

London Transit Commission

2007 – 2010

Business Plan

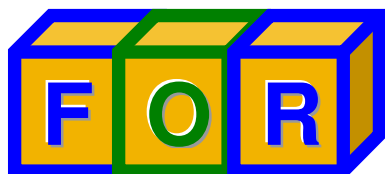
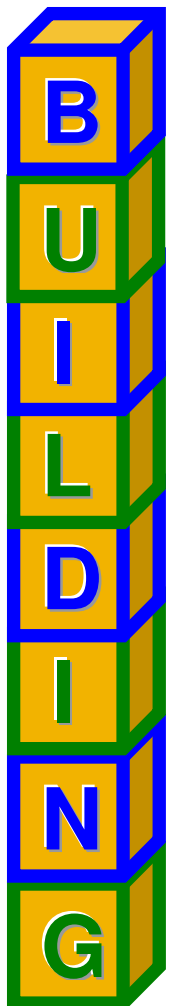


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Executive Summary

London Transit's vision is defined in its mission statement:

To develop and maintain an effective, efficient and safe public transit service operating as a key component of a sustainable transportation system while being competitive, customer focused and financially responsible and providing a work environment that fosters accountability, pride, teamwork and job satisfaction.

The vision is clarified in the Business Plan. The plan translates the mission statement into supportive activities and initiatives, reflecting key overarching linked objectives, which are:

- to continue to develop as a progressive, learning organization: an organization that is inclusive, responsive, and financially responsible, and provides a work environment that promotes job satisfaction
- to continue to develop and grow, in a balanced sustainable manner, London's accessible public transit services that are effective in design, efficiently delivered, customer focused and priced appropriately. This means building an overall system that is recognized as a "core community value" and that operates as a key component of a sustainable transportation system
- to continue to be viewed as a top ranked system and a leader in the development and delivery of an effective and efficient public transit system (service) in Canada as defined by identified related performance measures promoting accountability, transparency and recognition of results
- to continue to develop informed relationships with principal and stakeholders both internal and external to London Transit

Successive Business Plans and related planning process have allowed the organization to realize a significant turnaround from 1995 to 2006 after a period of major decline. Notwithstanding the success which has been achieved, continued growth and sustainability requires:

- development and migration to a higher form of public transit service, defined by the Long Term Transit Growth Strategy with key linkages to the City of London's Official Plan, Transportation Master Plan, Strategic Plan and Financial Plan
- balanced, measured and sustainable progress with respect to meeting the standard requirements provided under the Accessibility for Ontarians with Disability Act
- commitment to, and investment in, long term, sustainable, predictable funding from all orders of government
- continued growth and development as a learning organization

The 2007-2010 Business Plan is seen as laying the building blocks of the system's future, a future defined by the Long Term Transit Growth Strategy. The Business Plan reflects two related but distinct phases supporting continued development. The first phase covers the period 2007-2008 and focuses on finalizing and putting in place final approval of the Long Term Transit Growth Strategy, as well as ensuring that current operations are supportive of maintaining and building upon current ridership growth. The second phase activities are associated with obtaining Municipal Council approval and the phased implementation of the Long Term Transit Growth Strategy.

Without significant change in the way service is delivered and supported, ridership will, at best, grow marginally, with a more likely scenario being a ridership decline as overall system effectiveness in meeting customer needs/expectations declines and the system becomes more expensive to operate. This is reflected in the current overcrowding and schedule adherence issues on key routes particularly

during peak periods where the system is naturally at capacity.

The Long Term Transit Growth Strategy 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 strategy recognizes that the current system is not poised for continued sustainable growth; growth leading to attaining the 10% transit mode share set by the City's Transportation Master Plan.

Introduction – The Road Traveled - 1995 - 2006

The Business Plan and related planning process has allowed the organization to realize a significant turnaround from 1995 to 2006 after a period of significant decline. In the early to mid 1990's, due to a number of convergent factors, ridership, and consequently revenue, fell at the same time that many costs grew. In order to affect a business turnaround, correcting what had become a downward spiral, a Business Plan and related planning process was developed for London Transit by London Transit employees. The Business Plan serves to define London Transit as an organization and as a business. The initial Business Plan was adopted in 1995 and has been reviewed and updated on a three year basis. The process and resulting Business Plans, each with key themes, have been critical to London Transit's rebound by focusing resources on performance and achieving stated goals. The key business plan themes are noted below:

Business Plans 1995 to 2007

Plan Period	Key Themes
1995-1997	Bring focus and direction to the organization, stopping the decline
1998-2000	Commence the rebuilding process, developing a customer first attitude
2001-2003	Sustain ridership gains – set the groundwork for future growth
2003-2006	Defining the future- translating long term growth goals into an action plan
2007-2010	Delivering on the plans – building the future

The following tables set out the specific performance measurements used to track progress against our overall goals for both conventional and specialized transit services, hereinafter referred to collectively as “accessible public transit services”. As indicated, the various Business Plans, including the related work plan initiatives, have supported a significant turnaround in London Transit's operations supporting the view that London Transit is considered, on balance, to be one of the most effective and efficient transit systems of similar size in Canada.

Conventional Service Performance Summary 1996-2006

Indicator	1996	2006	Change
Riders (millions)	12.3	18.7	52.0 %
Revenue service hours (000's)	482	514	6.6 %
Rides per capita	37.8	53.2	40.7 %
Rides per revenue service hour	25.5	40.4	58.4 %
Revenue service hrs per capita	1.48	1.46	(1.4) %
Cost per ride	\$ 2.26	2.26	-
Public investment per ride	\$ 0.88	\$0.83	(5.7) %
Average fleet age	11.8	8.8	(25.4) %

Specialized Service Performance Summary 1996-2006

Indicator	1996	2006	Change
Eligible passenger trips (EPT) (000's)	125	169	35.2%
Companion/attendant trips (000's)	10	20	100.0%
Total cost per EPT	\$ 12.59	\$16.40	30.3%
Public investment per EPT	\$ 10.79	\$13.94	29.2%
Trips per capita	0.38	0.54	42.1%
EPT % of total bookings	76%	86%	13.2%

Notwithstanding the success which has been achieved, continued growth and sustainability is in doubt without:

- development and migration to a higher form of public transit service. The current service design and supports are operating at and beyond capacity at peak times. Without changes in service delivery the system will become more expensive and less efficient to operate, ultimately providing a lower level of service to the community
- adoption and implementation of related transit supportive policies and programs
- commitment and investment to long term, sustainable, predictable funding from all levels of government
- continued growth and development as a learning organization

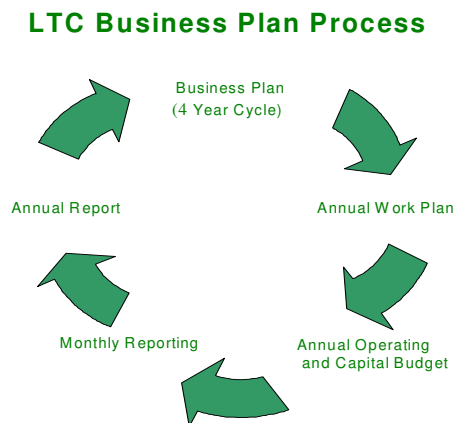
The Business Plan for 2007-2010 focuses on implementing established and approved plans and starting the actual building for the future. The Plan and planning process continues to serve as:

- a reflection of today, serving as a starting point for the future
- an indication of tomorrow, setting out challenges and related expectations
- a direction document, focusing resources and activities on prioritized challenges and desired expectations
- a communication tool, supporting the development of informed relationships with all stakeholders
- the basis for promoting accountability, transparency and recognizing results

Key inputs to the development of the 2007-2010 Business Plan included:

- a working group of London Transit managers
- actual performance up to and including 2007, providing the basis to build on successes and learn from setbacks
- London Transit's Long Term Transit Growth Strategy and Accessibility Plan
- City of London Official Plan, Transportation Master Plan, Financial Plan and Strategic Plan

The related business planning process, which has been amended from a 3 year to a 4 year cycle to coincide with changes in the terms of the Commission and Municipal Council, is depicted below.



The Business Plan 2007 - 2010

A vision defines an organization. London Transit's vision is defined by its Mission Statement, which is

To develop and maintain an effective, efficient and safe public transit service operating as a key component of a sustainable transportation system while being competitive, customer focused and financially responsible and providing a work environment that fosters accountability, pride, teamwork and job satisfaction.

The vision is also reflected in the Business Plan. The plan reflects key overarching linked objectives, which are:

- to continue to develop as a progressive, learning organization that is inclusive, responsive, and financially responsible and provides a work environment that promotes job satisfaction
- to continue to develop and grow, in a balanced sustainable manner, London's accessible public transit services that are effective in design, efficiently delivered, customer focused and priced appropriately. This means building an overall system that is recognized as a "core community value" and that operates as a key component of a sustainable transportation system
- to continue to be viewed as a top ranked system (service) and a leader in the development and delivery of an effective and efficient public transit system (service) in Canada as defined by identified related performance measures

The vision supports three essential requirements to grow: resources to support the development of the direction; people to make it happen; and, actual delivery.

The 2007-2010 Business Plan is seen as laying the building blocks of the system's future, a future that is defined by the Long Term Transit Growth Strategy. The 2007-2010 Business Plan reflects two related but distinct phases of development.

The first phase, covering the period 2007 and 2008, concentrates on finalizing and putting in place approvals and final direction on the Long Term Transit Growth Strategy, as well as ensuring that operations are supportive of maintaining and building upon current ridership growth.

The second phase activities are associated with the approval and the phased implementation of the Long Term Transit Growth Strategy. The Long Term Transit Growth Strategy 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 current system is not poised for continued sustainable growth; growth leading to the attainment of the 10% transit mode share set by the City's Transportation Master Plan.

There are a number of significant emerging developments, external to London Transit that can and will influence London Transit's short to medium term performance. The related developments are the volatility of fuel prices and the health of the economy. Significant changes/fluctuations in fuel pricing will impact ridership and the cost of service delivery. Similarly so will any extended downturn in the economy as was the case experienced throughout the early 1990's, which contributed to significant downturn in performance during the period. The key to managing these influences is the capacity of

the organization to provide dynamic, balanced measured responses, without significantly compromising the longer term objectives.

Business Plan Key Strategies

As with previous business plans, the 2007-2010 Business Plan was directed by a mission statement, which is supported by a number of related strategic objectives. The mission statement and key strategies are, by design, intended to transcend time and serve as the key links to successive business plans.

The related strategic objectives supporting the mission statement cover:

- Service
- Human Resources
- Financial
- Innovation and Technology
- Communication, Advocacy and Partnership
- Asset Management

The mission statement and objectives are predicated on the following principles:

- having a customer focus (i.e. being responsive to the needs of customers) is critical to the success of our business and the organization
- the strength of our organization is in our employees
- calculated risk taking is essential if a business is to grow and succeed
- informed relationship and partnership building is critical to building a successful transit service
- as an organization we have to be fiscally responsible and accountable
- as a business we should:
 - make commitments we can meet
 - meet all commitments we make as individuals and groups

Service Strategy

The service strategy calls for the development and delivery of accessible public transit services, as defined in the Long Term Transit Growth Strategy and Accessibility Plan, that operate as a key component of a sustainable transportation system and that support attainment of the 10% mode share target as set out in the City of London's Transportation Master Plan.

The strategy calls for:

- influencing effective land use planning that encourages growth firstly through infill, intensification, and redevelopment within the existing service area, and secondly through responsible greenfield development in appropriate, transit-supportive locations, utilizing compact urban form to encourage a reduction in auto dependency. This includes consistent promotion of higher density, mixed uses, pedestrian-oriented design, and planned linkages between transportation modes
- support of a comprehensive City of London parking strategy, including considerations for park and ride facilities, that recognizes the true costs of parking infrastructure, and the impacts of parking supply and pricing on transit ridership and the transportation network, particularly in the downtown
- the development and implementation, in concert with the City of London, of programs, policies and strategies designed to influence travel choices, including accessible public transit services, cycling, walking, car pooling, etc.
- understanding that to grow the service requires effective delivery and management of service quality, this means delivery of the service in a professional, customer-friendly manner consistent with defined schedules and standards, taking customers where they want to go, when they want to go, in an affordable, safe, clean and reliable manner.
- continuous review of ridership and population trends to ensure the service meets the needs of a growing, competing and changing market(s)
- continuous development and implementation of proven technology supporting the delivery of an effective, efficient and evolving transit service that includes methods of delivering real time service information to the public
- continuous progress in the development and delivery of accessible public transit services that balance competing customer needs and expectations, legislated requirements, infrastructure capacity and fiscal realities
- employment of fare pricing and media options and pursuit of technologies (i.e. "smart cards") that reflect the needs of a diverse customer market and are used as a means of building relationships with customers and maintaining and building ridership
- development of service standards by which service related decisions (i.e. implementing new service, service levels, bus stop locations, etc.) can be made
- continued consultation with all stakeholders on issues associated with the development and delivery of accessible public transit services

Human Resources Strategy

The human resources strategy calls for the development of a results oriented organization providing a focus on employees, which lets employees know what is expected, helps them meet and exceed expectations and recognizes their contributions accordingly.

This requires:

- the development of an environment and culture that is inclusive and collaborative, promotes professionalism, accountability, open communication and teamwork
- a supportive workplace which provides for respect for individual dignity and encourages employees to have fun in their work
- recognition of changing demographics and the resultant diversity, both in terms of current employees and in terms of the base from which future candidates for positions are recruited
- the development of a customer first approach for all employees
- an attitude of continuous improvement whereby employees are encouraged and supported to make positive change, at the same time providing for individual responsibility and accountability through the provision of appropriate feedback, recognition and reward, including as warranted, taking of corrective action
- open communication and involvement with union leadership to ensure that the expectations of the Parties of the Collective Agreement are fully met
- a safe work environment and encouragement and support for employee health and wellness
- ensuring that human resource continuity needs are satisfied through the identification of future requirements and the means of meeting those needs. This includes focusing on employee training and development to ensure that, as required, employees are equipped to take on current and anticipated future responsibilities as the needs of the organization change in terms of business development, technology and diversity of those who receive London Transit services

Financial Strategy

The financial strategy calls for establishing and maintaining an appropriate balance between customer and public investment requirements, effective financial planning and management that is linked to service development and growth, and working to obtain sustainable, predictable, multi-year funding.

This requires:

- the recognition, by all stakeholders, that the return on investment includes consideration of the social, economic, and environmental returns an effective and efficient public transit system provides the community
- linking investment with customer requirements for a service that is predictable, reliable, safe, accessible and affordable
- recognition that fares (and fare media options) must be both attractive and competitive, providing the opportunity to develop target ridership markets, maintain ridership gains and establish the appropriate balance in customer and public investment
- having a financial strategy that is consistent with the objectives of the City of London's Financial Plan
- having in place sustainable, long term and predictable sources of funding involving all three levels of government
- recognizing that the establishment and effective management of reserves is critical to ongoing operations and that reserves should remain strong and viable
- ensuring decisions regarding expenditure investment (both operating and capital) are strategic and consistent with the organization's plans and objectives

Innovation and Technology Strategy

The innovation and technology strategy calls for the development and growth of programs, systems and processes that support an environment of innovation, customer satisfaction, service delivery, and business effectiveness and efficiency.

This strategy recognizes that:

- bringing people, tasks and technology together properly is critical to the successful use of technology
- new and renewed investment and commitment in the continuous review and improvement of systems, processes and procedures is critical to ensure the right things are done at the right time in the most effective and efficient manner
- maximizing the use of proven technology advances meeting our business needs, for example, innovations in service delivery and monitoring systems that make use of powerful and proven new technologies to assist with the delivery of quality customer service
- an increase in the availability and use of collaborative tools geared toward improved information sharing including improvements to both the quality of and access to information
- constructive data management intended to assist with translating data into quality information supports informed performance based decision making
- continual and vigilant attention to security risks and issues, software and system integrity and performance, and appropriate upkeep, expansion and maintenance of network infrastructure are critical to the continued growth and success of the business

Communication, Advocacy and Partnership Strategy

The communication, advocacy and partnership strategy calls for ongoing and effective communication with internal and external stakeholders, both existing and new, supporting informed relationships and developing partnerships at a local, provincial and national level to ensure continuous support for public transit as a key component of a sustainable transportation system.

The strategy recognizes the:

- need to build and sustain informed relationships with all stakeholders (industry associations, advocacy groups, supporters, political bodies, customers and employees) for accessible public transit services
- establishment of new partnerships and enhancing existing ones is critical to sustainable growth
- importance of establishing clear, consistent and timely communications reflecting strategic messages, noting this applies equally to messages that are internal and/or external
- importance of continuing to work with key municipal stakeholders on projects that directly or indirectly affect efforts to achieve the 10% transit mode share target as set out in the City's Transportation Master Plan, recognizing that an effective and efficient public transit service is a key component of a sustainable transportation system
- need to build and enhance good working relationships with local and national media
- need for public and political support at the local, provincial and federal level through ongoing advocacy initiatives and public participation
- need to maximize the effectiveness of a variety of communication tools that reflect the needs of the target audience

Asset Management Strategy

The asset management strategy calls for the acquisition and maintenance of fleet, facilities, equipment and related support systems in a state of good repair supporting the consistent delivery of a quality service and a safe and healthy work environment.

The strategy recognizes that:

- plans for asset development, deployment and maintenance must link and support plans for service development and delivery and look toward both short and long term needs
- providing a quality service is dependent upon having available a safe, reliable, clean and comfortable fleet
- maintaining and operating a facility in a safe, clean and efficient manner is critical to supporting the delivery of transit services
- maintaining and safeguarding all capital investments is vital to the success of a business and to maximizing the return on the investment in such assets
- asset management is predicated on a cost benefit analysis which, in concert with the financial strategy, supports decisions relating to retention/refurbishment, retirement and acquisition of capital assets
- there is an important relationship between asset management related decisions and environmental leadership through potential "green initiatives" , such as consideration of hybrid propulsion technology

2007-2010 Plan Direction

The Business Plan covers two related but distinct phases of development. The first phase covers the period 2007-2008 and focuses on finalizing and putting in place approvals and direction of the Long Term Transit Growth Strategy, as well as ensuring that current operations are supportive of maintaining and building upon current ridership growth. The second phase activities are largely associated with the phased implementation of an approved Long Term Transit Growth Strategy, a strategy provided in response to the goal for transit as set out in the City of London Transportation Master Plan.

The 2004 Transportation Master Plan (TMP) establishes the framework for developing a sustainable transportation system for the City of London. The TMP is based upon:

- optimizing existing capacity
- influencing change in trip making characteristics to reduce travel demand
- selecting achievable plans for prioritized expansion, enhancement and improvement
- establishing fiscally responsible plans for prioritized expansion, enhancement and improvement

The TMP supposed two transportation strategies, namely:

The Capacity Enhancement Strategy, which anticipates public transit and other alternative modes continue to perform at the status quo (i.e. public transit maintaining current 6.9% mode share) and the Transportation Master Plan (TMP) continues to function as a roads plan, implemented with 32 roadway enhancement projects over 20 years. This strategy formed the basis for financial planning.

The Transportation Strategy, which anticipates public transit and other modes reach assigned targets, along with demand management and road capacity optimization programs, thereby reducing the number of additional road enhancement projects by 13 (each direction). Under this strategy, the following mode shift assumptions were made:

- transit mode share increases from 6.9% to 10% (with 2006 ridership as the base, the increase in mode share requires ridership to increase by 37%, by 2024)
- 10% of auto drivers with a trip length of less than 2 kms. shift to walking
- 10% of auto drivers, with trip length of less than 4 kms, shift to cycling
- 5% of home based work trips during the peak periods shift to carpooling
- road capacity optimization reduces the number of additional lanes required

Meeting the transit growth target means building a transit system that:

- is effective and efficient in its design and delivery
- is competitively priced and supported by transit friendly land use policies and programs; and
- has long term, sustainable, predictable funding

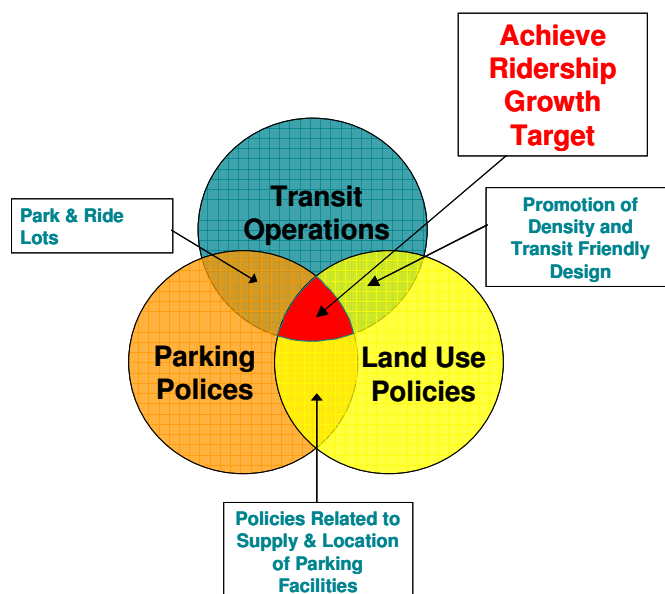
Municipal Council, as provided by the TMP, called for the London Transit, as next steps, to:

1. Identify where, when and how improvements to transit service can be made in order to reach the mode share target.
2. Identify, in concert with the City, transit priority measures and locations for such measures.

3. Include concepts and costs as part of LTC's business planning process.

In response to the goal (10% transit mode share) and direction of the TMP, the London Transit developed a Long Term Transit Growth Strategy. The Long Term Transit Growth Strategy which links three key strategies; namely, service design, land use and parking policies as illustrated below serves as the basis for reaching the 10% mode share target established for transit as part of the TMP approved by Municipal Council in 2004.

Approach for Meeting Mode Share Target

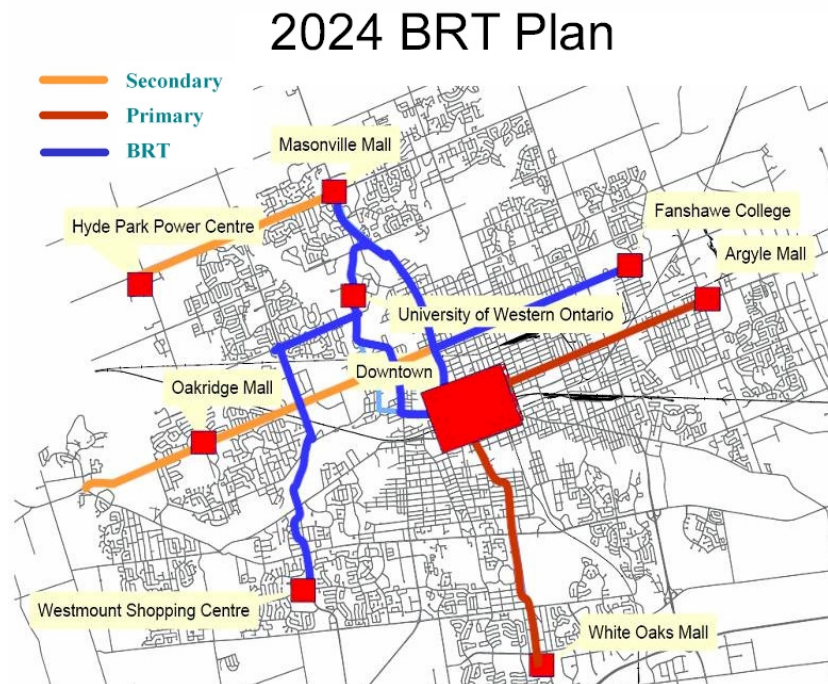


It is critical to recognize that the Long Term Transit Growth Strategy in general and Bus Rapid Transit (BRT) strategy specifically, in addition to being linked and supported by other London Transit initiatives (facility expansion and employment of smart bus technology), cannot be considered independently of the other objectives of the TMP, the City's Strategic Plan, Official Plan, and Financial Plan.

The Long Term Transit Growth Strategy recommends a series of initiatives to assist the City of London and London Transit in meeting the 10% transit mode share target by 2024 as recommended and approved in the 2004 City of London TMP. This represents an aggressive yet achievable increase in transit ridership of approximately 37% to 28.1 million by 2024 from the 2006 ridership level of 20.5 million.

It is recognized that in order to meet the ridership target, it will be necessary to grow ridership beyond that which would be realized simply from population growth. It will be necessary to build ridership through such initiatives as service improvements (design and delivery), transit priority measures, programs and investment requirements involving all three orders of government. Other initiatives such as transit friendly land use policies in the City's Official Plan and the development of a comprehensive parking strategy are other elements of the Long Term Transit Growth Strategy.

The Long Term Transit Growth Strategy calls for the implementation of an Enhanced Corridors and Nodes Transit Strategy using a BRT platform. The conceptual design is depicted below.



The Enhanced Corridors and Nodes Transit Strategy promotes the use of higher order transit to improve the speed, frequency, comfort, and reliability of transit services on key corridors connecting primary transit nodes and activity generators. This includes connections between the four shopping centre sub terminals, the two post-secondary institutions, as well as two additional strategically located transit nodes and the downtown area.

The BRT platform provides a premium level of service to customers. BRT is defined as “bus services that are, at a minimum, faster than traditional “local bus” service and that, at a maximum, include separated lanes for bus operations.” The BRT system for London will feature higher levels of service and operating speeds, a range of transit priority measures, exclusive transit rights-of-way, faster passenger boarding’s, and a system image that is uniquely identifiable.

The development of the BRT is based on the principles of fiscal responsibility, maximum ridership growth, and public support.

- **Fiscal responsibility** is achieved by ensuring corridor investments achieve the highest payback in terms of ridership and number of buses benefited. It also means avoiding peaks and valleys of public investment and balancing the financial resources required over the life of the plan in 5-year increments. Simple solutions that are cost effective, tied into existing projects, which are easy to implement would be the primary focus to avoid some of the risk in moving forward with large investment projects.
- **Ridership growth** would be maximized by focusing infrastructure investment on well traveled corridors that are or will experience significant population growth over the life of the

plan and that experience levels of congestion that would benefit from some level of transit priority solution.

- **Public support** would be gained by implementing minimal impact transit priority features on corridors first in conjunction with an effective branding and marketing campaign. This will help the public understand the benefits of the service before more intensified infrastructure investments (i.e., exclusive bus lanes) are implemented that may be viewed in a negative manner by some residents.

The following table defines the four intensity levels of the BRT network. The network consists of both corridors that are ready for immediate implementation of BRT services and those that need to be protected for future BRT services. While both types of corridors require some level of investment to build ridership, the nature and magnitude of the investment (i.e. service improvements, transit priority infrastructure, amenities, and marketing) will differ depending on the characteristics of the corridor.

Service Attributes	Base Service	Secondary Service	Primary Service	Dedicated Service
Maximum Headway (minutes)				
Peak	30	15	10	5
Off-Peak (afternoon)	30	30	20	15
Transit Priority Treatment				
Signal Priority	X	X	X	X
Queue Jump		X	X	
HOV			X	
Bus Only Lane				X
Miscellaneous Improvements				
Passenger Amenities		X	X	X
Branding/Marketing		X	X	X

Base Services are defined as a preliminary BRT service that provide basic bus service, with transit priority implemented at intersections where there is significant delay to increase the reliability of schedules. Base services have a low ridership growth potential relative to the other BRT corridors and, therefore, investment to help build ridership should be done slowly to promote fiscal responsibility and should not take preference over other BRT corridors.

Secondary Services provide a higher frequency service that is noticeable to passengers and allows for the provision of higher degrees of investment in transit priority to not only increase schedule reliability but also increase the speed of the service. Transit priority investment in these corridors should occur on a number of intersections to have a sufficient impact on the speed and reliability of service. Improvements to passenger amenities can begin to occur with this type of service in conjunction with a branding initiative that identifies the corridor as a more frequent, reliable, and faster corridor for transit service. The provision of express service should be considered where appropriate.

Primary Services provide up to 10-minute combined peak period service frequencies on a dedicated route(s) spanning the length of the corridor. While there are many routes in LTC's system that already operate at this service frequency, designation as a Primary Service should require part of the service to operate in a semi-exclusive Right-of-Way (ROW) for at least half of the trip or through a series of transit signal priority and queue jump lanes where the provisions of semi-exclusive ROW is not feasible.

Dedicated Services provide 5 minute combined peak period frequencies or less on a dedicated route(s) spanning the length of the corridor. At this service frequency, the provision of an exclusive bus lane should span the majority of the corridor, with transit priority treatments in areas where an exclusive bus lane is not feasible.

In terms of next steps, Enclosure I sets out a summary of major work plan initiatives, by strategy, which are to be undertaken over the four year period (2007 – 2010). The key initiatives include:

- participating with the Working Group of Council and the Civic Administration on the assessment and final approval by Municipal Council, of the Long Term Transit Growth Strategy. This includes linking the strategy to the City of London's Official Plan, Strategic Plan, Transportation Master Plan and Financial Plan. The linkage may require London Transit's participation in updating the respective plans.
- development and implementation of annual service plans supporting the growth of accessible public transit services, consistent with the Long Term Growth Strategy. The respective plans for conventional and specialized services are critical to supporting continued growth and development of effective and efficient transit services.
- continued implementation and use of "smart bus technology" supporting the Long Term Transit Growth Strategy. The technology provides a mechanism to facilitate improvement in the speed and reliability of the service, provides for improved service, information to the customer in real time and provides necessary data for supporting effective and strategic service design and delivery decisions. Further, the technology provides for the announcement of all stops (audio and visual) which links to the standard requirements under the Accessibility for Ontarians with Disability Act.
- continued participation in the development and implementation of the various standards under the Accessibility for Ontarians with Disabilities Act (AODA). The AODA is about removing and preventing barriers providing for a more inclusive society. Such removal and prevention of barriers will be predicated on the development, implementation and enforcement of accessibility standards. The standards cover four common areas: "customer service" (pertains to how services are delivered); "built environment" (pertains to access to and from all physical structures); "employment" (pertains to employment policies, programs, practices and processes covering hiring and retaining of employees); and "information and communication" (covers information processing and communication including publications, software, websites and other technologies). In addition, there is the transportation sector-specific standard which applies to the delivery of public and private transportation services within Provincial and Municipal jurisdiction. It will be critical that the respective standards are addressed in a balanced, measured sustainable manner as London, in concert with the province, moves to being fully accessible by 2025.
- acquisition of a site and selection of engineering and architectural consultant for the construction of a second facility, operating as a satellite facility, to accommodate expansion of 100 buses. The facility is to be operational by 2010. Beyond the actual design build and commissioning of the satellite facility is the planning which will be required to make best use of the facility; this includes service design.

The related performance targets are set out in Enclosures II through IV, inclusive. The performance measures cover financial (both capital and operating) as well as operational targets. The targets will be used to benchmark actual performance and be included as part of the respective annual reports.

The importance of achieving the transit mode share target as set out in the TMP cannot be overstated; achieving it allows the City to avoid significant roadway investment i.e. 13 more travel lanes

per direction beyond implementation of Council currently approved road projects. Further, it supports the well documented environmental, economic and community access benefits associated with having an effective and efficient public transit service.

As set out in the following table, London is ranked second only to Toronto in terms of overall system effectiveness and efficiency. On balance, London Transit has been effective in generating a ridership return (evidenced by rides per capita) while balancing a very competitive average fare, limited municipal investment, a growing ineffective service design and cost containment initiatives. In the medium to longer term, the existing system model and the level of municipal investment, means the overall current favourable performance is not sustainable. In other words, the system (service) will eventually cost more to carry the same or fewer riders.

2006 Performance Indicators – Top 10 Transit Systems in Ontario - Conventional

System	Service Area		Performance Indicators				
	Population (millions)	Riders (millions)	Rides per Capita	Service Hrs/ Capita	Dir. Cost per Rider	Municipal Invest per Rider	Municipal Share % Direct Cost
Toronto	2.503	444.5	177.6	3.42	\$2.28	\$0.57	17%
York	0.951	17.1	18.0	1.05	\$5.81	\$3.51	61%
Ottawa	0.770	91.8	119.3	2.25	\$2.63	\$1.28	58%
Mississauga	0.704	29.0	41.2	1.45	\$3.27	\$1.38	39%
Hamilton	0.441	21.2	48.0	1.47	\$2.40	\$1.03	51%
Grand River	0.421	13.7	32.6	1.16	\$3.33	\$2.01	45%
Brampton	0.414	10.1	24.5	1.32	\$4.55	\$2.47	44%
London	0.346	20.5	58.9	1.49	\$2.05	\$0.75	37%
Windsor	0.217	6.1	28.4	1.14	\$3.56	\$1.61	48%
Guelph	0.120	5.1	42.6	1.52	\$2.63	\$1.40	48%
Ranking	8th	5th	3rd	4th	2nd	2nd	2nd
Ranking exclude Toronto	Largest	Highest	Highest	Highest	Lowest	Lowest	Lowest
	7th	4th	2nd	3rd			
	Largest	Highest	Highest	Highest	Lowest	Lowest	Lowest

The performance measurements and ranking are reflective of a number of items, including:

- the level of commitment and related fiscal support (investment) in transit for each jurisdiction from the municipality (i.e. municipal investment per ride and revenue cost %)
- where the system is at in terms of development – system size, level of service and form of service delivery
- the nature and extent of the municipality, i.e. geographic area, land use, and nature of development
- population size and demographics
- fare pricing and fare media programs

The favourable overall performance and placement underscores both the opportunity and need to take the organization and business to the next level of performance.

London Transit Commission Overview Major Work Plan Initiatives - 2007- 2010				
Description	2007	2008	2009	2010
Service Strategy				
Participating, with the Working Group of Municipal Council, in defining a sustainable transportation system for London and determining the related role public transit plays as defined by the Long Term Transit Growth Strategy. This includes: <ul style="list-style-type: none"> ▪ Completing business case assessment for the strategy ▪ Linking to City of London Official Plan ▪ Linking to City of London's Strategic Plan ▪ Linking to City of London's Transportation Master Plan ▪ Municipal Council approval of the Strategy 	X	X		
Participating in the City of London Transportation Master Plan update consistent with the direction of the Long Term Transit Growth Strategy			X	X
Balanced implementation of the Long Term Transit Growth Strategy				X
Completion of the annual service plan for the development and delivery of accessible public transit services (covering conventional and specialized services)	X	X	X	X
Continued development and implementation of smart bus technologies supporting the delivery of more effective, efficient and inclusive accessible public transit services	X	X	X	
Ongoing assessment of passenger amenity requirements, this includes consideration of requirement and location of amenities as well as bus stop upgrades and prioritized Implementation of changes based upon need and resource availability	X	X	X	X
Customer service including - ongoing monitoring, assessment and follow-up re: service, operator, vehicle and customer performance, assessment of opportunities to improve customer service management utilizing technology and completion of bi-annual customer and non-user surveys on performance and expectations	X	X	X	X
Active participation/assessment and implementation of Accessibility for Ontarians with Disabilities Act requirements re standards covering public transportation, built environment, employment, information & communication and customer service	X	X	X	X
Assessment of impacts on service efficiency with the launch of a new satellite garage		X	X	X

London Transit Commission Overview Major Work Plan Initiatives - 2007- 2010				
Description	2007	2008	2009	2010
Human Resources Strategy				
Continued implementation of performance planning and development programs for all employee groups. This includes setting and helping to meet those expectations.	X	X	X	X
Training and development programs to both new and existing employees to provide the necessary tools to meet expectations	X	X	X	X
Employee recognition programs - continue development and delivery of programs such as the annual bus ball, safety awards, years of service awards, and LTC Day	X	X	X	X
Health & Safety – continuously improve and address concerns about health and safety and provide ongoing communication to all employees regarding safety successes, challenges and programs	X	X	X	X
Management of compensation programs that reflects a total compensation approach and supports the organization's objectives and strategies	X	X	X	X
Continue to develop and utilize employee groups and work forces as a source of input in developing as an organization	X	X	X	X
Ongoing development and implementation of human resource continuity plan	X	X	X	X
Active participation/assessment and implementation of Accessibility for Ontarians with Disabilities Act requirements re standards covering public transportation, employment, built environment, information & communication and customer service	X	X	X	X
Financial Strategy				
Budget management program – development, implementation, monitoring, and reporting of annual, three and five year operating and capital budget programs, including performance assessments	X	X	X	X
Participation in the 2008 City of London Development Charges By-law review	X	X		
Annual assessment of fare restructuring programs balancing revenue requirements, affordability and market development. This includes implementation of initiatives and fare programs to build and maintain ridership.	X	X	X	X
Ongoing development of short to long term financial planning including consideration of: <ul style="list-style-type: none"> ▪ Linking of expenditure programs with available sources of funding including the use of reserve and reserve funds ▪ Working with all levels of government on funding for capital and operating programs. This includes application of Provincial gas tax revenues and inclusion of public transit in Federal funding program. 	X	X	X	X

London Transit Commission Overview Major Work Plan Initiatives - 2007- 2010				
Description	2007	2008	2009	2010
Financial Strategy (con't)				
Developing partnerships with all levels of government relating to financial support for the Long Term Growth Strategy	X	X	X	X
Ongoing assessment and implementation of partnership options in concert with provincial/municipal governments and transit systems, relating to infrastructure need procurement e.g. joint procurement initiative	X	X	X	X
Active participation/assessment and implementation of Accessibility for Ontarians with Disabilities Act requirements re standards covering public transportation, employment, built environment, information & communication and customer service	X	X	X	X
Innovation and Technology Strategy				
Process Review Management - ongoing review of internal processes to ensure their effectiveness in meeting organization needs and their efficiency in terms of value added	X	X	X	X
Assessment and upgrading of management information systems, maximizing use of technology covering information systems supporting: <ul style="list-style-type: none"> ▪ Vehicle and facility maintenance ▪ Human resources ▪ Operator payroll ▪ Conventional scheduling 	X	X	X	X
Continued development and implementation of smart bus technology (see Service Strategy)	X	X	X	X
Active participation/assessment and implementation of Accessibility for Ontarians with Disabilities Act requirements re standards covering public transportation, employment, built environment, information & communication and customer service	X	X	X	X
Communication, Advocacy and Partnership Strategy				
Continued lobbying at federal and provincial levels re initiatives supporting continued and long term sustainable investment in public transit. Such lobbying would be in concert with the Canadian Urban Transit Association (CUTA) and the Ontario Public Transit Association (OPTA) e.g. National Transit Strategy	X	X	X	X
Continued participation in national public awareness/education campaigns including – national and local advocacy program re Vision Imaging and Position program	X	X	X	X
Publication and delivery of 2007 – 2010 business plans, annual report, etc. setting out performance results versus expectations and challenges going forward. The report is presented to key stakeholders, Municipal Council, local MP's and MPP's, the Chamber of Commerce and the Urban League	X	X	X	X
In partnership with the City of London, develop and participate in transportation demand management initiatives that build public awareness of personal and community benefits of a sustainable transportation system and transit service consistent with the TMP	X	X	X	X

London Transit Commission Overview Major Work Plan Initiatives - 2007- 2010				
Description	2007	2008	2009	2010
Communication, Advocacy and Partnership Strategy (con't)				
Continued development and use of various internal communication tools, such as use of Employee task forces, working groups, Newsletter/Communicator, open houses, meetings with MP's and MPP's	X	X	X	X
Active participation/assessment and implementation of Accessibility for Ontarians with Disabilities Act requirements re standards covering public transportation, employment, built environment, information & communication and customer service	X	X	X	X
Completion of three year assessment of customer/non-customer survey re attitude, use of public transit supporting the growth and development of public transit growth	X			X
Asset Management Strategy				
Ongoing facility upgrade program including both facility and facility systems – maintaining the facility in a state of good repair	X	X	X	X
Bus replacement program, supporting a goal to lower fleet age, direct bus maintenance costs at equal to or lower than the national average	X	X	X	X
Fleet expansion program, supporting service growth in both existing service areas and new areas consistent with the Long Term Transit Growth Strategy	X	X	X	X
Design Build and deploy new satellite facility, assessing the implications of new facility from bus maintenance, service and all other aspects		X	X	X
Active participation/assessment and implementation of Accessibility for Ontarians with Disabilities Act requirements re standards covering public transportation, employment, built environment, information & communication and customer service	X	X	X	X

**Provisional Operating Estimates and Performance Targets 2007 - 2010
Accessible Public Transit Services - Conventional Transit**

Description	2007	2008	2009	2010
Investment Funding Targets				
Revenue				
Transportation revenue	55.9%	54.5%	55.1%	53.4%
Operating revenue	2.6%	3.4%	3.1%	2.0%
Reserve funding	1.7%	1.7%	1.5%	1.4%
Province of Ontario	5.2%	5.8%	5.9%	7.0%
City of London	34.6%	34.6%	34.4%	36.2%
	100.0%	100.0%	100.0%	100.0%
Investment Expenditure Targets				
Transportation services	51.8%	51.9%	49.2%	48.8%
Fuel	13.6%	13.0%	17.5%	18.6%
Vehicle maintenance	20.5%	20.3%	19.2%	19.1%
Facility maintenance	5.3%	5.0%	4.8%	5.3%
General & administration	7.6%	7.6%	7.3%	6.9%
Other	1.2%	2.2%	2.0%	1.3%
	100.0%	100.0%	100.0%	100.0%
Key Performance Targets				
Total Population	355,600	358,800	362,400	365,700
Riders (millions)	20.700	21.200	21.700	22.130
Revenue service hours	526,000	529,400	537,000	546,700
Service hours per capita	1.47	1.48	1.48	1.49
Rides per revenue service hour	39.30	40.00	40.40	40.48
Rides per capita – total population	58.3	59.1	59.87	60.53
Total direct operating cost per ride	\$2.19	\$2.21	\$2.38	\$2.49
Municipal public investment per rider	\$0.77	\$0.78	\$0.84	\$0.91
Service complaints/100,000 riders	6.8	6.7	5.3	4.7
Operator complaints/100,000 riders	5.2	5.0	4.7	4.5
Service interruption per revenue service Hour (mobile mechanic, turn ins, late out)	1/100 hrs	1/120 hrs	1/130 hrs	1/140 hrs

London Transit Commission
Provisional Operating Estimates and Performance Targets 2007 - 2010
Accessible Public Transit Services - Specialized Transit

Description	2007	2008	2009	2010
Investment Funding Targets				
Transportation revenue	11.3%	10.7%	11.2%	11.0%
Province of Ontario	5.0%	6.3%	10.5%	10.4%
City of London	83.7%	83.0%	78.3%	78.6%
	100.0%	100.0%	100.0%	100.0%
Investment Expenditure Targets				
Service Delivery	80.2%	80.4%	80.0%	80.7%
Get On Board	2.0%	2.0%	1.8%	1.7%
Administration	17.8%	17.6%	18.2%	17.6%
	100.0%	100.0%	100.0%	100.0%
Performance Targets				
Population	355,600	358,800	362,400	365,700
Registrants	3,000	3,100	3,150	3,300
Eligible passenger trips	176,000	180,000	194,000	204,500
Attendants/companions	19,000	20,300	22,100	22,200
Rides per capita (EPT)	0.49	0.50	0.54	0.56
Total cost per ride	\$16.53	\$17.09	\$17.84	\$18.55
Municipal public investment per ride	\$13.78	\$14.12	\$13.89	\$14.50
Average ride/registrant	58.7	58.1	61.6	62.0
Service Availability				
Cancellations	12.0%	12.0%	12.0%	12.0%
No shows	1.0%	1.0%	1.0%	1.0%
Completed trips	87.0%	87.0%	87.0%	87.0%
	100.0%	100.0%	100.0%	100.0%
Non accommodated trips	2.5%	2.3%	2.1%	1.9%

London Transit Commission
Accessible Public Transit Services
Provisional Capital Estimates and Fleet Targets 2007 - 2010

Description	2007	2008	2009	2010
	Amount	Amount	Amount	Amount
Bus replacement	\$ 5,390,700	\$ 6,218,900	\$ 5,397,600	\$ 5,178,800
Bus expansion - existing service area	-	771,500	510,400	2,984,800
Bus expansion - new developments	1,247,300	771,500	1,020,800	510,400
Existing facility upgrades	1,300,000	1,600,000	1,400,000	1,600,000
Facility expansion	4,000,000	18,000,000		
Fare collection system upgrade			600,000	
Transit priority measures	500,000	500,000	500,000	3,500,000
Transit safety and security		700,000		
Bikes on buses			65,000	
Computer equipment	20,000	20,000	20,000	20,000
Information Systems			80,000	
Shop and garage equipment	150,000	230,000	70,000	70,000
Service fleet replacement	40,000	80,000	40,000	80,000
Accessibility stop upgrades	40,000	75,000	60,000	60,000
All other	1,218,000	800,000		
Total	\$13,906,000	\$29,766,900	\$9,763,800	\$14,004,000
Funding				
Province of Ontario Gas Tax	\$ 3,864,300	\$ 7,169,400	\$ 2,137,200	\$ 230,900
Province of Ontario – OBRP	1,275,100	2,056,600	1,768,900	1,697,400
Province of Ontario - State of Good Repair	-	6,043,500		
LTC - Capital Program Reserve	1,241,600	1,125,000	270,000	230,000
Federal Transit Trust	2,400,000	7,850,000		
City of London – Development Charges	683,000	422,400	559,000	279,500
City of London	4,442,000	5,100,000	5,028,700	5,081,400
Unfunded – Long Term Growth BRT	-		-	6,484,800
Total	\$13,906,000	\$29,766,900	\$9,763,800	\$14,004,000
Percent Sharing				
Province of Ontario Gas Tax	27.8%	24.1%	21.9%	1.7%
Province of Ontario – OBRP	9.3%	6.9%	18.1%	12.1%
Province of Ontario – State of Good Repair		20.3%		
LTC - Capital Program Reserve	8.9%	3.8%	2.8%	1.6%
Federal Transit Trust	17.2%	26.4%		
City of London - Development Charge	4.9%	1.4%	5.7%	2.0%
City of London	31.9%	17.1%	51.5%	36.3%
Unfunded – Long Term Growth BRT				46.3%
Total	100.0%	100.0%	100.0%	100.0%
Fleet Targets				
Fleet size	188	192	192	197
Average fleet age (yrs.)	9.1	9.1	8.5	7.9
Percent of fleet greater than 11 years	28.9%	30.2%	22.4%	16.2%
Percent accessible buses	71%	72%	77%	84%
Percent spare fleet (% of peak fleet)	25.3%	25.5%	22.4%	22.4%