

To: Metrolinx Board of Directors
From: Greg Percy
Chief Operating Officer
Date: March 8, 2018
Re: **Operations Quarterly Report**

Recommendation

That this report be received for information.

Overview

This year promises to be one of growth for Metrolinx. In January, we began expanded service on the Barrie line and began serving the new Downsview Park GO Station. This station and the new Highway 407 Station on the TTC's Line 1 subway extension offer improved connections to between GO and the TTC and make moving around the GTHA easier. Winter arrived with a blast in December, bringing snow and freezing temperatures. To make sure our passengers remain as comfortable as possible, GO stations will remain open up to one hour after the last train arrives for the duration of the winter season. In December, the Toronto Football Club (TFC) won the MLS cup for the first time in the team's 11 years in the league. Metrolinx ran extra GO trains after games when needed, including after the championship final.

GO Transit ran almost 1,700 more rail trips compared to the same quarter last year, as we continually work towards transforming our service under the GO Regional Express Rail program. UP ridership grew for the fifth straight quarter, while meeting on-time performance and trip time targets.

Unfortunately, we experienced several issues with malfunctioning switches in December, which caused delays. We are continually strengthening our processes for addressing switch issues before they impact customers. Despite that, on-time performance for GO rail continued to be strong with a quarterly result of 94%, meeting GO's Customer Charter commitment of 94% for the fifth consecutive quarter. Bus performance remained strong, with a quarterly result of 94.2%. UP Express on-time performance was 98.3% for the quarter, on par with the same quarter in 2016, while trip time remained on target at 25 minutes.

Major Highlights

Operations

In the past quarter, GO ran approximately 22,800 train trips, an increase of more than 8% over last year, while on-time performance averaged 94%, a decrease of one percentage point compared to the same period last year, though still achieving the Charter target.

GO bus on-time performance was 95% in October, 95% in November, and 92.5% in December, for a quarterly result of 94.2%. This performance has resulted in a 12-month on-time performance average of 94.8%. Weather and traffic congestion issues impacted on-time performance in December. GO ran more than 186,600 bus trips in the quarter, on par with last year.

UP Express operated more than 14,400 trips in the last quarter, and on-time performance remained strong with the quarter completed at 98.3%, on par with last year. Average trip time was on target at 25 minutes.

To support TTC's Line 1 subway extension opening, Customer Service, in collaboration with Marketing, PRESTO and TTC, developed a staff support plan that effectively assisted customers at the new subway stations. Using staff volunteers across Metrolinx, we saved \$700,000 in temp staffing costs. These volunteers, partnered with TTC staff, contributed to the smooth transition for customers and helped make the launch a success.

Safety

Metrolinx is refocusing its efforts to manage safety more aggressively and move towards a global leadership position in safety management. Renewed focus is necessary as our safety performance has declined as measured by the industry standard ratio of the number of lost time injuries per 200,000 hours worked.

Our strongest opportunity for employee injury reduction rests in engaging our staff in accident and injury prevention. The following actions have been completed:

- Creation of an Executive Safety, Security, Health & Environment Committee
- Increase in Occupational Safety Committee meetings
- Creation of a Safety Champions Group
- Increased accountability at all levels for safety performance

The second key driver for safety improvement within Operations is Cardinal Rule Violations. "Cardinal Rules" are those railway operating rules that are in place to

prevent serious rail accidents, such as derailments or collisions. We have reduced the number of these violations by 40% compared to 2016 and by 62% over our worst performing year, 2014. These statistics are reported by the rail industry to the Transportation Safety Board (TSB), a Federal agency responsible for investigating and recommending safety improvements in the broader Canadian transportation industry.

Cardinal Rule Violations			
2014	2015	2016	2017
24	12	15	9

We will be continuing to aggressively manage these events, with a further 30% reduction targeted for the coming year.

Business Systems and Bus Equipment Engineering collaborated to improve our customers’ and employees’ safety through a new pilot initiative which allows staff to monitor our buses in real-time via remote/wireless access of the audio and video recording systems. The pilot began in November and ran until the end of February. This new initiative will provide greater security for both our drivers and our passengers as well giving instantaneous access to our security personnel in case of emergencies.

Ridership

Overall, GO ridership totalled 16.9 million in the quarter¹, with 13.7 million customers riding our trains and 4.4 million boarding our buses. GO scheduled approximately 1,700 more train trips compared to last year, with ridership increasing 2.1% over the previous year. Bus boardings declined 1.7%, as we replaced some routes with train trips.

Up Express ridership was approximately 850,000 during the last quarter, a 22% increase from the same period in 2016. October’s ridership topped 300,000 for the fifth consecutive month, with small and predictable seasonal declines in November and December.

¹total excludes approximately 1.1 million transfers

Network

There are approximately 733 switches across our rail network. Although we do have a robust proactive maintenance program in place, devices can fail at any time for a variety of reasons. When that happens, the safety of our customers is our top priority - we must replace or repair the devices, which can cause delays.

Our winter preparedness program includes assigning maintenance personnel to protect the system when there is a storm. Team members check snow clearing devices that are positioned near many of our switches across the system before a storm, and they're on stand-by to address issues that may arise during the storm.

Customer Service

As part of a strategic partnership with Loblaws, Click and Collect will be rolled out at select GO stations. This program will allow customers to order their groceries online and pick them up at their GO stations, eliminating a trip to the store, and saving valuable time. The service is expected to launch this month.

The Tim Hortons location at Oshawa GO station opened for business late last year, next to the station building. This was the third location opened at our stations in 2017.

Beginning in the fall of 2017, Metrolinx began a refresh of the GO Transit website. Early changes made the site more easy to read for those with disabilities, in line with the Accessibility for Ontarians with Disabilities Act.

Throughout 2018, additional changes will make using the website even easier and more customer-centric. A GO trip planner, simplified fare calculator, and easier-to-access service changes will make for a better, faster and easier online experience, whether viewed on a mobile or desktop device.

To meet GO's Customer Charter commitment of keeping customers in the know, new digital bus departure signs have been installed at 14 GO stations and bus terminals. The signs will provide customers with bus trip information in English and French that includes scheduled and real-time departures for trips departing in 60 minutes or less, bus route number and name, major stops, and platform information. In the future, trip delay or cancellation messages will appear in red at the bottom of the sign, as we continue to add to the information we provide our customers.

In December, our Metrolinx family embraced the holiday season and gave back the community. For the fifth year, a talented group sang Christmas carols to raise funds for the United Way. On three Wednesdays in December, they could be found in the

York Concourse of Union Station, where they performed and collected close to \$5,000 from our generous customers, many of whom stopped to listen and to sing along for a few minutes during their commutes.

Finally, Bus Operations ran their third annual Christmas food drive, collecting non-perishable food items for those in need. All food collected was donated to the Daily Bread Food Bank who distributed the food to needy families in our communities.

GO Customer Charter Key Performance Indicator Report Card

Measure		Target		2017/2018 Fiscal Year to Date	2016/2017 Fiscal Year
On time	We will run 94% of trains within five minutes of the scheduled time.	94%	✓	95%	95%
	We will run 94% of buses within 15 minutes of the scheduled time.	94%	✓	95%	95%
Safety	We will have 30 or fewer complaints per 1,000,000 boardings regarding safety.	30	✓	29	32
Keeping you in the know	77% of our customers will be satisfied with GO Transit's communication as measured by our customer satisfaction survey.	77%	Not yet met	71%	65%
	We will have 30 or fewer complaints per 1,000,000 boardings regarding service status communication.	30	✓	16	25
Comfortable experience	We will have 30 or fewer complaints per 1,000,000 boardings regarding comfort in stations, trains and buses.	30	✓	29	41
Helpfulness	We will ensure 85% or more of customer inquiries/concerns are resolved the first time they contact us.	85%	✓	97%	100%

Metrolinx continues our commitment to our Customer Charter, now meeting six of seven promises. As we expand, so will our Charter, to ensure we are addressing the concerns of our customers.

Respectfully submitted,

Greg Percy
Chief Operating Officer