

Ontario Northland

Leading Change: How a Century Old Short line Renewed Itself

Corina Moore, President & CEO

May 2nd, 2018



HEAVY HAUL SEMINAR • MAY 2-3, 2018

Ontario Northland

WRI 2018



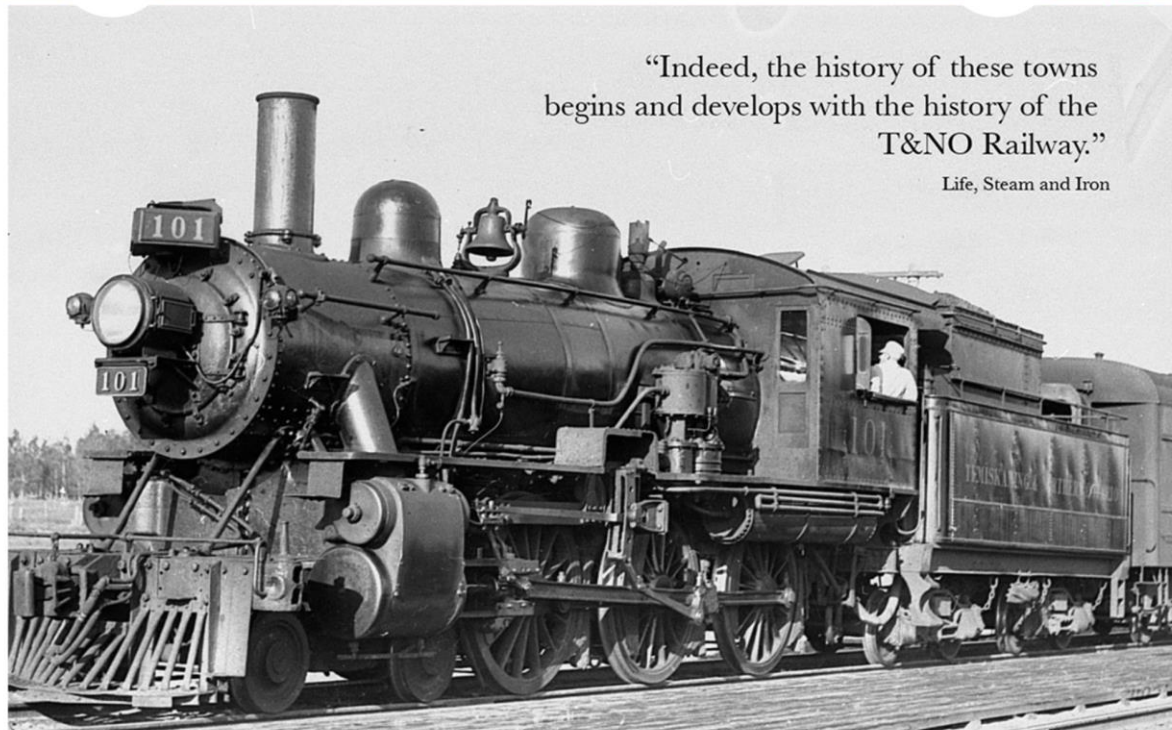
- Engineering and Business
- 20+ yrs of International Experience
- Focus on Transformational Change and leading an *Empowered* Workforce
- Performance: Strong Financials, Sustainability
- @corinasmooore @ontnorthland



1902

A STRONG SUSTAINABLE FUTURE

2018



“Indeed, the history of these towns begins and develops with the history of the T&NO Railway.”

Life, Steam and Iron



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Rail Freight

- 650 miles
- 93 Bridges / 497 Crossings
- Class 1 Connections
- Customers: Mining, Forestry, Agriculture
- Vital Economic Enabler





Polar Bear Express



- 5 hour 'commuter' w/ flag stops
- 60K passengers
- 4K vehicles

Intercommunity Bus



- 255K passengers / 170K parcels
- 2.2K route miles







MOVING FORWARD

Transforming to a sustainable, efficient and
valued leader in transportation



PEOPLE

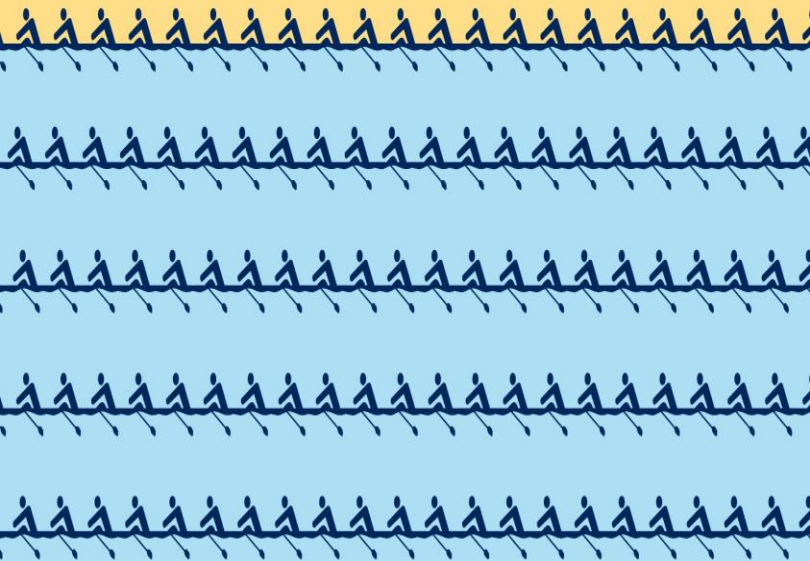
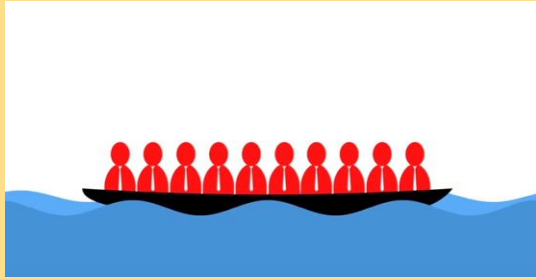


PROCESS



TECHNOLOGY





Culture

- Open and Transparent Engagement
- Diverse and Inclusive workforce
- Accountable to actions and results
 - KPIs aligned w/ standards
- Continuous improvement culture
 - Process Mapping “Play Books”
 - Challenge Status quo




Authentic Leadership

- Character and Credibility
- Inspire and Motivate
- Stimulate Intellectually
- Consider Individually

If your actions inspire others to
dream more, learn more, do more
and become more, you are a
leader.

John Quincy Adams

 BrainyQuote





The Positive or Negative Impact of “Small Things”

- A suggestion/ innovative idea
- A dispute

Domino chain reaction
1st: 5mm high & 1mm thick
13th: 1metre high (100 lbs)





Communication

- Thoughtful, persistent, 2-way
- Break down Silos
- Town halls
- Team “field” meetings
- Public suggestion box, surveys
- Celebrate and publicize accomplishments



NORTHERN CONNECTIONS



A SOLUTION FOR BUSINESSES IN THE NORTH

Ontario Northland's BPX service is the shipping solution for businesses and residents of Northeastern Ontario wanting to send parcels.

P3

THE POLAR BEAR EXPRESS

The train that connects Cochrane to Moosonee is getting a major overhaul.

P8

ROCKSHIELD USES RAIL TO REACH INTERNATIONAL MARKET

The train that connects Cochrane to Moosonee is getting a major overhaul.

P8

 Ontario Northland



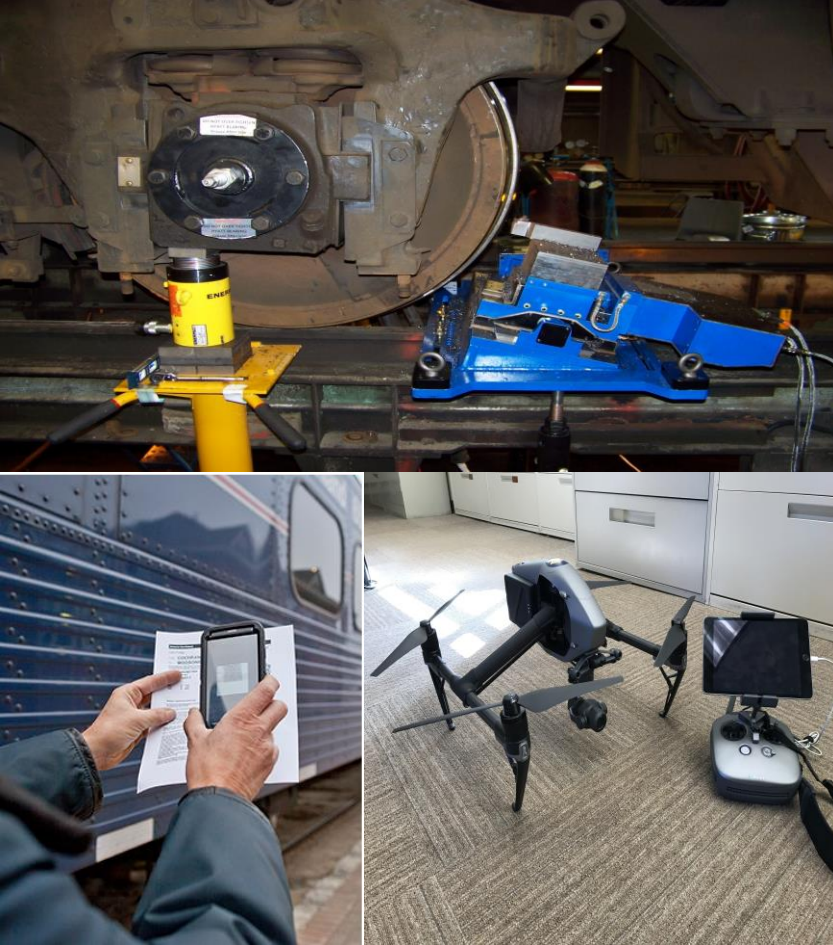
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Technology

- Increase efficiency
- Provide trusted data for prompt decision making
- Enhance customer service





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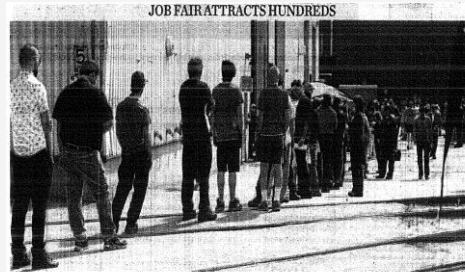
Lean Manufacturing Mechanical & Remanufacturing

- Optimize investments
- Increase workforce efficiency



Diversify Commercialize skill-set

- Increase Revenue
- Reduce subsidy
- Increase jobs
 - Locomotive
 - Freight
 - Passenger



Several hundred people lined up outside the Ontario Northland shop Thursday afternoon as the Crown agency held a job fair to fill about 60 positions. See page A3 for the story.

Hundreds turn out for ONTC job fair

“I like to think it says something has really changed about the perception of Ontario Northland.”

She said job-bunters and the community in general see Ontario Northland as a stable, “great place to work.”

“That’s what we want. We want someone who wants to come to work.”

The Crown agency is looking to hire 60 skilled people, adding to the 85 hired last year following a similar job fair.

“We’re looking for a bit of everything,” Moore said. “Filling retirement, new positions, skilled workers, supervisors, electricians...

“Wiczaruk hopes a recently completed apprenticeship program in metal fabrication will come in handy.”

“I’ve heard this place hires a lot of people,” he said. “I’ve heard it’s a good place.”

Denise Higgs, vice-president of rail mechanical and remanufacturing, said he was “really pleased last year with the quality of people we got.”

Higgs said 55 of the 85 hired in 2016 were new jobs, the rest replacements for people retiring.

The division also is looking for electricians, an electrical engineer, supervisors, a quality assurance inspector, a metal fabricator, a storeperson, and a painter.

This year has been successful for the remanufacturing and repair centre, Higgs said, with contracts to remanufacture luxury passenger coaches from Western Canada, repairing more than 200 Brightline multiple locomotive overhauls and delivering new equipment for the Polar Bear Express passenger train from Cochrane to Moonbeam.



Enhanced Services



- Seniors: medical and ADA safe travel options
- Students: education
- Business travel: WiFi





Diversify

Rail Intermodal Hubs

Every Carload and Every
Customer Matters

- Expanded customer reach
- Less vulnerable to cyclical markets

Farm >>Truck>> Rail>> Market

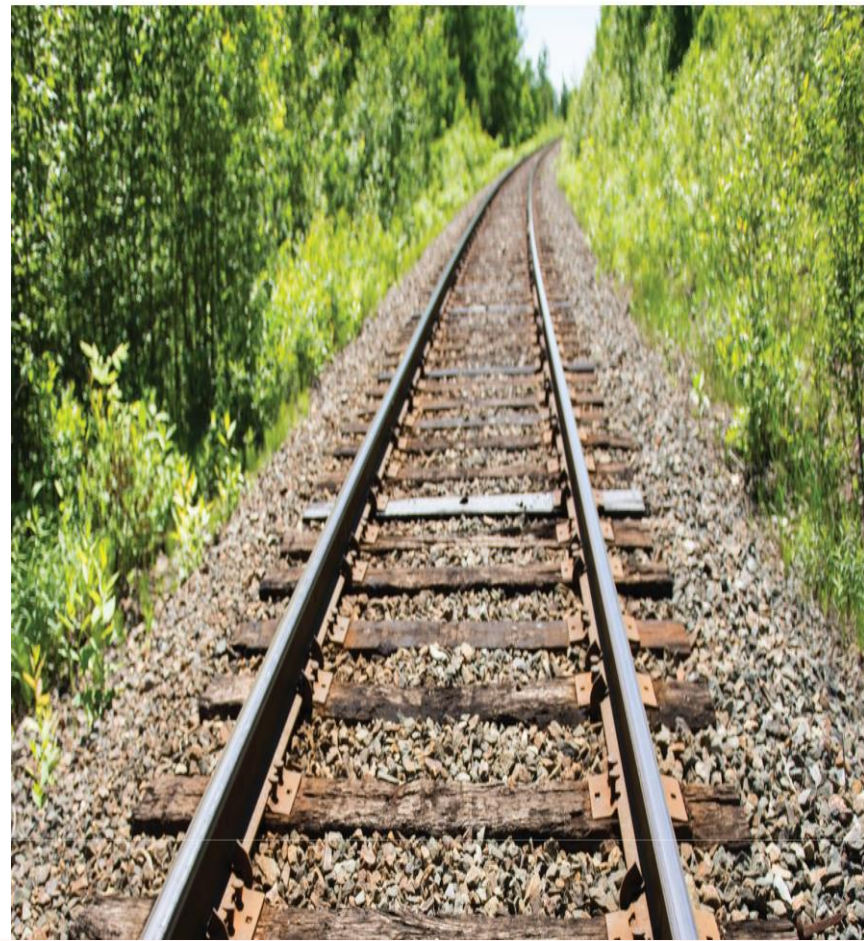
- Rail Freight video:
<https://vimeo.com/252561277>

A Bright Future... for the next 100 years...

- Proud & Productive Employees
 - Adaptable, responsive, no silos
- Diverse Customers
 - Intermodal rail freight
 - External mechanical
 - Seniors/students
- Valued & supported organization
 - 10-year capital plan
 - Bus expansion
- Fiscally responsible: Significant reduction in subsidy



- All organizations need to change in order to stay relevant and important to their customers.
- All levels require good leadership in order to successfully and continually change





MOVING GOODS MOVING PEOPLE MOVING FORWARD



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