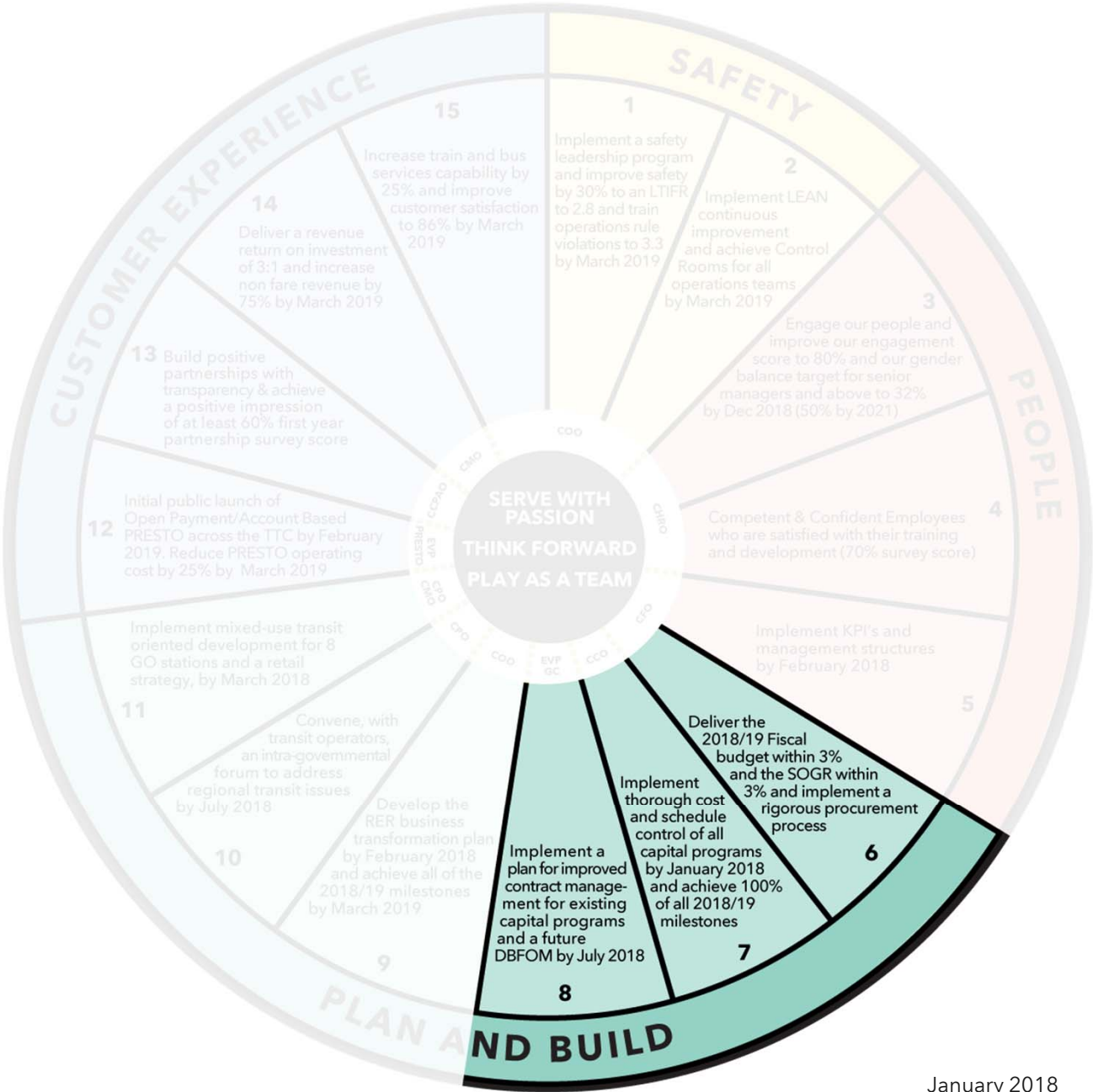
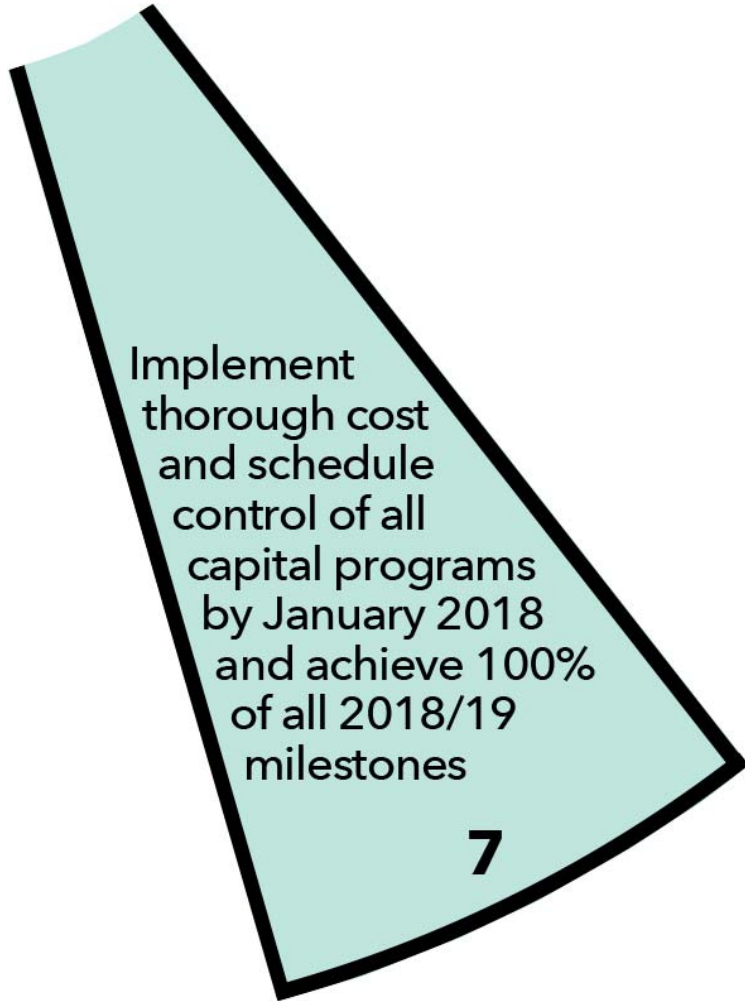


# Control of our Capital Programs

March 8, 2018  
Peter Zuk, Chief Capital Officer

# OUR STRATEGIC PRIORITIES



January 2018

# CURRENT STATE



30-60 MINUTES, LIMITED WEEKEND SERVICE, MIXED FREIGHT AND PASSENGER



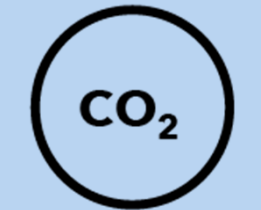
PEAK DIRECTION ONLY



RUSH HOUR



A COMMUTER SYSTEM



DIESEL SERVICE

# REGIONAL EXPRESS RAIL



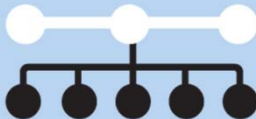
EVERY 15 MIN



TWO WAY



ALL DAY, EVERYDAY



CONNECTING COMMUNITIES



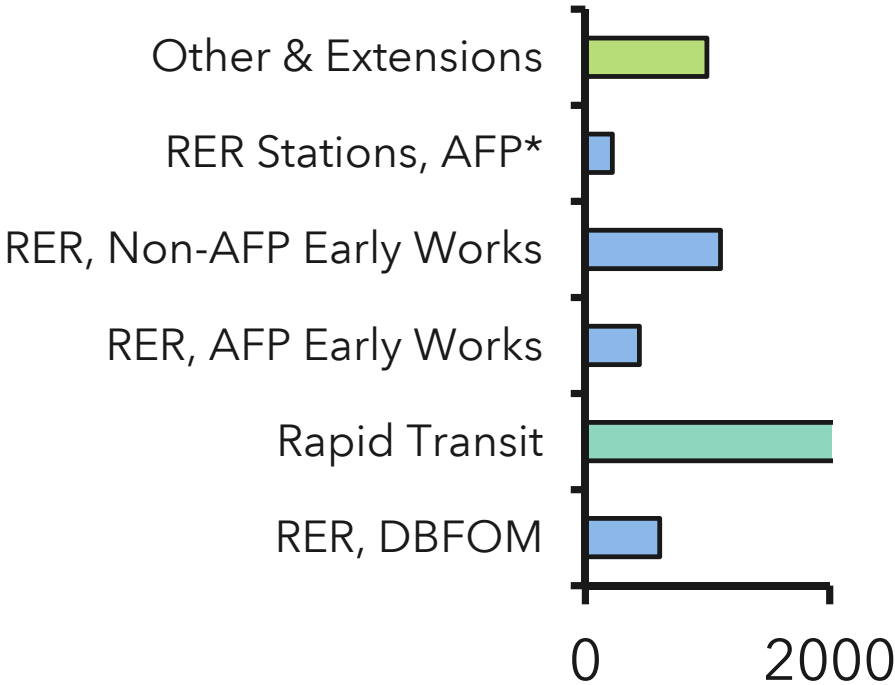
FASTER, CLEAN, ELECTRIFIED SERVICE

# OBJECTIVE #7: IMPLEMENT THOROUGH COST AND SCHEDULE CONTROL OF ALL CAPITAL PROGRAMS BY JANUARY 2018 AND ACHIEVE 100% OF ALL 2018/19 MILESTONES

## FY 18/19 PLAN (FORECAST)

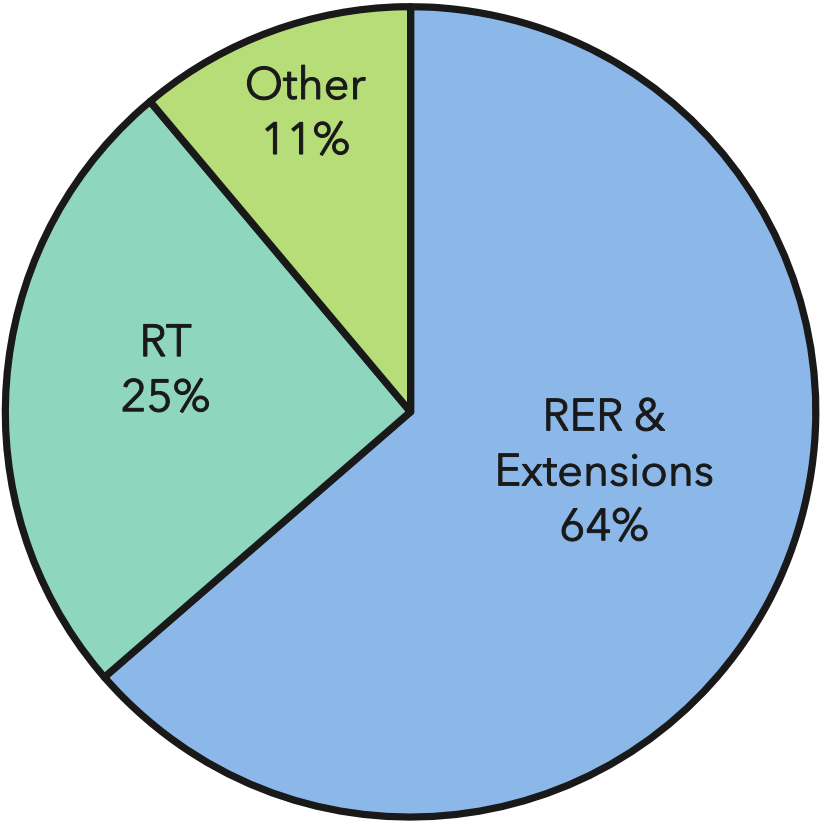
\$5.53 billion

FY 18/19 Forecast (in \$M)



\* Reflects stage 1 approval only for RER Stations, AFP

## \$43BN 10 YEAR CAPITAL PLAN (FORECAST)



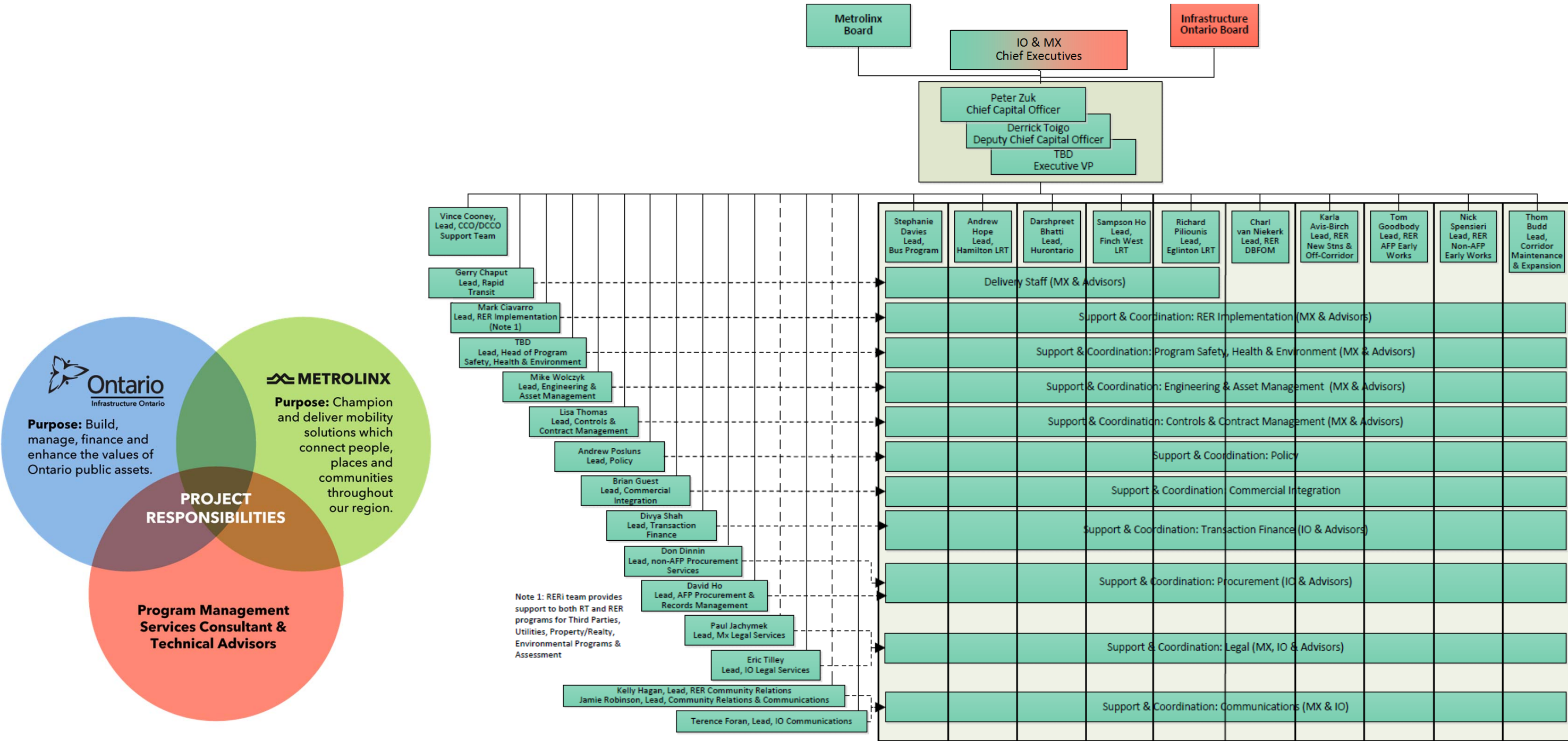


# OUR SEVEN BIG CHANGES:

1. Metrolinx IO Team
2. Empowering our People and Supporting with Resources
3. Six-weekly RER Strategy Review
4. Robust Monthly Report and Review of Project Safety, Scope, Schedule, Costs, and Risks
5. Resources and Investing in our People
6. Program Management Offices (PMOs) controlling our program
7. Program Management Plan



# 1. METROLINX IO TEAM





## 2. EMPOWERING OUR PEOPLE AND SUPPORTING WITH RESOURCES



CPG



OPERATIONS



MARKETING



### 3. SIX-WEEKLY RER STRATEGY REVIEW

- First convened as an all-day meeting December 2017 to identify critical actions
- Senior leaders of the Metrolinx IO Team and all Metrolinx Business Units
- Results to date
  - Better alignment
  - Better communication
  - Better decisions, and
  - Accountability for actions





## 4. CONTROL OF OUR CAPITAL PROGRAMS

- Better Project Cost and Schedule Information
- Weekly Capital Leadership Meetings
- Monthly CPG30+ Capital Leadership Forum
- Monthly all-day Capital Program Review Meetings
- Monthly Metrolinx-Infrastructure Ontario Leadership Meeting
- Bi-monthly Investment Panel and a unified stage gate approval process





# 5. RESOURCES AND INVESTING IN OUR PEOPLE



## Customer Service Delivery

### Mandate:

- Deliver an easy and seamless customer experience by providing convenience of self-service, comprehensive, friendly/compliant staff
- Enable service delivery to support expedient and connected vendors that drive a high level of customer satisfaction (CSAT) and effectiveness
- Support and inform customers through extensive consultation

### Benefit to CPG:

- Provide customer service insights to support quality of design analysis
- Expedite forecasting and business case development
- Develop customer support projects to delivery on time / on budget while achieving on CSAT objectives

### Ask of CPG Lead:

- Help (train) service specifications / standards that will improve overall service
- Implement service standards and communication of details
- Implement service standards and communication of details

### Anticipated:

- Service standards implemented 4-6 months
- Training completed 4-6 months
- Project completed 4-6 months



CPG



OPERATIONS



MARKETING



## 6. PROGRAM MANAGEMENT OFFICES AND CONTROL OF OUR PROGRAMS

- Integrated Master Schedule (IMS)
- Program Management Offices (PMOs) Supporting Delivery
- A fully re-baselined budget and schedule
- A Vendor Performance Management (VPM) system





# 7. PROGRAM MANAGEMENT PLAN



PROGRAM MANAGEMENT AND DELIVERY PLAN

Program Services and Controls

Home

Function Page

Process Map

Work Instructions

Tool

Schedule Management

Plan

» [Schedule Management Plan](#)

Tools/Resources/Procedures

RT & RER Project List

CPG-PMC-PRO-032 (Program Change Control Procedure)

CPG-PMC-PRO-118 Schedule Prep Procedure

CPG-PGM-TOR-088 (CCB Terms of Reference)

CPG-PMC-PRO-119 Contract Schedule Review & Maintenance Procedure

Work Breakdown Structure (WBS) (TBD by program)

CPG-PMC-PRO-127 Forecasting Procedure

Earned Value Management Guide

Workflows/Forms/Templates

Schedule Status Update & Reporting Calendar

Schedule Preparation Checklist

CPG-PMC-FRM-129 Forecast Summary Template

Schedule Reporting Format

Schedule Update Workflow

IMS Prep Flowchart

Prepare and Revise Baseline

Program Schedule Template

Report Monthly Cost Performance

Contract Baseline Review & Acceptance

Project Schedule Template

CPG-QAT-FRM-106 (CPG Glossary)

Contract Schedule Maintenance

Cost Breakdown Structure (CBS) Example

Contacts

Simon Springate  
Head of Program Services  
Telephone (active)

Contact Name  
Title  
Telephone (active)

Links

TBD

Version 4.0



# OUR CAPITAL PROGRAM SUPPORTS OPERATIONS

- 100% of Capital Milestones with a 25% Increase to Service
- Work Block Planning
- Service Planning
- Network Configuration & Optimization
- Level Boarding
- Ongoing Negotiations with other Railway Owners (CN and CP)



