



DRAFT - 2019 Annual Report





## INDEX

<b>COMMISSIONERS AND SENIOR MANAGEMENT STAFF</b>	
<b>EXECUTIVE SUMMARY</b>	<b>1</b>
<b>AN INTEGRATED, AFFORDABLE AND VALUED MOBILITY CHOICE</b>	<b>3</b>
<b>DEMONSTRATED FISCAL ACCOUNTABILITY</b>	<b>13</b>
<b>BEING OPEN, TRANSPARENT AND UNDERSTOOD</b>	<b>17</b>
<b>EFFECTIVE UTILIZATION OF INFRASTRUCTURE</b>	<b>19</b>
<b>AN ENGAGED, DIVERSE AND RESPECTFUL WORKPLACE</b>	<b>21</b>
<b>LOOKING FORWARD</b>	<b>23</b>

## THE LONDON TRANSIT COMMISSION

### COMMISSION - CURRENT

<b>PHIL SQUIRE</b>	<b>CHAIR</b>
<b>TARIQ KHAN</b>	<b>VICE CHAIR</b>
<b>JESSE HELMER</b>	<b>COMMISSIONER</b>
<b>TANYA PARK</b>	<b>COMMISSIONER</b>
<b>SHERYL ROTH</b>	<b>COMMISSIONER</b>

### SENIOR MANAGEMENT - CURRENT

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

## 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

The table below sets out the performance against the outcomes for the 2019 fiscal year.

Strategic Outcome	Grade	Comments
An integrated, affordable and valued mobility choice	Good	Implementation of the 5th year of the previous service plan and approval of the next 5 Year service plan demonstrates progress toward addressing the majority of service concerns relating to both service quality and levels of service provided.
Demonstrated fiscal accountability	Excellent	Overall effective cost management and actual performance consistent with budget.
Being open, transparent and understood	Good	Continued use of social media for outside stakeholders and focus on increased efforts to communicate and engage employees.
Effective utilization of infrastructure	Excellent	Assets are considered to be 'very good – fit for the future'.
An engaged, diverse and respectful workplace	Good	Delivery of the custom Resiliency Training program to employees and the establishment of the Expect Respect Working Group in 2019 both demonstrated significant progress.

As the previous table sets out, performance with respect to all of the strategic objectives ranged from good to excellent in 2019.

2019 marked the 5<sup>th</sup> and final year of the Conventional Service Plan, which saw significant incremental improvements averaging approximately 18,000 additional service hours per year. These changes have resulted in a service that better matches service levels to ridership demand and also one that responds to long standing customer requests including improved frequencies on busy routes and improved service levels and hours on weekends. The specialized service also saw a 5<sup>th</sup> year of service level increases of approximately 6,000 hours per year, which have helped to address the demand for services. Ridership overall in 2019 increased at a rate higher than budgeted.

Communications was an area of focus in 2019 with the launch of the 'Your Transit' campaign that promotes the benefits and reasons for taking transit, this campaign included shelter posters as well as social media and website components. Increased efforts were also directed at external general communication through corporate social media accounts and the corporate website, all of which was well received by the general public. Internally, focus was placed on increased employee engagement with the establishment of a number of working groups with representation from various employee groups. These working groups provide the opportunity for employees to share their perspectives and feedback in an effort to address issues in the workplace, which leads to solutions that are more likely to succeed.

The continued focus on employee wellness saw the roll out of mental health resiliency training to employees. Feedback from employees who have participated in the program to date has been excellent. It is anticipated this program will provide employees with the necessary tools and coping strategies for mental health resiliency, which will result in a healthier workplace overall.

In summary, 2019 is viewed as a successful beginning to the 2019-2022 Business Plan, with results supporting the Plan's vision which is to be the valued and trusted mobility choice for Londoners.

## AN INTEGRATED, AFFORDABLE AND VALUED MOBILITY CHOICE

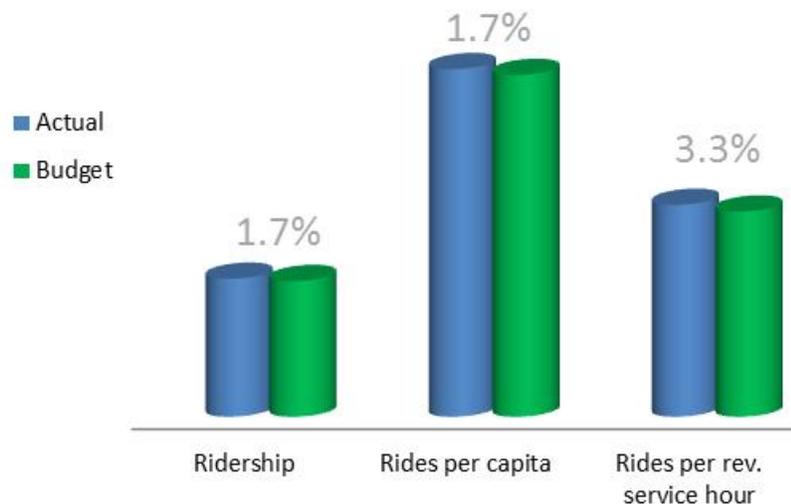
The strategic objective calls for the continued development and delivery of accessible public transit services that are integrated with other modes of transportation, dynamic in nature and considered a valued investment to all stakeholders. The following table sets out an assessment of the 2019 performance 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 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.	Excellent
Use of proven technology supporting the effective, efficient delivery of transit services.	Good
Exploration of initiatives intended to grow transit ridership	Good
Continued focus on improving the customer experience	Good
Progressing in the development and delivery of integrated, accessible public transit services	Needs Improvement

### Conventional Transit Services

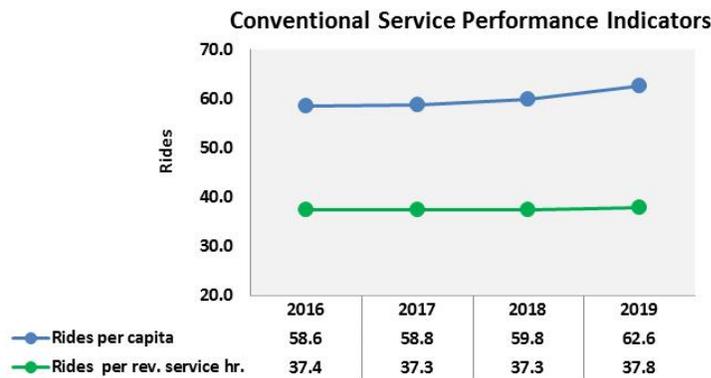
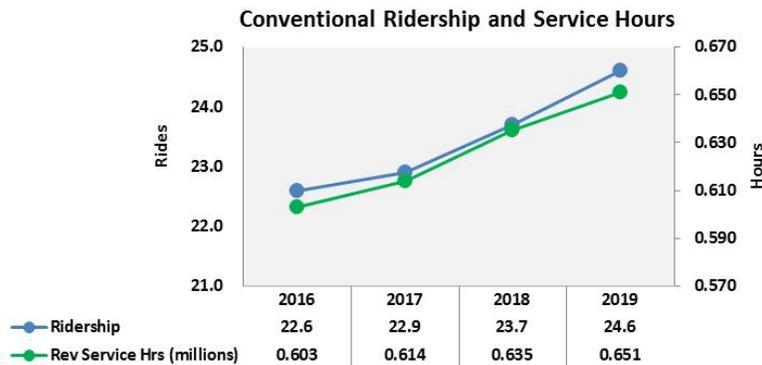
As noted in the following chart which compares actual 2019 ridership and related measures to 2019 budget, performance was slightly better than budget targets in all three key efficiency measures.

2019 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 2016-2019 is set out in the following chart. Over the period of the previous Business Plan (2015-2018) conventional transit ridership grew by 5.8%, while service hours over the period increased by approximately 9.2%. The disparity between the two measures was planned, noting the majority of the service improvements in the 5 year service plan were directed at service quality issues, in an effort to maintain existing riders versus attracting new ones. The continued growth in both measures in 2019 is consistent, and slightly better than planned for in the 5 Year Service Plan covering the period of 2015-2019.



As noted in the above charts, 'rides per capita'<sup>1</sup>, has shown a slight improvement beginning in 2017 and carrying through 2019, demonstrating that transit ridership is growing at a faster rate than the population in London. The 'rides per revenue service hour'<sup>2</sup> has remained relatively consistent over the period.

<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

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 2018 key service performance indicators for LTC versus the identified Ontario group average. The 2019 data for LTC is also shown, noting the 2019 group data will not be published until the fall of 2020. The comparison information is compiled and published by the Canadian Urban Transit Association (CUTA).

**Conventional Transit Services – Summary Performance Comparison**

Description Service Performance	2018		Ranking	2019 LTC
	Peer Average	2018 LTC		
Ridership (millions)	13.5	23.7	3 <sup>rd</sup>	24.6
Rides per capita	35.9	60.4	1 <sup>st</sup>	62.6
Rides per service hour	23.1	37.3	1 <sup>st</sup>	37.8
Service hours per capita	1.4	1.6	4 <sup>th</sup>	1.6

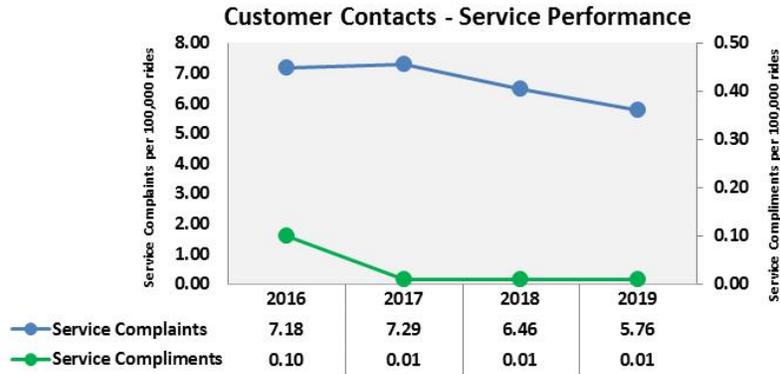
Note: Peer group includes 16 Ontario transit systems in municipalities with a population greater than 100,000. (York Region, Mississauga, Durham Region, Brampton, Hamilton, Waterloo Region, London, Windsor, Oakville, Burlington, St. Catharines, Sudbury, Barrie, Guelph, Thunder Bay and Kingston).

While sixth in terms of population, ‘rides per capita’ and ‘rides per service hour’ ranks London first respectively overall in comparison to the peer group, both by a significant margin over the group average. While the overall rankings place London high in comparison to the peer group, there needs to be a continued focus on the balance between “service efficiency” and “service quality” measures. Going forward the next five year service plan (2020-2024) has established a trigger for assessing additional service on a route to better balance service efficiency and service quality, including passenger comfort standards.

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 dropped from second to third in 2018, 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.

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; 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 customer’s perspectives.

The following chart illustrates that service performance complaints have been declining incrementally since 2017.



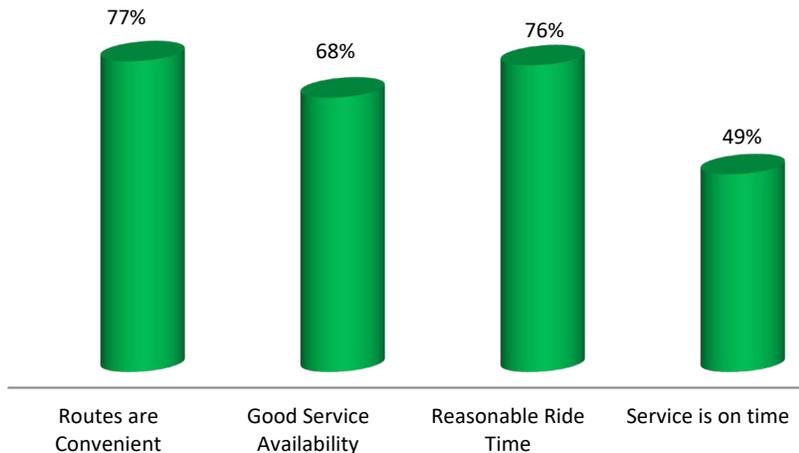
Service performance contacts are broken down into a number of categories to better identify the underlying issues and mitigation strategies going forward. The top category of complaints over the four-year period has remained “late schedule”. While significant resources were applied to service changes over this period to address a service that was operating at/or exceeding capacity, the number has remained relatively consistent. The customer’s level of frustration with service reliability was echoed in the most recent Voice of the Customer results. The service disruptions resulting from the lengthy and expansive construction projects in 2019 are attributed to the continued high level of contacts on this issue. In an effort to allow budget allocations to address scheduling issues associated with the annual service plan, budgeted hours in 2019 were allocated to post-September service changes. This approach allowed for schedules to be adjusted after evaluating actual on road experience with the new service plan more quickly, resulting in better schedule adherence.

The second highest category over the period is “missed passenger”, either “drove by” or “not at stop”. “Missed passenger drive by” and “missed passenger not at stop” are differentiated by the customer providing information as to whether or not they were at the physical stop at the time of the bus passing.

“Early schedule” complaints have continued to decline which is indicative of the focus applied to this issue by the Operations department in 2018 and 2019. Service monitoring, including the review of AVL data, riding routes that have a higher rate of schedule adherence issues and discussions with Operators driving those routes, led to information that was shared with the Planning department to make adjustments to schedules where possible, that result in better schedule adherence.

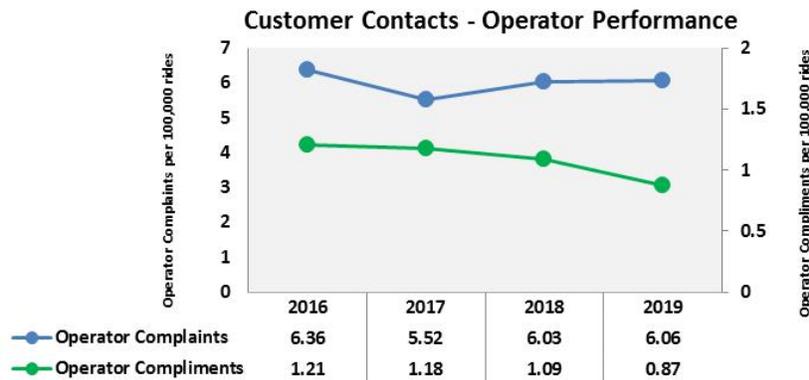
The chart below sets out the responses from LTC customers who participated in the most recent Voice of Customer survey on issues with respect to service. In each case the measure indicates the percentage of customers indicating they ‘agreed’ or ‘strongly agreed’ with the statement.

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



The two areas of concern highlighted by customers are service availability 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 and reduced overcrowding) and off-peak service improvements. The on-time performance of the service in 2019 was significantly impacted by the number and extent of construction projects that were ongoing from April through December.

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 2016 to 2019 are set out in the following chart.



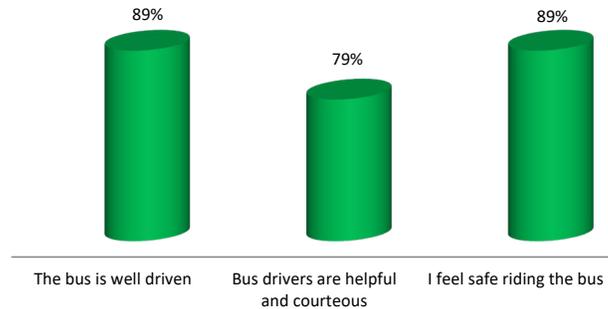
As indicated in the table, complaints in 2019 increased slightly over 2018; however, over the period, the number of complaints per 100,000 riders has decreased by approximately 5%.

Driving related Operator complaints increased to the highest number over the four-year period in 2019. The increase in driving related complaints in 2019 can be largely attributed to complaints received about buses travelling on detour (as the result of numerous construction projects) on streets that typically don't see bus traffic. The types of complaints received in this area include speed, braking, merging, and turning, all of which the complainant has perceived were conducted in an unsafe manner. The size of a standard bus, coupled with the noise at acceleration being louder than a typical vehicle, often lead to the assumption that the bus is

speeding, however, in the majority of the complaints of this nature that have been investigated, it is found that the bus is travelling well within posted speed limits.

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 indicate a high level of satisfaction with respect to Operator performance. These results support the earlier commentary that customers are much more likely to initiate a customer contact when they are dissatisfied than to provide a compliment.

### Specialized Transit Services

The following table provides a comparison of ridership and service hours actual to budget performance for 2019. As noted, ridership results and actual service hours provided fell short of targets. The ridership shortfall was primarily related to the efficiency of the service not meeting budget expectations (average rides per hour). The average rides per hour on the specialized service needs to be balanced with other service parameters including on-time reliability and length of trip. Over the past several years, average trip distances have continued to grow, which place pressure on the average rides per hour.

**2019 Ridership and Service Hours Actual to Budget Performance**

Description	Actual	Budget	Amount Better (Worse)	Percent Better (Worse)
Total ridership	333,400	353,500	(20,100)	(6.0)%
Service hours	147,100	150,100	(3,000)	(2.0)%
Registrants	10,691	9,700	991	10.2%
Total trips/registrant	31.2	36.4	(5.2)	(14.2)%
Non-accommodated trips/registrant	1.3	1.2	(0.1)	(8.3)%

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

While the specialized service has experienced significant growth in both ridership and service hours over the past four year period, the growth in registrants has continued to outpace the growth in service, which is depicted in the following chart.

## Ridership and Service Hour Growth 2016 vs. 2019

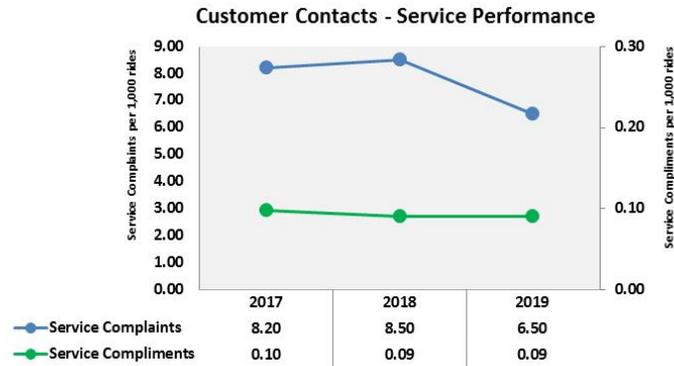


Ridership levels are more closely tied to service levels on the specialized services given the capacity limitations on the vehicles (i.e. maximum six mobility devices and 10 seated passengers, no standees), and as such the relationship between the two is linear. Given the ongoing disproportion between the increases in service levels and the increases in registrants, increased focus will be placed on potential options to relieve pressure on the specialized service going forward in addition to the planned service hour growth. Options to be assessed include better integration between the conventional and specialized services, assessment of additional community bus service models, assessment of the off-peak pass program, and review of best practices from other jurisdictions.

The following chart sets out the trends of 'trips per registrant' and 'non-accommodated trips per registrant' for 2016 to 2019. The steady decline in total trips per registrant over the period is tied to the steady growth in registrants that is anticipated to continue.



As referenced in the chart below, service complaints were relatively consistent in 2017 and 2018, but dropped significantly in 2019. Compliments relating to service have remained consistent over the three year period.

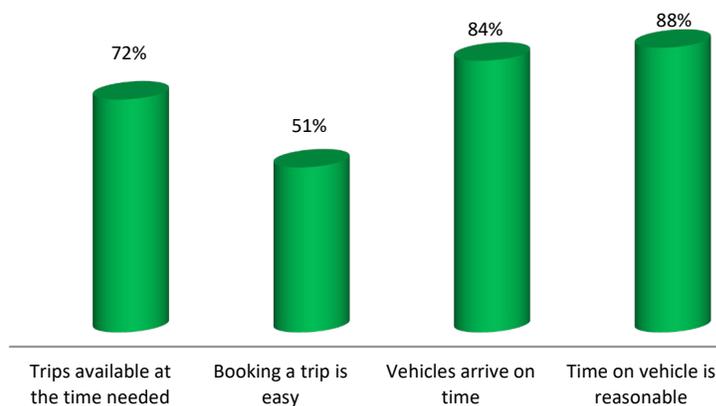


The top category of complaints over the period has remained “service received”, which includes issues such as length of trip, drop off locations, pick up locations, etc.

The second highest category of complaint is “no show”. On the specialized service, a driver waits at a pickup location until five minutes past the time that was booked with the customer. Once five minutes has passed, the driver confirms with the trip assigner that it is ok to leave. This policy is in place in order to mitigate the negative impacts that customers running extremely late, or those that have decided not to travel but have not cancelled their trip can have on the on-time reliability of the service. When this occurs, the event is recorded as a “no-show”, which, should a customer continually exceed the average number of no shows in consecutive months, can result in suspension from the service. Contacts counted in this category are reflective of customers calling to challenge or provide rationale for a “no show”.

The chart below sets out the customer perceptions from the first Voice of the Customer survey for the specialized service, which are consistent with the above commentary.

### Voice of the Customer – Satisfaction with Service Availability & Delivery



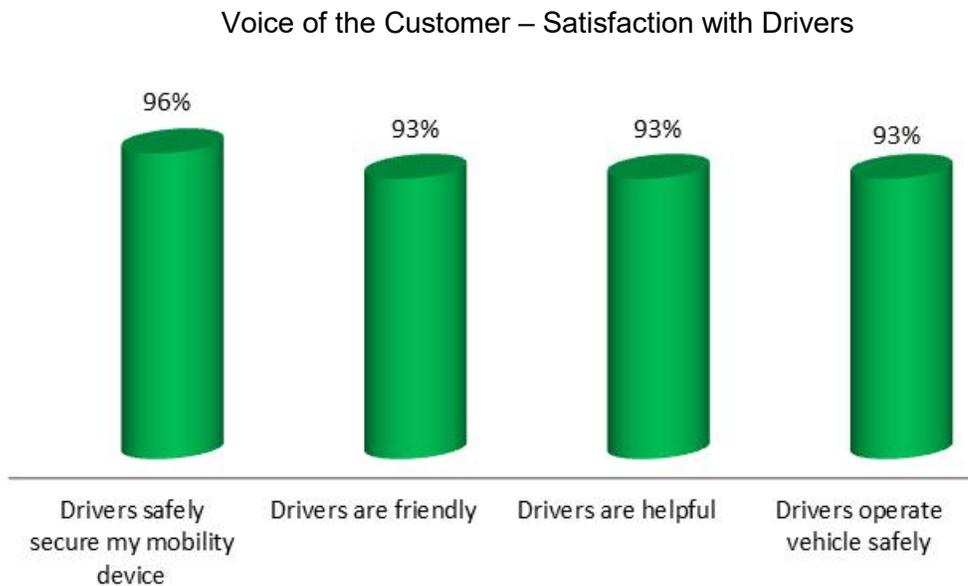
As indicated in the chart, while customers expressed lower levels of satisfaction with trip availability and booking, they are very satisfied with the reliability of the service as well as the travel time.

Contacts with respect to Operator performance are also maintained in the contact database for specialized service. Given this service is provided via a third party contract, contacts regarding Operators that require investigation are forwarded to the third party for review and follow up.



As the chart above indicates, the complaints and compliments with respect to Operators have remained relatively consistent over the period, with slight increase in complaints in 2018 followed by a decrease in 2019. Additionally, compliments specific to Operators increased in 2019 over previous year levels.

The Voice of the Customer survey also asked customers for commentary on the Operators of the specialized service. The chart below depicts the very high levels of satisfaction with Operators, both with respect to safety as well as friendliness and helpfulness.



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 2018 versus the identified Ontario group average, as well as 2019 performance for LTC.

**Specialized Transit Services – Summary Performance Comparison**

Description	2018	2018	2019
	Ontario Avg.	LTC	LTC
<b>Service Performance</b>			
Service hours per capita	0.2	0.4	0.4
Total trips per capita	0.81	0.84	0.82
Total trips per service hour	2.8	2.3	2.3
Trips per eligible registrant	44.6	35.4	31.2

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. This may be due in part to the Off-Peak Pass program utilized in London, which allows registrants of the specialized service to travel free on the accessible conventional service during off peak hours. Many specialized customers make use of this pass, predominantly in the months when weather isn’t an issue from an accessibility perspective.

## 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 2019 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

### *2019 Operating Budget Program*

The 2019 operating budget program for conventional and specialized transit services totalled approximately \$83.970 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 the net favourable expenditure performance relating to:
- lower than expected fuel costs
  - higher than expected bus maintenance and general insurance costs
  - lower than expected contract costs for the specialized service
  - 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 2019 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.

**2019 Operating Budget Source of Investment  
Conventional and Specialized Transit Systems**

Description	2019 Actual	2019 Budget
Transportation/Operating revenue	44.3%	46.3%
Provincial gas tax	13.6%	14.6%
City of London	42.1%	39.1%
	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	2018 Peer Average	2018 LTC	Ranking Out of 16	2019 LTC
<b>Financial Performance</b>				
Operating cost per ride	\$3.18	\$1.47	16 <sup>th</sup> (lowest)	\$1.51
Municipal cost per ride	\$2.76	\$1.05	16 <sup>th</sup> (lowest)	\$1.10
<b>Total Operating Cost Sharing</b>				
Municipality	51.1%	37.2%	16 <sup>th</sup> (lowest)	40.4%
Passenger & Operating	42.3%	51.8%	2 <sup>nd</sup>	47.9%
Provincial gas tax	6.6%	11.0%	2 <sup>nd</sup>	11.7%

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.

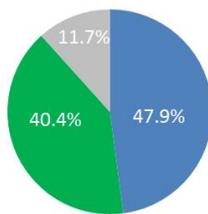
**Specialized Transit Services – Summary Performance Comparison  
Ontario Specialized Systems**

Description Service Performance	2018 Peer Average	2018 LTC	2019 LTC
<b>Financial Performance</b>			
Operating cost per ride	\$33.27	\$25.81	\$30.79
Municipal cost per ride	\$29.86	\$15.83	\$16.55
<b>Total Operating Cost Sharing</b>			
Municipality	89.8%	61.3%	60.0%
Passenger & Operating	6.7%	6.6%	6.2%
Provincial gas tax	3.5%	32.1%	33.8%

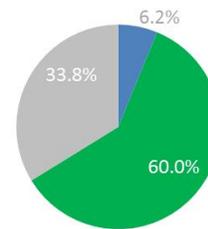
The charts below set out the investment share of the various funding sources for both the conventional and specialized services for 2019. As indicated earlier in this report, the Provincial Gas Tax share for both services was at the highest in history for both services in 2019. This is due in large part to the compounding effect of the multiple fare increase deferrals over the period of 2016-2018, as well as the full impact of the increased contract costs for the specialized service in 2019 being fully funded by gas tax. This high level of reliance on Provincial Gas tax is not sustainable going forward, and will need to be addressed in future multi-year operating budgets.

**2019 Percent Share of Source Investment  
Conventional and Specialized Transit Services**

Conventional Transit Service



Specialized Transit Service



& Operating    ● Municipality    ● Provincial gas tax

Operating cost per ride                      \$2.91  
Municipal investment per ride              \$1.10

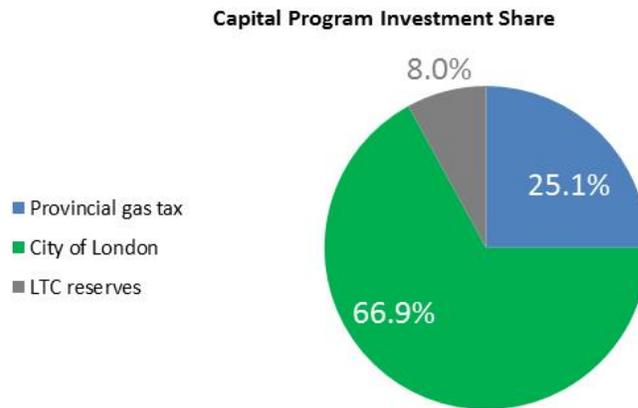
Operating cost per ride                      \$30.79  
Municipal investment per ride              \$16.55

### 2019 Capital Budget Program

The 2019 capital investment program totalled approximately \$10.9 million, funding a number of projects including:

- bus replacement: a \$4.7 million project providing replacements for eight buses was completed in 2019. 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 \$0.6 million project completed in 2019 provided for the expansion of the fleet by one bus.
- A total of \$1.3 million was spent on other various projects in 2019 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 2019 was shared as follows.



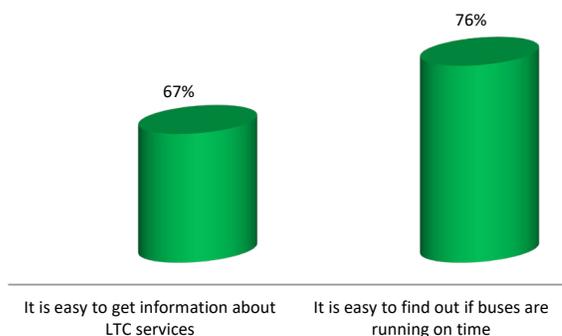
## BEING OPEN, TRANSPARENT AND UNDERSTOOD

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 2019 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

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.

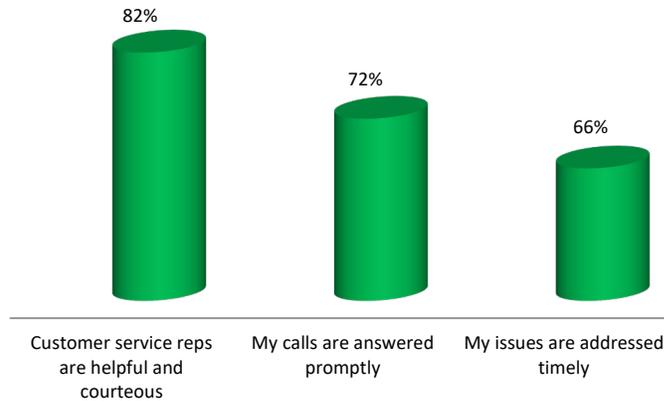
### Voice of the Customer – Availability of Information



As the table indicates only 67% of LTC customers surveyed believe it is easy to find information about LTC services. In early 2018, the new LTC website and upgraded real-time bus information was launched which was 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. 2019 saw the continuation of time-stamped tweets which provide LTC riders with up to date information on service performance four times per day. Follow up surveys

with Twitter followers indicate a strong support for the continuation of this type of information via Twitter.

### 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. The majority of the contacts to customer service relate to service received (e.g. late service, overcrowding, missed transfer, Operator conduct, etc.), all of which require investigation and, in many cases, investment in service to address the issues. In 2019, there were a substantial number of contacts that were the direct result of ongoing construction projects that transit service was either navigating through or detouring around, all of which spanned the better part of the year.

2019 also saw the continuation of enhanced efforts to reach transit customers where they are versus relying on customers looking to LTC for information. During the fall schedule changes, LTC staff attended the downtown core and key transit terminals to answer questions and provide guidance to transit riders, all of which was very well received.

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.

2019 also saw the establishment of working groups in various areas of the organization, all with defined terms of reference and established to ensure that the perspectives of all affected employees would be heard prior to decisions being made.

## 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 2019 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 as at December 31, 2019.

Assets	Grade
Facility – 450 Highbury	Satisfactory – adequate for now
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	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 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.

The Facility Needs Assessment completed in 2018 indicated that, given current service growth plans, additional facility capacity will be required within the next 10 years. The assessment concluded that the most cost-effective path forward is to demolish the 450 Highbury Avenue North facility in stages and rebuild a larger, purpose-built facility onsite. While the need for increased capacity and improved operational efficiencies is not considered imminent, no funding sources have been identified for this project in the Commission's 10 year Capital Budget for the years 2020-2029.

## 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 2019 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 2019 saw:

- the roll out of the Mental Health Resiliency Program tailored to address issues consistent with those experienced by the London Transit employee group, with specific focus on:
  - mental health and wellbeing introduction, “the continuum of mental health”
  - self-awareness/understanding your mental health/self-assessment of level of mental health
  - recognizing stressors
  - resiliency
  - who do you call when it’s not OK
- annual publication of a diversity newsletter, provided to all employees
- continued 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

- establishment of the Expect Respect Working Group, which includes employee representatives from all areas of the organization. The group is tasked with identifying the underlying issues related to the lack of mutual respect/acceptable conduct between employees, customers and others, and developing/recommending initiatives intended to address these issues.
- 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 completion of the assessment of the Operator safety barrier by the Joint Health and Safety Committee lead to the recommendation for installation of barriers on the fleet and use of same to be considered personal protective equipment, and as such, mandatory

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, a number of which were initiated in 2019.

In March of 2020, a global pandemic was declared, the impacts of which were felt across all sectors of the economy. Responses to the pandemic by all levels of government have, and will continue to result in significant budgetary shortfalls going forward, resulting in many previously-approved programs being placed in jeopardy.

In best efforts to respond to the crisis, public transit services across the country abandoned all historic measures of effectiveness and efficiency, and directed focus on delivering an essential service in a manner that ensured the health and safety of employees and riders while continuing to adhere to public health expectations and regulatory requirements. The decision to move to rear-door boarding in an effort to ensure physical distancing between employees and riders resulted in the inability to collect fares, which led to significant budgetary shortfalls for London Transit.

In response to these shortfalls, the planned service improvements for 2020 on both the conventional and specialized services were deferred for consideration in 2021. This action was necessary but unfortunate, given the momentum that has been gained over the past several years in terms of service improvements and continuing to address rider’s needs and requests. It is hoped that service improvements will be implemented in 2021, however the changes included in the draft 2021 Service Plan may vary significantly from those included in the 2020 Plan given new realities.

Given uncertainties with respect to the ongoing nature of the pandemic, and the number of other initiatives included in the 2019-2022 Business Plan have to potential to be impacted, the remainder of 2020 will be focused on the preparation and roll out of a Pandemic Response Plan as well as a revisit of the 2019-2022 Business Plan, which will in all likelihood result in a revised addendum for the period of 2021 through 2022. Focus on both plans will continue to be making strides to improve the services going forward within what is expected to be reduced operating and capital budget programs.