
CUSTOMER EXPERIENCE COMMITTEE

PURPOSE

The purpose of the Customer Experience Committee (the “Committee”) of the Board of Directors (the “Board”) of Metrolinx (the “Corporation”) is to assist with Board oversight of, and increase Board focus on, customer experience issues and related risks affecting the Corporation including: overseeing the Corporation’s overall customer service strategy; overseeing progress on customer experience initiatives of the Corporation; and recommending the establishment of customer service standards and monitoring the performance of management to such standards. In satisfying its role, the Committee shall adopt a results-based approach to the implementation of customer experience initiatives and, to the extent possible, will endeavour to associate such initiatives with tangible measures of success, including ridership, revenues figures, and documented improvements in the customer experience.

The Committee, as a standing committee of the Board, derives its mandate and responsibilities from the Board.

A. Operating Principles**1. Functions and Composition**

- (a) There shall be a Customer Experience Committee, the members of which shall be four or more Directors named by the Board.
- (b) Members of the Committee shall be independent of management and the Corporation.
- (c) The Committee will carry out the duties outlined in these Terms of Reference and such other functions as are assigned or delegated to it by the Board.

- 2. Chair** - The Committee Chair will be appointed by the Board. Where the Chair is absent at any meeting, one of the members of the Committee who is chosen to act by the members present shall preside and have all the powers of the Chair.

3. **Quorum** - The presence of the lesser of (a) three members of the Committee, and (b) a majority of the then-current members of the Committee constitutes a quorum for a meeting of the Committee. In the event any Committee member declares a conflict of interest with regards to any one or more matters under consideration by the Committee, such Committee member will not attend that portion of the meeting dealing with such matter(s) and the foregoing quorum requirement will be reduced by one with regards to any decision or recommendation made with respect to such matter(s).
4. **Voting** - A matter put to a vote at a meeting of the Committee shall be decided by a majority of the votes cast, and in the event of an equality of votes the Chair has a second vote.
5. **Procedure and Conduct** - Subject to other provisions of any resolution of the Board respecting a specific matter, the Chair shall determine the procedure at and conduct of meetings of the Committee.
6. **Minutes** - Once they have been approved by the Committee, copies of the minutes of the proceedings of the Committee shall be sent by the Corporate Secretary to all of the Directors.
7. **Frequency of Meetings** - The Committee will meet at the discretion of the Chair, but not less frequently than four times each year.
8. **Agenda** - A written agenda for each meeting of the Committee together with any related materials will be distributed to the members of the Committee at least five days in advance of the meeting date.
9. **Supplemental Attendees** - Any person who may possess information that would be useful to the Committee in carrying out its duties may be invited by the Chair or acting Chair to attend any meeting of the Committee.
10. **Secretary** - The Corporate Secretary or the Corporate Secretary's designate shall act as the Secretary of all meetings of the Committee.
11. **Reporting** - Where appropriate, the Committee will provide a report of each meeting of the Committee at the next regular Board meeting or as may otherwise be required by the Board.
12. **Review of Terms of Reference** - The Committee shall review and assess the adequacy of these Terms of Reference at least annually. If the Committee recommends any amendments, the Committee shall submit revised Terms of Reference to the Board for its approval.

13. **Self-assessment** - An evaluation of the Committee shall be conducted regularly, in which the Committee shall review its performance for the purpose, among other things, of assessing whether the Committee fulfilled the responsibilities and duties stated in these Terms of Reference.
14. **Independent Counsel or Other Advisors** - The Committee has the authority to engage outside advisors including, but not limited to counsel, independent consultants and/or other experts, as needed, to review any matter under its responsibility.

B. Principal Duties and Responsibilities

1. **Customer Service Planning and Adherence** - The Committee shall advise and assist the Board in developing and executing the Corporation's Customer Service Strategy. This shall include ensuring that customer service continues as one of Metrolinx's top priorities, and that progress against the proposed strategy, and any related risks, are consistently identified, measured and reported. When fully implemented, the strategy will result in Metrolinx and its operating divisions being recognized as global leaders in customer satisfaction.
2. **Operations** - The Committee shall review and recommend to the Board standards and a work plan for the improvement of:
 - (a) The overall customer experience, especially as it relates to service availability, station amenities, and high-quality information for passenger use and decision-making, including signage and way-finding;
 - (b) Design excellence in capital projects (including vehicles, station design, public realm initiatives, public art integration, etc.) aimed at providing a higher quality customer experience;
 - (c) An employee engagement strategy that builds exemplary customer service delivery into every role at Metrolinx and its operating divisions, and ensures that "the voice of the employee" is reliably being captured to build staff and customer loyalty;
 - (d) Information technology initiatives, as they relate to improvements in the customer experience (e.g. digital communications improvements, mobile apps, Triplinx, Google Trip Planner, station signage, etc.);

- (e) Stakeholder communications, to ensure the audiences of Metrolinx and its operating divisions are well-defined, and that progress towards customer service goals are reliably and consistently reported;
- (f) Brand and visual identity of Metrolinx and its operating divisions;
- (g) Promotional marketing activities, as they relate to the brand and visual identity of Metrolinx and its operating divisions;
- (h) Fare and service integration, from a customer experience perspective;
- (i) Customer safety, from a customer experience perspective; and
- (j) Movement of goods and services, from a customer experience perspective.

3. Risk Management Activities - In keeping with the responsibilities of the Audit, Finance and Risk Management Committee on enterprise risk management oversight, as contained in its terms of reference, the Customer Experience Committee will:

- a) Ensure that it fully understands the customer experience enterprise risks to which the Corporation is exposed, the Corporation's enterprise risk management (ERM) framework, and the policies, procedures and controls used by management to identify, monitor, assess and manage these risks;
- b) Ensure that all key risks related to the achievement of the Corporation's Customer Service Strategy are identified and documented with mitigating strategies, and monitored in reaching its proposed targets; and
- c) Review and report enterprise risks relevant to Metrolinx's Customer Experience mandate to the Audit, Finance and Risk Management committee of the Board on a quarterly basis to ensure the Committee is apprised of the enterprise risks that exceed the risk appetite and whether management is responding to them.

4. GO Transit's Customer Service Advisory Committee - The Committee shall consider the recommendations of GO's Customer Service Advisory Committee (a panel of 10 customers who meet quarterly, and who represent GO's 7 train corridors, bus services, student riders, and includes a member of GO's Accessibility Committee). The Committee will make recommendations to the Board based on its assessment of the Customer Service Advisory Committee's recommendations.

5. **Metrolinx Program Coordination** - The Committee shall review, and provide risk informed recommendations and information to the Board on matters that involve program coordination both internally (across departments or service areas), or among one or more transit properties in the Greater Toronto and Hamilton Area, examples include but are not limited to: plans for the commercialization of the PRESTO card, and adoption of all regional transit services of a common platform for trip planning.
6. **Assess Future Needs** - The Committee shall review and provide risk informed recommendations and information to the Board on any and all matters, including projects, programs and services, affecting the customer experience, whether that involves GO Transit, the Union Pearson Express, PRESTO, or future augmentations to the Metrolinx mandate.
7. **Advocate for appropriate funding** - The Committee shall recommend to the Board the appropriate level of additional funding required from the Province for initiatives that will result in better customer service.
8. **Effective Date**—These Terms of Reference take effect on the date it is approved by the Board.

Approved by the Board of Directors on September 14, 2017.