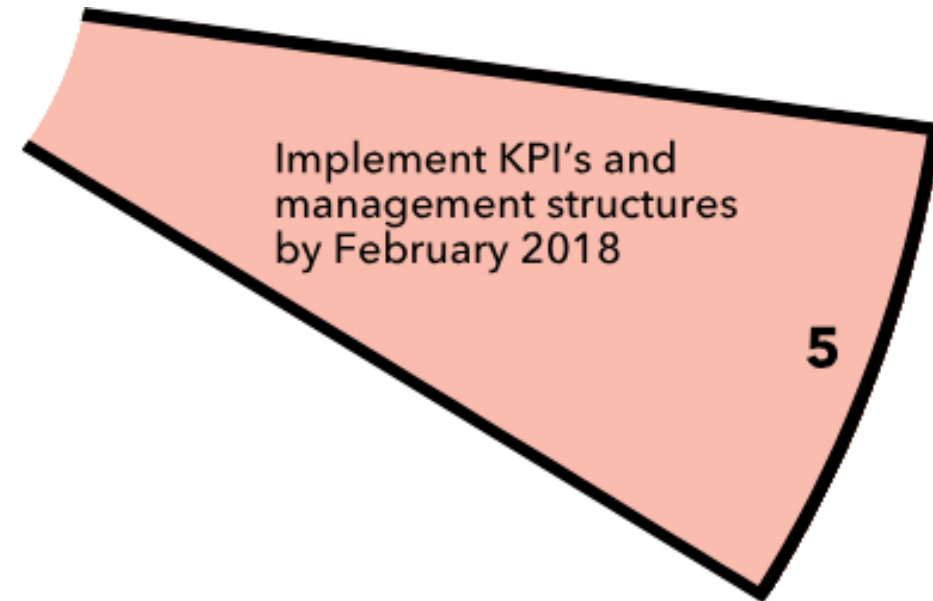# Corporate Key Performance Indicators

September 14, 2018
Jennifer Gray, Chief Financial Officer (A)

STRATEGIC OBJECTIVE #5

Implement KPI's and management structures by February 2018

BOARD RESOLUTION

RESOLVED:

THAT in accordance with the Chief Financial Officer's September 14, 2018 report, the six key performance indicators, measuring progress against Metrolinx's Safety, People, Plan & Build and Customer Experience strategic objectives be approved.

ACHIEVEMENTS TO DATE

- Divisional KPIs and monthly management reporting of financial results were introduced for April month-end.

- Risk reporting was integrated as part of the package for May month-end.

- The resulting "Business Performance Review" package is now part of the Metrolinx monthly reporting process.

- Capital and Operating Divisions and their Senior Management are required to present and defend their respective results to the Senior Management Team on a monthly basis.

- This has led to increased transparency and understanding of the organization's achievements and results, with risks and issues identified earlier and critical issues elevated to Senior Management.

SIX KEY KPIs

- A subset of the Divisional KPIs, these six are now reported broadly to the organization on MyLinx as well as on other internal digital media.

- These six KPIs represent each of the four quadrants of the Strategic Wheel: Safety, People, Plan & Build and Customer Experience.
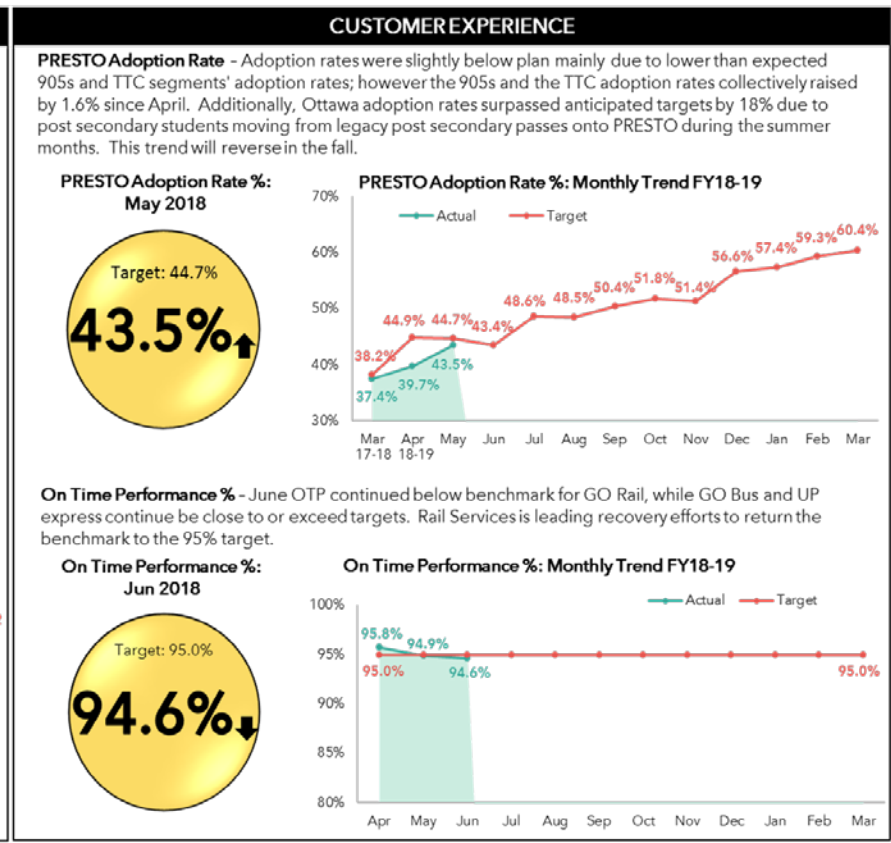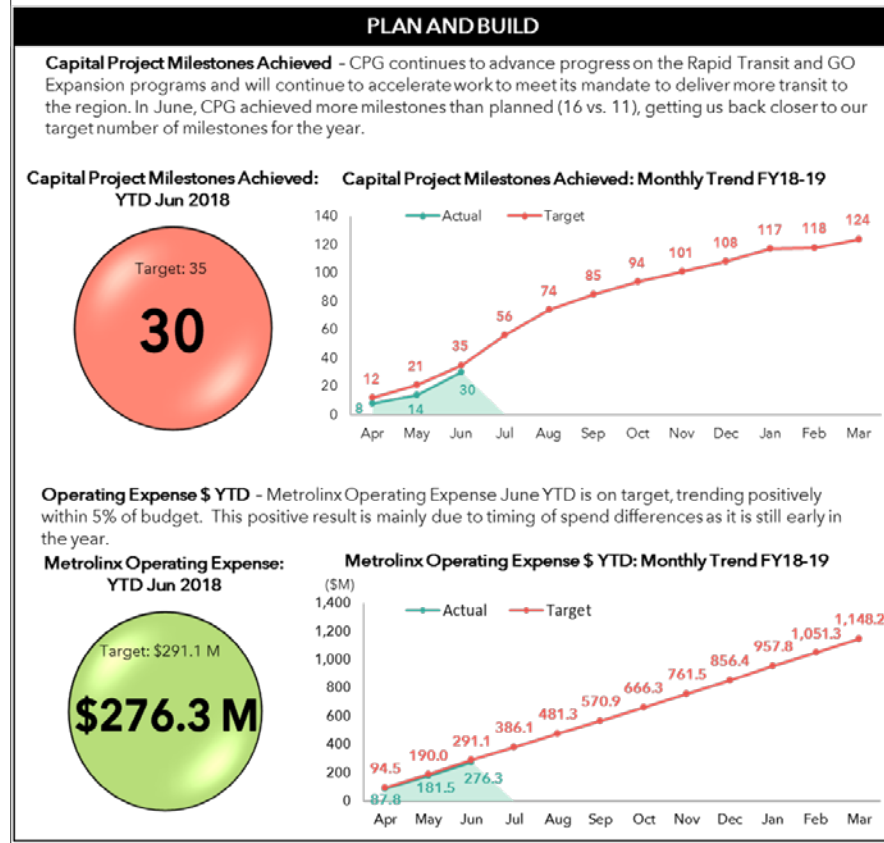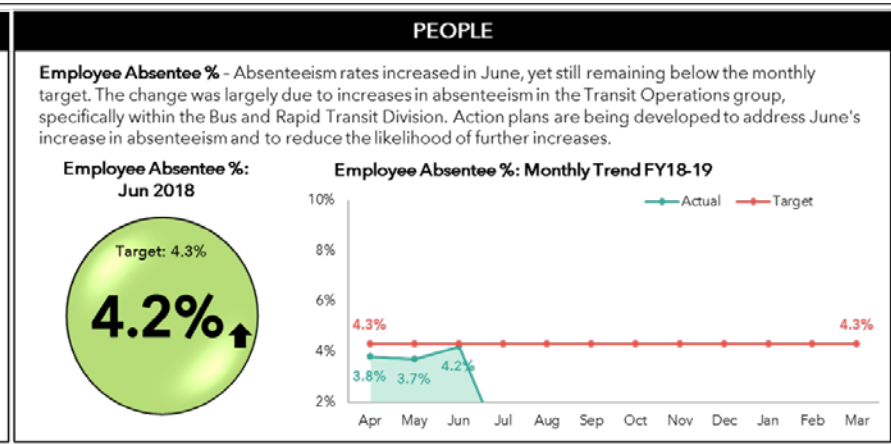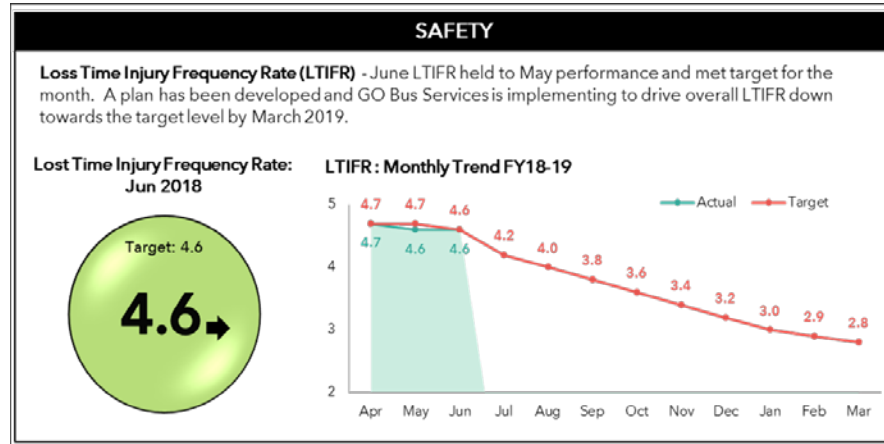
CURRENT STATUS

- As of June month-end, 57 KPIs are being reported against the 15 Strategic Objectives.

- Out of the 57 KPIs being reported, 35 are on target/on track (green), 9 are marginally off target/delayed (amber), 12 are off target/at risk (red), and 1 is measured annually.

- Relevant KPIs are tracked in the Risk Register to ensure specific risks are identified with mitigation strategies to bring the KPIs within the defined target levels.

- Definitions of the KPI status are provided in Appendix A.

NEXT STEPS

- The Divisional KPI set will evolve over time and eventually be expanded to include KPIs for middle management to drive the alignment of objective achievement at all levels.

- KPIs and Risk Reporting will be further aligned to ensure KPIs address not only the achievement of each Strategic Objective, but also cover key risks that affect the achievement of each Strategic Objective.

- As part of the Metrolinx Business Transformation Initiative and Long Term Roadmap, new KPIs will be introduced to support the achievement of projects and initiatives and thereby allow the organization to achieve its desired state of readiness by 2025.

APPENDIX A
KPI STATUS DEFINITIONS

- Definitions of the KPI status for different types of KPIs are as follow:

	On Target/ On Track	Marginally Off Target/ Delayed	Off Target/ At Risk
Metric KPIs	On Target or Better	Within 5% of Target	> 5% Off Target
Capital $ KPIs	Within 3% Below Target	3% - 8% Below Target or Within 3% Over Target	> 8% Below Target or > 3% Above Target
Milestone KPIs	On Track	Delayed	At Risk