



2023 Annual Report

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THE LONDON TRANSIT COMMISSION

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SCOTT COLLYER	VICE CHAIR
DAVID FERREIRA	COMMISSIONER
DAVID LITTLE	COMMISSIONER
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MIKE GREGOR	DIRECTOR OF FINANCE
SHAWN WILSON	DIRECTOR OF OPERATIONS
KATIE BURNS	DIRECTOR OF PLANNING
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JOANNE GALLOWAY	DIRECTOR OF HUMAN RESOURCES

EXECUTIVE SUMMARY

London Transit's vision in the 2019-2023 Business Plan is to be *the valued and trusted mobility choice for Londoners*. The vision is supported by the mission statement which is *moving Londoners – progressively, reliably and affordably*.

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

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

Consistent with the Business Planning Process, each year an Annual Report is completed and shared publicly. The report provides an overview of how the LTC performed against each of the strategic outcomes identified in the Business Plan based on the initiatives included in the annual Work Program. As part of the annual Work Planning process, specific initiatives are identified that will result in progress toward achieving the Strategic Outcomes, noting in some cases, initiatives will impact more than one outcome.






2023 brought with it a societal shift that went from ongoing but waning concern about the pandemic in 2022 to the expectation that the pandemic was over and things should return to “normal” immediately. While the elimination of pandemic-related restrictions and reduction in supply chain and labour market issues assisted service providers in ramping up service levels, progress toward this return was slower than customer expectations.

The most significant initiative on the 2023 work program was to complete the implementation of the outstanding service hour improvements that had been planned for 2021 and 2022 as resources permitted, with the ultimate goal of having all outstanding service improvements implemented by the end of the year. By December of 2023, the conventional service had seen all but 6,000 hours of the outstanding service implemented and the specialized service had reached fully-budgeted daily service hours.

In addition to the focus on service, significant resources were directed toward the preparation of the multi-year operating and capital budgets covering the period 2024 through 2027. In light of the significant shifts and disruptions experienced over the period of the previous multi-year budget, administration utilized a zero-based budgeting approach in order to ensure that appropriate budget was applied to all service areas required to meet the scheduled service levels established in 2023. In addition to the work on the multi-year budget, work began on the 2024-2027 Business Plan and supporting service plans, which will be based on the approved operating and capital budget programs covering the same period.

In 2023, administration was asked to establish a new manner of reporting progress toward each initiative included in the Annual Report and as such, this report has utilized a colour-coded assessment with red indicating little to no progress, orange indicating work is underway and green indicating that progress on the objective has met the expectations of the annual work plan. The table below provides an overall assessment of each of the Strategic Outcomes with a brief commentary. Each Strategic Outcome is discussed and assessed in greater detail later in this report including supporting data where applicable.

2023 Strategic Outcome Assessment Summary

Strategic Outcome	Assessment	Comments
An integrated, affordable and valued mobility choice		The planned implementation of outstanding service hours on the conventional service was not achieved in 2023. The specialized service hours were met as of December 2023, later than planned. In both cases, delays were the result of limited resource availability (vehicles) due to supply chain issues.
Demonstrated fiscal accountability		Notwithstanding significant price escalation on key budget items including fuel and bus prices, budgets were managed within the Commission's resources.
Being open, transparent and understood		The lack of understanding demonstrated by all stakeholder groups through the multi-year budget deliberation process indicates that greater effort needs to be directed toward this objective going forward.
Effective utilization of infrastructure		Capital programs continued as planned through 2023 noting delays in bus delivery required older buses to be maintained longer than anticipated in order to continue to meet service requirements.
An engaged, diverse and respectful workplace		While committee work was re-established in 2023 following the pandemic period, progress on initiatives was delayed due to ongoing resource issues.





In closing, while 2023 saw progress on all strategic objectives, delayed implementation of service improvements coupled with increased demand for services resulted in declined customer satisfaction and missed performance targets on a number of key initiatives. The 2024 service plans for both the conventional and specialized services have been approved consistent with approval of the growth hours in the multi-year budget. Growth hours in 2024 are being targeted at the most problematic areas of service, with increased running times and frequencies being added to the conventional service and increased service hours at the highest demand times being added to the specialized service.

The 2024-2027 Business Plan and supporting service plans will draw on the results of this report and attempt to balance available resources on the issues that matter most to all stakeholders in efforts to improve overall satisfaction levels.

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 2023 performance against key elements of this strategy, noting the measures used to determine the grading have historically included ridership change and total ridership, service hour change and total service hour investment, customer satisfaction rating, and investment share allocation.

Overall assessments of each of the key elements supporting this strategic objective are set out in the following table.

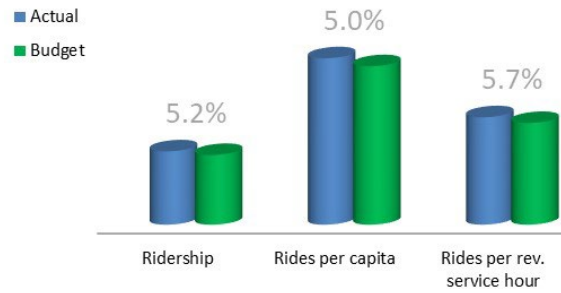
Key Elements	Assessment
Ongoing development of a safe, integrated and accessible public transit service ensuring the service meets the needs of a growing, competing and changing market.	
Use of proven technology supporting the effective, efficient delivery of transit services.	
Exploration of initiatives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

Conventional Transit Services

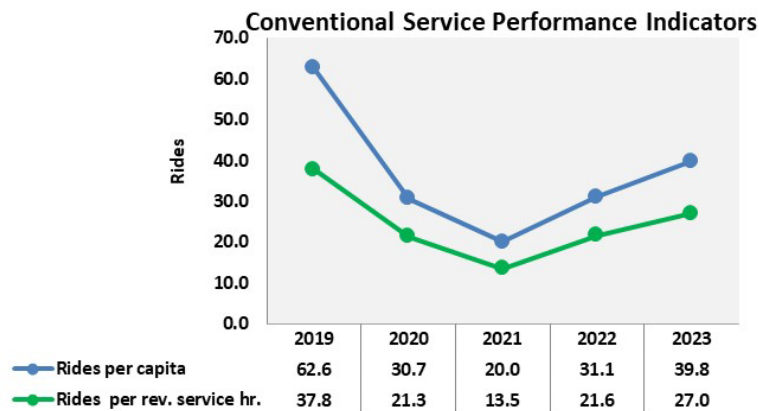
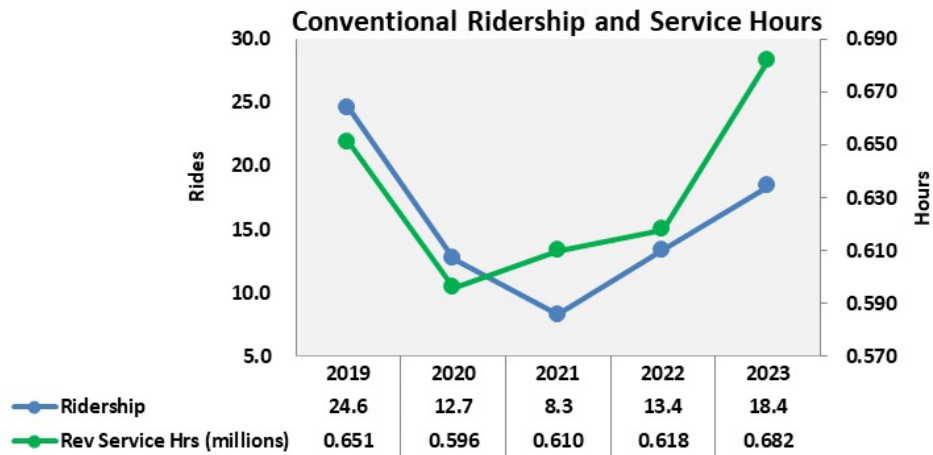
The plan for conventional service in 2023 was to focus on implementing the remaining outstanding service hour improvements that had been planned for 2021 and 2022 as resources permitted, with the ultimate goal of having all outstanding service improvements implemented by the end of the year. While significant progress was made, with improvements implemented in April, June and September, an approximate 6,000 hours in improvements had to be scheduled for implementation in February and April 2024 due to labour-force shortfalls negatively affecting bus availability. Notwithstanding the progressive increases in service, ridership demand continued to outpace the service growth, which inevitably resulted in declining customer satisfaction levels.

The steady increases in ridership throughout 2023 are further illustrated in the graphic below, which illustrates that notwithstanding the delays in implementation of budgeted service improvements, ridership levels exceeded budget expectations in 2023 (% variance from budget provided on graph).

2023 Ridership Performance Actual vs. Budget



The ridership and service hour performance over the period of 2019-2023 is set out in the following charts, noting that the pandemic-related impacts on the organization in the years 2020 through 2022 result in the inability to directly compare these years to 2019.



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

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

When considering 2023 ridership and related performance measures, it is important to recognize that the manner in which ridership was counted and reported on changed in 2023. Historically, all fares with the exception of the tuition pass were determined by data directly from the fare box (cash and ticket fares) and the smart card system (monthly passes, stored value and children 12 and under). Tuition pass ridership had been calculated based on ride factors determined through rider surveys given not all students participating in the tuition pass program were utilizing student cards that interacted with the smart card system (number of students multiplied by ride factors by day of week). The factors utilized for the calculation of tuition ridership were consistent across all three participating parties (Western undergrads, Western grad students and Fanshawe students). Beginning in 2023, all students participating in the tuition pass program had been transitioned to student cards capable of interface with the smart card system, and as a result, ridership for this program could also be determined based on data from the smart card system. Detailed analysis of this data determined that the factors that had been traditionally applied to calculate ridership were too high for Western University students, and too low for Fanshawe students. With approximately double the Western students participating in the program as Fanshawe, this led to a higher than actual estimation of ridership in previous years. For 2023 and going forward, smart card data will be utilized to report ridership associated with the tuition program riders.

While the graphic appears to illustrate that ridership is lower in 2023 than it was in 2019, analysis of the data collected by the automatic passenger counters clearly indicates that total boardings were between 15% and 20% higher than those experienced in 2019. This is further supported by the increased incidents of crowding being experienced on numerous routes throughout the system in 2023.

In addition to comparing against internal key performance indicators, London Transit also measures service performance by comparison to a peer group of Ontario transit systems (with bus operations only and with populations greater than 100,000 and less than 1,000,000). The following table sets out a comparison of 2022 key service performance indicators for LTC versus the identified Ontario group average noting the 2023 group data will not be published until the fall of 2024. The comparison information is compiled and published by the Canadian Urban Transit Association (CUTA).

Conventional Transit Services – Summary Performance Comparison

Description	2022		Ranking
	Peer Average	2022 LTC	
Ridership (millions)	10.5	13.4	5 th
Rides per capita	25.8	31.5	5 th
Rides per service hour	18.8	21.6	3 rd
Service hours per capita	1.3	1.5	7 th

Note: Peer group includes 14 Ontario transit systems in municipalities with a population between 100,000 and 1,000,000. (Mississauga, Durham Region, Brampton, Hamilton Waterloo Region, London, Windsor, Oakville, Burlington, Sudbury, Barrie, Guelph, Thunder Bay and Kingston).

As illustrated in the table, London remained in the top half of the service performance measures against peer group in 2022, noting ridership and service hour performance were significantly impacted by the various pandemic waves and associated public health measures in place.

Service quality is also measured through feedback from the customer, which beginning in 2016 included the addition of the feedback received through the Voice of the Customer surveys.

Historically customer contacts were relied upon as the only measure of customer satisfaction; however, given that customers of any service are far more likely to contact the provider with a complaint when they have had a poor experience versus calling to provide a compliment when they have had a good experience, the Voice of the Customer program was launched to gain a better understanding of our customers perspectives both with respect to the priorities they place on determining what qualities are inherent in a good public transit service as well as how they rank London’s service against those priorities.

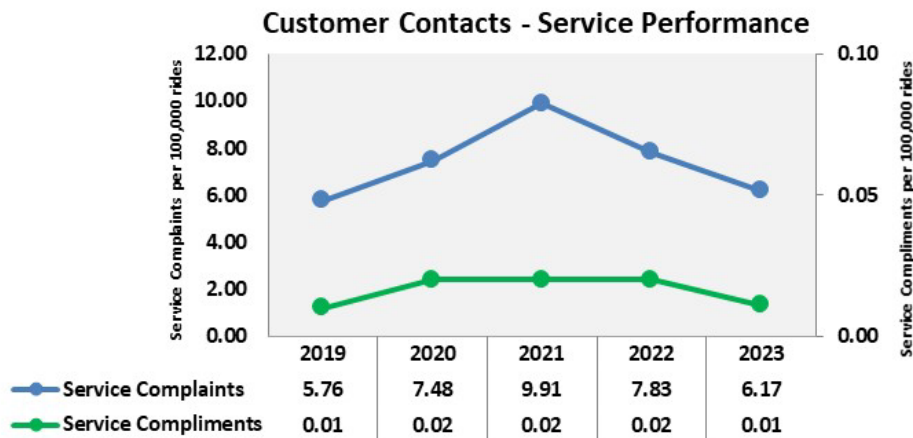
The chart below provides an overview of the top priorities identified by conventional transit customers in the 2023 Voice of the Customer survey, and their levels of satisfaction with each. This information was a key input into both the 2024 Conventional Service Plan as well as the 2024-2027 Business Plan. By way of example, the highest priority of on-time performance, which received the lowest satisfaction rating will be addressed by increased frequency on routes with the most crowding conditions, and running time will be added to routes experiencing difficulties maintaining schedules in the 2024 Service Plan, which will be implemented in September.

2023 Voice of the Customer Service Priorities

Service Characteristic	Importance Ranking	Satisfaction Level
On-time Performance	34%	40%
Frequency of Service	11%	58%
Real time Timeliness Info	10%	58%
Coverage	9%	86%
Service Delay Information	5%	53%
Convenient Routes	5%	75%

In addition to the Voice of Customer feedback, customer satisfaction levels are also gauged through tracking both the number and nature of customer contacts received via email, social media, and telephone. In 2023, society in general was looking to return to conditions consistent with pre-pandemic times while at the same time businesses struggled to ramp up to meet the heightened demand given labour market and supply chain issues. The resulting imbalance between customer expectations and the service provider’s ability to deliver has led to a decrease in overall satisfaction levels, and increased customer frustrations.

The following chart provides an illustration of the trend in customer complaints and compliments relating to the conventional service performance over the period 2019 through 2023.

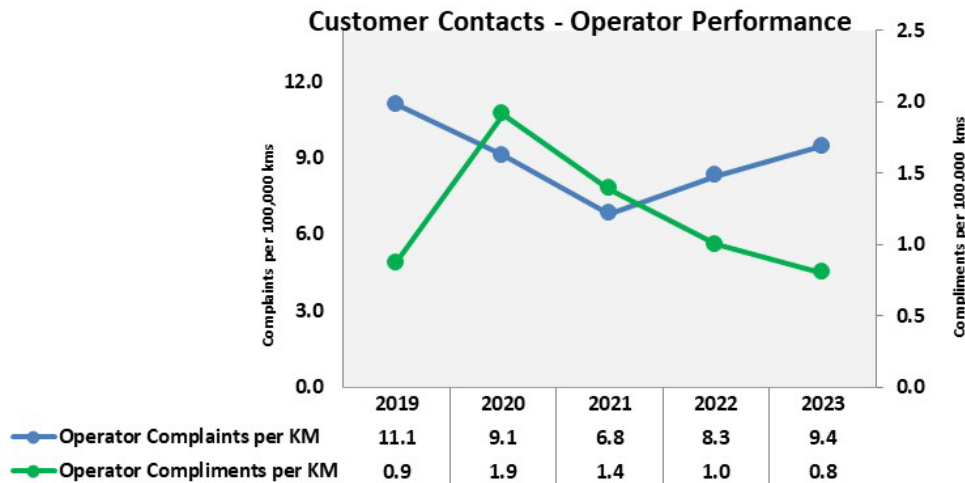


In an effort to have comparable statistics, the values in the chart illustrate the total complaints and compliments per 100,000 riders. While this approach normalizes the number being displayed, it does not account for the extreme variances in operating conditions pre and during the pandemic period; an important comparator is that between 2019 and 2023, noting they are the two years that were not significantly impacted by the pandemic. As the chart illustrates, service complaints in 2023 were slightly higher than those in 2019 with the highest number of complaints in 2023 being related to the on-time performance of the service.

The other major area of analysis regarding service quality is Operator performance, which is assessed in terms of both complaints and compliments. The 2023 Voice of the Customer survey results indicated high levels of satisfaction with Operator performance overall as indicated in the table below.

Voice of the Customer Statement	2023 (% Agree)
• The bus is well driven	87%
• Bus drivers are helpful and courteous	83%
• Bus drivers are knowledgeable about the transit system	86%

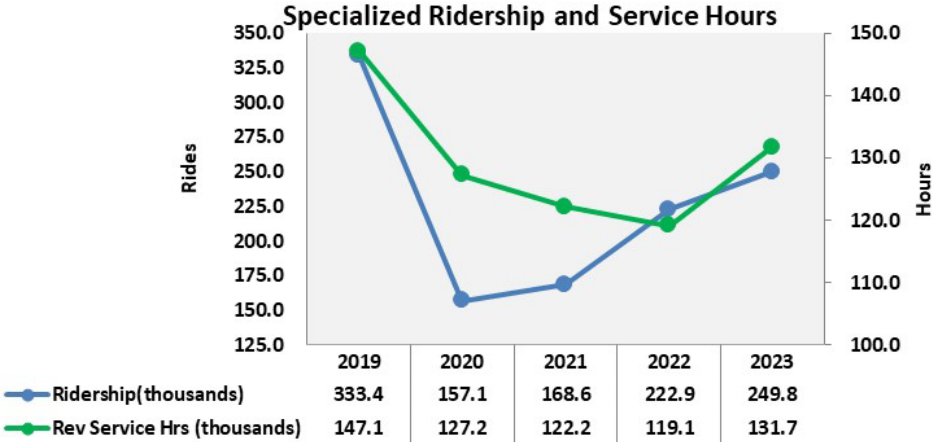
The chart below provides a summary of total complaints and compliments recorded in the customer contact system related to Operator performance over the period 2019-2023.



Driving related Operator complaints have been trending upwards since 2021 however they remain below the levels experienced in 2019. These contacts are reviewed annually to identify any trends that can be addressed either directly with those Operators involved or with the Operator group as a whole through refresher training or regular internal reminders via internal messaging screens.

Specialized Transit Services

Similar to the issues faced on the conventional service, the specialized service contractor experienced both supply chain and labour market impacts which resulted in delays in the implementation of additional service hours. In August of 2023, the Commission approved an alternative vehicle for use under the current contract in an effort to get more vehicles in service. Ten new vehicles were ordered in August and all were placed in service by the end of December 2023, bringing service levels in line with the annual hours approved in the budget. The following chart provides an overview of the ridership and service hours on the specialized service for the years 2019 through 2023.



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

As previously discussed, the implementation of the incremental service hours in 2023 was delayed due to vehicle supply chain issues. The following table provides a comparison of ridership and service hours actual to budget performance for 2023, noting the lower than budgeted hours is a direct result of the delays in implementing the additional service.

2023 Ridership and Service Hours Actual to Budget Performance

Description	Actual	Budget	Amount Better (Worse)	Percent Better (Worse)
Total ridership	249,800	299,200	(49,400)	(16.5)%
Service hours	131,700	163,300	(31,600)	(19.4)%
Rides per Service Hour	1.9	1.8	0.1	3.5 %

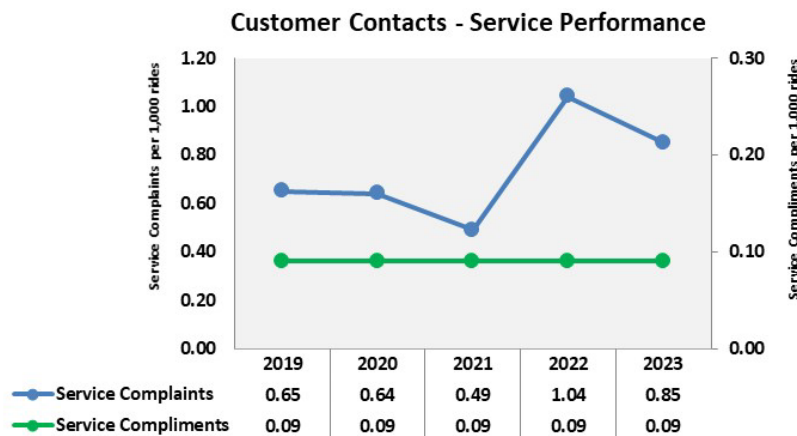
The Voice of the Customer survey was also undertaken with customers of the specialized service in 2023. The table below provides an overview of the top priorities of customer’s surveyed, as well as their levels of satisfaction with each.

2023 Voice of the Customer Service Priorities

Service Characteristic	Importance Ranking	Satisfaction Level
Trip Availability	19%	64%
Promptly Answered Booking Lines	16%	71%
Service Coverage	13%	97%
On-time Performance	12%	91%
Fare Price	11%	95%
Booking Ease	8%	57%
Helpful Drivers	6%	94%

As the table indicates, the two lowest ranking service characteristics with respect to the specialized service are trip availability and ease of booking trips.

In addition to the Voice of the Customer survey, customer contacts are analyzed to provide an indication of customer satisfaction relating to service provision and operator performance. As referenced in the chart below, service complaints rose significantly in 2022 as demand for service increased at a rate higher than was able to be accommodated with available resources. Total complaints declined in 2023 as additional service hours began to be implemented; however, complaints remain above pre-pandemic levels.



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

2023 Voice of the Customer Results

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

Customer contacts received directly pertaining to Operator performance have remained consistently low over the period 2019 through 2023, echoing the results of the Voice of the Customer survey.

As with conventional transit, specialized transit performance results are assessed from a service perspective in comparison to all other Ontario specialized transit systems. The following table sets out a comparison of key service performance indicators for London Transit in 2022 versus the identified Ontario group average.

Specialized Transit Services – Summary Performance Comparison






Description	2022	
	Ontario Average	2022 LTC
Service Performance		
Service hours per capita	0.2	0.3
Total trips per capita	0.3	0.5
Total trips per service hour	1.6	1.9
Trips per eligible registrant	26.3	18.6

Average includes all specialized services operating in Ontario

London’s performance in 2022 was consistent to 2021 in terms of peer group comparison, indicating that the operational impacts of the pandemic were felt equally across specialized services in Ontario.

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.

Key Elements	Assessment
Providing a high quality and economically sustainable transportation service	
Ensuring decisions regarding investment (operating and capital) are evidenced-based, and are consistent with the goals and objectives of the organization and services	
Establishing a sustainable financial strategy, one that reflects the unique dynamics (characteristics) of each investment source	
Fostering an environment of continuous improvement that is, doing the right things at the right time in the most effective and efficient manner	
Optimizing investment and utilization of existing and new technologies supporting the effective and efficient delivery and management of the service	

2023 Operating Budget Program

The 2023 operating budget program for conventional and specialized transit services totalled approximately \$99 million. The 2023 operating budget identified a funding shortfall that if left unchanged at year end would have required additional reserve contributions of \$6.9 million. Given the following favourable operating results, reserve contributions required to balance the budget at year end equated to a modest \$0.9 million:

- higher than budgeted ridership resulting in favourable transportation revenue;
- favourable interest income from the commission's cash and reserve fund accounts due to higher than budgeted interest rates;
- lower than budgeted diesel fuel rates and resulting fuel expenditure;
- lower than budgeted contracted specialized service hours due to delays in required vehicle acquisitions; and
- favourable other variances including labour, benefits and facilities costs.

As noted in the following chart, the actual source of 2023 operating investment remained relatively consistent with budget noting city investment levels have, for the most part, been flat-lined over the course of the last four years.

Description	2023 Actual	2023 Budget
Transportation/Operating revenue	43.4%	44.5%
Provincial gas tax	8.9%	11.5%
City of London	47.7%	45.0%
	100.0%	100.0%

Financial performance is compared to the Commission's peer group in the same manner as service performance. Conventional services, in comparison to the peer group is at or near the top in all key financial performance indicators, as noted in the following table.

Conventional Transit Services – Summary Performance Comparison

Description	2022		
	Peer Average	2022 LTC	Ranking Out of 14
Service Performance			
Financial Performance			
Operating cost per ride	\$8.13	\$5.89	14th
Municipal cost per ride	\$4.98	\$2.53	14th
Total Operating Cost Sharing			
Municipality	59.1%	43.7%	14th
Passenger & Operating	30.1%	39.5%	3rd
Provincial gas tax + Safe Restart	10.8%	16.8%	1st

Note: Peer group includes 14 Ontario transit systems in municipalities with a population greater than 100,000 and less than 1,000,000. (Mississauga, Durham Region, Brampton, Hamilton, Waterloo Region, London, Windsor, Oakville, Burlington, Sudbury, Barrie, Guelph, Thunder Bay and Kingston).

As noted, London Transit’s municipal operating investment is well below the peer group average, ranked 14th (lowest) of the 14 transit systems comprising the peer group in 2022. With respect to cost sharing, London continues to receive the lowest percentage of municipal subsidy contribution to operations of all systems in the peer group.

The Specialized Service is compared to all Ontario Specialized Services in the table below. As the table illustrates, London’s cost per ride and municipal cost per ride are well below the system average. Operating cost sharing was consistent between London and the peer group at large.

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

Description	2022 Peer Average	2022 LTC
Service Performance		
Financial Performance		
Total cost per ride	\$52.01	\$44.23
Municipal cost per ride	\$48.94	\$42.03
Total Operating Cost Sharing		
Municipality	94%	95%
Passenger & Operating	5%	5%
Provincial gas tax	1%	0%

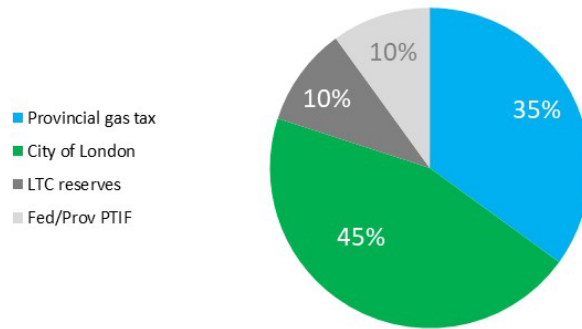
2023 Capital Budget Program

The 2023 capital investment program totalled approximately \$22.6 million, funding a number of projects including:

- Bus replacement: a \$12.8 million project providing replacements for 15 buses noting this program is critical to supporting fleet reliability and lowering fleet maintenance costs by moving to an average fleet age of six years.
- A total of \$1.5 million was spent on other various projects in 2023 including bus stop upgrades, shop and garage equipment, service fleet replacement and facility upgrades; and
- A total of \$5.0 million was budgeted for projects that did not get underway in 2023 including the Highbury facility rebuild, and Fare Processing equipment upgrade, noting these projects will be carried forward to the 2024 Capital budget program

All of the capital programs operated within budget. Capital investment in 2022 was shared as set out in the following chart.

Capital Program Investment Share



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 2023 performance against key elements of this strategy, noting the measures used to determine the grading include the number of communication tools employed, the frequency of use of the communications tools, and stakeholder satisfaction ratings.

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

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

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

Percent Make Up of Interaction Methods

Percent Make Up	2019	2020	2021	2022	2023
Information line - answered calls	2.2%	2.7%	3.3%	3.6%	2.8%
Interactive voice response	4.6%	4.6%	5.9%	5.2%	4.2%
Website - main site visits	41.4%	38.3%	47.3%	48.5%	46.3%
Website - Infoweb real-time	13.0%	12.1%	17.3%	20.9%	20.8%
Facebook page visits	1.8%	5.6%	3.3%	2.8%	3.6%
X (formerly Twitter) Impressions	36.9%	36.7%	22.9%	19.0%	22.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

The 2023 Voice of the Customer survey also sought feedback on customer's perceptions relating to their access to information, the results of which are set out in the table below.




2023 Voice of the Customer Results

Voice of the Customer Statement	% Agree
• Customer service reps are helpful & courteous	69%
• My issues are addressed in a timely manner	72%
• It is easy to find out if buses are running on schedule	58%
• It is easy to get information about LTC services and schedules	53%

Results from the Voice of the Customer survey as well as the public discourse that took place during the multi-year budget clearly illustrate the need for additional focus on enhancing stakeholder awareness of both day-to-day transit issues/events as well as the value that an effective public transit service brings to the community at large. This will be a primary focus in the 2024-2027 Business Plan.

EFFECTIVE UTILIZATION OF INFRASTRUCTURE

The strategy calls for acquisition and maintenance of required infrastructure supporting service reliability, noting infrastructure includes fleet, facility, technology and other fixed assets. The following table sets out an assessment of 2023 performance against key elements of this strategy, noting the measures used to determine the grading include average fleet age, nature and extent of technology employed, and capital investment in new infrastructure.

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

The reliable accessible infrastructure strategy addresses the maintenance, retention, and acquisition of equipment, facilities, and fleet. Specific programs and policy direction associated with the strategy are reflected in the Commission’s Asset Management Plan. The following table sets out the assessment of London Transit’s assets as at December 31, 2023.

Assets	Grade
Facility – 450 Highbury	Fair – requires attention
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	Fair – requires attention
AVL/radio system (smart bus)	Good – adequate for now
Shop equipment and tools	Good – adequate for now
Smart card system	Good – adequate for now
All other infrastructure	Good – adequate for now

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

Strict adherence to the strategy over the past 10 years has resulted in the elimination of the infrastructure deficit with the exception of the Highbury Avenue facility. Changes in funding stream guidelines in 2022 resulted in the Highbury Facility replacement being moved to the forefront of transit-related infrastructure projects, and the business case for the replacement was submitted to the Provincial and Federal governments for consideration. Project approval is anticipated some time in 2024, subsequent to which the detailed design work will be undertaken.

AN ENGAGED, DIVERSE AND RESPECTFUL WORKPLACE

The strategy calls for the development of a results-oriented organization attracting, developing and retaining exceptional individuals combined with creating an engaged, diverse and respectful workplace. The following table sets out an assessment of 2023 performance against key elements of this strategy, noting the measures used to determine the grading include the utilization and evaluation of staff training and development, effective recruitment strategies and addressing known shortfalls, and overall employee satisfaction ratings.

2020 through 2022 saw competing priorities resulting from the pandemic which required a significant change in direction to address the day-to-day challenges associated with operating through a pandemic. The primary focus was ensuring the needs of employees’ physical and mental health were being met. As a result, the development and implementation of new initiatives in the Diversity and Expect Respect programs were delayed. In 2023, work was undertaken to re-establish these initiatives, as well as related committees and set work

programs; however, progress was limited due to ongoing resource challenges. This is reflected in the assessments set out in the table below noting that increased focus will be applied to these committees in 2024.

Key Elements	Assessment
Developing a culture that is inclusive, supportive, and collaborative, respecting individual dignity, promotes accountability and open communication	
Developing a learning organization supporting employees being successful in their roles, that recognizes performance and develops human resource capacity to ensure business continuity	
Developing a qualified and diverse workforce, reflective of community demographics	
Creating a work environment that encourages employee health and wellness and increased focus on employee mental health	
Effectively using technology to support employees in their roles	

Progress was made in 2023, specifically in the following areas:

- increased focus and attention on recruitment and selection to address known staff shortfalls; while strategies were successful in operations, the same cannot be said in Fleet and Facilities, specifically in the area of skilled mechanics;
- ongoing review and change to the organization’s structure, reflecting the performance review management program principle of ensuring the most efficient and effective use of resources;
- re-development of London Transit’s Human Rights, Mutual Respect and Diversity in the Workplace Programs training modules to better address issues faced in the workplace;
- ongoing communication to employees through a number of mediums on general information to ensure employees better understand the supports available to them and their families, enhanced coverage of mental health supports and internal peer supports, etc.; and
- new Operator training underwent an assessment to ensure they have the skills and abilities to perform their positions effectively and safely, resulting in the rollout of enhanced and/or new training modules being rolled out in 2024.

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

LOOKING FORWARD

The Commission's decision to extend the current Business Plan to cover 2023 in light of the significant disruptions resulting from the global pandemic has resulted in a new Business Plan cycle that better aligns with the multi-year budget cycle and City of London Strategic Planning process. Given both of these have been finalized, the 2024-2027 Business Plan and supporting service plans can be developed based on known priorities of Municipal Council and approved operating and capital budgets.

Focus over the next Business Plan horizon will be on improving the overall customer experience as it relates to public transit use in London. Improvements on the Conventional Service will be focused on addressing crowding and schedule adherence issues on existing routes, as well as making the entire network more efficient. Improvements on the Specialized Service will be focused on adding service to the times of day/day of week where trips are most in demand. In addition, a new scheduling system will be implemented for the Specialized Service which will enhance the customer experience as it relates to managing trip bookings.

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

In addition to the service related focus, a number of transformational projects are anticipated to move forward in 2024. The project to demolish and rebuild the Highbury facility is awaiting funding approval, which is anticipated to occur in 2024. Subsequent to approval, the detailed design process for the new facility will be launched. The electric bus trial program is also well underway with the issuance of a joint request for proposal and contract award anticipated to occur in 2024. Both of these initiatives are significant undertakings that will require the need for additional dedicated resources to manage.

In closing, 2024 and the years following will see significant progress on a number of transformational programs as well as the launch of multi-year service improvements designed to enhance the customer experience, resulting in a more effective and efficient transit system for all Londoners.