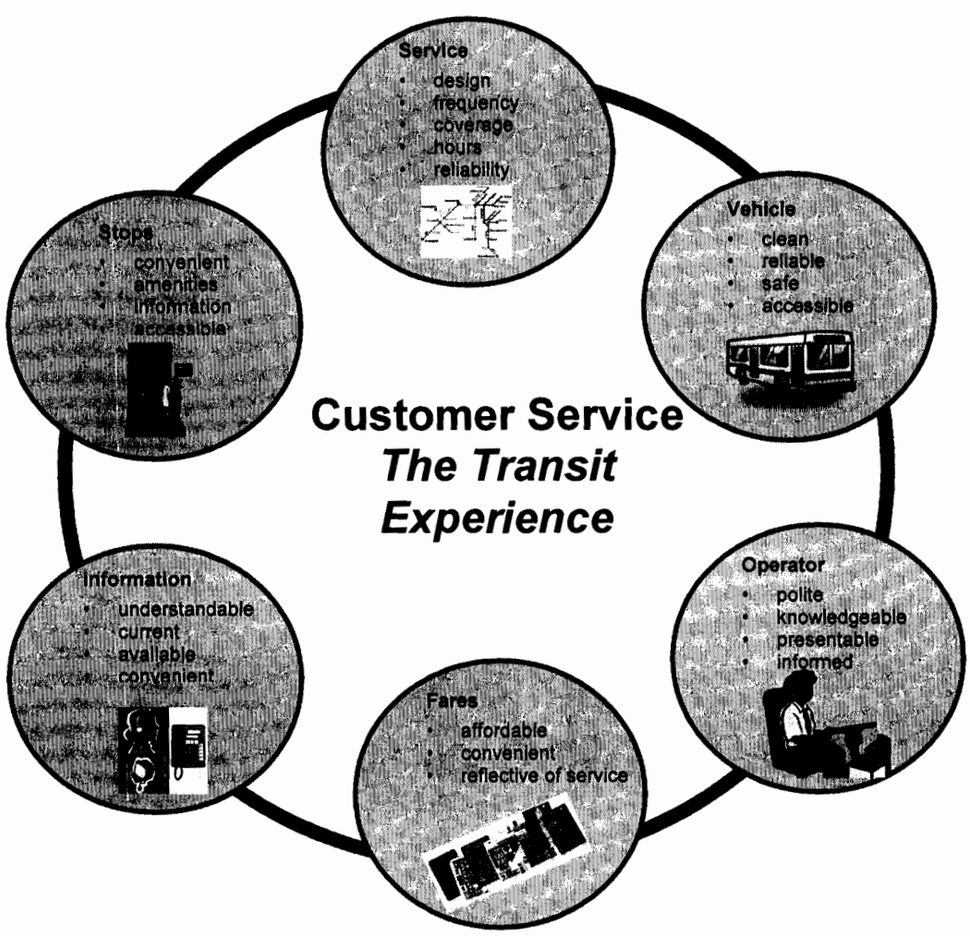
May 1, 2012

Chair and Members
Civic Works Committee

Re: London Transit Customer Service and 2012 Service Plan Priority Reports

The following report provides an update on the 2011 customer service performance and on the priorities of the 2012 service plans for conventional and specialized transit services. The report is provided for information purposes.

The matter of customer service is an inclusive undertaking. It includes all elements the customer experiences in using London Transit's conventional or specialized transit services. The related elements are depicted in the following illustration. The elements are defined and/or assessed by two related questions; namely, "What service is provided?" and "How well is the service delivered?".



The following report responds to the questions via discussion on LTC's annual service plans and the assessment of customer service performance. The report provides the following conclusions:

- the disparity between ridership growth and service hour growth, the latter being influenced by constraints on public investment over the last number of years has contributed to service quality issues
- in terms of quantitative measures, the respective systems do extremely well; the same cannot be said for qualitative measures, particularly in the area of service performance. Continued poor performance on the qualitative measures will have a negative impact on sustainability and growth of the service
- that service demand and expectations continue to outstrip current capacity and resources to add capacity
- the 2012 service plans will be limited given fiscal constraints requiring identifying only most critical priorities and assessing the best means of addressing some or all of the priorities within a limited budget
- going forward, legislative requirements will have a significant impact on the nature, extent and cost of what is provided, particularly in respect of specialized transit.

In terms of the respective service plans, the Commission will be making its final decision on priorities at the May 30, 2012 meeting.

What Service Is Provided?

The "what service is provided?" component of customer service is assessed annually as part of the annual service plan review process. The development of the annual service plans (conventional and specialized) are aligned with LTC's Long Term Growth Strategy (LTGS), Accessibility Plan and short to medium term financial plans. Key inputs to the annual service plans, in addition to the LTGS, include system performance reports (generated by smart bus system), operator/supervisor reports and customer contacts pertaining to service requests and service performance.

2012 Conventional Transit Service Plan Priorities

In terms of customer contacts, service performance and service request contacts accounted for 46% of all contacts received in 2011, up from the approximate 39% in 2010. The nature of the contacts is set out in the following table.

Summary of Conventional Transit - Service Performance/Request - Customer Contacts - 2009 - 2011

Categories	Nature of Contact			Total 2011	Total 2010	2011 vs. 2010	
	Compliment	Request	Complaint			Incr/(Decr)	% Change
Service performance	109	49	1,262	1,420	968	452	46.7%
Service request	1	197	48	246	288	(42)	-14.6%
Total performance/requests	110	246	1,310	1,666	1,256	410	32.6%
Total all contacts	307	473	2,842	3,622	3,235	387	12.0%
Percent make up	35.8%	52.0%	46.1%	46.0%	38.8%		

As discussed later in the report, late schedule, missed passenger (vehicle capacity) and overcrowding on average account for 70% of all complaints over the past three years, with such complaints increasing by approximately 55% over the period. Service requests for 2010 and 2011 remain relatively constant at an historic trend of between 240 and 260 per year.

To address all outstanding service issues, requests and/or expectations (including those referenced above) would require an estimated additional 201,600 service hours and 38 peak period buses. For the most part, business case assessments have not been completed on the majority of the 201,600 hours. The approved 2012 operating budget for conventional transit provides for the addition of 6,000 annual service hours. The limited growth in service hours have provided for only modest service expansion and limited improvements to address service performance issues notwithstanding the continued growth of ridership as evidenced below.

Key Indicators 2009 - 2011

Measure	2009[1]	2010	2011	% Change
Service area population (millions)	0.356	0.365	0.365	5.5%
Service hours (millions)	0.536	0.538	0.548	4.4%
Service hours per capita	1.5	1.5	1.5	
Total ridership (millions)	21.6	21.2	22.5	7.3%
Service utilization				
Rides per capita	60.6	58.1	61.5	1.7%
Rides per revenue service hour	40.3	39.4	41.0	2.8%

[1] Adjusted to exclude impact of 33 days without transit service

While the combination of ridership growth and limited service hours investment has had a positive impact on the quantitative performance indicators of rides per capita and rides per revenue service hour, it has, as noted later in the report, had a negative impact on qualitative measures such as service performance complaints, which in total over the past three years have increased by some 75%. Inevitably, continued poor performance in the qualitative measures will have a negative impact on sustainability and growth of the service. The significance in the disparity between ridership growth and service growth (hours of service) is depicted in the following table which sets out a comparison of the 20 year change in population, city size, service investment and ridership return.

Ridership & Revenue Service Hours 1991 to 2011

Description	1991	2011	20 yr. Change
Population (millions)	0.301	0.365	21.3%
Hectares	16.6	42.3	155.0%
Ridership (millions)	18.2	22.5	23.6%
Rev. service hrs. (millions)	0.581	0.548	(6.0)%
Service hours per capita	1.9	1.5	(23.4)%
Rides per service hour	31.3	41.1	31.3%
Rides per capita	60.4	61.6	1.9%

The 2012 service plan priorities, approved by the Commission as set out in Enclosure I, deal with the service issues considered to be most critical or pressing and by extension, providing the maximum benefit/return to existing passengers and in-turn, the system at large. The plan priorities were developed without consideration of budget limitations but rather focusing on what was considered to be the most effective and efficient means to resolve the identified issues. As indicated in the Enclosure, the plan priorities focus on the following services (and related service area or corridors) route 10/14 - Wonderland/Highbury, route 12-Wharncliffe South, route 17-Oxford West, route 18-Masonville (new route), route 20-Cherryhil and 29-North Talbot (new route).

The identified priorities require the addition of 38,550 annual hours of service requiring a net annual investment of approximately $1.4 million, which is well in excess of the 6,000 annual hours and a net $220,000 provided for in the 2012 approved budget. The next steps in the 2012 service plan process are both critical and challenging in arriving at the optimum course of action within the defined budget. The approved next steps include:

i. assessing the identified priorities in light of the 2012 budget limitations, noting the assessment will consider alternative options to address the identified 2012 priorities including:
    - continuing to patch the service as best as possible within existing resource capabilities, that is select service changes that can be accommodated within the budget noting the selected service change may not be the top priority
    - "bank" the 6,000 annual service budgeted for 2012 for the purpose of combining the hours with hours to be added for 2013, assuming additional hours are approved for 2013, providing a bigger base to address identified priorities
    - reduce and/or eliminate current services performing at the low end of revenue recovery standard (approximately 35% return level) and re-allocate the net resources to the 2012 program, noting the reduction/elimination would have to include existing peak hours and buses.

ii meeting where appropriate, with affected community(s) regarding the potential changes; and

iii present the final recommendations respecting the plan to the Commission, for approval at the May 30, 2012 meeting.

Implementation of the approved plan would take place in the fall of 2012. An underlying premise associated with the approved plan is the expectation that Municipal Council will approve LTC's 2013 budget estimates for city investment which provides for the investment to increase from $20.9 million to $21.8 million or 4.4%. The increase results in the city investment share going to 36.7% of total conventional expenditure from 36.4%.

Over the medium to longer term, the LTGS calls for significant change in the design and delivery of London's public transit service, as well as the establishment and implementation of supportive policies, programs and investment. The existing design and delivery can be described as favouring outward service expansion to serve sprawling population and land use patterns and a reduced level of investment in the base system relative to actual ridership growth pressures. The LTGS recognizes that without a significant change in the way service is delivered and supported, ridership will, at best, grow marginally, with a more likely scenario being a ridership loss as overall system effectiveness in meeting customer needs/expectations decline and the system becomes more expensive to operate.

The LTGS calls for the system to move to an "enhanced nodes and corridors" design using a Bus Rapid Transit (BRT) platform, which is reflective of the direction expected in the City of London's Transportation Master Plan 2030 (TMP), currently being finalized. The TMP is expected to confirm two corridors as being viable for BRT and intensification: a north-south (Richmond/Wellington) corridor and an east-west (Dundas East/Oxford West) corridor with a Downtown redevelopment focus.

The system migration to BRT will assist in alleviating some performance issues but not all. While the TMP, including the implementation strategy, has yet to be finalized and approved by Municipal Council (scheduled for mid-2012), the following can be assumed:

- transit priority measures along the designated corridors will assist transit flow-through, mixed traffic and reduce variability in schedule adherence (though initially the results will likely be subtle)
- the establishment of "express" type routes with limited stops may spread the ridership more evenly across buses serving a common corridor or destination, reduce overcrowding on the first bus heading to that particular destination (customers may be more willing to wait for the next bus if it is an express service) and develop ridership along the BRT corridors
- the migration to a nodes and corridor concept will separate some of the more localized transit service from mainline routes and local feeder routes serving a specific area and will have more flexibility in accommodating transfer connections from other, more frequent routes at terminals

However, despite the gains expected through the implementation of BRT, many corridors not included in the final BRT concept in the TMP, are still experiencing increasingly higher ridership including Wonderland Rd, Highbury Ave, Adelaide St, Oxford St E, and Western Rd. The success of the BRT concept will also depend on a reliable base system that can accommodate ridership needs in all areas of the city. Any major restructuring/realignment of the service should be linked to the expected

portion of the increase costs being funded by the city. Given the costs associated with increases of this magnitude, significant focus will be placed on mitigating this growth over the next number of years.

A key opportunity to mitigate the impact of the growth is shifting specialized transit customers to use accessible conventional transit. With the fleet becoming fully accessible (retiring of last 22 high floor buses) by the fall of 2012, employment of smart bus technology (i.e. next stop announcement) and making stops fully accessible (with the exception largely being stops not connect to city sidewalks i.e. no sidewalk in area). Having a fully accessible conventional service provides the opportunity for some specialized customers, depending on their trip origin and destination, to utilize the accessible conventional service to complete some or their entire trip vs. relying exclusively on specialized transit.

Specialized service registrants are currently encouraged to utilize the accessible conventional service when possible through the Non-Peak Pass program, which allows any registrant of the specialized service, free access to the conventional service during non-peak operating hours. Starting in the fall of 2012, the opportunity will be enhanced and will be promoted through a communication program. A further initiative will deal with the issue of service integration. Service integration is seen as a critical next step not only by London Transit but the Ontario transit industry at large. LTC Administration will be actively participating in industry working groups on the initiative. Further, options and approaches to service integration will be discussed with the LTC Accessible Public Transit Service Advisory Committee.

The approved 2012 operating budget for specialized service provides for an additional 10,000 eligible passenger trips (15,000 on an annual basis noting service expansion is to be budgeted to take effect April 1, 2012) requiring an additional 5,000 service hours (7,500 on an annual basis). The budgeted increase is intended to address the continuing high non-accommodated trip rates being experienced and the continued growth in registrants (primarily related to age) for the service. The non-accommodated trip rate ranges between 2.3% and 2.5% of trips provided.

The focus of the additional hours will be subject to discussion with the LTC Accessible Public Transit Service Advisory Committee and primary and secondary service providers, with the latter discussions relating to ensuring resource availability. Final approval of the 2012 service plan is targeted for the May 30, 2012 Commission meeting. The expectation is that the additional hours will be introduced strategically commencing in the spring of 2012.

As with the conventional service, an underlying consideration on the final recommendation will be the expectation that Municipal Council will approve LTC's 2013 budget estimates for city investment. The city investment requirements would increase from $3.4 million to approximately $3.9 million or 14.0%, resulting in the city investment funding 76.7% of total specialized expenditure up from the current 75%.

Excluded from the above is the added legislated requirement to ensure that hours of service on the specialized service are consistent with those provided on the conventional service. As such, should the service day for conventional transit be extended to operate later e.g. to 2 a.m., the same adjustments would have to be made on the specialized service. Adjustments of this nature have not been incorporated into budget projections for the specialized service, as such, service hour expansion is not considered on the conventional service.

How Well is Service Delivered?

The question of "how well is service delivered?" needs to be assessed from the perspective of maximizing return given current fiscal capacity and the customer in terms of expectations. In terms of the former, measures such as the number of passengers per service hour will indicate whether the service is providing a good return on investment, noting the higher this measure, the better the return. For example in 2011 the conventional transit rides per revenue service hour increased to approximately 41 rides per hour from 39.5 in 2010, an increase of approximately 4%. From a customer's perspective, increasing the number of passengers per service hour may be reflective of a number of undesirable outcomes including overcrowding, schedule adherence issues and being left at stops.

Commencing the latter part of 2010 and continuing throughout 2011 a number of initiatives were implemented which have served in, as a common underlying objective, "improving the customer's transit experience". The initiatives include:

- The move to a perimeter seating design on buses affording greater clearance for standing, mobility aids and strollers. By the fall of 2012, approximately 22% of LTC's fleet will include the perimeter seating design.
- Upgrading of the systems 2,200 bus stops signs. The new larger white/blue signs will be installed for the start-up of the 2012 fall service. The new design provides for consistent messaging relating to route information, stop identification number and contact references to access either real-time or scheduled service information.
- With the completion of the 2011 stop upgrade program 1,950 (89.6%) of the 2,200 stops in the system will be accessible. Of the remaining stops:
    - 145 stops do not currently have landing pads and do not have adjoining sidewalks (6.7% of all stops)
    - 63 stops have landing pads but do not connect to the adjoining sidewalk (2.9% of all stops)

  - 18 stops have site issues (e.g. grade, set back, etc.) which prohibits them from being made accessible
- Installation of a bus security camera system on all buses in 2011. The system supports passenger, operator and vehicle safety and provides the opportunity in selective investigations to confirm events.
- Installation of bike racks on all buses linking two forms of travel and increasing the transit service catchment area, expanding the transit market.
- Providing refresher customer service training. To-date, approximately 80% of operations and all management staff have been through the program.
- Renewed management focus on customer service performance via increased management presence on the system, focused management attention on specific performance behavior issues.
- Establishment of an operator customer service focus group to debate, discuss and confirm direction on issues pertaining to customer operator interaction e.g. the development of a customer service charter.

The various initiatives follow on the heels of perhaps the most significant investment, the investment in upgraded smart bus technology (AVL). The technology provides critical service monitoring, customers with access to real-time service information, visual and audio display of next stop, announcement of route and direction as well as critical planning data via ridership counts. The initiatives have and are expected to continue to have a positive impact on "how well is service delivered?" supporting improving the customer's transit experience.

Service Information

The following table sets out a summary (2011 vs. 2010) of how system/service information is accessed. The access pertaining to information lines, Interactive Voice Response system (IVR) and WebWatch largely relate to the provision of the conventional transit service. A separate telephone information system is employed for the specialized transit service, which is critical to trip management i.e. trip booking, scheduling and cancellation. The data from the specialized system is not included in the following table.

Service Information Summary - 2011

Description	2011	2010	Percent Change
Total conventional transit ridership (million)	22.436	21.204	5.8%
Calls/Visits			
Information Line - Answered Calls (1)	120,353	160,813	-25.2%
Interactive Voice Response (2)	299,207	201,978	48.1%
Web Watch (3)	4,444,854	3,376,620	31.6%
	4,864,414	3,739,411	30.1%
Percent Make up			
Information Line - Answered Calls	2.5%	4.3%	-42.5%
Interactive Voice Response	6.2%	5.4%	13.9%
Web Watch	91.4%	90.3%	1.2%
	100.0%	100.0%	-
Percent calls/visits count per ride	21.7%	17.6%	22.9%

(1) Information Line statistics are for the hours of 8 a.m. – 10 p.m. Monday through Friday and 8:30 a.m. – 4:30 p.m. on weekends and statutory holidays. Service information provided by staff is based upon real-time information. Staff also assists with trip planning. The call answered rate (answered before terminated) for both 2010 and 2011 is at 97% of calls offered.

(2) Interactive Voice Response (IVR) – the system was implemented in May 2010. IVR is a phone system that utilizes voice recognition technology to assist customers with providing real-time information by stop for conventional transit.

(3) WebWatch – Real-time service information by stop is provided via LTC's website. Customers are also able to access future day/trip stop information to assist with trip planning based upon scheduled information. NOTE: the WebWatch counts include auto refreshers of the real-time information screen which can result in one customer's lookup being recorded as multiple visits.

In addition to the above access points, the LTC currently provides:

- approximately 775,000 printed route schedules (noting the schedules are also available for downloading from LTC's website)
- 40,000 printed ride guides; and
- employs 10 wayside signs each with up to eight lines of route information. The signs are located at the four major regional malls, UWO, Fanshawe College and the downtown. The service information provided is based upon real-time.

Along with the shift in how service information is accessed, the frequency of access, expressed as percent calls/visits per ride, has increased going from 17.6% to 21.7% per ride. The customer friendly convenience of electronic access to real-time service information is considered the primary driver for the increase, noting IVR and WebWatch are the preferred access options. With the shift in access points, noting the two options accounting for 97% of information access has resulted in the following changes.

- a reduction in printed route schedules from an estimated 865,000 to 775,000 annually;
- a reduction in the number of ride guides printed from 50,000 to 40,000 annually; and
- a realignment and reallocation of customer service staff

The utilization of the two systems is expected to increase with the installation of the new bus stop signs, noting the signs provide critical stop ID numbers and access information for the systems.

Customer Contacts

A public contact form is generated to extend a compliment, to record a request and/or to register a complaint or comment. Contacts are received from passengers/public via the telephone, in person, mail and/or email/website and apply to both conventional and specialized transit services. The contacts deal with both *"what service is provided?"* and *"how well is service delivered?"* In 2011, a total of 3,748 contacts were received representing 1.7 contacts per 10,000 passengers - a 6% increase vs. 2010 in terms of the number of contacts per 10,000 riders.

Summary of Public Contacts - 2011

	Specialized Transit		Conventional Transit		Total	
Year	# of Contacts	# per 10K Riders	# of Contacts	# per 10K Riders	# of Contacts	# per 10K Riders
2011	126	4.9	3,622	1.6	3,748	1.7
2010	105	4.4	3,235	1.5	3,340	1.6
% change	20.0%	12.0%	12.0%	5.8%	12.2%	6.0%

The actual number of contacts received increased by 408 (approximately 12%) with conventional transit accounting for 387 or 95% of the increase in contacts.

Conventional Transit Service Contacts

The number of public contacts in 2011 associated with conventional transit services increased by 387 or approximately 12% vs. 2010. When expressed in terms of the number of contacts per 10,000 ridership the increase is 5.8%.

In terms of the nature of the contacts (see the following table), increases in compliments (69) and complaints (305) account for the majority of the increase. In terms of the categories, the major sources of change are:

- service performance, which increased by 452 contacts, with the make-up being 18 more compliments, 411 more complaints and 23 more requests
- operator performance, which increased by 83 contacts with the make-up being 56 more compliments and 27 more complaints
- a net decrease in all other categories of 148 contacts comprised in decreases in compliments, requests and complaints

All contacts are forwarded to the appropriate department for review and follow-up as may be appropriate. The review and follow-up may, depending upon the nature of the contact, include verification of the issue giving rise to the contact, follow-up with employee, return communication with the customer and/or referral to the annual service plan process.

Summary of Conventional Transit Customer Contacts - 2011

	Nature of Contact			Total	Total	Incr	Percent
Categories	Compliment	Request	Complaint	2011	2010	(Decr)	Change
Equipment and amenities	1	75	149	225	256	(31)	-12.1%
Service performance	109	49	1,262	1,420	968	452	46.7%
Operator performance	182	7	1,176	1,365	1,282	83	6.5%
Service development	1	197	48	246	288	(42)	-14.6%
Fare policy and program	-	27	31	58	77	(19)	-24.7%
Other	14	118	176	308	364	(56)	-15.4%
	307	473	2,842	3,622	3,235	387	12.0%
Percent make up	8.5%	13.1%	78.5%	100.0%			
Total - 2010	238	460	2,537	3,235			
Increase (decrease) vs.2011	69	13	305	387			
Percent change vs. 2011	29.0%	2.8%	12.0%	12.0%			

Operator Performance

As indicated for 2011, contacts relating to operator performance increased by 83 going from 1,284 to 1,365, with compliments accounting for 65% of the increase. Expressing the number of contacts in terms of ridership, the contacts have remained relatively constant at .60 contacts per 10,000 riders. In analyzing the results in concert with the introduction and application of various initiatives previously described, there are a number of more telling findings, namely:

- utilizing certain of the initiatives in the investigation of more significant complaints, (approximately 4% of the 1,176 complaints received) it was determined that 63% of the complaints were not founded or reflective of the event in question
- over the past 5 months (October 2011 to February 2012) there has been a decline in the number of complaints both in terms of the previous months and in comparison to the same period in the previous year. In terms of the latter, the absolute number of complaints declined by 7% and when expressed in terms of ridership, they are down 10%

The trend in performance is encouraging with the challenge being sustaining and building on the success.

Service Performance

In 2011, service performance contacts accounted for 39% of all contacts received, up from 30% of all contacts for 2010. In terms of the complaint component, the complaint contacts account for 45% of all contacts, up from the 35% for 2010. While the analysis of the service performance contacts does not attempt to assess the correlation between service performance contacts and operator performance, it is known that frustration associated with the service has an impact on the nature and extent of operator performance contacts. The following table provides a summary of service performance complaints for the three years (2009 to 2011 inclusive).

Summary Conventional Transit - Service Performance Complaints- 2009-2011

Description	2009		2010		2011	
	#	%	#	%	#	%
Complaints	617		851		1,262	
Complaints per 10K rides	0.32		0.40		0.56	
Percent change vs. 2009				24.5%		74.5%
Percent change vs. 2010						50.0%
Nature of complaint	**#**	**%**	**#**	**%**	**#**	**%**
Early schedule	93	15.1%	147	17.3%	168	13.3%
Late schedule[1]	156	25.3%	178	20.9%	322	25.5%
Missed passenger [1]	296	48.0%	396	46.5%	496	39.3%
Overcrowding [1]	22	3.6%	22	2.6%	44	3.5%
Detours	28	4.5%	21	2.5%	73	5.8%
All other	22	3.6%	87	10.2%	159	12.6%
	617	100.0%	851	100.0%	1,262	100.0%
(1) Total contacts	474	76.8%	596	70.0%	862	68.3%

As indicated, service complaints have increased significantly in 2010 and 2011 vs. 2009 by 25% and 75% respectively. The increased number of complaints occurred in every category; however, the majority of the increases are attributable to required detours, late schedule, missed passenger and overcrowding.

The increase in detour complaints is directly related to the nature and extent of required detours, primarily associated with road and sewer work resulting in having buses detour to areas that normally do not have transit buses. Area residents impacted by the detour expressed concern regarding safety, speed of travel, noise level and often requested the detour routings be changed.

Schedule complaints (early and late) are verified with the AVL system. Of the schedule complaints received, particularly early schedule complaints, 45% are confirmed as being legitimate with the remaining 55% indicating the service operated as scheduled. System reports (from AVL) show some improvement on overall on-time performance 2011 vs. 2010 going from 81% to 81.5%. The improved performance is a result of better tracking and/or real-time response to service issues through AVL. Individual route on-time performance is also tracked and utilized by the Planning department as input to the service plan process. The increase in late schedule complaints is primarily related to issues such as scheduled and unscheduled road and sewer construction, traffic congestion, increased boarding's (overcrowding) and weather conditions.

Missed passenger complaints continue to increase growing by 68% over the past two years. Approximately 50% of the missed passenger complaints, based on information provided by customers and confirmed with the operator and AVL, are considered expected given the nature of the operations and safety considerations. Customer service staff remind customers to be at their stop in advance of the scheduled time and that once the bus starts to pull out into the traffic, for safety reasons, consistent with

the Highway Traffic Act requirements, the bus cannot stop. Administration is currently developing an education program for the public regarding transit regulations and passenger safety.

The balance of the missed passenger complaints deal with service capacity issues. The increase in the overcrowding category is directly impacted by increased ridership. The majority of overcrowding complaints are for routes 2 Dundas, 10 Wonderland, 13 Wellington and 17 Oxford West, which are some of London Transit's busiest routes.

Other Customer Service Performance Measures – Conventional Transit Services

Other key performance measures used to assess the quality and safety of the service include:

- number of preventable accidents per 1 million kilometers
- number of non-preventable accidents/events per 1 million kilometers
- mean kilometers between service (pull-ins) interruptions
- mean kilometers between in-service repairs

Performance results respecting the identified measures for 2011 vs. 2010 are set out in the following table. As indicated, there has been improvement in each category. The improvement reflects the nature and extent of the various programs and processes employed to manage/mitigate the occurrence of identified events.

Other Customer Service Performance Measures - 2011

Description	2010	2011
Preventable accidents	75	44
Preventable accidents per 1 million kms	6.5	3.8
Percent improvement		42.1%
Non preventable accidents/events (1)	179	158
Non preventable accidents/events per 1 million kms	15.6	13.6
Percent improvement		12.8%
Service (pull ins) interruptions	2,547	2,561
Mean kms between service interruptions	4,497	4,528
Percent improvement		0.7%
In service repairs	2,646	2,343
Mean kms' between in service repairs	4,328	4,950
Percent improvement		14.3%

(1) Includes not at fault motor vehicle accidents, vandalism, passenger falling on bus, etc.

In terms of preventable accidents, continuous assessment and follow-up on accident performance including as appropriate, remedial training and the ongoing refresher defensive driving program, have had a positive impact on performance.

In service repairs (road service calls) and service pull-ins tend to have a negative impact on the quality of customer service e.g. schedule adherence. However, such activity is an inherent characteristic of the public transit business. Part of the ongoing management of fleet performance is the monitoring and follow-up on the number of and reasons for in-service repairs and service pull-ins (or bus change-offs). In addition to taking corrective action at the time, occurrences are tracked and analyzed to determine improvements to the maintenance and servicing protocol and/or to get an early indication of an emerging fleet issue.

London Transit has aggressively invested in the upgrade of the fleet, reducing the average fleet age from approximately 13 years in 2005 to a projected seven years by the end of 2012. The newer buses provide the opportunity for improved customer service (i.e. service reliability and passenger amenities). In addition to the newer buses, there has to be new and renewed investment in preventative maintenance. The combination of the two initiatives has, among other benefits, contributed to the improvement in service repairs and service pull-ins, resulting in improved service quality.

A major factor outside of the control/influence of LTC impacting the number of bus turn-ins and mobile mechanic calls is the weather. Significant snow fall and/or extreme cold negatively impact vehicle performance (i.e. stuck vehicles, snow build-up under the bus, hydraulic issues). When such events occur, as was the case in December 2010 and January 2011, the impact of on-road service calls and bus turn-ins is significant, further challenging the delivery of quality customer service.

Specialized Transit Service Contacts

A total of 127 specialized transit contacts were received in 2011, compared to 105 contacts in 2010. The make-up of the contacts is set out in the following table. All contacts are forwarded to the Brokerage staff for appropriate follow-up with the customer and/or the respective service provider.

Summary of Specialized Transit Customer Contacts - 2011

Description	Compliment	Request	Complaint	Total 2011	Total 2010	Incr. Decr.	Percent Change
Customer service	33	5	75	113	85	28	32.9%
Equipment amenities	-	2	4	6	5	1	20.0%
Service performance	-	-	6	6	15	(9)	-60.0%
Other	1	-	1	2	-	2	
	34	7	86	127	105	22	21.0%
Percent makeup	26.8%	5.5%	67.7%	100.0%			
Total - 2010	13	6	86	105			
Increase (decrease) vs.2011	21	1	-	22			
Percent change vs. 2011	161.5%	16.7%	0.0%	21.0%			

The number of specialized transit contacts increased by 22 or 21%, with the increase in the number of compliments (21) accounting for the majority. This can be attributed to increased service hours, increased number of same day bookings, and the quality of service being provided by the drivers and Brokerage staff.

The number of complaints relating to the specialized service remained the same. Specialized service complaints largely consist of operator conduct, no assistance provided and vehicles not arriving at a required location. Given the level of non-accommodated trips and the continued growth in registrants on the specialized service, the number of complaints is not anticipated to decline.

Larry E. Ducharme
General Manager

Enclosure

I – Conventional Transit Service - 2012 Service Plan Priorities

London Transit – Conventional Transit Services
2012 Service Plan Priorities

Route 10/14-Wonderland/Highbury

Service Description

This is a major, interlined cross-town route which operates between University and White Oaks Mall by way of Sarnia Rd., Wonderland Rd. and Southdale Rd. in the west and between Highbury and Huron area and White Oaks Mall by way of Highbury Ave., Commissioners Rd., Pond Mills Rd. and Southdale Rd. in the east. The route connects with all but 3 other routes in the system. This route has a diverse ridership mix with students from both Western University and Fanshawe College, high school students, shoppers and commuters. This route also has the greatest number of connections with other routes in the system. To assist with ridership to and from the University, a short-turn Route 10A service operates throughout the peak and base periods between the University and Southdale Rd during the peak school year only. A second short-turn service Route 10B operates between the University and the Oxford St. during the peak school year only. The service level for base Route 10-Wonderland and the 14-Highbury is 30 minutes.

Service Issue

Notwithstanding the additional services on the10-Wonderland route, 9 additional tripper assignments are required daily to assist with overloads. Route 14-Highbury ridership has also steadily increased to the point that 3 tripper assignments are scheduled daily to assist with overloads to schools as well as Fanshawe College. It should be noted that outside of the peak school year (May to August), ridership levels on Routes 10/14 are such that articulated buses are assigned when available. Even with the additional scheduled and tripper service, overcrowding complaints are being received.

Ridership data was reviewed in terms of passengers per revenue hour with respect to thresholds for bus overcrowding. To minimize overcrowding, passengers/revenue hour should not exceed 150% of the seated capacity of a bus during peak times and 100% during off-peak times. Both routes 10-Wonderland and 14-Highbury regularly meet overcrowding thresholds for all time periods during winter, spring and summer schedules with the exception of the late evening (9 pm to 12 am) trips on the 14-Highbury and late evenings on the 10 Wonderland during the spring/summer service periods. During certain time periods, extreme overcrowding (average of 175% seated capacity or higher per hour) occurs regularly on both ends of the route, with the most concerning time periods being early evenings on the 10-Wonderland. Winter schedule (202% seated capacity) and pm peaks on the 14-Highbury spring/summer periods (194 % seated capacity).

In addition, based on a review of customer contacts, schedules for comparable routes within the system, and ridership performance, it is clear that the Sunday/Holiday schedule for the 10-Wonderland/14-Highbury is deficient at the current frequency of 60 minutes.

Service Change - Weekday

The base service for Route 10/14 Wonderland/Highbury during the day and early evening remains at the 30 minutes and 60 minutes in the late evening, which was originally implemented in September 1994. Any changes to the service level must consider the timed connections at White Oaks Mall every 30 minutes with Route 13-Wellington Road and Route 30-Newbold.

Impact on Budget, Ridership and Fleet

Improving the service from 30 minutes to 15 minutes until 9 pm will require 6 buses. This will add approximately 100 hours of service per day or 25,200 annual hours. Increasing the level of service from 60 minutes to 30 minutes on Sundays and Statutory Holidays will require an additional 1,200 revenue hours. The former hours are listed as the number 1 priority while the addition of 1,200 hours re Saturday and Sunday is listed as 6th priority. Revenue and cost impact of the change is summarized on page 5 of Enclosure III.

Service Change - Sunday

The base service throughout the day and evening is a 60 minute frequency. The day period is considered to be from 11:00 am to 5:00 p.m.

Impact on Budget, Ridership and Fleet

Improving the Sunday day service from 60 to 30 minutes will require approximately 1,200 service hours on an annual basis. Revenue and cost impact of the change is summarized on page 5 of Enclosure II.

Route 12-Wharncliffe South

Service Description

This is a commuter route from the Viscount, Belmont, Wharncliffe South and Notre Dame areas which services downtown via Wharncliffe Road as well as the South London Power Centre at Wonderland & Southdale via Southdale Road. Ridership is a mix of commuters and students with many shopping trips occurring on the weekend.

Service Issue

In September 2006, the route was extended south to the South London Power Centre. This change has been successful in drawing more passengers to the route specifically to this retail area. Significant growth to this retail area has occurred since as well as an increase in traffic. In 2010, the City of London extended medians on Wonderland south of Southdale Rd to Bradley Ave which resulted in the route being extended further south to the newly signalized intersection at Bradley to turn around in the power centre. Due to a combination of increased traffic delays and extra travel distance, the route is experiencing problems with schedule adherence. This is prominently due to delays making left turns at Southdale and Wonderland, Wonderland and Bradley, and Southdale and Andover. Also, additional stores are being built in the area which will result in more traffic to the area. The City of London has scheduled widening of Southdale Road from Wharncliffe Road to Wonderland Road for 2013. It is unsure whether the widening will assist with the delays in turning that are currently being experienced.

Service Change

Remove the route from Southdale Road westbound and proceed via Wharncliffe Road south to Wonderland Road.

1. Remove the service from within South London Power Centre and operate on Wonderland Road north to Southdale Road.
2. Turn north off of Southdale Road at Notre Dame Dr. instead of Andover Drive.

Service Impact

The changes will result in being able to maintain the same level of service without having to increase the number of vehicles on the route. The impacts of the service changes are as follows:

1. The delays at Wonderland & Southdale and Wonderland & Bradley are avoided. The re-routing results in the amount of time required to reach the Westmount Library stop being reduced. The negative impact would be that up to 55 passengers may be inconvenienced by up to 10 minutes being dropped off as a result of the service being removed westbound on Southdale Road. However, there is alternate westbound service using Route 10 along Southdale Road between Wharncliffe Road and Wonderland Road, and service along Wharncliffe Road is within 40 meters. This routing also allows Operators to access the Wonderland Garage from downtown, which would eliminate the need for providing a separate Operator shuttle and resulting in operating cost savings of 1,850 annual hours.
2. The South London Power Centre is expanding further south on the west side of Wonderland Road. Operating on Wonderland Road rather than within the east portion of the retail area splits the retail area making it equidistant walking to the stores on each side of Wonderland Road. This will also allow for the terminal point to be established in the bus bay at Westmount Library.
3. The queuing for left turns is regularly longer at Andover Drive than Notre Dame Rd. so delay turning should be reduced. Also, this brings the service closer to the area west of Wharncliffe Road along Southdale Road. Passengers in that area would be able to board at Notre Dame which would reduce the travel time to downtown as the ride around would be reduced. Finally, using Notre Dame would allow the route to service the Glendale Crossing facility. There is minimal ridership along Andover Dr. and all stops are within 400 meters of other transit service (i.e. Routes 10, 15 and 24)

Impact on Budget, Ridership and Fleet

The revenue and cost impact of the change is summarized on page 5 of Enclosure II.

Route 17-Oxford West

Route Description

This is a major cross-town route which travels from Byron along Oxford St. to Argyle Mall by way of Culver Drive and Clarke Rd. The route then extends south to the Firestone and Gore area. Ridership is a mix of commuters, high school students and Fanshawe College students. The winter schedule (34 weeks) level of service operates at a 140 minute round trip in the peak periods and 125 minute round trip in the base period. The peak level of service in the winter is 20 minutes with 23 additional tripper assignments to assist with overcrowding.

With the approval of the 2010 Service Plan, the winter level of service schedule was extended to include the spring period beginning in 2011. The summer level of service remained at a 120 minute route trip with a service frequency of 30 minutes.

Service Issue

In 2011, complaints were received during the summer period regarding both schedule adherence and overcrowding. To assist with the overcrowding whenever possible, articulated buses were assigned to the route.

Service Change Being Considered

To operate the current winter and spring schedule year round beginning in 2013.

Impact on Budget, Ridership and Fleet

There is no impact on fleet in the peak periods and a total of 1,200 annualized hours would be required. Revenue and costing estimates are set out on page 5 of Enclosure II.

Route 18-Masonville (new)

Service Issue

Demand is increasing for a more direct route from Masonville Mall to downtown without going through the University. The demand originates from customer contacts and is supported by reports of overload conditions on Route 13-Wellington southbound from Masonville Mall. In addition, overcrowding on Route 13 also occurs in the northbound direction preventing passengers from boarding who want to travel north of the Unversity. Over 1,000 passengers travel through Masonville Mall weekdays from 6 am to 6 pm to/from the following connecting routes: 13-Wellington (Grenfell loop), 13-Wellingotn (Northridge loop), 16- Adelaide, 38- Stoney Creek, and 39- Fanshawe West.

Service Change Being Considered

A new route 18-Masonville using Richmond St to downtown would operate every 30 minutes from 6 am to 6 pm Monday to Friday, year round. The new route would serve limited stops from Dufferin Ave to University Drive.

For example the new route may only stop at Central Ave, Oxford St, Cheapside St, Huron St/University Dr instead of all existing stops on the routing then continue to serve all existing stops along the route north of University Dr.

Impact on Budget, Ridership and Fleet

Two additional buses will be required during the peak periods, and an additional 6,000 hours of service would be required. Revenue and costing estimates are set out on page 5 of Enclosure II.

Route 20-Cherryhill

Route Description

Route 20-Cherryhill is a major downtown oriented route that connects Fanshawe College, Mornington Ave, Quebec St, and Dundas St to the east, and the Cherryhill and West Beaverbrook communities to the west. Ridership along the route is a diverse mix of Fanshawe students, high school students and commuters.

Service Issue

Ridership along the route has been steadily increasing resulting in overloads particularly during the p.m. peak periods. Overcrowding incidents tend to occur at the college or downtown resulting in customers requiring the route to access neighbourhoods in the west end missing their bus. The current level of service in the weekday peak periods is 30 minutes.

Service Change Being Considered

Increase the service frequency during the peak periods from 30 minutes to 20 minutes.

Impact on Budget, Ridership and Fleet

Two additional peak buses and 3,700 additional service hours will be required. Revenue and costing estimates are set out on page 5 of Enclosure II

Route 29-North Talbot (new)

The Commission approved, as part of the 2010 annual service plan, a service concept for the North Talbot community. The service design was developed with input from the local residents and would be interlined with the 28-Lambeth Route. Unfortunately, given constraints on public investment and lower residential build out within the area, service was not implemented. Since 2010, there has been substantial commercial development at the intersection of Colonel Talbot Rd and Southdale Rd and a Zoning By-law amendment for a site at Southdale Rd and Pomeroy Lane has been approved that will allow 432 additional housing units above the 292 units counted in 2010, and site plan approval is expected to be received in May 2012. It was also determined at the time that a net of 389 residential units in the Westmount would have access to transit service with service being delivered along Cranbrook Rd.

Service Change Being Considered

A new route serving the Colonel Talbot Rd area is being considered. Among the communities that would be served are North Talbot, Southwinds, the Cranbrook area near Westmount Mall, and a small portion of south-east Byron. The route would originate from Westmount Mall and travel along Viscount Rd, Cranbrook Rd, Tillman Rd, Raleigh Blvd, Colonel Talbot Rd and loop through the Southwinds area via Diane Cres., Malpass Rd, Stacey and Kilbourne Rd in the southbound direction and return via Colonel Talbot Rd, Southdale Rd, Tillman Rd, Cranbrook Rd to Viscount Rd in the northbound direction.

Impact on Budget, Ridership and Fleet

Service during the weekday peak and base periods would require one additional bus and a total of 3,100 hours on an annualized basis. Revenue and costing estimates are set out on page 5 of Enclosure II.

Priority Service Improvements - 2012 Service Plan
Service Improvements to Existing Service Area & New Growth Areas

Description			Balance of Year							Annual					
Priority	Route	Service	Number of Additional Peak Buses Required	Hours for Balance of Year Increase / (Decrease)[1]	Cost / (Savings)[2]	Ridership Increase / (Decrease)	Percentage Cost Recovery	Revenue Increase / (Decrease)[3]	Net Cost / (Savings)	Annual Hours Increase / (Decrease)[1]	Cost / (Savings)	Ridership Increase / (Decrease)	Percentage Cost Recovery	Revenue Increase / (Decrease)	Net Cost / (Savings)
1	10 Wonderland/ 14 Highbury	Weekday	6	8,000	$ 518,400	153,600	40%	$ 207,400	$ 311,000	25,200	$ 1,633,000	483,900	40%	$ 653,200	$ 979,800
2	18 Masonville	Weekday	2	2,000	129,600	48,000	50%	64,800	64,800	6,000	388,800	144,000	50%	194,400	194,400
3	17 Oxford West	Weekday	-	-	-	-		-	-	1,200	77,800	23,000	40%	31,100	46,700
4	12 Wharncliffe South	All	-	(600)	(38,900)	-		-	(38,900)	(1,850)	(119,900)	-		-	(119,900)
5	20 Cherryhill	Weekday	2	1,200	77,800	28,800	50%	38,900	38,900	3,700	239,800	88,800	50%	119,900	119,900
6	10 Wonderland/ 14 Highbury	Sunday	-	430	27,900	7,300	35%	9,800	18,100	1,200	77,800	20,100	35%	27,200	50,600
7	29 North Talbot	Weekday	1	1,000	64,800	19,200	40%	25,900	38,900	3,100	200,900	59,600	40%	80,400	120,500
	Totals		**11**	**12,030**	**$ 779,600**	**256,900**	**44%**	**$ 346,800**	**$ 432,800**	**38,550**	**$ 2,498,200**	**819,400**	**44%**	**$ 1,106,200**	**$ 1,392,000**

Notes:

[1] Budgeted revenue hours = 92.5% of paid hours

[2] Direct operating costs based upon direct operating costs of $64.80 per hour

[3] Average fare based on $1.35/boarding