

To: Metrolinx Board of Directors
From: Fay Pittman
Chief Engineer, Asset Management & Maintenance
Date: November 28, 2024
Re: **Asset Management & Maintenance Quarterly Report**

Metrolinx's asset base has grown significantly in scale and complexity and our organization has readjusted to better support our growing portfolio. Accordingly, Asset Management & Maintenance (AMM) is a new division within Metrolinx, comprised of engineering, asset management, maintenance, a newly formed technical system integration authority, and related commercial functions. This is the first quarterly report from AMM.

On-Time Performance Success

The Maintenance Delivery team continues to make great strides in reducing on-time performance erosion (OTPE), decreasing the 12-month rolling average to 1.08 per cent (including 3rd party assets). This decrease in OTPE signifies a 21 per cent improvement from December 2023 (1.37 per cent OTPE) and 51 per cent improvement from December 2022 (2.22 per cent OTPE). These improvements to OTPE were realized despite the extreme weather experienced in July 2024 which caused a spike in on-time performance due to washed out tracks and flooded signalling systems.

Technical Systems Integration Authority

The volume and complexity of system changes across the Metrolinx network has grown significantly and will continue to grow in the years ahead. As various programs and projects build momentum, Metrolinx is evolving our role from an overseer of contractors to a more active approach. As part of this transformation, Metrolinx will now hold responsibility for Railway Level Technical Systems Integration and has established a Technical Systems Integration Authority under the Chief Engineer to guide and govern systems integration across the organization.

What is Railway Level Technical Systems Integration?

Railway Level Technical Systems Integration is the process of coordinating all railway system changes made across all programs, projects, and maintenance activities to ensure that all systems, both existing and new, are safe and fit for purpose and all risks can be demonstrated to be as low as reasonably practical, at every transition phase, and that the change supports the realization of the benefits identified in the business case.

Why do we need a Technical Systems Integration Authority?

The vast size, complexity, and extended timelines of Metrolinx capital programs across a variety of delivery teams and models require a unified team with the dedicated focus to plan integration activities across the whole portfolio to ensure the final-state integration goal is

achieved. This is a common feature of most major infrastructure programs that are carried out over extended durations, where technical developments and the evolution of designs alter and expand the quantity and complexity of the system integration tasks required to be completed. As Metrolinx transforms the way we deliver projects, now is an opportune time to proactively establish a dedicated team and structure with the responsibility of actively overseeing and guiding the Technical Systems Integration activities on an enterprise level. This integration is key in ensuring that all major capital programs and smaller state of good repair programs, the current and future states of our assets and operations, and our ever-changing customer requirements and environment, are integrated and aligned now and in the future.

Respectfully submitted,

Fay Pittman
Chief Engineer, Asset Management & Maintenance