



DRAFT - 2020 Annual Report

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THE LONDON TRANSIT COMMISSION

COMMISSION - CURRENT

PHIL SQUIRE	CHAIR
TANYA PARK	VICE CHAIR
JESSE HELMER	COMMISSIONER
TARIQ KHAN	COMMISSIONER
SHERYL ROTH	COMMISSIONER

SENIOR MANAGEMENT - CURRENT

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

EXECUTIVE SUMMARY

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

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

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

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

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

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

The declaration of the pandemic in March of 2020 presented challenges that were not anticipated at the time of the Business Plan approval nor the 2020 budget development and approval process. Very early in the pandemic, all levels of government made clear their shared view that the continued provision of public transit services was essential to communities as they navigated their way forward. While transit system providers agreed with this viewpoint, it became clear very quickly that operating during a pandemic would require system providers to essentially disregard the traditional metrics used to measure and balance system performance with service levels to meet the system efficiencies built into budgets.

A number of decisions were made early in the pandemic period which shifted focus of the operation from the priorities included in the Business Plan to ensuring both the conventional and specialized services would continue to operate in a manner that was safe for both employees and riders. Some of these decisions resulted in significant impacts on the traditional metrics utilized to measure the effectiveness and efficiency of the transit services, including:

- the move to rear-door boarding in order to ensure distance was maintained between bus operators and riders which resulted in fare collection being suspended for the period March through August;
- the decision to leave conventional service levels at the highest possible based on resource availability notwithstanding significant declines in ridership in an effort to provide less crowding on buses;

- ensuring that when conventional transit service levels needed to be reduced, it was done so in a manner to ensure that no area of the city was left without access to transit;
- the introduction of nightly disinfection of all buses in the fleet prior to next day service;
- the decision to limit capacity on specialized service vehicles to a maximum of two riders at any one time in order to ensure distancing;
- the decision to leave specialized service levels in place such that all trip requests could be accommodated, including those made on the day of the trip; and
- the modification of policies to provide employees with the ability to request leaves of absence, or move vacation to accommodate those with pandemic-related impacts out of their control.

All of these decisions affected the traditional measures that are included in the remainder of this report; however, the metrics are still reported with explanation for transparency purposes. Additionally, they resulted in a significant budget deficit that had no identified source of funding. Advocacy efforts of the Ontario Public Transit Association and the Canadian Urban Transit Association resulted in the creation of the Safe Restart Funding program, which is jointly supported by the Provincial and Federal governments to cover the budget-related impacts associated with operating during the pandemic. This funding was critical as it provided the ability to balance the 2020 budget as well as assurances that funding would continue to be available for 2021 to ensure service could continue to operate and have the ongoing pandemic-related impacts covered.

The table below sets out the performance against the outcomes for the 2020 fiscal year, none are graded excellent given the deviation from the Business Plan required as the result of the pandemic.

Strategic Outcome	Grade	Comments
An integrated, affordable and valued mobility choice	Good	The continuation of public transit services throughout the pandemic ensured Londoners had access to essential jobs and destinations.
Demonstrated fiscal accountability	Good	Overall effective cost management notwithstanding the service impacts of the pandemic.
Being open, transparent and understood	Good	Continued use of social media for outside stakeholders during the pandemic and increased efforts to communicate pandemic related information to employees.
Effective utilization of infrastructure	Good	Capital programs for the most part continued notwithstanding the pandemic.
An engaged, diverse and respectful workplace	Good	Finalization of the custom Resiliency Training program to all employees and continued work by the Expect Respect Working Group.

While progress toward all of the Strategic Outcomes is graded as ‘good’, it is important to recognize these grades are measured against progress on the initiatives included in the Business Plan and operating a transit system through a pandemic necessitated deviation from these initiatives.

The development and reliance on the Pandemic Response Plan in 2020 was critical to successfully operating through the various stages of lock-down and other public health measures. Most of 2020 was focused on the Response phase of the plan, with policies, protocols and service decisions being made or adjusted on a regular basis. It is anticipated that the second half of 2021 will be focused on the Resiliency phase of the plan, which calls for revisiting each of the decisions made in 2020 to determine whether they remain applicable or require adjustment. Finally, it is hoped that 2022 will see the Rebuilding Phase of the Plan set in motion. Approval of the service growth initiatives for 2021 will be a very good start to the rebuild, noting the improvements are targeted at improving service frequencies system wide, resulting in a conventional service that will be a more viable option for more Londoners.

Finally, every London Transit employee needs to be commended for their dedication and commitment to ensuring public transit services continued to operate throughout the pandemic without interruption. Responding to evolving public health guidance, new policies and procedures to protect employee health and safety, and dealing with the pandemic implications that impacted personal lives were all challenges that were met head on with the entire London Transit team.

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 2020 performance against key elements of this strategy, noting the measures used to determine the grading have historically included ridership change and total ridership, service hour change and total service hour investment, customer satisfaction rating, and investment share allocation.

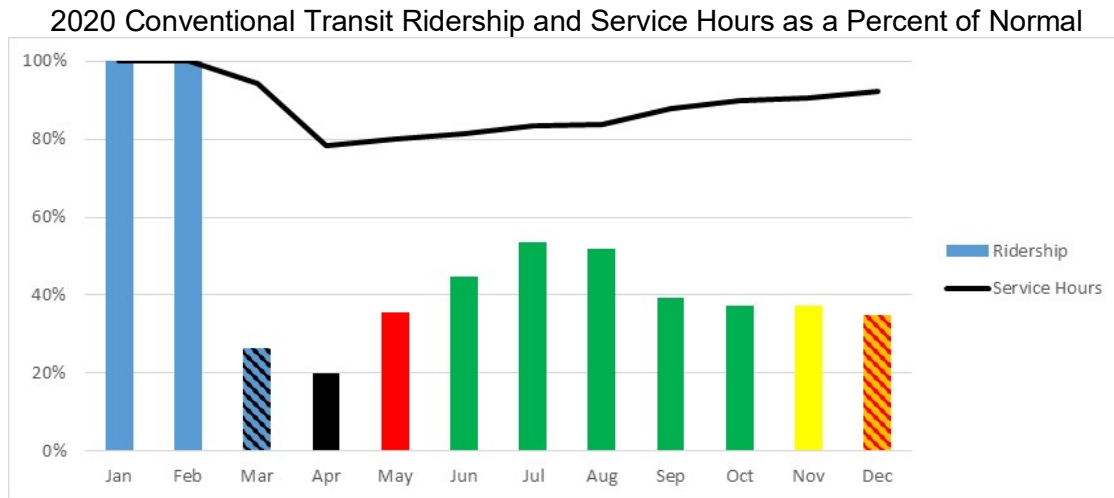
Given the global pandemic that impacted the majority of 2020, performance against the key elements of this strategy needed to be viewed in light of the organizational impacts associated with the pandemic. As such, some of the elements are listed as N/A noting initiatives included in the annual work program intended to address these elements were put on hold as part of the organization’s pandemic response. Additionally, while the manner in which the system operated throughout the majority of 2020 was not consistent with past years, progress was still graded on those elements that remained applicable. Public transit services continued to be provided to all areas of London normally served by transit throughout the pandemic period, albeit in some cases at reduced frequency. Details with respect to perceived progress toward each of the elements are commented on in greater detail following the table below.

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

Conventional Transit Services

The key driver of the conventional transit service budget is ridership and related revenue. In 2020, the declaration of the worldwide pandemic in March, and the subsequent public health measures that resulted had a significant impact on conventional transit ridership levels across the country and in London specifically. The various lockdowns that were put into place in Ontario directly impacted ridership levels noting during these periods, the public was asked to utilize transit for essential trips only. While the demand for transit decreased during the pandemic, it was recognized by all levels of government that it was imperative that public transit services continued to operate in order to keep communities moving, and to ensure that those essential workers who rely on transit as their mode of transportation could continue to rely on it to get to work. The following graph depicts the ridership on conventional transit through 2020 as a percent of what would normally be expected (budgeted) noting the bars are colour coded to match the various colour codes in the Provincial COVID framework (the bars depicted as blue

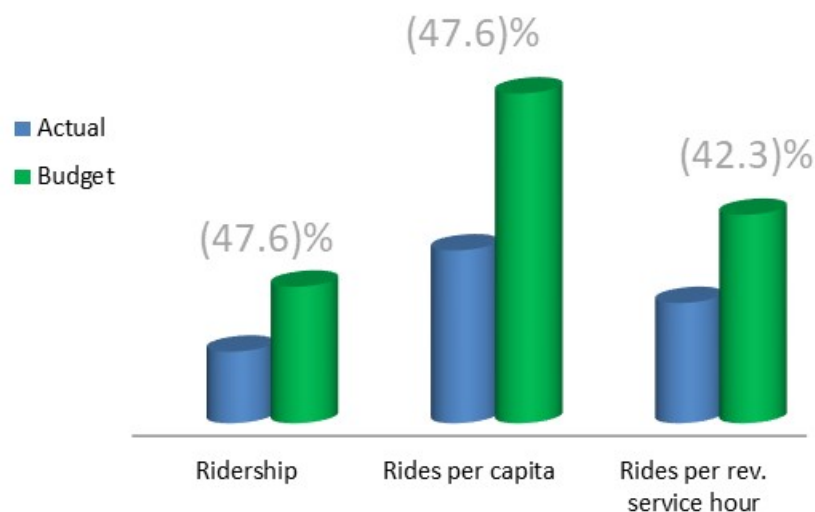
represent those months where no protocols were in place). The black line on the graph represents the level of service in place as a percent of normal during the same time period.



As the graph depicts, ridership levels fluctuated consistent with the various stages of lockdown in the province, with the highest levels being reached in July and August when ridership climbed to almost 60% of what would normally be expected. The service hours provided throughout 2020 were adjusted in response to decreased employee availability with the focus on ensuring that all areas of the city that had been served by conventional transit prior to the pandemic would continue to be served during the pandemic. The service levels were maintained at the highest possible levels given resource availability in an effort to provide for a less-crowded service that would provide a greater opportunity for riders to physically distance from one another and from the driver. This approach was adopted in an effort to provide the best possible service to Londoners during the pandemic, with the understanding that traditional measures of service efficiency and effectiveness would be significantly impacted.

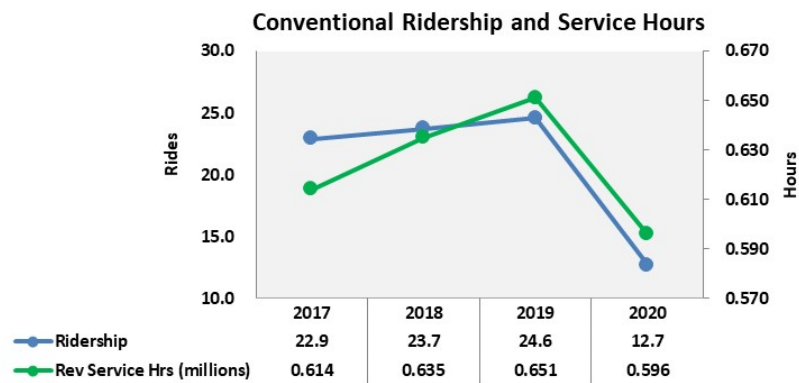
As noted in the following chart which compares actual 2020 ridership and related measures to 2020 budget, performance were all significantly impacted by the global pandemic.

2020 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. Traditionally speaking, this measure is one that requires a delicate balance in order to ensure efficiency and offer quality at the same time, however, as indicated earlier, the decision to maintain service levels at the highest possible based on resource availability was made with the understanding that this metric in particular would be significantly affected. By way of comparison, in a traditional year, the average rides per service hour would hover around 37, and in 2020 it averaged 21, which met the objective of ensuring more available space on board the buses in operation to allow riders to physically distance.

The ridership and service hour performance over the period of 2017-2020 is set out in the following chart, noting that previous year's experience is being provided for transparency purposes.



The charts serve to reiterate the previous commentary with respect to 2020 ridership and key performance indicator performance and the negative impacts the global pandemic had on same.

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

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

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 2019 key service performance indicators for LTC versus the identified Ontario group average. The 2020 data for LTC is also shown, noting the 2020 group data will not be published until the fall of 2021. The comparison information is compiled and published by the Canadian Urban Transit Association (CUTA).

Conventional Transit Services – Summary Performance Comparison

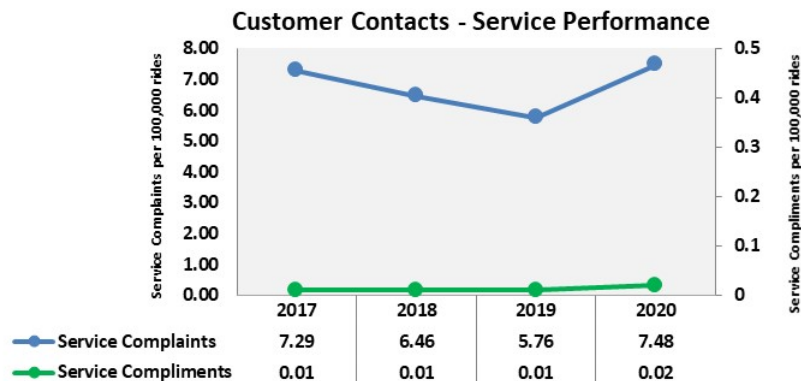
Description Service Performance	2019		Ranking	2020 LTC
	Peer Average	2019 LTC		
Ridership (millions)	13.7	24.6	3 rd	12.7
Rides per capita	36.3	60.2	1 st	30.6
Rides per service hour	24.8	37.8	1 st	21.3
Service hours per capita	1.4	1.6	4 th	1.4

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

As illustrated in the table, London continued to maintain its good standing in comparison with the peer group in 2019. The 2020 numbers are reflective of operating through the pandemic, and it is anticipated that impacts will be similar in nature on other systems. Of note, London’s ‘rides per capita’ and ‘rides per service hour’ in 2020 were only slightly below the peer group average of 2019 notwithstanding the significant pandemic impacts, which clearly demonstrates the firm hold on the 1st place ranking London has on these measures as compared to the peer group.

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.

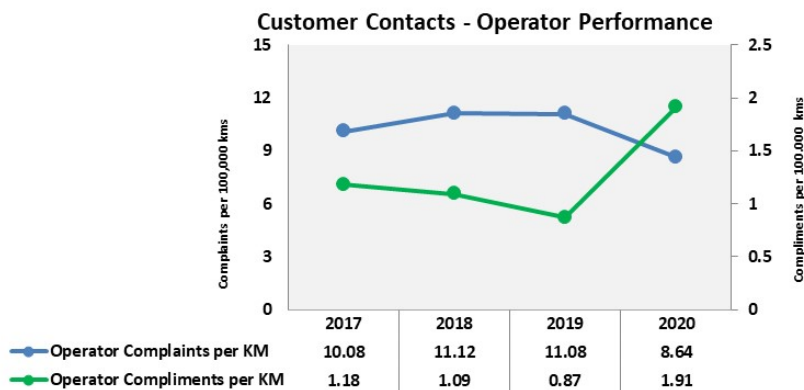
The following chart illustrates that service performance complaints had been declining incrementally since 2017, however rebounded in 2020.



While it is difficult to compare the numbers of complaints received in 2020 to previous years given the varying operating conditions relating to the pandemic, the total complaints per 100,000 riders provides a measure that can be compared. While the total service performance complaints per rider had been steadily declining over the period 2017-2019, it jumped back up to pre-2017 levels in 2020. It should however be noted that the total actual number of complaints received decreased by 43% in 2020 as compared to previous years but the significant reduction in ridership associated with operating during the pandemic impacts this measure.

While the historic top category of complaints over the three-year period 2017-2019 was “late schedule”, complaints of this nature were reduced by almost 70% in 2020. The reduced vehicular traffic coupled with reduced ridership both played a significant role in buses being better able to remain on schedule throughout 2020. Conversely, “overcrowding” was the next-to-lowest complaint category in the years 2017-2019, but rose to 4th highest in 2020. This shift underscores the impact the physical distancing expectations of the public throughout the pandemic have changed perceptions regarding overcrowding. As indicated earlier in this report, the average rides per hour declined by almost 40% in 2020, meaning buses on average were significantly less full than previous years, but still riders complained about this at an increased rate.

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 2017 to 2020 are set out in the following chart.



As indicated in the table, Operator specific complaints declined in 2020 and compliments increased in 2020 over previous year’s levels.

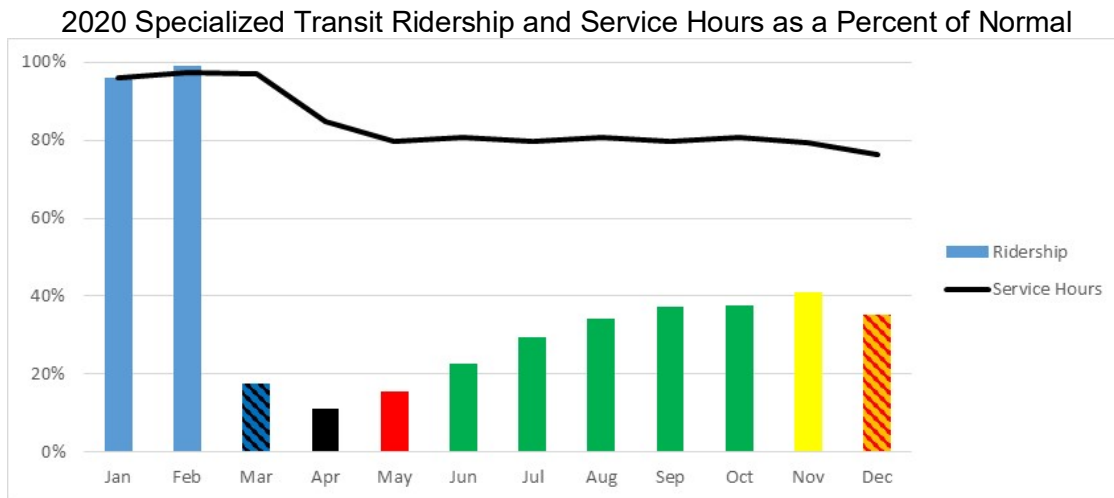
Driving related Operator complaints declined by 26% over the four year period, with decline in virtually every category. The makeup of complaints per category remained consistent over the period, notwithstanding the differing operating conditions in 2020. While the number of complaints is not significant, there was an increase in “idling” complaints in 2020 which can be attributed to the increased need for buses to sit at stops longer than normal in order to remain on schedule (not early). The reduced vehicular traffic combined with reduced ridership resulted in the need for Operators to sit and wait at time points in order to ensure their bus did not get ahead of schedule.

Total complaints with respect to ‘service received from the Operator’ also decreased in 2020 to the lowest in the four-year horizon. Of note, in 2020, approximately 30% of these complaints were classified as being directly related to the pandemic. Throughout the pandemic, public health guidance changed, resulting in the need to frequently change programs and protocols for public

transit services in order to ensure both Operators and passengers remained as safe as possible. The combination of the unknowns relating to the virus and the frequent changes in procedures and protocols, including what was considered an essential trip, resulted in a heightened level of anxiety for both Operators and customers, which in numerous cases, led to verbal exchanges that were reported to customer service (e.g. passenger screening at front door, staying behind yellow line, use of rear-door only, etc.).

Specialized Transit Services

Similar to the experience on the conventional service, the declaration of the worldwide pandemic in March, and the subsequent public health measures that resulted had a significant impact on specialized transit ridership levels across the country and in London specifically. The various lockdowns that were put into place in Ontario directly impacted ridership levels noting during these periods, the public was asked to utilize transit for essential trips only. While the demand for transit decreased during the pandemic, it was recognized by all levels of government that it was imperative that public transit services continued to operate in order to keep communities moving, noting many specialized transit service registrants rely on this service as their only way to get to important medical appointments including dialysis. The following graph depicts the ridership on specialized transit through 2020 as a percent of what would normally be expected (budgeted) noting the bars are colour coded to match the various colour codes in the Provincial COVID framework (the bars depicted as blue represent those months where no protocols were in place). The black line on the graph represents the level of service in place as a percent of normal during the same time period.



As the graph depicts, ridership levels fluctuated consistent with the various stages of lockdown in the province, with the highest levels being reached September through November when ridership climbed to 40% of what would normally be expected. The service hours provided throughout 2020 were maintained at a level that would ensure all trips required could be accommodated with a maximum of two passengers on board the vehicle at any time. This approach was adopted in an effort to provide specialized service registrants assurance they could get to their essential appointments and that same day trip requests would be able to be accommodated and with the understanding that traditional measures of service efficiency and effectiveness would be significantly impacted.

The following table provides a comparison of ridership and service hours actual to budget performance for 2020. Consistent with the results on the conventional service, the specialized service performance was also significantly impacted by the pandemic. The financial impacts on the specialized service were able to be mitigated to a large extent given service levels could be adjusted to match demand given the pre-booked nature of the service. Given the demographic that makes up the majority of specialized transit registrants, the demand for this service was limited mainly to essential medical trips and trips to grocery, which resulted in a steep decline in demand. Somewhat offsetting the savings from reducing service levels was the decision to maintain enough service on the road to accommodate all trip requests with a maximum of two riders, and have room to accommodate any same day trip requests.

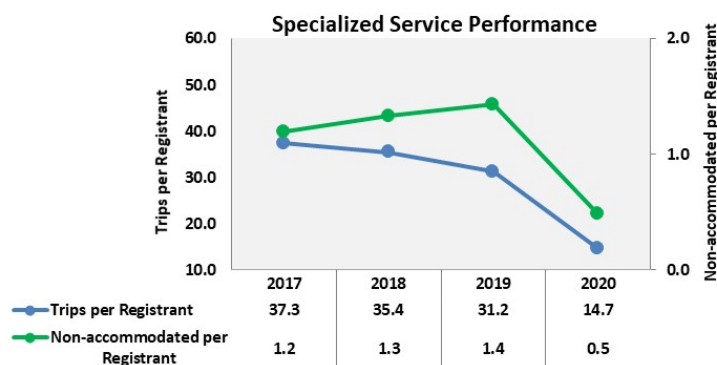
2020 Ridership and Service Hours Actual to Budget Performance

Description	Actual	Budget	Amount Better (Worse)	Percent Better (Worse)
Total ridership	157,100	359,100	(202,000)	(45.2)%
Service hours	127,200	154,300	(27,100)	(17.6)%
Registrants	11,100	10,500	600	5.4%
Total trips/registrant	14.3	32.6	(18.4)	(56.3)%
Non-accommodated trips/registrant	0.5	1.2	(0.7)	(58.3)%

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

Ridership levels are traditionally more closely tied to service levels on the specialized service 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. However, as indicated earlier, the decision to maintain service levels to accommodate all requests with a maximum of two riders at a time, this was not the case in 2020.

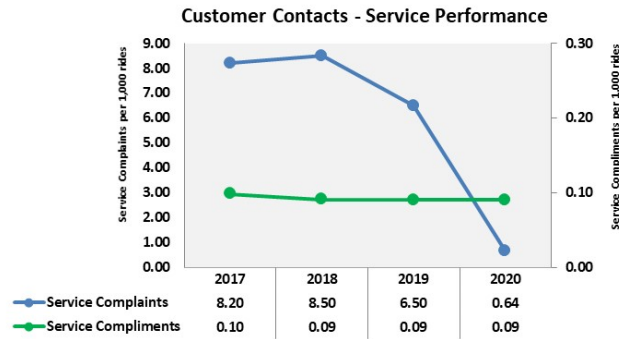
The following chart sets out the trends of ‘trips per registrant’ and ‘non-accommodated trips per registrant’ for the period 2017 to 2020. While the numbers for 2020 cannot be directly compared to previous years given the operational impacts resulting from the pandemic, they continue to be provided for transparency purposes.



The steep decline in trips per registrant in 2020 is indicative of a significant portion of the specialized service registrants opting not to go out during the pandemic. The measure in the graph depicts the total trips per registrant based on the assumption that all registrants are making use of the service, which is typically the case. The significant decline in non-accommodated trips per registrant is measured in the same manner, and as such, shows a higher rate for 2020 than actual, in fact during the majority of the pandemic period there were no non-accommodated trips

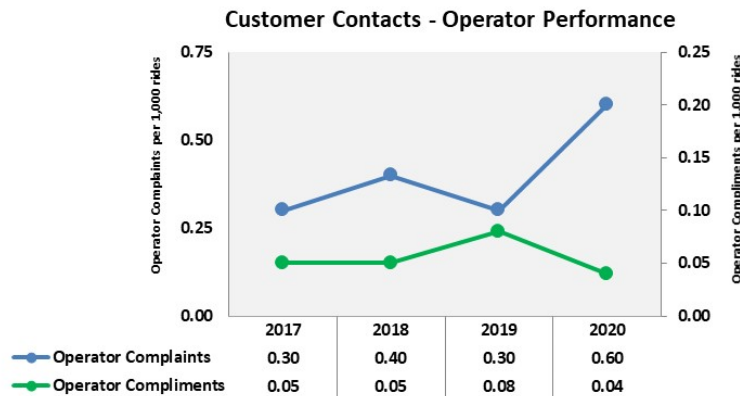
on the specialized service.

As referenced in the chart below, service complaints were relatively consistent in 2017 and 2018, but dropped in 2019 and then dropped significantly in 2020. Compliments relating to service have remained consistent over the four 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 complaints in this category declined at approximately the same rate as other categories in 2020; however the details of complaints in this category in 2020 were predominantly related to the pandemic, and issues customers had with the manner in which the service was being delivered in light of it (e.g. driver not wearing mask, driver conducting COVID screening prior to boarding, etc.).

Contacts with respect to Operator performance are also maintained for the 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.



Of note in the table above, the number of Operator complaints remained relatively consistent with previous years, notwithstanding the significant reduction in ridership. Further analysis of the 2020 complaints revealed that a significant number were related to the pandemic. Throughout the pandemic, public health guidance changed, resulting in the need to frequently change programs and protocols on public transit services in order to ensure both Operators and passengers remained as safe as possible. The combination of the unknowns relating to the virus and the frequent changes in procedures and protocols, including what was considered an essential trip, resulted in a heightened level of anxiety for both Operators and customers, which in numerous cases, led to verbal exchanges that were reported to customer service and

classified in the attitude/treatment category.

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 2019 versus the identified Ontario group average, as well as 2020 performance for LTC.

Specialized Transit Services – Summary Performance Comparison

Description	2019	2019	2020
	Ontario Avg.	LTC	LTC
Service Performance			
Service hours per capita	0.2	0.4	0.3
Total trips per capita	0.67	0.88	0.38
Total trips per service hour	2.9	2.3	1.2
Trips per eligible registrant	51.8	32.0	14.3

Average includes all specialized services operating in Ontario

Consistent with the conventional service, it is anticipated that service performance for 2020 for other Ontario systems will be similar to that of London Transit; however, these numbers will not be available for assessment until the fall of 2021.

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 2020 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. The grading for the measures under this strategy have remained consistent with previous years, noting that while the operating conditions during 2020 were significantly different due to the pandemic, the underlying principles with respect to demonstrating fiscal responsibility continued to be followed.

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

2020 Operating Budget Program

The 2020 operating budget program for conventional and specialized transit services totalled approximately \$87.005 million; however, as has been previously outlined in this report, was subject to significant impacts related to the pandemic declaration. The 2020 operating program finished the year with a \$12.2 million unfavourable variance which was offset by the Safe Restart Funding program provided by the Federal and Provincial governments.

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

- Overall unfavourable revenue performance relating to:
 - Elimination of fare collection for the period March through August resulting from the move to rear-door boarding
 - Lower than budgeted ridership throughout 2020 due to the pandemic and varying stages of lockdown as well as the shift to online learning for most post-secondary students
 - lower than budgeted Provincial Gas Tax contributions as the result of reduced service levels

which were offset by the net favourable expenditure performance relating to:

- lower than expected fuel costs
- lower than expected labour costs relating to reduced service levels
- costs associated with pandemic related protocols that were not budgeted (eg. daily bus cleaning, hand sanitizer, PPE for employees, etc.)
- lower than expected contract costs for the specialized service relating to reduced service levels

As noted in the following chart, the actual source of 2020 operating investment varied significantly from budget primarily due to the existence of the Safe Restart funding to cover pandemic-related budget impacts. 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.

**2020 Operating Budget Source of Investment
Conventional and Specialized Transit Systems**

Description	2020 Actual	2020 Budget
Transportation/Operating revenue	29.6%	45.9%
Provincial gas tax	8.7%	10.6%
City of London	46.6%	43.5%
Safe Restart	15.0%	0.0%
	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	2019 Peer Average	2019 LTC	Ranking Out of 16	2020 LTC
Financial Performance				
Operating cost per ride	\$5.29	\$2.89	16 th (lowest)	\$6.84
Municipal cost per ride	\$2.91	\$1.06	16 th (lowest)	\$2.86
Total Operating Cost Sharing				
Municipality	53.1%	36.0%	16 th (lowest)	41.9%
Passenger & Operating	40.1%	48.0%	2 nd	33.2%
Provincial gas tax	6.8%	16.0%	1 st	7.9%
Safe Restart				17.0%

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 16th (last) of the 16 transit systems comprising the peer group in 2019. As discussed previously in this report, the metrics for 2020 were significantly impacted by the operating conditions during the pandemic noting that service continued to operate during lockdowns in order to provide essential

workers trips to/from work. The service levels that remained in place were significantly higher than what would be traditionally warranted based on ridership levels, however this was done so in an effort to avoid crowding on buses. It is anticipated that the transit systems in London's peer group will report similar numbers for 2020 given operating conditions across the province were very similar.

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 in 2019. 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**

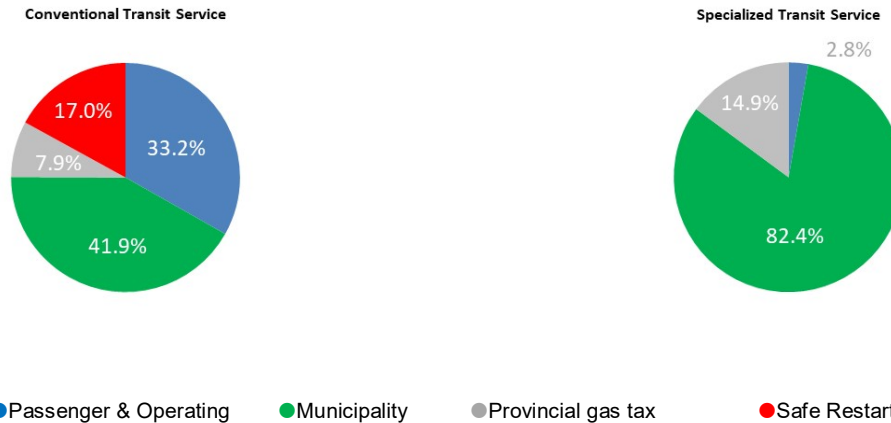
Description Service Performance	2019 Peer Average	2019 LTC	2020 LTC
Financial Performance			
Operating cost per ride	\$30.91	\$27.57	\$61.09
Municipal cost per ride	\$26.16	\$16.55	\$50.30
Total Operating Cost Sharing			
Municipality	83%	60%	83%
Passenger & Operating	10%	6%	3%
Provincial gas tax	7%	34%	14%

Consistent with the conventional service, the 2020 metrics have varied significantly due to the levels of service that continued to operate through very low ridership periods in an effort to limit passengers on board to a maximum of two at any given time and also to ensure service would be available for anyone requiring a same day trip booking. Of note, given the overall savings in the specialized operating budget as the result of reduced service levels on a contracted service, there is no Safe Restart funding associated with this budget, in fact, given the funding guidelines, the savings from the specialized budget were required to offset to the additional costs on the conventional service when applying the funding.

The charts below set out the investment share of the various funding sources for both the conventional and specialized services for 2020. As indicated earlier in this report, the Safe Restart funding was utilized in 2020 to balance the overall operating budget (the net of increased cost on the conventional service and savings on the specialized service). The requirement for the Safe Restart funding was due primarily to the waiving of fares for the period March through August when rear-door boarding was in place in order to maintain distance between bus Operators and riders.

As the charts indicate, approximately 17% of the conventional transit service operating budget was funded with Safe Restart funding. Had this funding program, supported by the Provincial and Federal governments not been provided, significant service reductions would have been required in order to balance the operating budget. The higher costs per ride on both of the services is reflective of the higher levels of service left in place through low ridership periods.

**2020 Percent Share of Source Investment
Conventional and Specialized Transit Services**



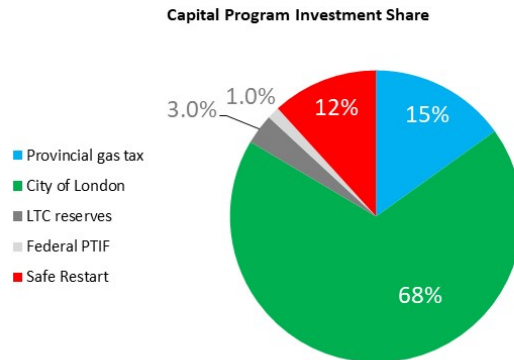
Operating cost per ride	\$6.84	Operating cost per ride	\$61.09
Municipal investment per ride	\$2.86	Municipal investment per ride	\$50.30

2020 Capital Budget Program

The 2020 capital investment program totalled approximately \$12.1 million, funding a number of projects including:

- bus replacement: a \$9.4 million project providing replacements for 16 buses was completed in 2020. 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.
- Operator barriers: a \$1.4 million project that was not initially included in the 2020 budget but was fast-tracked in response to the pandemic saw the installation of permanent operator barriers on the entire LTC bus fleet.
- A total of \$2.3 million was spent on other various projects in 2020 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 2020 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 2020 performance against key elements of this strategy, noting the measures used to determine the grading include the number of communication tools employed, the frequency of use of the communications tools, and stakeholder satisfaction ratings.

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

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

Customers and the public at large have a number of options to interact with London Transit. Those looking for dialogue, or some form of response, can use the customer service phone line or email. The table below sets out the total incoming calls to the customer service line in each of the years 2018 through 2020 (noting a new tracking system was established in 2018).

Summary of Customer Access – LTC Customer Service Line

Description	2018	2019	2020	Percentage Change
Information line ⁽¹⁾	89,106	87,972	70,520	(20.2)%
Interactive voice response ⁽²⁾	236,112	183,589	123,059	(47.9)%
Calls per million rides	0.014	0.011	0.015	11.8 %

Notes:

- Information Line statistics are for the hours of 6a.m. – 10p.m. Monday through Friday and 8:30a.m. – 4:30p.m. on weekends and statutory holidays. Service information provided by staff is based upon real-time information. Staff also assists with trip planning and answers other common questions.
- Interactive Voice Response (IVR) – IVR is a phone system that utilizes voice recognition technology to assist customers with providing real-time information by stop for conventional transit.

As indicated in the table, the total calls to both the information line and the interactive voice response declined in 2020 however, the calls per million rides indicates that the level of calls as a ratio of ridership remained consistent, rising slightly in 2020. What this table clearly demonstrates is that even throughout the pandemic, customers continued to rely on the customer service line and interactive voice at approximately the same rate as prior years.

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

Percent Make Up of Interaction Methods

Percent Make Up	2018	2019	2020
Information line - answered calls	3.6%	2.2%	2.7%
Interactive voice response	9.5%	4.6%	4.6%
Website - main site visits	68.3%	41.4%	38.3%
Website - Infoweb real-time	18.6%	13.0%	12.1%
Facebook page visits	0.0%	1.8%	5.6%
Twitter Impressions	0.0%	36.9%	36.7%
Total	100.0%	100.0%	100.0%

LTC also recognizes the importance of internal communications, keeping employees informed and thanking them for their efforts. In 2020, COVID boards were established in all facilities providing employees with up-to-date information specific to the ongoing pandemic. Additionally, there are a number of mechanisms in place for internal employee communications including 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 2020 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 following table sets out the assessment of LTC assets as at December 31, 2020.

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)	Good – adequate for now
Shop equipment and tools	Very good – fit for the future
Smart card system	Very good – fit for the future
All other infrastructure	Very good – fit for the future

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

Strict adherence to the strategy over the past 10 years has resulted in the elimination of the infrastructure deficit with the exception of the Highbury Avenue facility. 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 2020 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 2020 saw:

- completion of 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 development of performance-based management
- continuation 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

- installation of Operator safety barriers on the entire fleet and use of same to be considered personal protective equipment, and as such, mandatory
- establishment of numerous pandemic-related procedures and protocols intended to protect employees and riders from exposure to the pandemic
- constant communication to employees through a number of mediums relating to pandemic related procedures and protocols as they evolved throughout the year

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

LOOKING FORWARD

The theme of the 2019-2022 Business Plan is “Maintaining the Momentum” intended to relay the underlying objectives of the Plan, which are to continue with initiatives tied to improving service for both conventional and specialized customers, and in conjunction improve the overall customer experience. The four year Business Plan included a number of key initiatives, all intended to contribute to the underlying objective, 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 have, and will continue to result in significant budgetary shortfalls going forward, resulting in many previously-approved programs being placed in jeopardy. The Safe Restart program, jointly funded by the Provincial and Federal governments, will ensure that the 2021 budget is able to be balanced by covering the pandemic-related impacts affecting the operating and capital budgets, however it is anticipated that the effects of the pandemic will continue to be felt into 2022, and as such, a source of funding to address these ongoing impacts will be required in order to maintain the service levels that were in place pre-pandemic.

What has been evident throughout the pandemic is that many Londoners rely on public transit services for access to the community, and for a significant proportion of them, transit is their only option. As the ridership graphs in this report demonstrated, riders returned as restrictions opened, which demonstrates the reliance on these services. Notwithstanding the ridership support through the pandemic, it is also recognized that ridership patterns and levels will be subject to change in the years ahead as more employees work from home, and companies adjust to the new normal.

The annual service planning process recognizes that circumstances change year over year, and it allows for adjustments to the longer-term plans in response to these changes. This will be critical going forward as ridership demands continue to evolve in order to ensure that transit investments are being undertaken in a manner that best addresses demand. The creation of an Alternative Service Delivery Plan in 2021 will also serve to set a path forward for creative ways of servicing new areas of London, as well as those that have been historically un-served due to limited ridership opportunities.

The Commission’s Pandemic Response Plan, specifically the Rebuild Phase, which looks to establish a transit system that has responded to the challenges created by the pandemic and its lasting effects including shifts in ridership patterns, levels and expectations; public health expectations relating to the safety of employees and riders; availability of funding from all levels of government; and community priorities, will be a critical tool in navigating the path forward.

In addition to the pandemic response, 2021 will see the completion of the Zero-Emission Bus Implementation Plan, which will set the course for the introduction and eventual conversion to a zero-emission transit fleet. Should funding be secured, zero-emission buses could be introduced to the fleet as a pilot project in 2022.