

To: Metrolinx Board of Directors

From: Martin Gallagher
Chief Operating and Safety Officer (GO & UP)

Re: Operations (GO & UP) Quarterly Report (FY 2023 / 2024 Q3)

Executive Summary

Over the past year, demand for our services continued to grow with GO Transit and UP Express welcoming over 54.9 million riders. With a 38.7 per cent increase in ridership compared to the last year's figures from Q3, rising from 10.6M to 14.7M.

The successful transition in our Operations and Maintenance integration for 2025 was marked by obtaining the Notice to Proceed (NTP) on December 21, 2023, a crucial step in our ONxpress Operations Inc. (OOI) journey and Metrolinx transformation.

Closing out 2023, Operations (GO & UP) achieved notable milestones with record-high scores against our strategic objectives targets for On-Time Performance (OTP) and Customer Satisfaction (CSAT). On-Time Performance (OTP) for GO Rail, GO Bus, and UP Express (UPE) exceeded all performance targets. Furthermore, Customer Satisfaction (CSAT) reached new heights, particularly for GO Rail and UP Express which marked the highest UPE CSAT score since November 2021.

In Q3, all three strategic safety objectives outlined in the Everyone Safe corporate strategy were achieved. The Lost Time Injury Frequency Rate (LTIFR) exceeded the corporate target, marking the lowest LTIFR rate in 2023. Moreover, incidents of violence and arrests on the network continued to decline. The successful implementation of the Near Miss program enables all employees to promptly report near misses, enhancing proactive safety measures across our network. These achievements are prominently reflected in the CSAT survey, where customer safety ratings have improved. Our safety and security objectives are key enablers for customers using our services.

Welcoming Our New Partner and Service Provider

The successful transition within our Operations and Maintenance Integration reached a critical milestone with the attainment of the Notice to Proceed on December 21, 2023. This achievement marks a significant step forward in our OOI journey and the ongoing transformation of Operations (GO & UP).

On January 1, 2025, ONXpress Operations Inc. (OOI) and their revenue vehicle maintainer, CAD Rail, will assume all operational, train maintenance, and servicing obligations currently managed by Alstom. This will allow a shift to an integrated operating model, where OOI and Operations (GO & UP) teams will transition to a unified one-team approach. The transition involves the direct integration of OOI and Metrolinx individuals into unified teams with a common agenda, a unified suite of KPIs, and a single, fully integrated plan of action per team.

Although the commercial contract remains unchanged, OOI's performance and contract profitability will be guided by Metrolinx's annual performance KPIs.

This significant change impacts 1,000 Alstom employees and revises a 23-year-old commercial arrangement. The most prominent transformation risk lies in the multi-faceted transition itself, during which new management methods, behaviours, and objectives will be established. Success hinges on retaining and transferring knowledge, maintaining service quality, and upholding safety standards.

The transition oversight and management of the O&M scope by the Metrolinx Operations (GO & UP) division will be supported by a detailed Mobilization Plan. An optimized approach to Operations Readiness Management, through prioritizing strategic initiatives and shared efforts between both parties, will be implemented.

Punctual, Reliable Train and Bus Services

Celebrating a significant milestone, Operations (GO & UP) concluded the quarter and the year exceeding all three of our On-Time Performance (OTP) objectives for the 12-month Moving Annual Average (MAA). GO Rail achieved MAA of 96.3 per cent against a target of 95 per cent, GO Bus achieved MAA of 96.1 per cent against a target of 96 per cent, and UPE achieved MAA of 98.2 per cent against a target of 97 per cent. This continued the trend of running exceptionally punctual and reliable services throughout 2023 and gradually exceeding all performance KPIs. Throughout Q3, our teams implemented a heightened focus on operational excellence, conducted root cause analyses for continuous improvement, improved incident management, and coordinated efforts with our Service Design team for ongoing schedule improvements, for ongoing efforts towards achieving our target.

Satisfied Customers

Our efforts throughout the quarter to deliver safe and reliable service, drive customer satisfaction and improve the customer experience. Customers highly value reliability and frequency and continue to use our services in growing numbers. Our customer satisfaction for December for GO Transit was 89 per cent against a target of 84 per cent, with GO Rail at 89 per cent and GO Bus at 84 per cent, and UP Express was an exceptional 91 per cent against a target of 91 per cent. As of the year-to-date GO Transit is at 86 per cent and UPE at 87 per cent. This is the highest customer satisfaction score for GO Rail and UP Express in 2023.

One of the key improvements this year was the planning and execution of major events. A notable success was the delivery of the first-ever all-night service by GO Rail and GO Bus on New Year's Eve. Our dedicated staff, from frontline operations to senior management, worked throughout the night to ensure the success of this new service by GO Transit. New Year's Day arrived without any safety incidents or service disruptions, leaving many grateful and satisfied customers who enjoy the festivities without concerns about their journey home.

Keeping Our People Safe

In Q3, all three safety objectives outlined in our Everyone Safe corporate strategy were

achieved and continue to be well-managed. Customer feedback reflected in our December 2023 CSAT survey indicates a 93 per cent rating for feeling safe on our services and across the network, with an average of 88.5 per cent year-to-date.

Closing the calendar year, the Lost-Time Injury Frequency Rate (LTIFR) for all parties surpassed the corporate target of 0.50 at 0.33 per 200,000 hours worked, marking the lowest LTIFR rate in 2023. Operations (GO & UP) continues to develop strategies aimed at reducing the LTIFR.

Workplace incidents against Metrolinx employees and customers have been reduced by 31 per cent year-to-date, exceeding the corporate target of 25 per cent. Key factors that contributed to this achievement were the implementation of the Managing My Platform Program (MMP), in utilizing Station Ambassadors to effectively support crowd management during peak hours and events, provide customer service, and support the vulnerable population. This initiative also contributed to the reduction of arrests across our network. The presence of Station Ambassadors throughout the network has provided passengers with a sense of security and assistance when needed.

To continue to create a culture where actions are taken to drive safety for customers and employees, a near miss program was implemented to improve workplace safety incident reporting of potential risks which may cause injuries or illnesses if left unaddressed.

Operations (GO & UP) remains committed to excellence and safety while continuing its efforts towards enhancing the overall passenger experience.

Respectfully submitted,

Martin Gallagher
Chief Operating and Safety Officer (GO & UP)