



2024

ANNUAL REPORT

INDEX

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THE LONDON TRANSIT COMMISSION

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CORRINE RAHMAN	VICE CHAIR
ANNA HOPKINS	COMMISSIONER
STEVE LEHMAN	COMMISSIONER
JOSH MORGAN	COMMISSIONER
ELIZABETH PELOZA	COMMISSIONER
SAM TROSOW	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 2024-2027 Business Plan is *striving to be a trusted and valued mobility choice for Londoners*. The vision is supported by the mission statement which is *Moving Londoners with an accessible, reliable, and affordable service*.

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

- Customer Focused: Be a customer centered organization providing an integrated, affordable, and accessible transportation system.
- Employee Focused: Be an engaged, diverse and respectful workplace.
- Fiscal Accountability: Demonstrate fiscal accountability amid competing needs and objectives.
- Transparency: Foster a culture of transparency, openness, and mutual understanding.
- Sustainability: Making sustainable and efficient use 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 based on the initiatives included in the annual Work Program. As part of the annual Work Planning process, specific initiatives are identified that will result in progress toward achieving the Strategic Outcomes, noting in some cases, initiatives will impact more than one outcome.

2024 saw steady improvements in labour force and supply chain issues that negatively impacted 2023 performance. While labour force issues relating to the ability to recruit bus Operators subsided in 2024, shortages of skilled trades employees (primarily 310T Mechanics), continued to be an issue. Compounding the issues associated with being below required complement for mechanics, was the delay in delivery of 2024 replacement buses. Maintaining buses that were scheduled to be retired increases the workload on a complement that is already depleted. While these issues were mitigated to some extent through open overtime and contracting out MTO inspections, bus availability continued to be a challenge throughout 2024. When bus availability becomes a challenge, the primary goal is to ensure enough buses are available each day to meet the scheduled service, including some spare buses that can be utilized for change offs should an issue occur with a bus that is in service. Notwithstanding the ongoing complement shortfalls, the Fleet and Facilities department was able to ensure bus availability throughout 2024 for regular scheduled service, but was unable to ensure additional bus availability for trippers on a regular basis. As such, the ability to respond to schedule adherence and crowding issues was limited throughout the year. This issue was exacerbated by the nature and extent of construction projects throughout the city that impacted virtually every route in some manner, whether it be a required detour, navigation through a construction zone, or simply being impacted by increased traffic on corridors that were not impacted by construction.

The implementation of growth service hours to the specialized service brought some relief to the trip demand pressures facing the system, and the new scheduling software is anticipated to provide additional efficiencies in trip scheduling which will result in additional system capacity going forward.

2024 also saw the completion of the Asset Management Plan, which provided for a more detailed assessment of future needs and related infrastructure funding gaps that will need to be addressed in future budgets.

In closing, 2024 saw good progress on each of the strategic objectives outlined in the 2024-2027 Business Plan consistent with the 2024 Work Program. The implementation of the approved growth hours for both the conventional and specialized services in 2024 are anticipated to result in improved customer experience on both services, as will the continued growth included in the remaining years of the multi-year budget.

CUSTOMER FOCUSED

The strategic objective calls for a customer centered organization providing an integrated, affordable and accessible transportation system. The following table sets out an assessment of the performance against key initiatives included in the 2024 Work Program supporting this objective with the colours indicating progress toward achieving each of the key elements (green being completed, yellow being in progress but not complete, and red being not yet started).

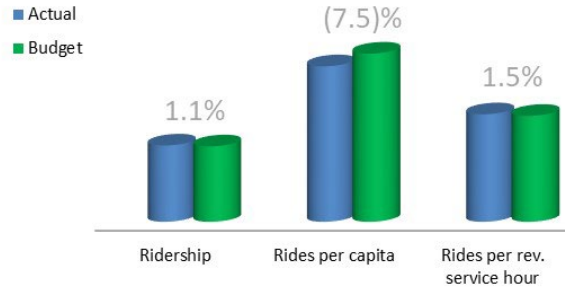
Key Work Program Initiatives	Status
Implementation of outstanding 2023 Service Improvements and 2024 Service Improvements for Conventional and Specialized Services	●
Completion of Five Year Service Plans for both Conventional and Specialized Services	●
Finalize Implementation of Smart Card Readers on Specialized Service vehicles.	●
Assessment of New Vehicles added to Specialized Service Fleet	●
Addition of 3 rd Party Vendors to Smart Card system	●

Conventional Transit Services

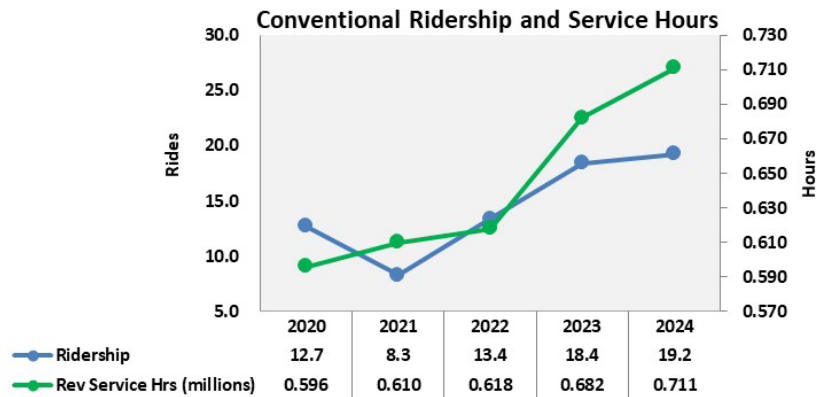
While the 2024 budget included the addition of 18,000 hours, the extent to which the ongoing issues on the conventional system could be addressed was limited. Requests for new routes or significant frequency improvements on existing routes cannot be undertaken with this limited amount of hours. As such, the 2024 Service Plan focused on addressing the most significant issues with the existing routes, which included frequency improvements on Routes 5 and 10, and modified routing on Route 17B, and extended service to Oakcrossing during all operating periods on Route 20. The conventional transit network includes 37 routes and 6 community bus routes, all of which have requests for improvements of some nature.

In terms of ridership related metrics for 2024, the following graph illustrates key performance measures against budget. While overall ridership and riders per revenue service hour exceeded budget, the rides per capita did not meet budget targets, due largely to the significant growth in population experienced in 2024 which was not anticipated when the budget was prepared. The rides per capita metric needs to be carefully monitored going forward as it is indicative of whether the growth in service hours and related ridership are keeping pace with the population growth in the community.

2024 Ridership Performance Actual vs. Budget

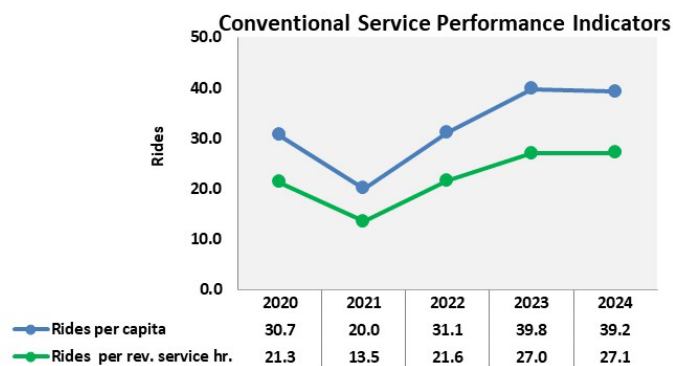


The ridership and service hour performance over the period of 2020-2024 is set out in the following charts.



The chart above clearly illustrates the pandemic-related impacts on the organization in the years 2020 through 2022, and to some extent in 2023 as operations returned to more historic levels. The growth in service hours over the period is reflective of both the growth service hours included in the multi-year budget as well as the fact that service hours were significantly reduced during the pandemic period.

The chart below provides an illustration in the change in rides per capita and rides per revenue service hour over the past five years. As indicated earlier, the flat-lining/slight decline in the rides per capita between 2023 and 2024 is indicative of service growth and related ridership not keeping pace with population growth.



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

In addition to comparing against internal key performance indicators, London Transit also measures service performance by comparison to a peer group of Ontario transit systems (with bus operations only and with populations between 100,000 and 1,000,000). The following table sets out a comparison of 2024 key service performance indicators for LTC versus the identified Ontario group average noting the 2024 group data will not be published until the fall of 2025. The comparison information is compiled and published by the Canadian Urban Transit Association (CUTA).

Conventional Transit Services – Summary Performance Comparison

Description	2023 Peer Average	LTC Ranking	LTC 2024
Service Performance			
Ridership (millions)	12.6	5 th	19.2
Rides per capita	33.0	5 th	39.2
Rides per service hour	23.7	6 th	27.1
Service hours per capita	1.3	8 th	1.6

Note: Peer group includes 16 Ontario transit systems in municipalities with a population between 100,000 and 1,000,000. (Barrie, Brampton, Brantford, Burlington, Durham Region, Guelph, Hamilton, Kingston, London, Milton, Mississauga, Oakville, Sudbury, Thunder Bay, Waterloo Region, and Windsor).

As illustrated in the table, London remained in the top half of the service performance measures against the peer group in 2023 noting that, in terms of population, London ranks sixth among the peer group.

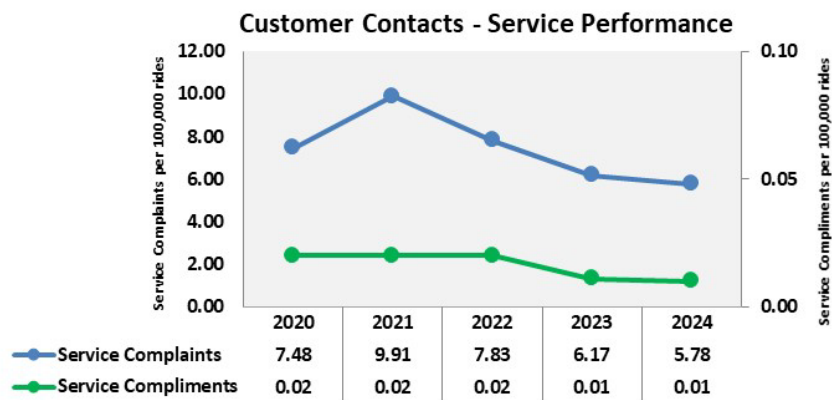
Service quality is also measured through feedback from the customer, which includes direct customer complaints/compliments as well as feedback received through the annual Voice of the Customer surveys.

The chart below provides an overview of the top priorities identified by conventional transit customers in the 2024 Voice of the Customer survey as well as their level of satisfaction with each. Customer satisfaction results are included as part of the annual service planning process, noting areas that are identified as a high priority in this report are given more weight when service planning decisions are made.

2024 Voice of the Customer Service Priorities

Service Characteristic	Importance Ranking	Satisfaction Level
On-time Performance	34%	44%
Travel Time	12%	63%
Frequency of Service	11%	57%
Coverage	6%	71%
Real time Timeliness Info	4%	45%
Service Delay Information	4%	39%

In addition to the Voice of Customer feedback, customer satisfaction levels are also gauged through tracking both the number and nature of customer contacts received via email, social media, and telephone. The following chart provides an illustration of the trend in customer complaints and compliments relating to the conventional service performance over the period 2020 through 2024.

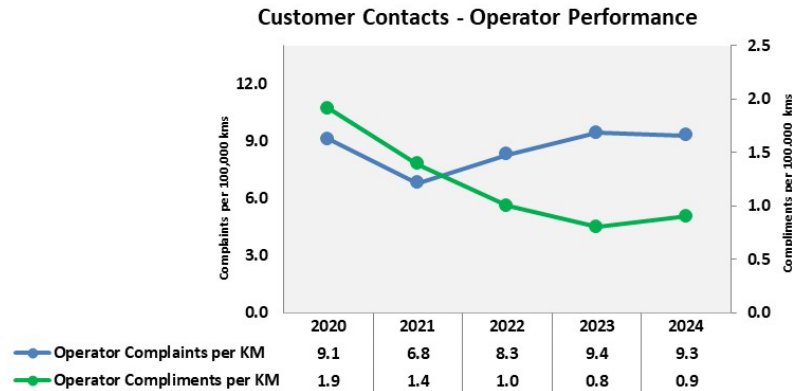


In an effort to have comparable statistics, the values in the chart illustrate the total complaints and compliments per 100,000 riders. While this approach normalizes the number being displayed, it does not account for the extreme variances in operating conditions pre and during the pandemic period. As the chart illustrates, service complaints in 2024 were the lowest in the five year period, with the highest number of complaints in 2021 being related to the on-time performance of the service.

The other major area of analysis regarding service quality is Operator performance, which is assessed in terms of both complaints and compliments. The 2024 Voice of the Customer survey results indicated high levels of satisfaction with Operator performance overall as indicated in the table below.

Voice of the Customer Statement	2024 (% Agree)
• The bus is well driven	77%
• Bus drivers are helpful and courteous	78%

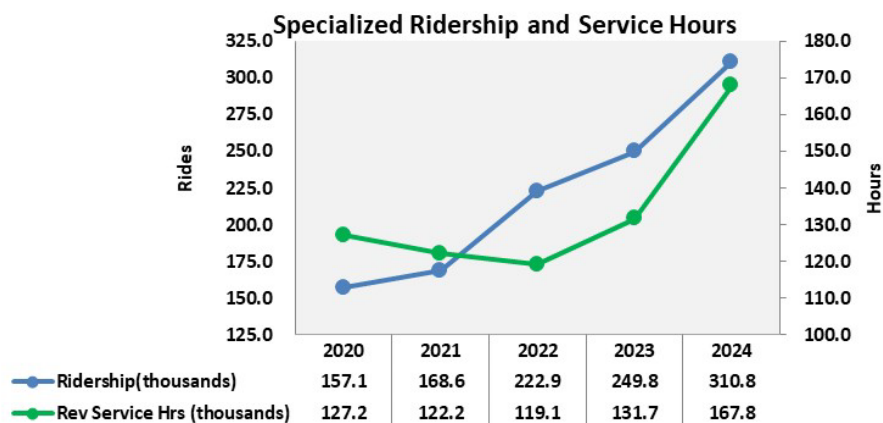
The chart below provides a summary of total complaints and compliments recorded in the customer contact system related to Operator performance over the period of 2020-2024.



Driving related Operator complaints have been trending upwards since 2021. These contacts are reviewed annually to identify any trends that can be addressed either directly with those Operators involved or with the Operator group as a whole through refresher training or regular reminders via internal messaging screens.

Specialized Transit Services

The following chart provides an overview of the ridership and service hours on the specialized service for the years 2020 through 2024. The significant growth in both ridership and service hours in 2024 is a combination of the flow through growth hours from 2023 and the implementation of the 2024 growth hours beginning in April.



The large discrepancy between ridership and service hours in 2020 and 2021 is directly related to the efforts to maintain limits of two passengers per vehicle during the pandemic period to provide for social distancing.

The following table provides a comparison of ridership and service hours actual to budget performance for 2024. The unfavourable budget variance for service hours and ridership are directly related to the manner in which the additional service hours for 2024 were implemented in stages as vehicle capacity became available, with the growth service hours fully implemented in September 2024.

2024 Ridership and Service Hours Actual to Budget Performance

Description	Actual	Budget	Amount Better (Worse)	Percent Better (Worse)
Total ridership	310,800	348,200	(37,400)	(10.7)%
Service hours	167,800	174,100	(6,300)	(3.6)%
Rides per Service Hour	1.9	2.0	(0.1)	(5.0)%

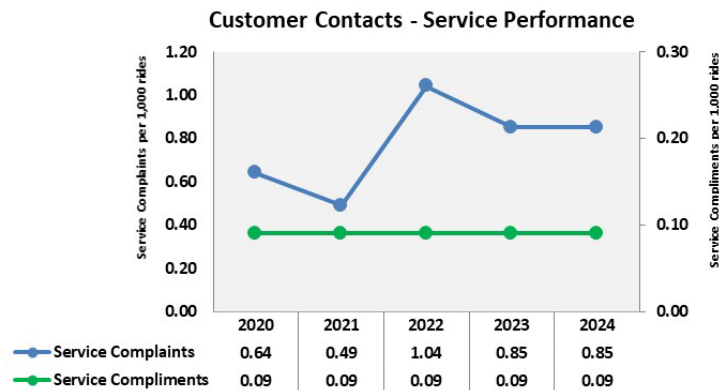
The Voice of the Customer survey was also undertaken with customers of the specialized service in 2024. The table below provides an overview of the top priorities of customer's surveyed, as well as their levels of satisfaction with each.

2024 Voice of the Customer Service Priorities

Service Characteristic	Importance Ranking	Satisfaction Level
On-time Performance	27%	84%
Travel Time	20%	79%
Trip Availability	15%	78%
Ease of Booking Trips	8%	66%
Helpful Drivers	5%	97%
Coverage	5%	97%

As the table indicates, the two lowest ranking service characteristics with respect to the specialized service in 2024 were trip availability and ease of booking trips. The implementation of the new scheduling software which includes an online trip request component in combination with the allocated growth hours for 2025 should result in higher satisfaction levels on these characteristics going forward.

In addition to the Voice of the Customer survey, customer contacts are analyzed to provide an indication of customer satisfaction relating to service provision and operator performance. As referenced in the chart below, service complaints rose significantly in 2022 as demand for service increased at a rate higher than was able to be accommodated with available resources. Total complaints declined in 2023 and have remained level in 2024 as additional service hours have been implemented.



The chart below sets out the Voice of the Customer survey results pertaining to Operator performance on the specialized service.

2024 Voice of the Customer Results

Voice of the Customer Statement	% Agree
• Drivers are helpful	94%
• Drivers operate the vehicle safely	92%

Customer contacts received directly pertaining to Operator performance have remained consistently low over the period 2020 through 2024, echoing the favourable results of the Voice of the Customer survey.

As with conventional transit, specialized transit performance results are assessed from a service perspective in comparison to 15 Ontario specialized transit systems serving populations of 150,000 or more. The following table sets out a comparison of key service performance indicators for London Transit in 2024 versus the identified Ontario group average.

Specialized Transit Services – Summary Performance Comparison

Description	2023 Ontario Average	2024 LTC
Service Performance		
Service hours per capita	0.3	0.4
Total trips per capita	0.4	0.7
Total trips per service hour	1.9	1.9

Average includes 15 specialized services operating in Ontario
Serving populations greater than 150,000

London's performance against its peer group continues to be consistent with industry averages.

FISCAL ACCOUNTABILITY

This objective seeks to demonstrate fiscal accountability amid competing needs and objectives, which in turn requires 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 provides an indication of progress on the key initiatives included in the 2024 Work Program supporting this objective.

Key Work Program Initiatives	Status
Completion of 2024-2027 Business Plan and related Service Plans	●
Completion of Annual Audit and Pension Audit	●
Implement Fare Increase effective January 1, 2024	●
Annual Reserve and Reserve Fund Assessment	●
Completion of 2025 Operating and Capital Budget Programs	●

2024 Operating Budget Program

The 2024 operating budget program for conventional and specialized transit services totalled approximately \$112 million, and included a 17% fare increase applied to all fare categories with the exception of the tuition pass program which included annual price escalations as part of the contract. This fare increase was implemented in an effort to balance the increased investment requirements between the rider and the municipality. Given the following favourable operating results, contributions to reserves were undertaken at year end to re-establish balances consistent with associated guidelines:

- higher than budgeted ridership resulting in favourable transportation revenue;
- favourable interest income from the commission's cash and reserve fund accounts due to higher than budgeted interest rates;
- lower than budgeted diesel fuel rates and resulting fuel expenditure;
- lower than budgeted contracted specialized service hours due to the timing of service hour improvements and labour-resource issues with the contractor; and
- favourable other variances including labour, benefits and facilities costs.

As noted in the following chart, the actual source of 2024 operating investment remained relatively consistent with budget.

2024 Operating Budget Source of Investment Total Public Transit Services

Description	2024 Actual	2024 Budget
Transportation/Operating revenue	39%	39%
Provincial gas tax	9%	10%
City of London	52%	51%
	100.0%	100.0%

Financial performance is compared to the Commission's peer group in the same manner as service performance. Conventional services, in comparison to the peer group 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	2023 Peer Average	LTC Ranking	2024 LTC
Service Performance			
Financial Performance			
Operating cost per ride	\$6.22	3 rd lowest	\$5.09
Municipal cost per ride	\$4.16	2 nd lowest	\$2.30
Total Operating Cost Sharing			
Municipality	59.8%	2 nd lowest	45.1%
Passenger & Operating	34.8%	2 nd lowest	44.4%
Provincial gas tax	5.4%	highest	10.5%

Note: Peer group includes 16 Ontario transit systems in municipalities with a population between 100,000 and 1,000,000. (Barrie, Brampton, Brantford, Burlington, Durham Region, Guelph, Hamilton, Kingston, London, Milton, Mississauga, Oakville, Sudbury, Thunder Bay, Waterloo Region, and Windsor).

With respect to cost sharing, London continues to receive one of the lowest percentages of municipal subsidy contribution to operations of all systems in the peer group.

The Specialized Service is compared to all specialized service operations in Ontario serving communities with a population of 150,000 or greater in the table below. As the table illustrates, London's cost per ride and municipal cost per ride are slightly lower than the 2023 peer group average. Operating cost sharing was consistent between London and the peer group at large in 2023, with a shift in 2024 as the annual Provincial Gas Tax allocation was shifted to fund the conventional operating budget.

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

Description Service Performance	2023 Peer Average	2023 LTC	2024 LTC
Financial Performance			
Total cost per ride	\$46.93	\$43.13	\$48.27
Municipal cost per ride	\$43.88	\$39.20	\$45.81
Total Operating Cost Sharing			
Municipality	94%	91%	95%
Passenger & Operating	5%	5%	5%
Provincial gas tax	1%	4%	0%

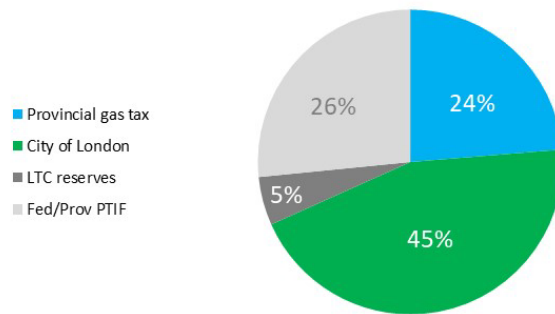
2024 Capital Budget Program

The 2024 capital investment program budget totalled approximately \$70.3 million, funding a number of projects including:

- Bus replacement: a \$13.4 million project providing replacements for 15 replacement buses carried forward from the 2023 capital budget and the ancillary equipment required for the 2024 replacement bus order, noting this 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 \$9.0 million project providing for 10 expansion buses to be utilized for peak period service improvements in 2025 and 2026
- A total of \$2.5 million was spent on other various projects in 2023 including bus stop upgrades, shop and garage equipment, service fleet replacement and facility upgrades; and
- A total of \$45.3 million was budgeted for projects that did not get underway in 2024 including the 2024 Bus Replacement program (\$13.9 million), the Highbury facility rebuild (\$2.5 million), the Zero Emission Bus Pilot (\$25.6 million) and Fare Processing equipment upgrade (\$2.5 million), noting these projects were carried forward to the 2025 Capital budget program.

All of the capital programs operated within budget. Capital expenditures in 2024 were shared as set out in the following chart.

Capital Program Investment Share



TRANSPARENCY

This objective seeks to foster a culture of transparency, openness and mutual understanding, and ensures that all stakeholder communications are conducted in an open, transparent, timely and inclusive manner supporting common knowledge and understanding. The following table sets out an assessment of 2024 performance against key Work Program initiatives intended to support the objective.

Key Work Program Initiatives	Status
Participate in Industry Specific Associations (CUTA, OPTA, CUTRIC)	●
Hold Annual Public Drop In Sessions Including Members of the Commission	●
Undertake Annual Voice of the Customer Surveys for both Conventional and Specialized services	●
Complete Annual Service Reports for both Conventional and Specialized Services	●

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

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

Percent Make Up of Interaction Methods

Percent Make Up	2022	2023	2024
Information line - answered calls	3.6%	2.8%	3.1%
Interactive voice response	5.2%	4.2%	3.4%
Website - main site visits	48.5%	46.3%	52.2%
Website - Infoweb real-time	20.9%	20.8%	25.2%
Facebook page visits	2.8%	3.6%	2.7%
X (formerly Twitter) Impressions	19.0%	22.3%	13.4%
Total	100.0%	100.0%	100.0%

The 2024 Voice of the Customer survey also sought feedback on customer's perceptions relating to their access to information, the results of which are set out in the table below.

2024 Voice of the Customer Results

Voice of the Customer Statement	% Agree
• Customer service reps are helpful & courteous	53%
• My issues are addressed in a timely manner	71%
• It is easy to find out if buses are running on schedule	39%

There has been a continued noticeable decline in civility of customers when speaking with Customer Service Representatives. Unfortunately in many cases, customers are calling to complain about service-related issues (full bus, late bus, etc.) for which there is no explanation that is deemed satisfactory to the customer. It is anticipated that the discrepancy between service levels and demand, and the organization's limited ability to address same has led to this decline in satisfaction with Customer Service Representatives' helpfulness. In light of this, Customer Service Representatives were provided with enhanced training relating specifically to dealing with difficult customers.

SUSTAINABILITY: SUSTAINABLE AND EFFICIENT UTILIZATION OF INFRASTRUCTURE

This objective calls for the sustainable and efficient utilization of infrastructure supporting service reliability, noting infrastructure includes fleet, facility, technology and other fixed assets. The following table sets out an assessment of 2024 performance against Work Program initiatives intended to support this objective.

Key Work Program Initiatives	Status
Annual Bus Replacement Order	●
Implementation of new Specialized Service Scheduling System	●
Asset Management Plan Update	●
Finalize Bus Stop Lighting Program	●
Transit Master System Upgrade	●
Process Review – Human Resource Software	●
Zero Emission Bus Project	●
Highbury Facility Rebuild Project	●

Extended delivery timelines for buses and related ancillary equipment resulted in the need to maintain buses scheduled to be retired for longer than anticipated. Interruptions to the bus replacement schedule resulted in increased pressure on the operating budget as additional parts and labour are required to keep the buses in service. This in turn placed increased pressure on the maintenance department which has operated below approved complement levels throughout 2024 due to labour force issues.

The specialized service scheduling system upgrade was scheduled to begin in 2024 and be completed in 2025, and as such, was carried forward but remains on schedule.

The Zero Emission Bus Project and Highbury Facility Rebuild Project are both multi-year projects that continue to progress as anticipated noting final funding approval from the Federal government for the Highbury project was not confirmed until December 2024.

EMPLOYEE FOCUSED

This objective calls for the organization to be an engaged, diverse and respectful workplace, which is intended to create a results-oriented organization attracting, developing and retaining exceptional individuals. The following table sets out an assessment of 2024 performance against key Work Program elements intended to support this objective.

Key Work Program Initiatives	Status
Complete Annual Health & Safety Workplan Initiatives	●
Employee Mental Health & Wellness Strategy Implementation	●
Expect Respect Program – On board campaign	●
Internal Communication Program including regular employee newsletters and internal postings	●
Focused recruitment on organizational needs	●

Progress was made in 2024, specifically in the following areas:

- continued focus and attention on recruitment and selection to address known staff shortfalls, primarily in the area of skilled mechanics;
- 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;
- ongoing communication to employees through a number of mediums on general information to ensure employees better understand the supports available to them and their families;
- enhanced new Operator training program rolled out; and
- Expect Respect program saw the launch of on-board messaging with a focus on expected behavior while utilizing London Transit services

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

2024 represented the first year of the 2024-2027 Business Plan, which was developed based on the known priorities of Municipal Council as set out in their Strategic Plan as well as the approved multi-year budget covering the same period. The focus over the horizon of this Business Plan is on improving the overall customer experience as it relates to public transit use in London. Improvements on the Conventional Service will be focused on addressing crowding and schedule adherence issues on existing routes, as well as making the entire network more efficient. Improvements on the Specialized Service will be focused on adding service to the times of day/day of week where trips are most in demand. In addition, the new scheduling system for the specialized service will enhance the customer experience as it relates to managing trip bookings.

The bus rapid transit projects are continuing to progress, with the anticipated launch of services on the east leg in 2027 and the south leg in 2028. As such, service plans for the conventional service will also consider the required frequency improvements and route restructuring to support the new rapid transit corridors as they launch.

In addition to the service related focus, a number of transformational multi-year projects are anticipated to continue to advance in 2025. The project to demolish and rebuild the Highbury facility has received funding approval and move on to the detailed design stage in 2025. Work continued on the details for the Zero Emission Bus Project joint procurement, and the request for proposal will be issued in the spring of 2025. Both of these initiatives are significant undertakings that will require the need for additional dedicated resources to manage which have been included in the multi-year budget forecasts.

In closing, 2025 and the years following will see significant progress on a number of transformational programs as well as the launch of multi-year service improvements designed to enhance the customer experience, resulting in a more effective and efficient transit system for all Londoners.