunity to differentiate the services from base transit service not only in the frequencies and operating conditions, but also in the look and feel of the service. Good examples of successful branding initiatives include the Brampton Zum service and the Viva service in York Region.

### *Ridership Growth and Fare Strategy*

The 2018 Work Program includes the completion of a Ridership Growth and Fare Strategy. From a ridership growth perspective, the report will identify both options that have been used successfully in other jurisdictions to grow ridership as well as long-standing service related requests including enhanced weekend services and extension of the service day (starting earlier and ending later). From a fare perspective, the report will identify strategies and opportunities for new and/or adjusted fare categories and associated pricing that will continue to meet revenue expectations while at the same time attract more riders. The completed strategy will be a key input into the next LTC Business Plan and related Financial Plan.

### *Continued Implementation of the LTC Mental Health Strategy*

In early 2017, Administration, with assistance from Morneau Shepell and other industry experts, completed a gap analysis of London Transit's current mental health practices/programs/policies against the National Standard of Canada on Psychological Health and Safety (PHS) in the workplace. The assessment found that many existing LTC programs and policies are supportive of PHS in the workplace and provide a solid foundation, but also identified areas for improvement. The identified areas were included in a comprehensive work program with the overarching goals being to change the culture, build capacity, and measure, report and continuously improve. Each of these goals includes several initiatives which have been incorporated into a work plan with defined dates and responsibilities. The work plan has been endorsed by the Joint Health and Safety Committee, recognizing that realizing some of the objectives will take time and a sustained commitment by all levels of the organization.

### *Implementation of 5 Year Service Plan (2015-2019)*

In the spring of 2015, the Commission adopted a 5 Year Service Plan which resulted from a comprehensive route structure and service guidelines review. The underlying intent of the 5 Year Service Plan is to 'right size' the service through the addition of approximately 17,500 hours per year as well as the reallocation of service from under-utilized routes/areas of the city to areas where current service levels do not match ridership demand. The outcomes associated with the implementation of the 5 Year Service Plan include:

- Addressing overcrowding and missed trips
- Simplifying the network
- Continuing to build on the express routes
- Addressing underperforming routes and route segments
- Improving weekend and late evening service
- Providing direct connections between major origins and destinations
- Minimizing impacts on existing passengers
- Enhancing overall service levels with a focus on a frequent transit network and strategic corridors

### *Specialized Transit Scheduling/Dispatching System*

The replacement of the scheduling/dispatching system for specialized service began in April 2017, and was rolled out in a phased manner. The base functionality of the system is in place and is considered to be working well. In 2018, the new functionality relating to real-time vehicle information and the ability for customers to get updated trip information through the automated system versus waiting for a booking agent will be introduced. Once the system is fully implemented, specialized service customers will have access to real-time service information similar to which is available to conventional service customers.