



2025
ANNUAL REPORT

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THE LONDON TRANSIT COMMISSION

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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, and span more than one calendar year.

While the details set out in this report indicate that work program initiatives were completed within expected timeframes, improvements to service levels were limited to the resources available within the approved operating budget. Customer satisfaction with respect to service improvements varies significantly between the conventional and specialized services. The 18,000 hours of conventional service improvements represented a 2.5% increase in service over 2024 levels. While adjustments in the 2025 service plan were made to the routes experiencing the most significant issues relating to on-time performance and crowding, the available hours were not adequate to address the issues system-wide, and as such, customers continued to express dissatisfaction with on-time performance of the service post changes, with the overall satisfaction rating for the service being 68% in the 2025 Voice of the Customer survey.

The 10,000 hours of specialized service improvements represented a 6.0% increase in service over 2024 levels. These improvements, coupled with the replacement of the booking system completed in 2025 which included a customer portal providing the ability to request trips online and manage trips without the need to call a booking agent (noting telephone bookings also continue to be an option). The new system also provides for live trip notification reminders for customers via the method of their choice (phone, email, text). The overall satisfaction rating for the specialized service in the 2025 Voice of the Customer survey was 96%.

2025 also saw the completion and approval of the 2026-2030 Accessibility Plan, which includes accessibility initiatives relating to both the conventional and specialized services based on stakeholder feedback collected via survey and public consultation sessions. Initiatives included in the Accessibility Plan will be scheduled and reported on as part of the annual Work Program process.

In closing, 2025 saw good progress on each of the strategic objectives outlined in the 2024-2027 Business Plan consistent with the 2025 Work Program, many of which are integral to the transformational projects that are currently underway including the launch of the rapid transit corridors scheduled for 2027 (East Leg) and 2028 (South Leg).

STRATEGIC OBJECTIVES

The following section provides an overview of progress on initiatives included in the 2025 Work Program relating to each of the strategic objectives included in the Business Plan. Each strategic objective section includes a table identifying the key work program initiatives for 2025 and the status of each, noting a green dot indicates the initiative was completed, a yellow dot indicates the initiative remained in progress at the end of 2025, and a red dot indicates the initiative was not started.

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 2025 Work Program supporting this objective.

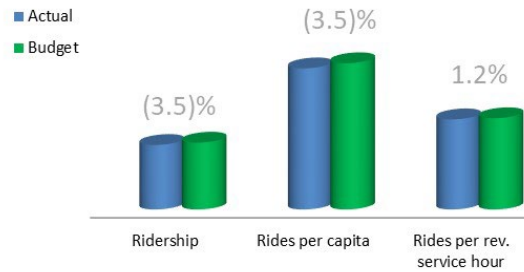
Key Work Program Initiatives	Status
2025 Service Improvements for Conventional & Specialized Services	●
Participation in Mobility Master Plan Update	●
Implementation of New Scheduling System for Specialized Service	●
2026-2030 Accessibility Plan Update	●

Conventional Transit Services

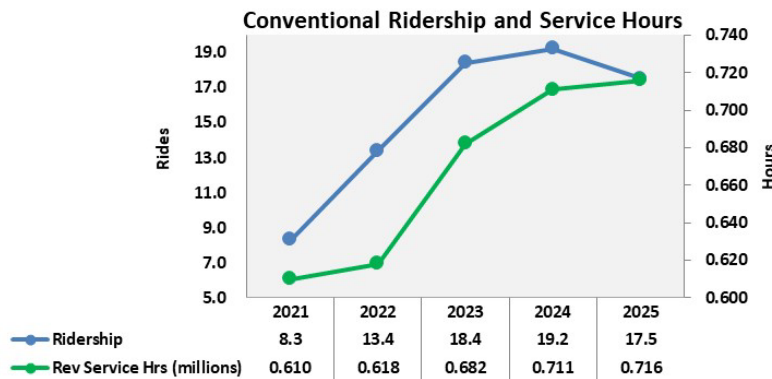
While the 2025 budget included the addition of 18,000 hours, the extent to which the ongoing issues on the conventional system could be addressed was limited. Requests for new routes or significant frequency improvements on existing routes cannot be undertaken with this limited number of hours. As such, the 2025 Service Plan focused on improving frequencies, addressing reliability concerns and addressing crowding conditions in existing service areas. The conventional transit network includes 38 routes and 6 community bus routes, all of which have requests for improvements of some nature. Limited improvements on four of these routes, while appreciated by the riders utilizing those services, are not likely going to result in significant shifts in customer satisfaction or opinion of the service overall.

In terms of ridership related metrics for 2025, the following graph illustrates key performance measures against budget. All metrics fell short of budget in 2025, due primarily to the decline in enrollment for students participating in the tuition pass programs being greater than anticipated. 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.

2025 Ridership Performance Actual vs. Budget



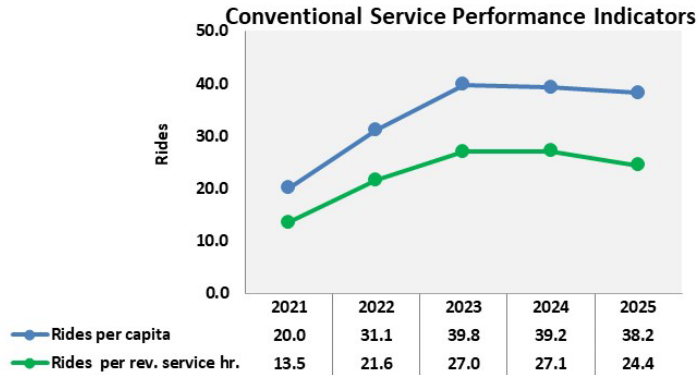
The ridership and service hour performance over the period of 2021-2025 is set out in the following charts.



The chart above clearly illustrates the ridership rebound post-pandemic period. The decline in ridership in 2025 is directly related to the decline in enrollment at post-secondary institutions participating in the tuition pass program, which was anticipated in the 2025 budget. This graphic also depicts that ridership was growing at a higher rate than service hours in 2023 and 2024, which in turn resulted in service performance issues system wide, which persisted into the first part of 2025. The drop in enrollment in tuition pass participants in the fall of 2025 brought the two metrics back together, resulting in significant improvements in on-time reliability and crowding concerns, resulting in a much more reliable service for customers system wide.

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 and did not return to pre-pandemic levels until February 2023.

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 flatlining/slight decline in the rides per capita between 2023 and 2025 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 2025 group data will not be published until the fall of 2026. The comparison information is compiled and published by the Canadian Urban Transit Association (CUTA).

Conventional Transit Services – Summary Performance Comparison

Description	2024 Peer Average	LTC Ranking	LTC 2025
Ridership (millions)	13.2	5 th	17.5
Rides per capita	34.6	5 th	38.2
Rides per service hour	25.0	6 th	24.4
Service hours per capita	1.3	7 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 2024 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.

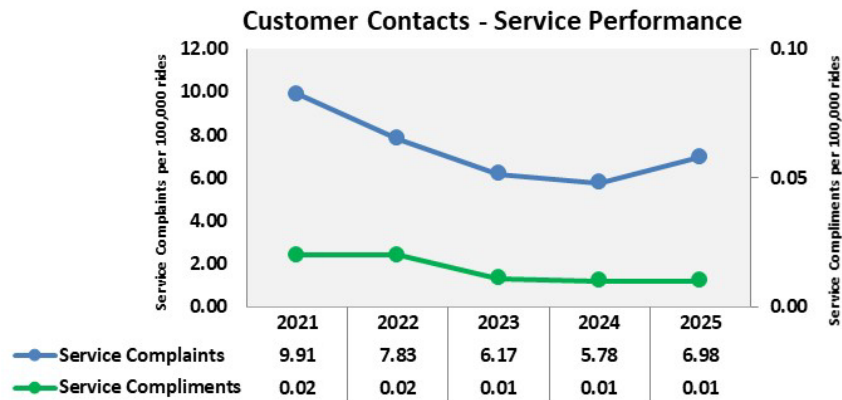
The chart below provides an overview of the top priorities identified by conventional transit customers in the 2025 Voice of the Customer survey as well as their level of satisfaction with each. Customer satisfaction results are included as part of the annual service planning process, noting areas that are identified as a high priority in this report are given more weight when service planning decisions are made.

2025 Voice of the Customer Service Priorities

Service Characteristic	Importance Ranking	Satisfaction Level
On-time Performance	34%	46%
Frequency of Service	11%	59%
Coverage	10%	74%
Travel Time	7%	65%
Real time Timeliness Info	7%	49%
Information re: Planned Service Changes	7%	62%
Bus Stop Locations	5%	74%

On-time Performance continues to be the highest ranked service characteristic by survey respondents and continues to have a low satisfactory rating. A target of 90% on-time for the conventional service has been set for 2026, noting a number of the service improvements in the 2025 service plan were directed at improving on-time performance on routes experiencing the greatest difficulty.

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 2021 through 2025.

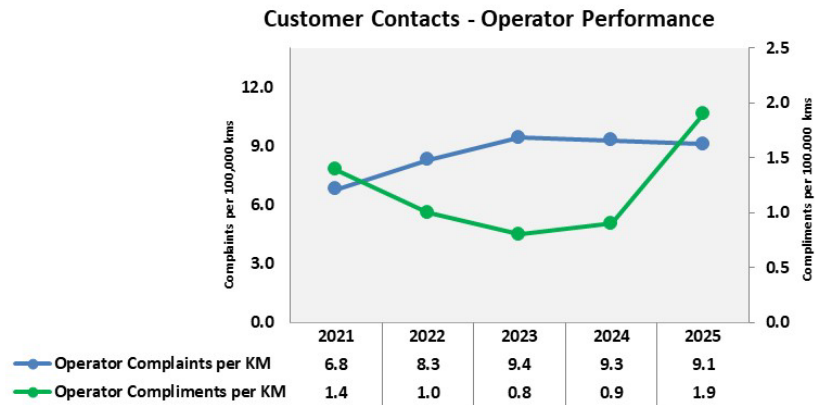


In an effort to have comparable statistics, the values in the chart illustrate the total complaints and compliments per 100,000 riders. While this approach normalizes the number being displayed, it does not account for the extreme variances in operating conditions pre and during the pandemic period. As the chart illustrates, service complaints in 2024 were the lowest in the five-year period, rising slightly in 2025. The increase in 2025 was due to complaints in the “detour/off route” complaint category which is directly related to the number and nature of construction projects in 2025, resulting in the need for many routes to be detoured.

The other major area of analysis regarding service quality is Operator performance, which is assessed in terms of both complaints and compliments. The 2025 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	2025 (% Agree)
• The bus is well driven	75%
• Bus drivers are helpful and courteous	73%

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 2021-2025.

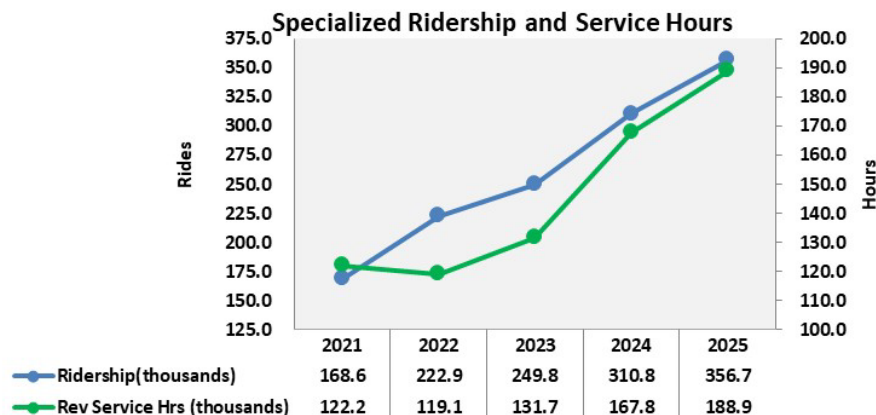


Operator complaints were trending upwards from 2021 through 2023, but then began declining slightly in 2024 and 2025. Operator complaint contacts are reviewed annually to identify any trends that can be addressed either directly with those Operators involved or with the Operator group as a whole through refresher training or regular reminders via internal screens.

Of note, the number of Operator compliments increased significantly in 2025. Compliments and expressions of gratitude are shared directly with employees where possible, as well as through postings on internal screens and in the employee newsletter.

Specialized Transit Services

The following chart provides an overview of the ridership and service hours on the specialized service for the years 2021 through 2025. The significant growth in both ridership and service hours in 2025 is a combination of the flow through growth hours from 2024 and the implementation of the 2025 growth hours.



The large discrepancy between ridership and service hours in 2021 and 2022 is directly related to the efforts to maintain limits of two passengers per vehicle during the pandemic period to provide for social distancing, noting that 2024 and 2025 results are back to traditional relationships.

The following table provides a comparison of ridership and service hours actual to budget performance for 2025. The unfavourable budget variance for ridership is directly related to the budgeted rides per hour being higher than achieved throughout most of the year (noting the most significant period of impact was the first half of the year as the new scheduling system was being implemented).

2025 Ridership and Service Hours Actual to Budget Performance

Description	Actual	Budget	Amount Better (Worse)	Percent Better (Worse)
Total ridership	356,667	379,500	(22,833)	(6.0)%
Service hours	188,941	189,800	(859)	(0.5)%
Rides per Service Hour	1.9	2.0	(0.1)	(5.0)%

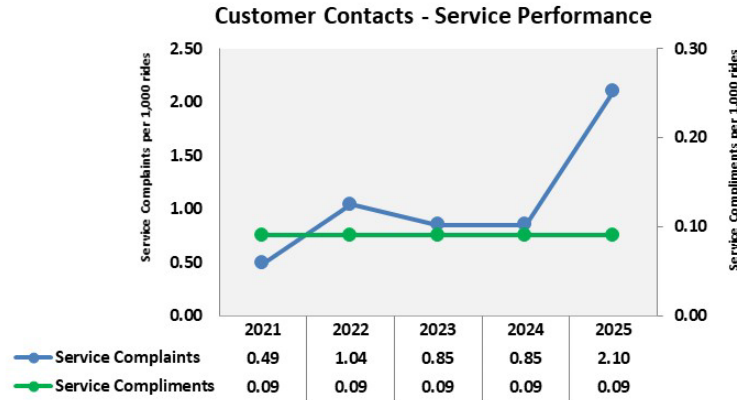
The Voice of the Customer survey was also undertaken with customers of the specialized service in 2025. The following table provides an overview of the top priorities of the customers surveyed, as well as their levels of satisfaction with each.

2025 Voice of the Customer Service Priorities

Service Characteristic	Importance Ranking	Satisfaction Level
On-time Performance	27%	85%
Travel Time	17%	87%
Trip Availability	15%	81%
Service Coverage	11%	88%
Service Safely Operated	8%	99%
Helpful Drivers	5%	98%
Coverage	4%	88%

As the table indicates, there were no service characteristics with satisfaction levels under 80% in the 2025 survey. Satisfaction with the new booking system was so well-received that the “Ease of Booking” characteristic was no longer identified as a priority in 2025.

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 2025 from the levels experienced in the previous years. The majority of complaints received in 2025 occurred in the first half of the year, and were directly related to the period when the new booking software was being rolled out. It is anticipated the number of complaints will return to previous year levels in 2026.



The chart below sets out the Voice of the Customer survey results pertaining to Operator performance on the specialized service, noting satisfaction levels were again almost perfect with respect to drivers being helpful and operating the vehicles safely.

2025 Voice of the Customer Results

Voice of the Customer Statement	% Agree
• Drivers are helpful	99%
• Drivers operate the vehicle safely	97%

Customer contacts received directly pertaining to Operator performance have remained consistently low over the period 2021 through 2025, 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 all Ontario specialized transit systems. The following table sets out a comparison of key service performance indicators for London Transit in 2025 versus the identified Ontario group average from 2024.

Specialized Transit Services – Summary Performance Comparison

Description	2024	
	Ontario Average	2025 LTC
Service Performance		
Service hours per capita	0.2	0.4
Total trips per capita	0.7	0.8
Total trips per service hour	2.1	1.9

Average includes all specialized services operating in Ontario

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 2025 Work Program supporting this objective.

Key Work Program Initiatives	Status
Completion of Annual Audit and Pension Audit	●
Facility Valuation for Insurance Renewal	●
Annual Reserve and Reserve Fund Assessment	●
Completion of 2026 Operating and Capital Budget Programs	●
Completion of 2026 Assessment Growth Business Case	●

2025 Operating Budget Program

The 2025 operating budget program for conventional and specialized transit services totalled approximately \$118 million. Given the following favourable operating results, contributions to reserves were undertaken at year end to re-establish balances consistent with associated guidelines:

- 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, insurance and facilities costs.

As noted in the following chart, the actual source of 2025 operating investment remained relatively consistent with budget.

2025 Operating Budget Source of Investment Total Public Transit Services

Description	2025 Actual	2025 Budget
Transportation/Operating revenue	38%	38%
Provincial gas tax	7%	9%
City of London	55%	53%
	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 Service Performance	2024		2025 LTC
	Peer Average	LTC Ranking	
Financial Performance			
Operating cost per ride	\$6.05	6 th lowest	\$5.62
Municipal cost per ride	\$3.81	2 nd lowest	\$2.75
Total Operating Cost Sharing			
Municipality	57.1%	2 nd lowest	48.8%
Passenger & Operating	36.1%	3 rd highest	43.7%
Provincial gas tax	6.7%	3 rd highest	7.5%

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 be at the low end of municipal subsidy and the high end of passenger/operating revenue and provincial gas tax as compared to the peer group.

The Specialized Service is compared to all specialized service operations in Ontario serving communities in the table below. As the table illustrates, London's total cost per ride was slightly lower than the 2024 peer group average. Operating cost sharing was consistent between London and the peer group at large in 2024 and 2025.

Specialized Transit Services – Summary Performance Comparison Ontario Specialized Systems

Description Service Performance	2024		
	Peer Average	2024 LTC	2025 LTC
Financial Performance			
Total cost per ride	\$44.39	\$43.86	\$44.60
Municipal cost per ride	\$40.92	\$41.39	\$42.15
Total Operating Cost Sharing			
Municipality	92%	94%	95%
Passenger & Operating	6%	6%	5%
Provincial gas tax	2%	0%	0%

2025 Capital Budget Program

The 2025 capital investment program budget totalled approximately \$67.6 million, funding a number of projects including:

- Bus replacement: a \$31.7 million project providing for 15 replacement buses carried forward from the 2024 capital budget and the ancillary equipment required for the 2024 replacement bus order, as well as 15 replacement buses and related ancillary equipment for the 2025 program, noting this program is critical to supporting fleet reliability and lowering fleet maintenance costs by moving to an average fleet age of six years;

- Fare Processing Equipment: a \$0.5 million expenditure relating to the initiation of the project to replace the on-board validators for the smart card system, noting the current validators had reached the end of their useful life.
- A total of \$1.1 million was spent on other various projects in 2025 including bus stop upgrades, shop and garage equipment, service fleet replacement and facility upgrades; and
- A total of \$33.9 million was budgeted for projects that did not get underway in 2025 including the Highbury facility rebuild (\$5.0 million), the Zero Emission Bus Pilot (\$26.0 million) and Fleet Radio Replacement (\$0.6 million), noting these projects were carried forward to the 2026 Capital budget program.

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 2025 performance against key Work Program initiatives intended to support the objective.

Key Work Program Initiatives	Status
Participate in Industry Specific Associations (CUTA, OPTA, CUTRIC)	●
Annual Public Drop In Sessions Including Members of the Commission	●
London Transit 150 th Anniversary Celebrations	●
Annual Voice of the Customer Surveys for Conventional & Specialized	●
Annual Service Reports for 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	2023	2024	2025
Information line - answered calls	2.8%	3.1%	3.0%
Interactive voice response	4.2%	3.4%	2.7%
Website - main site visits	46.3%	52.2%	47.8%
Website - Infoweb real-time	20.8%	25.2%	28.9%
Facebook page visits	3.6%	2.7%	4.6%
X (formerly Twitter) Impressions	22.3%	13.4%	7.9%

The 2025 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.

2025 Voice of the Customer Results

Voice of the Customer Statement	% Agree
• Customer service reps are helpful & courteous	70%
• My issues are addressed in a timely manner	71%
• It is easy to find out if buses are running on schedule	49%

Notwithstanding the various initiatives in place in 2025 to enhance the access to information regarding real-time service information, customers continue to indicate their preference for an application based option, versus the real-time information option available through the corporate website, which is reflective of the satisfaction level with this metric in the 2025 survey.

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 2025 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	●
Trapeze/FX Map Upgrade	●
Smart Card On-Board Validator Upgrades	●
Zero Emission Bus Project	●
Highbury Facility Rebuild Project	●

Extended delivery timelines for buses and related ancillary equipment coupled with resource issues in the skilled technician workforce resulted in the need to implement reduced service levels on some routes in September and October. Service levels returned to normal in November once all buses had been prepped and placed into service.

The smart card validator upgrade project was scheduled to begin in 2025 and be completed in 2026, 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 2025 performance against key Work Program elements intended to support this objective.

Key Work Program Initiatives	Status
Annual Health & Safety Workplan Initiatives	●
Employee Mental Health & Wellness Strategy Implementation	●
Internal Communication Program	●
Driver Certification Program Compliance Audit	●
Focused recruitment on organizational needs	●
Review of Wage Rates for Skilled Technicians and Night Shift Premiums	●

Progress was made in 2025, specifically in the following areas:

- completion of a review of wage rates for skilled technicians and night shift premiums
- 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; and
- enhanced new Operator training program rolled out.

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

2025 represented the second 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.

As noted earlier in this report, ridership levels on the conventional service declined in 2025 due to lower participation levels in the tuition pass program relating to declining enrollments due to the cap on foreign students. The ridership decline has resulted in a reduction in schedule adherence and crowding issues across the system, essentially resulting in a more reliable service for customers system wide. As part of the annual service planning process, all routes are reviewed and measured against their established ridership targets, and any that are not meeting thresholds are considered for amendment (eg. frequency reduction, realignment, etc.) The ridership data from 2025 and 2026 will be a key input into the 2027 service plan, noting any proposed reductions would be re-allocated to other areas of the service experiencing difficulty. 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.

Ridership on the specialized service has continued to grow consistent with the annual increase in service hours. 2027 will see a shift to a new service provider and as such, the focus in 2026 will be on the transition as well as a review of current policies relating to the manner in which the service is delivered.

A number of reviews are scheduled for 2026 which are aimed to result in improved customer experience. The first review will assess options to expand fare payment methods on the transit service. This review will consider an expanded smart-card re-valuing network as well as the ability to pay with debit/credit onboard. The second review will look to determine the most effective way to implement an alternative service delivery model which will provide access to public transit to areas of the City that have been identified as difficult to serve with a traditional conventional service route. Recommendations from both of these reviews will be presented to the Commission in 2026 for consideration going forward.

In an effort of reaching a broader audience, London Transit will be adding Instagram to the social media platforms utilized. A communications campaign will be included with the launch in an effort to garner followers, noting the launch is planned for the second quarter of 2026. In addition, 2026 will see increased participation in community events as resources have been allocated toward this initiative.

In addition to the service-related focus, a number of transformational multi-year projects will continue to advance in 2026. The project to rebuild the Highbury facility is in progress, with the detailed design phase set to begin in 2026. The joint procurement for the Zero Emission Bus Project is set to close in the summer of 2026, which will be followed by a contract award in the fall.

In closing, 2026 and the years following will continue to see progress on a number of transformational programs as well as the continued implementation of service improvements designed to enhance the customer experience, resulting in a more effective and efficient transit system for all Londoners.