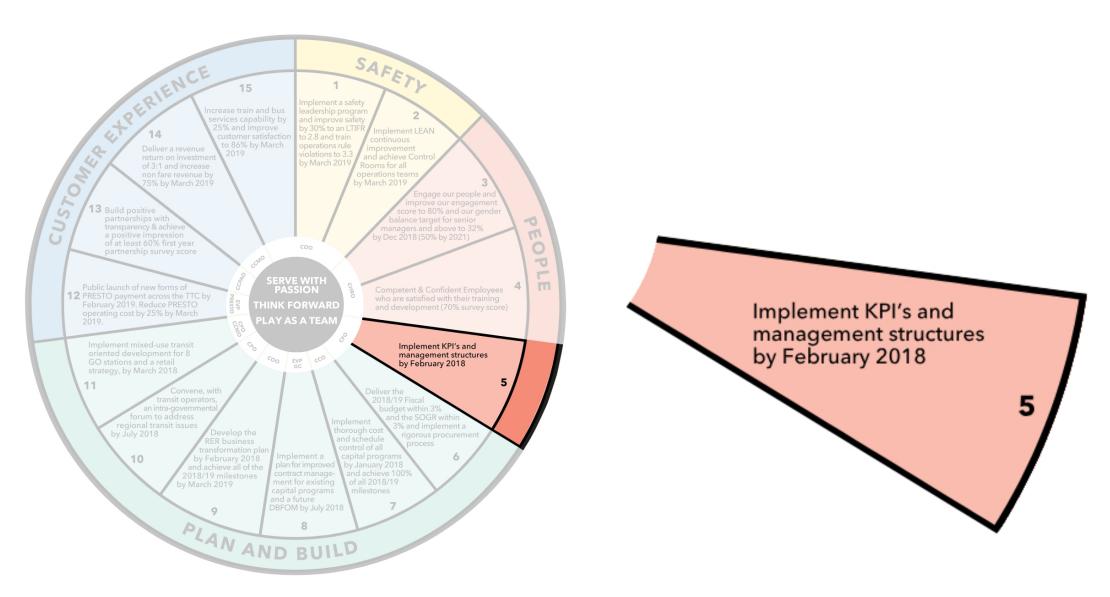
Corporate Key Performance Indicators

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

STRATEGIC OBJECTIVE #5



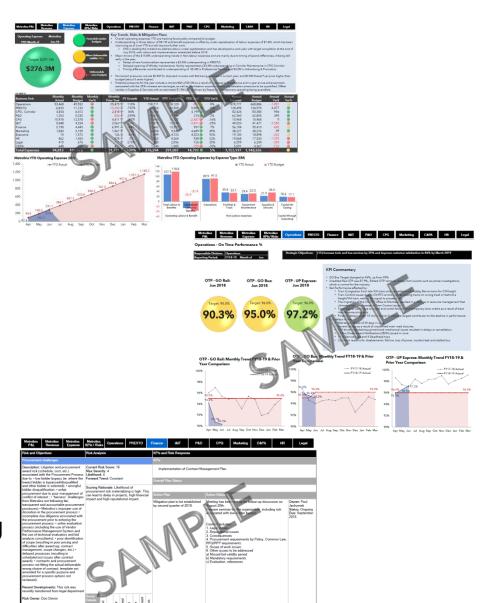
BOARD RESOLUTION

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.

SAFETY

Loss Time Injury Frequency Rate (LTIFR) - June LTIFR held to May performance and met target for the month. A plan has been developed and GO Bus Services is implementing to drive overall LTIFR down towards the target level by March 2019.

Lost Time Injury Frequency Rate: Jun 2018





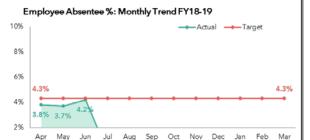


PEOPLE

Employee Absentee % - Absenteeism rates increased in June, yet still remaining below the monthly target. The change was largely due to increases in absenteeism in the Transit Operations group. specifically within the Bus and Rapid Transit Division. Action plans are being developed to address June's increase in absenteeism and to reduce the likelihood of further increases.







PLAN AND BUILD

Capital Project Milestones Achieved - CPG continues to advance progress on the Rapid Transit and GO Expansion programs and will continue to accelerate work to meet its mandate to deliver more transit to the region, In June, CPG achieved more milestones than planned (16 vs. 11), getting us back closer to our target number of milestones for the year.

Capital Project Milestones Achieved: Capital Project Milestones Achieved: Monthly Trend FY18-19 YTD Jun 2018





Operating Expense \$ YTD - Metrolinx Operating Expense June YTD is on target, trending positively within 5% of budget. This positive result is mainly due to timing of spend differences as it is still early in

Metrolinx Operating Expense: YTD Jun 2018



Metrolinx Operating Expense \$ YTD: Monthly Trend FY18-19



CUSTOMER EXPERIENCE

PRESTO Adoption Rate - Adoption rates were slightly below plan mainly due to lower than expected 905s and TTC segments' adoption rates; however the 905s and the TTC adoption rates collectively raised by 1.6% since April. Additionally, Ottawa adoption rates surpassed anticipated targets by 18% due to post secondary students moving from legacy post secondary passes onto PRESTO during the summer months. This trend will reverse in the fall.

PRESTO Adoption Rate %: May 2018





On Time Performance % - June OTP continued below benchmark for GO Rail, while GO Bus and UP express continue be close to or exceed targets. Rail Services is leading recovery efforts to return the benchmark to the 95% target.

On Time Performance %: Jun 2018



On Time Performance %: Monthly Trend FY18-19



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.

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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