



2015 Annual Report





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April 27, 2016

To His Worship Mayor Matt Brown  
and Members of Municipal Council

**Re: 2015 London Transit Commission Annual Report**

On behalf of all London Transit employees and the Commission, I am pleased to submit LTC's 2015 Annual Report for Council's review and consideration. The report summarizes the Commission's 2015 performance against the strategic outcomes set out in the 2015-2018 Business Plan, both in terms of developing as an organization and building a valued and trusted mobility choice for Londoners.

Combined ridership of London Transit's Conventional and Specialized Transit Services declined in 2015 to 22.7 million rides. The decline in ridership was isolated to the conventional service, and is directly related to a program change with Ontario Works that now sees clients issued funds directly for transportation versus the historic approach of issuing a monthly transit pass. Isolating the decline associated with the Ontario Works change from the ridership analysis indicates that conventional ridership levels in 2015 were consistent with those achieved in 2014, notwithstanding the introduction of approximately 17,500 annual service hours in 2015. The additional service hours were targeted to result in a moderate 1.5% increase in ridership, which did not occur. Ridership on the specialized service continued the trend of growth in 2015, reaching total ridership of 273,000, the highest in the service history.

The flat-lining of conventional transit ridership is not isolated to London, transit systems across the country have experienced the same trends, some even declining notwithstanding the ongoing and continued investment in public transit services. History demonstrates that conventional transit ridership is influenced by factors both internal and external to the transit system. Internal factors, those within the control of the transit system, include service design (hours, frequency and coverage), service quality (safety, reliability, comfort) and service pricing. The implementation of the 5 Year Service Plan over the period 2015-2019 is intended to address the longstanding issues relating to service design and quality. Factors that influence transit ridership that are considered external to the transit system (not within the system's control), include population and demographics, urban form, economy, employment, transportation options and emerging technologies within the local service area. Gaining a better understanding of the impacts of these factors on London's ridership will be key going forward to ensure that the system continues to operate at or near the top of Ontario transit systems in key service efficiency and effectiveness measures.

The objective of 'being open, transparent and understood', which received a 'satisfactory' score, will also be the focus of work programs going forward. 2015 saw the launch of an LTC Service Plan Twitter account and Facebook page as well as the growing use of electronic messaging for internal communications, all of which were well received. The focus for 2016 will be ensuring that decision making includes not only the view from a business perspective, but also from the customer's perspective, resulting in an improved customer experience. A number of the programs planned for 2016 will provide the opportunity for increased customer input with respect to what they want from their transit service, feedback which may provide insight into the external factors impacting ridership and opportunities to address same.

An additional focus for 2016 will be the final implementation of the smart card system which, when fully implemented, will transform LTC's fare policies, programs and processes. The system will replace existing ticket and pass media programs with reloadable smart cards, providing for more convenient revaluing options for customers as well as quicker boarding times at transit stops. The move to a smart card system also puts the elements in place to provide for off-board fare payment options associated with London's rapid transit corridors.

I extend my gratitude to London Transit employees for their dedication and commitment as well as Municipal Council and the civic administration for their continued support.

Yours truly,

A handwritten signature in cursive script, appearing to read "Sheryl Rooth". The signature is written in black ink and is positioned centrally on the page.

Sheryl Rooth  
Chair

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## THE LONDON TRANSIT COMMISSION

### COMMISSION - CURRENT

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

### SENIOR MANAGEMENT - CURRENT

KELLY PALECZNY	GENERAL MANAGER
MIKE GREGOR	DIRECTOR OF FINANCE
JOHN FORD	DIRECTOR OF TRANSPORTATION & PLANNING
CRAIG MORNEAU	DIRECTOR OF FLEET & FACILITIES
JOANNE GALLOWAY	DIRECTOR OF HUMAN RESOURCES

## EXECUTIVE SUMMARY

London Transit's vision in the 2015-2018 Business Plan is to be *the valued and trusted mobility choice for Londoners*. The vision is supported by the mission statement which is *moving Londoners – progressively, reliably and affordably*.

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

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

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

The table below sets out the performance against the outcomes for the 2015 fiscal year.

Strategic Outcome	Grade	Comments
An integrated, affordable and valued mobility choice	Needs Improvement	Implementation of 5 year service plan is anticipated to address the majority of service concerns relating to both service quality and levels of service provided.
Demonstrated fiscal accountability	Excellent	Overall effective cost management including a flat-line of both City of London investment and rider investment (fares).
Being open, transparent and understood	Satisfactory	Communications in all areas continues to be a work in progress.
Effective utilization of infrastructure	Excellent	Assets are considered to be 'very good – fit for the future'.
An engaged, diverse and respectful workplace	Good	The complete re-development and implementation of training programs relating to the areas of customer service, human rights, diversity in the workplace, driver certification and health and safety in 2015 has provided a solid foundation going forward.

The grades of 'needs improvement' in the area of 'integrated, affordable and valued mobility choice' and 'satisfactory' in the area of 'being open, transparent and understood', highlight the two areas of focus going forward.

With respect to 'an integrated, affordable and valued mobility choice', combined ridership on London's conventional and specialized transit services declined in 2015 to 22.7 million rides, eliminating the gains in ridership made from 2012 through 2014. The decline in ridership was isolated to the conventional service, and is directly related to a program change with Ontario Works that now sees clients issued funds directly for transportation versus the historic approach of issuing a monthly transit pass. Isolating the decline associated with the Ontario Works change from the ridership analysis indicates that conventional ridership levels in 2015 were consistent with those achieved in 2014, notwithstanding the introduction of approximately 17,500 annual service hours in 2015. The additional service hours were targeted to result in a moderate 1.5% increase in ridership, which did not occur. Ridership on the specialized service continued the trend of growth in 2015, reaching total ridership of 273,000, the highest in the service history.

The flat-lining of conventional transit ridership is not isolated to London, transit systems across the country have experienced the same trends, some even declining notwithstanding the ongoing and continued investment in public transit services. History demonstrates that conventional transit ridership is influenced by factors both internal and external to the transit system. Internal factors, those within the control of the transit system, include service design (hours, frequency and coverage), service quality (safety, reliability, comfort) and service pricing. The implementation of the 5 Year Service Plan over the period 2015-2019 is intended to address the longstanding issues relating to service design and quality. Factors that influence transit ridership that are considered external to the transit system (not within the system's control), include population and demographics, urban form, economy, employment, transportation options and emerging technologies within the local service area. Gaining a better understanding of the impacts of these factors on London's ridership will be key going forward to ensure that the system continues to operate at or near the top of Ontario transit systems in key service efficiency and effectiveness measures.

The objective of 'being open, transparent and understood', which received a 'satisfactory' score, will also be the focus of work programs going forward. 2015 saw the launch of an LTC Service Plan Twitter account and Facebook page as well as the growing use of electronic messaging for internal communications, all of which were well received. The focus for 2016 will be ensuring that decision making includes not only the view from a business perspective, but also from the customer's perspective, resulting in an improved customer experience. A number of the programs planned for 2016 will provide the opportunity for increased customer input with respect to what they want from their transit service, feedback which may provide insight into the external factors impacting ridership and opportunities to address same.

## AN INTEGRATED, AFFORDABLE AND VALUED MOBILITY CHOICE

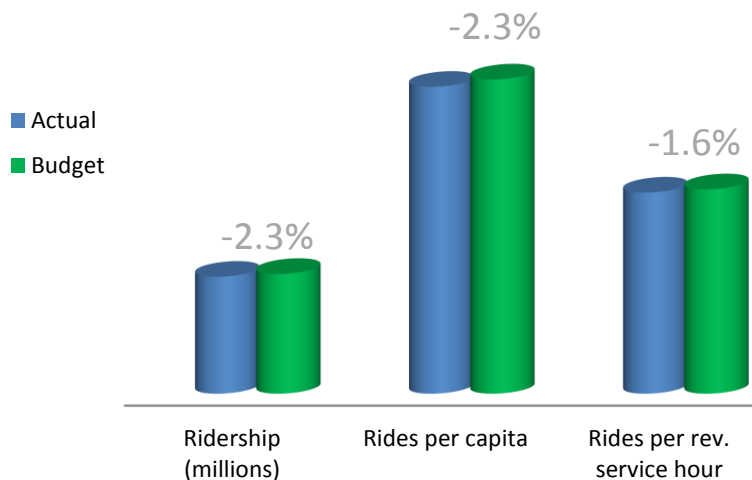
The strategic objective calls for the continued development and delivery of accessible public transit services that are integrated with other modes of transportation, dynamic in nature and considered a valued investment to all stakeholders. The following table sets out an assessment of the 2015 performance against key elements of this strategy.

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

### Conventional Transit Services

As noted in the following chart which compares actual 2015 ridership and related measures to 2015 budget, expectations were not met for any of the three key efficiency measures.

2015 Ridership Performance Actual vs. Budget



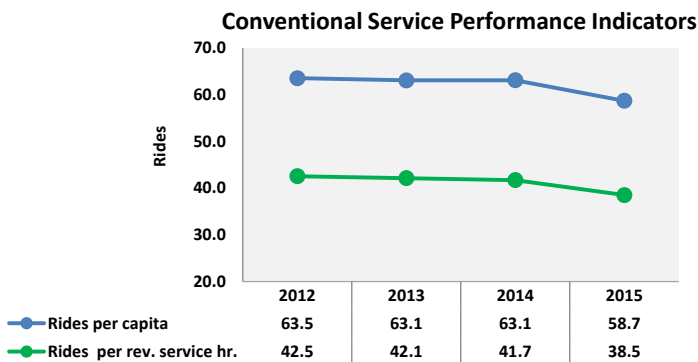
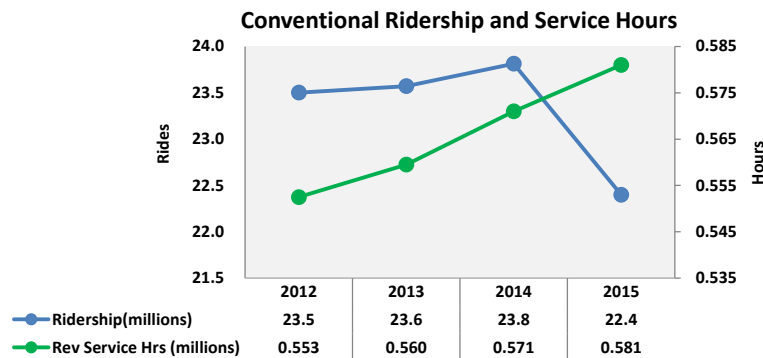
The 'ridership' and related 'rides per capita'<sup>1</sup> measures were negatively impacted by a change in the Ontario Works program that took effect in late 2014. The program now provides clients with funding to cover transportation needs versus the historic issuance of a monthly public transit pass, leaving the choice of transportation option to the user. Eliminating the impact of the



program change, ridership for 2015 was level with that in 2014, which is concerning given the significant service level improvements that have been implemented beginning in 2014.

The 'rides per revenue service hour'<sup>2</sup> measure can be viewed from two perspectives, in that the higher it is, the more efficiently the service is operating (i.e. buses are full), and the lower it is, the more quality the service is from a customer perspective, in that the buses will be less crowded and customers will, more often, be able to get a seat. This measure is one that requires a delicate balance in order to ensure efficiency and offer quality at the same time. The 2015 results for this measure are directly reflective of the decline in overall ridership notwithstanding the increase in service hours.

The ridership and service hour performance over the period of 2012-2015 is set out in the following chart. Over the period of 2012-2014, ridership growth was occurring at an average rate of approximately 1.9% per year, but declined by 5.9% in 2015, resulting in ridership levels consistent with those achieved in 2012. Conversely, service hours over the period have increased by an average rate of approximately 1.5% per year. The positive for 2015 with respect to these measures, is the impact the combined decline in ridership and increase in service hours has had on service quality issues including overcrowding.



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

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

As noted in the above charts, ‘rides per capita’<sup>1</sup>, and ‘rides per revenue service hour’<sup>2</sup> peaked in 2012, declined marginally through 2013 and 2014, and then more significantly in 2015. In terms of ‘rides per capita’, the decline and flat-line indicates that ridership growth over the period has not kept pace with population growth.

The hours of service added beginning in 2014 have been significantly higher than those added over the last number of years (approximately 17,500 annual service hours versus 6,000 historically). This level of service hour enhancement is planned to continue through to 2019 as the Commission’s 5 Year Service Plan is implemented. In addition to the new hours being added each year, significant re-allocation of hours is also included in the Plan, with the end result being a service that is ‘right sized’, providing service levels and frequencies consistent with rider demand across the City.

The increased hours included in the 5 Year Service Plan are targeted more to address service quality issues and ridership retention versus ridership growth, however a marginal 1.5% ridership growth rate is anticipated to occur each year. As indicated earlier, excluding the impact of the Ontario Works program change, ridership levels for 2015 were equal to 2014, which indicates that all things being equal, the anticipated growth in ridership in 2015 did not occur. This trend is consistent with trends experienced across Canada in 2015.

London Transit measures service performance by comparison to a peer group of Ontario transit systems (with bus operations only, with populations greater than 100,000). The following table sets out a comparison of 2014 key service performance indicators for LTC versus the identified Ontario group average. The 2015 data for LTC is also shown, noting the 2015 group data will not be published until the fall of 2016. The comparison information is compiled and published by the Canadian Urban Transit Association (CUTA).

**Conventional Transit Services – Summary Performance Comparison**

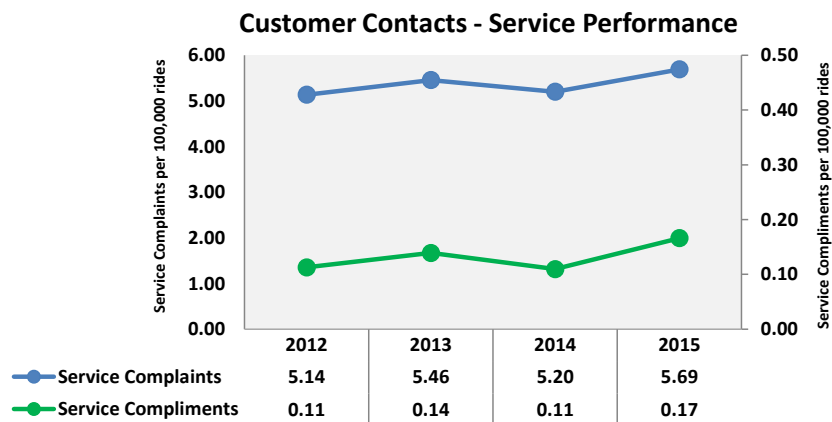
Description Service Performance	2014		Ranking	2015 LTC
	Peer Average	2014 LTC		
Ridership (millions)	12.3	23.8	2 <sup>nd</sup>	22.4
Rides per capita	34.7	63.1	1 <sup>st</sup>	58.7
Rides per service hour	24.7	41.7	1 <sup>st</sup>	38.5
Service hours per capita	1.3	1.5	5 <sup>th</sup>	1.5
Service area population			7 <sup>th</sup>	

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

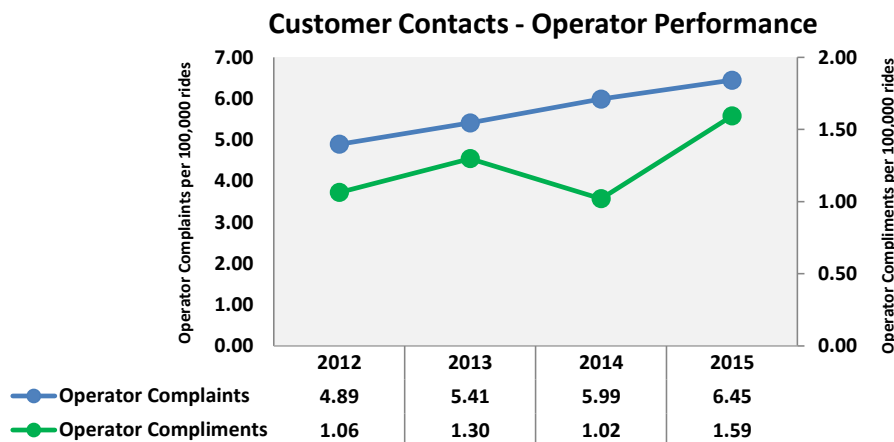
As noted, while 7<sup>th</sup> in terms of population, ‘rides per capita’ and ‘rides per service hour’ ranks London first overall in comparison to the peer group. While the overall rankings place London high in comparison to the peer group, there needs to be a balance between “service efficiency” and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

London’s historic and current ridership growth to service growth ratio has helped keep London in the lead when compared to its peer group. As indicated in the table, London’s 2015 performance, notwithstanding the decline in ridership, continues to be well ahead of the peer group average.

Service quality is also measured through the tracking of customer contacts which can be received via phone, email, mail or commentary provided to the Operator. The following chart illustrates that service performance complaints have remained consistent over the period of 2012 through 2014, increasing slightly in 2015. The actual number of complaints has remained somewhat constant over the period, averaging approximately five complaints per every 100,000 riders. The most significant complaints have been schedule adherence (early or late) and missed passengers (full load). These two areas of complaint account for approximately 88% of service complaints.



The other major area of analysis regarding service quality is Operator performance, which is assessed in terms of both complaints and compliments. Performance results for 2012 to 2015 are set out in the following chart.



The number of complaints regarding Operator performance has trended upward since 2012 (in terms of absolute numbers and when expressed as complaints per 100,000 riders). Given the continued trend, a new education program was developed in late 2014 for Operators specifically linked to current customer service trends. The program provides additional guidance and support to Operators on how best to effectively manage issues such as schedule adherence and overcrowding, while emphasizing appropriate driver behavior and re-iterating professional customer service expectations. The revised program was scheduled to be rolled out beginning in 2015; however, due to resource availability, the program was only provided to a limited number of employees in 2015. Increased emphasis will be placed on this program in 2016.

*Specialized Transit Services*

The following table provides a comparison of 'ridership' and 'service hours actual' to 'budget performance' for 2015. As noted, 'ridership' results and 'actual service hours provided' fell short of targets. The ridership shortfall was directly related to poor weather conditions experienced early in 2015 which resulted in a significant number of trip cancellations.

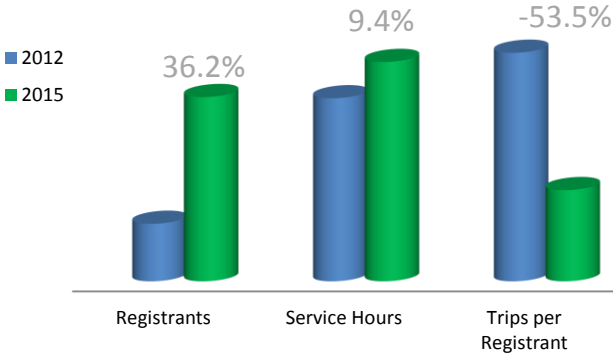
**2015 Ridership and Service Hours Actual to Budget Performance**

Description	Actual	Budget	Amount Better (Worse)	Percent Better (Worse)
Eligible passenger trips	245,600	254,500	(8,900)	(3.5)%
Attendant trips	27,400	29,400	(2,000)	(6.8)%
<b>Total ridership</b>	<b>273,000</b>	<b>283,900</b>	<b>(10,900)</b>	<b>(3.8)%</b>
Service hours	116,200	116,100	100	0.1%
Registrants	7,040	6,800	240	3.4%
Eligible passenger trips/registrant	34.9	37.4	(2.5)	(6.7)%
Non-accommodated trips/registrant	2.4	1.1	(1.3)	(118.2)%

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

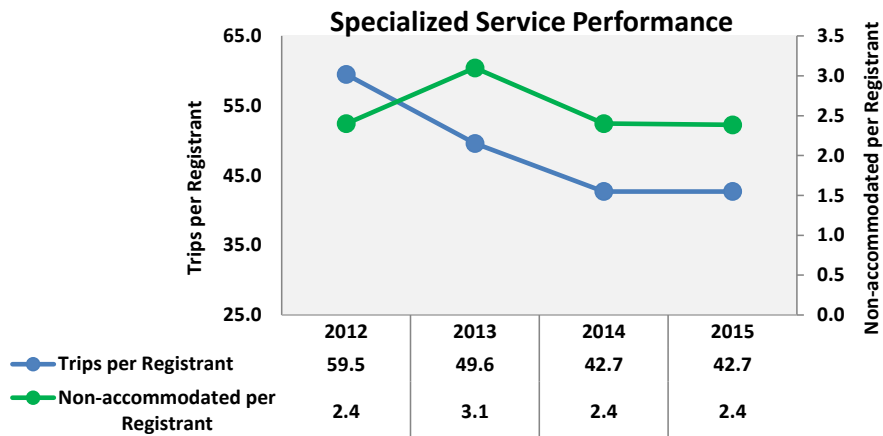
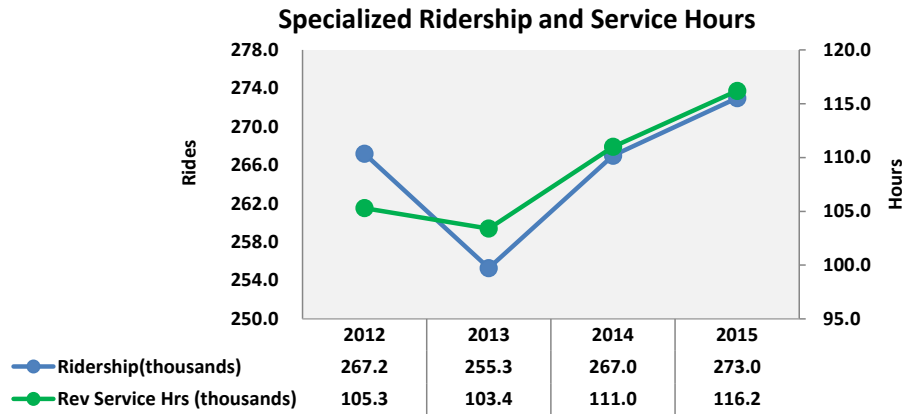
The specialized transit service has also experienced an imbalance in registrant growth over service hour growth since 2012. As noted in the following chart, the ratio of registrant growth to service growth is approximately 4 to 1, which has resulted in trips per registrant declining over the period by approximately 54%.

**Registrant to Service Hour Growth 2012 vs. 2015**



Ridership levels are more closely tied to service levels on the specialized services given the capacity limitations on the vehicles (i.e. maximum 6 mobility devices and 10 seated passengers, no standees), and as such the relationship between the two is linear. The move to larger vehicles in 2014 (max capacity 16 vs. historic 10), affords the opportunity to provide a greater number of trips within the same hours, increasing overall service efficiency.

The following charts set out a comparison of 'total ridership', 'service hours' and the corresponding relationship of 'trips per registrant' and 'non-accommodated trips per registrant' for 2012 to 2015. The increase in non-accommodated trips per registrant and decrease in total trips per registrant in 2013 is directly related to a service contract cancellation and resulting inability to schedule the budgeted service hours.



As noted, trips per registrant and non-accommodated trips per registrant trended consistently with 2014. The consistency in these two measures indicates that the service hour growth over 2014 and 2015 has, at best, kept up to registrant growth, but has not addressed the ongoing demand of registrants.

As referenced in the table below, service complaints have remained somewhat consistent over the period of 2012 to 2015 (in both absolute numbers and on a per 10,000 eligible passenger trips basis). In the area of customer service, the most common complaints include Operator conduct, no service available and long wait on the booking line. The rise in customer service complaints in 2015 is primarily associated with the growing registrant base and the frustration with the current booking lines. The Operator conduct issues are referred to the service provider for follow up and appropriate action. The booking line system is scheduled for replacement in 2016 and as such, it is expected that the related number of complaints will decline on a going forward basis.

**Specialized Transit Service Performance – Complaints/Compliments 2012-2015**

Description	2012	2013	2014	2015
Customer Service	85	92	81	143
Service Performance	37	26	34	39
<b>Total complaints</b>	<b>122</b>	<b>118</b>	<b>115</b>	<b>182</b>
Complaints per 100,000 riders	45.7	46.2	43.1	66.9
Percent change year over year		1.3%	(6.9)%	55.4%
Compliments	18	20	28	19
Compliments per 100,000 riders	6.7	7.8	10.5	7.0
Percent change year over year		16.4%	34.6%	(33.3)%

As with conventional transit, specialized transit performance results are assessed from a service perspective in comparison to all other Ontario specialized transit systems. The following table sets out a comparison of key service performance indicators for LTC in 2014 versus the identified Ontario group average, as well as 2015 performance for LTC.

**Specialized Transit Services – Summary Performance Comparison**

Description	2014		
	Ontario Avg.	2014 LTC	2015 LTC
<b>Service Performance</b>			
Service hours per capita	0.2	0.3	0.3
Total trips per capita	0.68	0.69	0.72
Total trips per service hour	2.6	2.5	2.4
Percent eligible passenger trips	94.4%	89.6%	89.9%
Trips per eligible registrant	49.5	41.4	38.7

Average includes all specialized services operating in Ontario

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

## DEMONSTRATED FISCAL ACCOUNTABILITY

The strategy calls for prudent fiscal and operational management, supporting sustainability, competitive positioning, affordability and valued return on investment. The investment return includes social, economic and environmental returns. The following table sets out an assessment of 2015 performance against key elements of this strategy.

Key Elements	Grade
Providing a high quality and economically sustainable transportation service	Satisfactory
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

### *2015 Operating Budget Program*

The 2015 operating budget program for conventional and specialized transit services totalled approximately \$67.678 million with a break even operating performance.

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

- Unfavourable revenue performance relating to:
  - lower than expected ridership and related revenue
  - lower than budgeted Provincial Gas Tax contributions
 which were offset by favourable expenditure performance relating to:
  - lower than expected fuel costs (price-related)
  - lower than expected personnel costs primarily related to reduced tripper hours, and delays in hiring replacement staff associated with retirements and terminations

As noted in the following chart, the actual source of 2015 operating investment varied slightly from budget. When the 2015 budget was recosted, the Commission approved up to an \$850,000 draw down from the General Operating Reserve to cover the anticipated shortfall of ridership related revenue associated with the change in the Ontario Works Program. The favourable variance in fuel costs in 2015 offset the unfavourable revenue from ridership, which resulted in there being no need to draw from the reserve. 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.

**2015 Operating Budget Source of Investment  
Conventional and Specialized Transit Systems**

Description	2015 Actual	2015 Budget
Transportation revenue	47.4%	47.0%
Operating revenue and reserve transfers	3.3%	4.5%
Provincial gas tax	8.1%	8.5%
City of London	41.1%	40.0%
	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	2014 Peer Average	2014 LTC	Ranking Out of 16	2015 LTC
<b>Financial Performance</b>				
Operating cost per ride	\$4.88	\$2.48	16 <sup>th</sup> (lowest)	\$2.55
Municipal cost per ride	\$2.46	\$0.93	14 <sup>th</sup>	\$0.99
<b>Total Operating Cost Sharing</b>				
Municipality	52.4%	35.6%	16 <sup>th</sup> (lowest)	38.2%
Passenger & Operating	39.9%	57.4%	1 <sup>st</sup> (highest)	54.8%
Provincial gas tax	7.7%	7.0%	10 <sup>th</sup>	7.0%

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

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

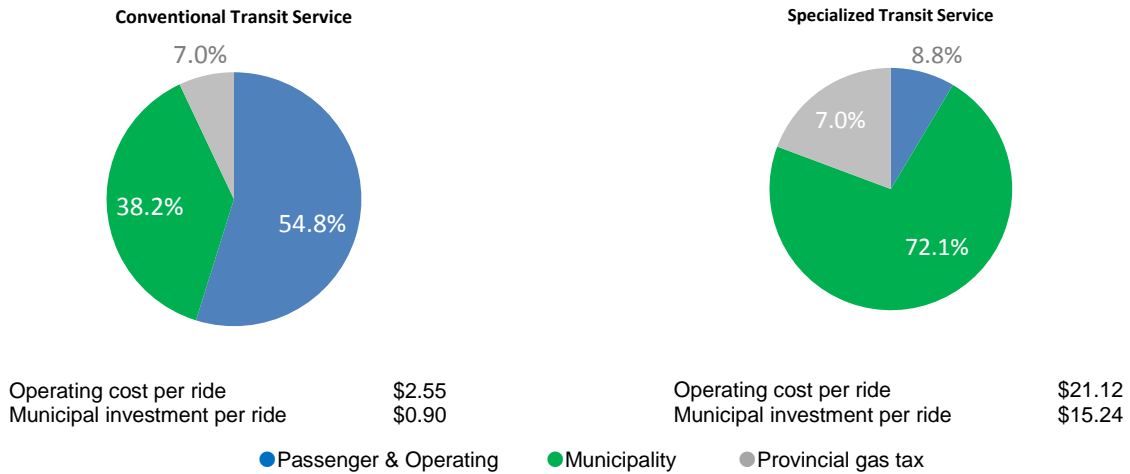


The same favourable financial performance applies to specialized transit services, as indicated in the following table, noting for both services, the operating and municipal costs per trip are significantly lower than the peer group average. As with conventional transit, municipal investment in specialized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

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

Description Service Performance	2014 Peer Average	2014 LTC	2015 LTC
<b>Financial Performance</b>			
Operating cost per ride	\$32.66	\$20.07	\$21.12
Municipal cost per ride	\$29.51	\$14.93	\$15.24
<b>Total Operating Cost Sharing</b>			
Municipality	90.1%	72.2%	72.1%
Passenger & Operating	7.0%	8.8%	8.6%
Provincial gas tax	2.9%	19.1%	19.3%

**2015 Percent Share of Source Investment  
Conventional and Specialized Transit Services**

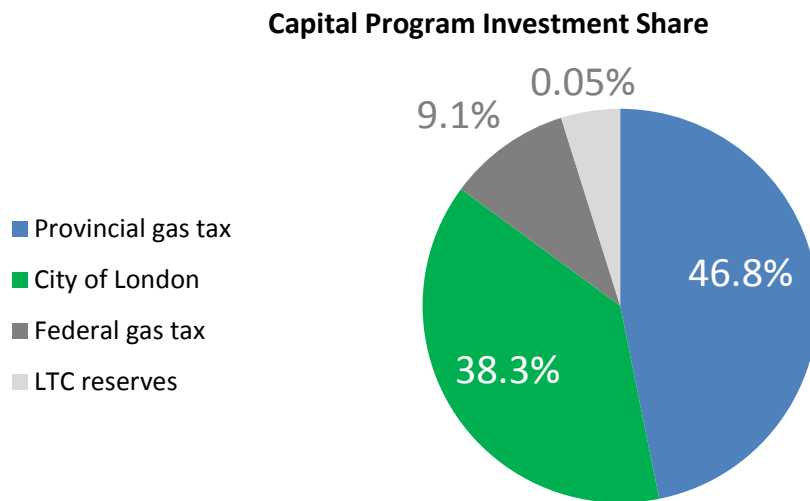


### 2015 Capital Budget Program

The 2015 capital investment program totalled approximately \$14.9 million, of which 85% applied to four key projects. Two of the four programs were completed. The other two are multi-year projects. The four projects include:

- bus replacement: a \$6.4 million project providing replacements for 12 buses was completed in 2015. The bus replacement program is critical to supporting fleet reliability and lowering fleet maintenance costs by moving to an average fleet age of six years.
- bus expansion: a \$3.1 million project completed in 2015 provided for the expansion of the fleet by six buses.
- two transformational projects covering a multi-year term: the Bus Rapid Transit (BRT) Strategy development at \$2.8 million and the Smart Card System at \$3.7 million.

All of the capital programs operated within budget. Capital investment in 2015 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 2015 performance against key elements of this strategy.

Key Elements	Grade
Developing informed relationships with all stakeholders both internal and external to LTC	Good
Employing a consistent communication brand supporting clear, concise and timely communication	Satisfactory
Investing in and effectively utilizing a variety of communication forms and technology to build and sustain informed relationships	Needs Improvement
Building a respectful working relationship with local and national media	Good

Overall, good progress was made supporting consistent and effective communications with all stakeholders in 2015, as evidenced by:

- the “interactive voice response” system (providing real-time service information) was accessed 0.7 million times
- the LTC’s website and WebWatch were accessed 8.3 million times
- the public drop-in sessions and meetings with community groups were well attended
- the growing use of electronic messaging for internal communications, directly related to the immediacy of the communications
- launch of a an LTC Service Plan Twitter account and Facebook page in conjunction with the 10 public drop in sessions resulted in unprecedented input into the draft 2016 Service Plan

While progress was made in 2015, significant efforts are required in all areas of communication going forward.

## EFFECTIVE UTILIZATION OF INFRASTRUCTURE

The strategy calls for acquiring and maintaining required infrastructure supporting service reliability, noting infrastructure includes fleet, facility, technology and other fixed assets. The following table sets out an assessment of 2015 performance against key elements of this strategy.

Key Elements	Grade
Linking asset planning and service planning	Excellent
Effectively utilizing proven technology to meet business/service needs (e.g. smart bus technology to assist with the delivery of quality customer service)	Good
Completing evidence based assessments on the acquisition and maintenance of critical infrastructure	Excellent
Continuous review and improvement of systems, processes and procedures supporting effective use of all assets	Excellent

The reliable accessible infrastructure strategy addresses the maintenance, retention, and acquisition of equipment, facilities, and fleet. Specific programs and policy direction associated with the strategy are reflected in the Commission's Asset Management Plan. The programs' investment totals \$170.5 million, \$102.1 million of which is in rolling stock. The following table sets out an assessment of LTC Assets.

Assets	Grade
Facility – 450 Highbury	Very good – fit for the future
Facility – 3508 Wonderland	Very good – fit for the future
Rolling stock	Very good – fit for the future
Shelters, stops and pads	Good – adequate for now
Fare and data collection systems	Good – adequate for now
AVL/radio system (smart bus)	Very good – fit for the future
Shop equipment and tools	Very good – fit for the future
Smart card system	Very good – fit for the future
All other infrastructure	Very good – fit for the future

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

Strict adherence to the strategy over the past 10 years has resulted in the elimination of the infrastructure deficit. With the exception of 'shelters, stops and pads' and the 'fare and data collection system', the LTC's assets are assessed as being "*very good – fit for the future*" which is the highest rating assignable. Both of these programs are included in the 2016-2024 Capital Budget program.

## 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 2015 performance against key elements of this strategy.

Key Elements	Grade
Developing a culture that is inclusive, collaborative, respects individual dignity, promotes accountability and open communication	Good
Developing a learning organization supporting employees being successful in their roles, that recognizes performance and develops human resource capacity to ensure business continuity	Good
Developing a qualified and diverse work force, reflective of community demographics	Good
Creating a safe work environment and encouraging employee health and wellness	Good
Effectively using technology to support employees in their roles	Good

The overall rating of the strategy is defined as good, noting 2015 saw:

- the implementation of upgraded training programs (driver certification, diversity, human rights, customer service, and others) for all front line operations employees
- assessment and replacement of the screening tool utilized for Operator recruitment as well as an expansion of the accepted international credential equivalency evaluations
- continued development of performance-based management
- continued improvement on attendance and disability management results. Average disability lost time (STD, LTD, and WSIB) climbed slightly to 8.2 days per employee with work related injury/illness averaging 0.3 days per employee.
- ongoing review and change to the organization's structure, reflecting the performance review management program principle of ensuring the most efficient and effective use of resources

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

## LOOKING FORWARD - TRANSFORMATIONAL INITIATIVES

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

### *Rapid Transit Project - Shift*

Subsequent to Municipal Council's adoption of the TMP, the next required step in proceeding toward a rapid transit implementation is the completion of a provincially mandated environmental assessment (EA). The EA project was started in 2014, branded as "Shift".

Shift is an Environmental Assessment (EA) – a public process that provides all citizens with an opportunity to have input in planning and designing a rapid transit network. Ultimately, it will define where rapid transit will go, what it will look like, and how it will be implemented. In late 2015, municipal council adopted a "hybrid network" as the preliminary preferred option for rapid transit in London. The hybrid option calls for the use of light rail on the north and east rapid transit corridors and bus rapid transit on the south and west corridors. It is expected that municipal council will adopt a final preferred option in the spring of 2016, following which the remaining phases of the EA will be completed.

The remainder of the study, to be completed by 2017 will develop a detailed design for the preferred rapid transit routes and provide a plan to build the rapid transit network including how it will be funded.

### *Customer Service Review*

The LTC 2015-2018 Business Plan has as its vision for the organization to be "The valued and trusted mobility choice for Londoners". Supporting that vision is the mission statement "Moving Londoners – progressively, reliably and affordably". While the core business for LTC is the delivery of public transit, the underlying and perhaps more critical business is that of customer service. In order to achieve the mission or begin to move toward the vision, it is paramount that every decision made is viewed not only from a business perspective, but also from the customer's perspective.

One of the guiding principles set out in the Business Plan is to be Customer focused – striving every day to improve the customer experience. A number of projects relating to this initiative have been included in the 2016 Work Program.

- Voice of the Customer – is a program designed to provide LTC customers with the opportunity to identify the metrics that are important to them, and then enable reporting of those metrics both from a perception basis as well as an actual basis.
- Process Review Management (PRM) – Customer Contacts – is a project review focused on the processes involved with receiving, investigating and following up on customer contacts. The performance in 2015 with respect to the turnaround time from receipt of a customer contact to delivery of a response was unacceptable, in some cases, spanning a period averaging 15 business days. The intent of the review is to look for ways to

eliminate unnecessary steps and delays in the process, which will result in a quicker turn-around time for customer contacts. The goal of this review is to set an expectation for customers with respect to when they can anticipate a response to a contact and report on performance against same as part of the annual customer service report.

- Assessment of Social Media Presence – is a project outlined in the Technology Plan. In 2015, LTC launched a Twitter account and Facebook page specific to the service planning process which was used to communicate public consultation sessions and receive feedback on proposed changes from the public. This was well received from the public. The assessment for 2016 would include the creation of a social media presence for LTC as an organization, as well as any opportunities for other specific information sharing (i.e. LTC service information including detours, service disruptions, etc.).
- Live streaming of Commission meetings - This project involves assessing and putting in place the appropriate infrastructure to allow for the live streaming of Commission meetings.

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

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

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

#### *Specialized Transit Scheduling/Dispatching System*

The replacement of the scheduling/dispatching system for specialized service is scheduled to occur in 2016. The new system will not only address current system shortfalls relating to schedule optimization and ease of trip assignments, but will also address a number of long-standing customer concerns relating to the booking lines and the requirement for customers to redial multiple times in order to get through to a call taker. The new system will also be integrated with the conventional transit routes, and enable the call takers to book trips that utilize both the specialized and conventional services for parts of a trip where the opportunity exists. This feature is considered a key requirement in order to begin to address the work program initiative relating to the integration of the conventional and specialized services.



### *Smart Card System*

The smart card system is a technology-based fare payment system that will transform, with the exception of cash fares, LTC's fare policies, programs and processes. The system, once fully implemented will replace existing ticket and pass media programs with reloadable smart cards having the same characteristics.

The system was rolled out to Fanshawe College students in the fall of 2015, allowing students to tap their student card to record their ride. Monthly passes on LTC smart cards were made available to the public in February of 2016, and subsequent to the successful roll-out of monthly passes, the stored value capability, which replaces paper tickets, will be made available. A key component of the roll-out of stored value will be the addition of locations across the City that provide point of sale terminals capable of loading both passes and stored value on smart cards. This roll-out is expected to occur throughout 2016.