

**To:** Metrolinx Board of Directors  
**From:** Greg Percy  
*Chief Operating Officer*  
**Date:** December 6, 2018  
**Re:** **Operations Quarterly Report**

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## **Recommendation**

That this report be received for information.

## **Overview**

As we approach the end of 2018, Metrolinx can look back at a year that included historic service increases and record ridership. More trips mean more options for Ontarians, as we connect families, students, visitors, and commuters throughout the region. GO and UP totalled a record 21 million boardings in Quarter 2, as our ridership continues to grow. As we move through this expansion, we continue to rely on customer input to guide our programs and projects.

At the same time, there have been challenges. Since May of 2018, GO has not met its on-time performance target of 94% and has not delivered on the charter promise to “do our best to be on time”. We are currently sitting at a 92.6% rolling 12-month average for on-time performance. A comprehensive action plan has been implemented that will return this key customer service performance indicator to 94% or above.

In September, we introduced the largest increase in GO train service in five years. Each week, more than 200 new weekday GO train trips now run along the Lakeshore East and West corridors. With this service enhancement, we have taken another step forward in the GO expansion program. Targeted communications, clear signage, and more travel options were implemented to help customers through this process. We listen to our customers and take feedback seriously.

Design modifications to more than 800 coaches in our rail fleet will enhance comfort and provide our customers with a more enjoyable journey.

We provide GO bus services to colleges and universities throughout the extended GO service network. As always, student-based travel activity ramped up for the fall and winter semesters with the reinstatement of school routes. We also added more trips and destinations to ensure students are able to travel to their places of learning on their own schedules.

As PRESTO card adoption continues to grow, 33 new Add Value Machines have been installed, with a total of 90 scheduled to be installed by the end of March 2019.

## Major Highlights

### Q2 Performance

In the quarter from July to September, we scheduled approximately 25,000 GO train trips, an increase of more than 8% over last year. On-time performance averaged 90.8%, a decrease of 3.8% compared to the same period last year. The Kitchener and Lakeshore East corridors in particular experienced cancellations and delays due to equipment problems and power failures, as well as freight traffic. We are working with our rail partners to ensure rail traffic control issues are resolved. We are focussing our resources on driving our on-time performance back to a 94% system average, aiming for a 95% stretch target next year.

GO bus on-time performance achieved a quarterly result of 95%, which met our target. GO ran more than 180,000 bus trips in the quarter, on par with last year.

UP Express operated more than 14,000 trips in the last quarter, and on-time performance remained strong with the quarter completed at 99%, the same as last year. Average trip time for the quarter was 25 minutes, the same as Q2 2017.

### Q2 Ridership

GO and UP achieved record ridership with combined boardings of 21 million from July to September, our highest quarterly total ever.

Overall, the GO system had a total of 19.9 million boardings in the quarter, with 15.5 million on rail (78%) and 4.5 million (22%) on bus. Rail boardings increased 5.5% over the previous year. Overall, bus boardings grew 1.5% as we continue to refine our routes to serve the most customers.

UP Express ridership continued to grow, and we once again achieved the milestone of more than one million boardings in a quarter, an 11% increase from the same period in 2017.

### Operations

Beginning in September, we took another leap forward in our service levels, by offering more trips on our most traveled lines, Lakeshore East and West. The additional trips during the midday periods on both lines allow customers to simply show up and go (schedules no longer required) for significant spans of the day. These trips provide more off-peak options for customers with shorter wait times,

increasing appeal for services outside of peak travel hours. Lakeshore East has an additional 27 midday and peak service trips per weekday while Lakeshore West has 17 more.

On the Kitchener line, one new morning peak train trip now departs Malton GO each weekday morning, making all stops to Union Station. This improves peak period seating capacity on this growing corridor.

Several GO bus routes will be streamlined between Durham Region, York Mills and Yorkdale along Highway 401, while a new route will bridge customers between Scarborough Town Centre and Finch Terminal. We've made adjustments to more than a dozen routes by revising schedules to better match demand and maximize the use of our buses. We want to ensure our buses are where our customers need them most.

New bus trips on school routes have been added between Square One Terminal and the University of Waterloo. New bus trips have also been added between Square One Terminal and Guelph Central GO Station.

As he has for more than a century, Santa Claus came to town for the annual parade in downtown Toronto. Special trips operated on the Milton, Kitchener, and Stouffville lines to provide safe, hassle-free travel options for customers who attended the parade.

## **Safety**

Metrolinx continues its strong focus on safety, with several new initiatives under way.

In the past quarter, we have increased the effective reach of our Human Factors specialists, involving them in incident investigations and proactive interventions. Human Factors will continue to be a focal point of our efforts. As a result of this work, GO bus has introduced a robust injury reduction plan.

We are currently compiling the results of an enterprise-wide initiative for all directors across the organization to implement safety plans for work within their divisions.

Metrolinx has centralized our safety efforts under one management stream, with Capital Project and Construction Safety now housed in the same division as Operating and Occupational safety. This will increase alignment, reduce duplication of effort and provide additional transparency and accountability.

Additionally, Metrolinx has launched a very stringent set of safety requirements in its contracts and contracting processes. We have set a goal with our construction partners to reach an immediate lost time injury frequency ratio target of 0.5 injuries per 200,000 hours worked and a long-term target of 0.05. Metrolinx is working

diligently to reduce its injury frequencies as well. Currently at 4.7 injuries per 200,000 hours worked, we are striving to reach our target of 2.8 by the end of the fiscal year.

There were two Cardinal Rule Violations during the past quarter – one for a train that passed a stop signal, and an incident involving protection of work on the tracks. Both incidents have been fully investigated and mitigation plans identified and initiated. Metrolinx reports a rolling 12-month average for Cardinal Rule Violations of 1.0 per million train kilometres. That’s like taking GO on 180 trips across Canada coast to coast before a rule violation occurs.

In October, cards reminding our customers to stay behind the yellow lines and to be mindful of backpacks and bags appeared on train seats. Customer safety is central to everything we do, and this eye-catching reminder was part of a new safety campaign focused on behaviour on our train platforms.



## Network

We are upgrading our rail fleet, which will improve the experiences of customers onboard and the broader communities we serve. The following improvements are in design or underway:

- door system upgrades to improve reliability
- upgrading to vacuum toilets
- smoke detector upgrade in coaches
- installing improved silencer on MP40 locomotives
- installing standby fuel pump on main engine to provide backup
- electric hand dryers in washrooms
- LED lights for main coach and emergency lighting

With a fleet consisting of more than 800 coaches and 80 locomotives, modifications will be done over time.

As our PRESTO network grows, all 217 GO and UP Express Ticket Vending Machines are now fully PRESTO-enabled. As of November, 33 new Add Value Machines have been installed, with plans for a total of 90 to be installed by the end of March 2019.

## Customer Service

As we expand GO services, Metrolinx will build new stations and carry out improvements at 68 of GO’s existing stations and terminals to support planned

service increases. With the unprecedented level of construction happening at the same time as service increases, we're planning ahead to ensure that we're better preparing our customers for what to expect, minimizing impacts to their trips and ensuring everyone's safety. These measures include more proactive communications, customer outreach, and passenger flow through stations.

Union Station construction has led to platform changes, which can cause crowding as customers get used to new routes. We are modifying our procedures to help ensure that our customers are safe while on our platforms, and at every point of their journey.

We updated the website to fix technical issues that affected usage of the gotransit.com website from certain devices. This upgrade was released in October.

Throughout the summer, until October 15, we conducted a pilot on a revised pet policy that allowed customers to travel with leashed dogs at off-peak times, as opposed to travelling with them in crates. Due to its success, the pilot was extended, and we appreciate the feedback we have received from our customers, including the four-legged varieties.



On October 31, Metrolinx staff hosted the fifth Annual Metrolinx Halloween Haunt charity fundraiser. Proceeds from this year's event were donated to the SickKids Foundation.



From left: Vice President of Customer Service Delivery Mary Proc, Supervisor (A) Christine Cameron, Bill Reid, Director of Station Services Paula Edwards

A special milestone was reached this November, as Bill Reid, the "singing veteran" charmed morning commuters at the Appleby GO Station for the 30<sup>th</sup> straight year. Bill is a retired educator and veteran (Royal Canadian Ordinance Corps, Belgium) who sings World War II era songs while pinning poppies and raising funds for the Royal Canadian Legion. We are privileged to have helped him spend time with our customers and remind us all of the significance of this day.

Metrolinx staff also gathered for a Remembrance Day wreath-laying ceremony to honour those who have dedicated their lives to serve our nation. The ceremony was held at the Oshawa Bus Facility. This historically significant site was the location of the former Camp X, an allied training camp for covert operatives during World War II. We were honoured by representation from Oshawa Legion Branch 43, Durham Regional

Police, RCMP, and the Ontario Regiment Museum. As we do every year, we were pleased to offer free rides to veterans on Remembrance Day.

Four of seven Customer Charter promises were met in the first half of this fiscal year. We continue to seek innovative solutions to ensure we meet these promises and maintain a safe customer experience while we deliver increased service and more options for travel throughout the GTHA.

### GO Customer Charter Key Performance Indicator Report Card

Measure		Target		2018/2019 Fiscal Year to Date	2017/2018 Fiscal Year
<b>On time</b>	We will run 94% of GO trains within five minutes of the scheduled time.	94%	Not yet met	<b>91%</b>	95%
	We will run 94% of GO buses within 15 minutes of the scheduled time.	94%	✓		
<b>Safety</b>	We will have 30 or fewer complaints per 1,000,000 boardings regarding safety.	30	✓	<b>24</b>	28
<b>Keeping you in the know</b>	77% of our customers will be satisfied with GO Transit's communication as measured by our customer satisfaction survey.	77%	Not yet met	<b>70%</b>	71%
	We will have 30 or fewer complaints per 1,000,000 boardings regarding service status communication.	30	✓		
<b>Comfortable experience</b>	We will have 30 or fewer complaints per 1,000,000 boardings regarding comfort in stations, trains and buses.	30	Not yet met	<b>31</b>	28
<b>Helpfulness</b>	We will ensure 85% or more of customer inquiries/concerns are resolved the first time they contact us.	85%	✓	<b>89%</b>	97%

Respectfully submitted,

Greg Percy  
*Chief Operating Officer*