

Metrolinx Five Year Strategy 2011 - 2016



Table of Contents

Letter from the Chair	4
Letter from the President and CEO	5
Metrolinx Today	6
By 2016	7
A Triple Challenge	9
Setting A Strategic Direction	13
• Delivering Integrated Mobility	13
• Building our Global Reputation	13
• Three Cornerstones	14
• Investing in Talent and People	15
Three Cornerstones to Success	16
• Delivering	16
• Planning	20
• Investing	22
Our Way Forward	24

Letter from the Chair, Robert Prichard

On behalf of the Board of Directors, it is my pleasure to introduce Metrolinx’s Five Year Strategy.

Today Metrolinx is a solid and well-rounded organization led by a talented team focussed on implementing the vision of *The Big Move* and delivering change. Building on the strategic planning strengths of the former Metrolinx and the 44 years of operational experience of GO Transit, we are well positioned for achieving success in the next five years. The additions of the Air Rail Link and PRESTO operating divisions will further increase our capacity for achieving global leadership in the field of complete mobility.



Our current position is very strong – in addition to support from governments, we have a clear mandate from stakeholders and the public. We have demonstrated many early wins, and over the next five years we will see increased success as planning and construction of projects result in even better customer service. Metrolinx is doing its part to prepare the Greater Toronto and Hamilton Area for a rapid pace of growth, in ways that support regional economic competitiveness, ensure environmental health and improve the region’s quality of life.

The next five years will not be without challenges. Transforming how we move across this vast region will depend on the people of Metrolinx, their talent, passion, innovation and commitment. The Board of Directors enters the next five years with great optimism and high confidence in this organization’s ability to achieve success.

It is my honour and pleasure to serve as Chair of such a remarkably talented Board of Directors during this period of great progress.

J. Robert S. Prichard
Chair

Message from the President & CEO, Bruce McCuaig



The emergence of the Greater Toronto and Hamilton Area (GTHA) as one of the largest and fastest-growing urban regions in North America in the 1970s and 1980s was spurred, in part, by a regional transportation network that was ahead of its time.

In the last generation, however, we have not sufficiently invested in the region's transportation network. As a result, every year, congested roads and overtaxed transit systems result in billions of dollars lost from our economy through delays and wasted energy.

In 2008, *The Big Move* was developed at a time of significant economic uncertainty. Despite this, we believe that now, more than ever, implementing this regional transportation plan is critically important. The vision of *The Big Move* will not only help reclaim our region's past traditional transportation advantage, but also bolster our global competitiveness, protect our environment, and improve our quality of life.

For the very first time, like so many of our global competitors, we are thinking like a single region. We are proposing new transit projects, investing an additional \$2 to 2.5 billion dollars annually over the next 20 years — the largest public transit expansion in half a century. Over its life span, this investment will not only help create thousands of new well-paid jobs, but also will save billions of dollars in time, energy and other efficiencies.

In the past two years, we have already made tremendous progress with “shovels in the ground” throughout the region and a successful merger between Metrolinx and GO Transit. This has resulted in an integrated planning and operating environment, a setup envied by jurisdictions throughout North America and beyond.

The next five years will be critical. We must deliver key projects on time and on budget with little margin for error. We must maintain an unwavering commitment to unparalleled customer service. We must continue to deliver high quality services to our existing customers. We must keep our fellow citizens excited and engaged with our vision to ensure that we have sufficient resources to do our work.

This Five Year Strategy directs the way forward. It will guide our annual business planning; it will inform our advice to the Province of Ontario on capital investments for GTHA transportation; it will shape the policy and planning direction for everyday decision making; and it will clarify, for our partners and stakeholders, our intent for the next five years.

Most importantly, this Strategy will provide employees of Metrolinx and its operating divisions with a strategic focus for our transformative efforts over the next five years. The way we work and interact to achieve the deliverables of this Strategy will then be purposeful, coherent and results-oriented.

I look forward to working with all of the committed people at Metrolinx to achieve our vision over the next five years.

Bruce McCuaig
President and CEO

Metrolinx Today

Metrolinx was established as an agency of the Province of Ontario in 2006 as the regional transportation authority for the Greater Toronto and Hamilton Area (GTHA). Its mandate is to provide leadership in the coordination, planning, financing, project delivery, and development of an integrated multi-modal transportation network, working closely with the Province and municipal partners.

Metrolinx's vision for the future of transportation is set out in its award-winning plan, *The Big Move*. Endorsed by the Province and supported by municipalities, this plan is the first multi-modal, wholly integrated, regional transportation plan for the GTHA. Metrolinx is now focussed on the implementation of *The Big Move*.

To date, the Province has committed over \$14 billion towards the expansion of rapid transit, including Quick Win projects, a major expansion of GO Transit and advancing priority projects in Toronto, Mississauga, Brampton and York Region. All of these new assets will be completed within the next ten years. Metrolinx is in the process of developing an Investment Strategy that will help to secure financing for the next wave of priority projects.

Metrolinx's ability to undertake the next twenty years of transformation is made possible by the diverse expertise of its Board of Directors and employees in the areas of customer service, transit operations, project delivery, finance and investment, law, community development, communications, policy and planning, human resources and technology.

GO TRANSIT

In 2009, Metrolinx grew to include GO Transit as an operating division, strengthening Metrolinx and benefiting from over forty years of success in operations, customer service and project delivery as North America's third largest commuter transit system. In operation since 1967, GO delivers over 57 million passenger trips every year to over seven million residents of the GTHA and beyond. GO Transit achieves over 80 per cent operating cost recovery – the highest in North America. In October 2010, GO Transit made a public pledge to customer service excellence with the release of its first Passenger Charter.

AIR RAIL LINK

In 2010, Metrolinx added another operating division – the Air Rail Link (ARL). By 2015, the ARL will provide a new premium rail service between Union Station and Pearson International Airport, expanding the range of transportation options available to residents and visitors to the GTHA.

PRESTO

In 2011, PRESTO became Metrolinx's newest operating division. The PRESTO card is a new electronic fare card that allows riders to transfer seamlessly across multiple transit systems. Currently in the process of rolling out the technology throughout the GTHA, PRESTO is working to further expand its geographic reach and next-generation technology.

Metrolinx Vision and Mission

Vision: Working together to transform the way the region moves
Mission: To champion and deliver mobility solutions for the Greater Toronto and Hamilton Area

Greater Toronto and Hamilton Area Today:

- 8,242 sq. km in area
- six million residents
- 30 municipalities
- 10 local transit operators

Metrolinx Today:

- 2,200 employees, of which 1,850 are at GO Transit
- partnering with with nine local transit operators
- building \$1.4 billion annually in transit expansion

GO Transit:

- serves 217,000 passengers per day, equivalent to the entire population of Saskatoon
- has provided one billion trips since inception
- generates in excess of \$300 million per year in revenue
- on-time performance is 94.3 per cent for rail services and 99 per cent for bus services
- provides approximately 57 million trips per year, and growing
- operates in 390 km of rail corridor, of which 61 per cent is owned by Metrolinx
- runs 2,615 km of bus routes, 61 rail stations, and 23 bus terminals

Air Rail Link:

- a 30 km premium rail service under construction and completed in 2015
- will serve 5,000 passengers per day upon startup

Presto:

- serves 11 transit systems
- 36,000 cards in use today and climbing

By 2016

Within the next five years, we will have a more integrated regional transportation network with more seamless services, information and fares. GO Transit will make significant progress in its transformation from a commuter service to a regional rapid transit system. GO Transit, PRESTO and the Air Rail Link (ARL) will build on their customer-first focus and continue to improve all aspects of the trip experience.

Our continued success in delivering programs and services, and demonstrated progress in building major rapid transit projects, will help us develop an exceptional reputation. This will form the foundation for our emerging Investment Strategy.

- **The Big Move** will continue to set the common vision and the baseline for measuring progress on mobility across the Greater Toronto and Hamilton Area.
- GO Transit customers will applaud our success in upholding or exceeding the commitments of our **Passenger Charter** with a growth of five per cent in customer satisfaction to 87 per cent.
- **Union Station will be expanded** to accommodate growing ridership. GO Transit will have **expanded service** to meet ridership growth on our bus system by 30 per cent and ridership growth on our rail system by 22 per cent, moving annual rides from 57 million to 75 million by the end of 2016. GO Transit will have expanded peak train service on most corridors and will have introduced new off-peak bus and train service.
- The **ARL** will be in service, providing a rapid, reliable and comfortable travel between choice Canada's financial centre and its largest international airport. Ridership will exceed two million passengers in its first year of operation.
- We will have established active working groups to improve **service quality and seamlessness, sustainability and innovation** to a consistent standard across the region.
- Customers will be able to access information when and where they need it, with real time next-bus and next-train information, a GO trip planner linked to a **region-wide trip planning system** with traffic information.
- **PRESTO** will be fully deployed across the GTHA and expanded to other Ontario municipal transit systems. Expansion of the PRESTO card beyond transit fare, including commercial partnerships, will be in place.
- **Mobility hub** development will have been integrated at major hubs and transit stations in the GTHA. Mobility Hubs at selected GO stations will exemplify the Metrolinx Mobility HUB Guidelines including improved pedestrian and cycling access, planned mixed use development, and a high quality of sustainable architectural and urban design.
- We will be full signatories of the **International Association of Public Transport's Charter for Sustainable Development** and have attained Gold status under the **American Public Transportation Association's Sustainability Commitment**. We will lead sustainability efforts in our industry throughout the region.
- We will have a more complete understanding of **urban freight** movement, and will have established a public-private collaborative to develop a strategic GTHA goods movement network.

The Big Move Vision:

In 25 years, the GTHA will have an integrated transportation system that enhances our quality of life, our environment and our prosperity:

- **A high quality of life.** Our communities will support healthy and active lifestyles, with many options for getting around quickly, reliably, conveniently, comfortably and safely.
- **A thriving, sustainable and protected environment.** Our transportation system will have a low carbon footprint, conserve resources, and contribute to a legacy of a healthy and clean environment for future generations.
- **A strong, prosperous and competitive economy.** Our region will be competitive with the world's strongest regions. Businesses will be supported by a transportation system that moves goods and delivers services quickly and efficiently.

Transportation providers will treat the needs of travellers as their number one job. Priority will be given to moving people and goods, not just vehicles. Connections between different modes of transportation, and across jurisdictions, will be seamless.

The transportation system will support our diversity and will accommodate everyone, regardless of age, means or ability. Services will be delivered fairly and equitably.

Public transit will compete effectively with the automobile with service that is fast, convenient, integrated, comfortable, safe, reliable and valued by its users. Walking and cycling will be attractive choices for travel. Roads and highways will be maintained and used efficiently as a key component of the transportation system.

The transportation system will contribute to the creation of attractive, liveable neighbourhoods and complete communities. It will help protect open space and agricultural lands from development while supporting a robust regional economy and the efficient movement of goods and services.

(*The Big Move*, 2008)

- Through continued delivery of high quality services and the delivery of new key projects, we will have clearly **demonstrated the value of our projects** and programs to residents of the region. Our **Investment Strategy** will be in action, enjoying strong support and enabling a secure financial footing to support future investments.
- All levels of government, stakeholders and communities will look to Metrolinx as **a strong collaborator, a trustworthy partner and a good neighbour**.
- We will build on our expertise to **enhance our reputation**, both locally and abroad as a pre-eminent leader in delivering, planning, and investing in transportation. We will communicate our successes, **enhancing the brand recognition** of Metrolinx and its operating divisions.
- We will attract and retain the best talent and be recognized **among the top 100 employers** in Canada.

NOW	IN 2016
<ul style="list-style-type: none"> • 57 million GO Transit riders • 500 km of regional rapid transit • \$1.4 billion in transit investment annually • ARL in design and planning, and track upgrades under construction • PRESTO active on eight transit systems in the GTHA 	<ul style="list-style-type: none"> • 75 million GO Transit riders • 535 km of regional rapid transit • \$4 billion in transit investment annually • ARL in service, with 5,000 passengers per day • PRESTO active on 11 transit systems in the GTHA, as well as OC Transpo

A Triple Challenge

ONE: High Population Growth

The Greater Toronto and Hamilton Area (GTHA) faces the enviable challenge of continued growth despite the recent recession. Between 2011 and 2016, our region will add approximately 100,000 new residents each year. Growth will not happen evenly throughout the region. In the north and west, both residential and employment growth can be expected. In the east, growth will likely be primarily residential. Central Toronto will continue to thrive both as a growing global financial centre and the focus of significant high-density residential growth.

Over the next five years, to meet increasing demand and to serve new growth effectively, we need to play catch up with infrastructure development. GO Transit services already operate at 110 per cent of capacity in the peak periods, and several municipal transit agencies such as Mississauga MiWay, York Region Transit and the Toronto Transit Commission are experiencing similar pressures.

TWO: A Dynamic yet Constrained Economy

The employment patterns and the economy of our region are continually changing. Recent trends include:

- Employment continues to develop in a dispersed fashion across the region. New employment centres established outside of existing clusters offer few travel choices beyond the automobile. This is especially true in areas where regional and local transit services have not kept pace.
- Our manufacturing sector is undergoing a radical change. In the short to medium term, workers will choose to commute long distances across the region to reach manufacturing jobs. These “super-commutes” from low-density areas to other low-density areas are challenging to serve by transit and demand more flexible and innovative alternatives.
- Oil prices continue to increase. Higher prices not only drive up our costs and the costs of municipal transit operators, but they have been shown to accelerate demand for transit.

As congestion increases and gas prices rise, more people are choosing to take transit over the car. Further assisted by policies which encourage higher densities around major transit stations and programs to encourage a higher proportion of transit use, ridership should experience a sharp rate of increase for transit operators. This will cause a very real strain on services which are already at, or even beyond, capacity. The costs of congestion are shared by everyone through longer commutes and higher prices. In addition, congestion presents a clear danger to our prosperity if businesses choose to locate elsewhere. Congestion is costing our GTHA economy in excess of \$6 billion per year and rising.

Many Challenges

Population Growth - 100,000 new residents each year are coming after decades of underinvestment and a transit system bursting at the seams.

Land Use Patterns - Employment outside of existing downtowns offer few transportation choices other than the car.

“Super-commutes” - Workers pursue specialized jobs further and further away from their homes.

Rising Oil Prices - Higher prices increase transit costs but may also accelerate demand for transit.

Congestion - Rising congestion undermines our quality of life and our competitiveness.

Fiscal Constraints - Our reliance on fares and general revenues makes us vulnerable to funding shortages in this era of fiscal restraint.

Expectations - Metrolinx is facing a complex web of diverse stakeholders with high expectations.

Sustainability - We will be expected to make further progress on climate change mitigation and adaptation, and step up efforts to accommodate Ontarians with disabilities.



We will need increased financial resources to improve existing operations, and we must expand to face continued population and job growth, and increased demand for transit. Unlike other jurisdictions, we currently depend almost entirely on transit fares and general government revenue to fund transportation. This dependency jeopardizes our ability to serve the public as we face fiscal constraint in the next five years.

Metrolinx will need to communicate to stakeholders the broad societal, environmental and economic benefits of investments in regional transportation so that we can compete for scarce public dollars. Depending solely on traditional government funding sources will not be enough. Only with new sources of revenue from an Investment Strategy can we expect to make progress. Our ability to lead the co-ordination, planning, financing, development, implementation and operations of the integrated multi-modal transportation network for the GTHA depends on it.

THREE: High Expectations

Expectations are high and the public remains impatient to see more frequent, faster and reliable service across the entire network and for all modes, not only transit.

As the regional transportation agency, we are expected to lead transportation co-ordination and integration for a region with 30 municipalities, 10 transit operators, and over six million residents all with competing priorities. Over the next five years, we must show visible progress, with a specific urgency to build more and better transit. We will need to rely on strong collaborative efforts to fulfil this expectation, because we cannot meet the challenges we face alone.

We will also be expected to act responsibly toward the environment by doing our part to reduce our energy consumption, and emissions of greenhouse gases and other pollutants, improve air quality and plan for extreme weather events that result from climate change. Metrolinx will also be expected to step up efforts to accommodate the needs of Ontarians with disabilities. We will need to demonstrate leadership in the integration of cross-boundary services.

While Metrolinx has received positive media attention over the last three years, we must continue to remain relevant and meaningful to the general public and its elected representatives. The Project Prioritization Framework is one way we can address these expectations. By evaluating the remaining unfunded priority projects from *The Big Move* to identify those with the highest benefits to quality of life, environment and economy, we will be earning credibility by demonstrating an evidence-based approach to our decision making.

Unique Challenges

GO Transit

Rail Services

On many corridors, adding even a single train during the busy peak periods requires significant infrastructure improvements to expand the capacity of the corridor, as well as more equipment, crews, and storage and maintenance facilities. On some corridors, we will be challenged to accommodate demand over the next five years, while new parking facilities will deliver even more customers to stations.

We are making headway to mitigate these challenges. Foundation projects, including constructing a new rail maintenance facility, and optimization projects, such as building 12-car platforms, are integral to addressing constraints for rail services. Current investments, such as upgrades to the Georgetown corridor, will allow us to expand service well into the future.

Bus Services

Over the next five years, a 30 per cent increase in bus ridership is anticipated, requiring corresponding growth in fleet, drivers, and maintenance capacity.

While the amount of suburb-to-suburb travel is growing rapidly, this market is not served by rail lines. Bus services between suburban regions are growing with a focus on post-secondary institutions. Currently, transit carries a very small share of these potential passengers overall. Evolution to a more comprehensive service that meets work and business, personal and recreational needs, while desirable, is a challenge, due to the dispersed distribution of employment and other activities.



GO Station Access

Only a small number of GO Transit passengers live within walking distance of their “home” station, which results in the need for a large number of parking spaces. Providing additional parking is expensive, has impacts on the properties around the station, must be co-ordinated with growing service levels and effectively integrated with the surrounding neighbourhoods.

We need to develop better infrastructure for pedestrians and cyclists and provide safer and more pleasant environments, and use of local transit needs to be more convenient. The next five years present an opportunity to explore new strategies and partnerships to improve local accessibility to regional transit while lowering costs and impacts. Providing more travel choices will require effective partnerships with local municipalities and other stakeholders.

Air Rail Link

In developing the rail connection between downtown Toronto and Pearson International Airport, we are creating a new premium service which does not currently exist in the region. Because the Air Rail Link is new, many unknowns remain about the market and the services expected. In-depth market analysis is necessary, at the same time as effective service planning, to ensure that the market is well-defined and its needs are appropriately met. Once the service is in place, we will need to respond to uneven demand patterns and potential overcrowding when a number of high-capacity flights land at Pearson International Airport within a short timeframe.

PRESTO

As we roll out the PRESTO smart card system across our 11 partner transit operators, we will be implementing this system across a very broad network and a range of transit vehicles and stations. This provides a challenge in terms of managing the cost and time of implementation of the technology across all partner operators’ networks. At the same time, the smart card business is rapidly changing, and technological improvements are always being developed, creating a risk that the current technology will soon be out-dated. As we develop PRESTO Next Generation, we will be enhancing opportunities for non-transit uses for the card, such as payments at shops and other services. The number of partners involved will increase and create a more complex network of stakeholders, requiring greater effort to manage and maintain.

Setting a Strategic Direction

While *The Big Move* establishes a long-term vision for how we will live and get around the region, fulfilling this vision requires us to make rapid and significant progress in several aspects of our transportation system. This document specifically outlines the progress that we will make towards the vision of *The Big Move* and *GO2020* over the next five years.

Overcoming the three key challenges of high population growth, a dynamic yet constrained economy, and high expectations will require steady resolve and strong focus on the goal of achieving more integrated mobility. Since resources are scarce and each initiative builds on previous ones, we will need to carefully consider how we allocate human and financial resources. Rapid and high-quality delivery will demand excellence in building and developing partnerships with our public and private partners.

Delivering Integrated Mobility

Creating integrated mobility means providing multi-modal transportation services that are well connected, easily accessed and a critical part of a community's identity and sense of place. By accommodating the geographic and economic diversity of our region, the transportation system can become a more positive influence for change in the region.

Through integrated mobility, transit services will come together with well co-ordinated schedules that minimize wait times at rapid transit stations and mobility hubs. Mobility hubs will provide high levels of activities and services for neighbourhoods, including access to nearby recreation, shopping, entertainment and business, with state of the art technology and award-winning design.

To accomplish this, we cannot work in isolation. More emphasis will need to be placed on collaborative models for working, within our own organization and with others as well. Whether it is the integration of different modes of travel, different technologies, different professional disciplines, or different lines of business, we will need to incorporate innovative new ways for achieving results. While respecting decades of earned experience, we will have to remain open to change. Nimbleness and adaptability will serve us well as we rise to meet the challenges.

Building Our Global Reputation

Some measures of our success are often less tangible and include outcomes such as team building, shared knowledge, leadership capacity and the positive support for projects that inspire and change how we approach problems or carry out our business. Over the next five years we will expect that:

- A majority of residents of the region will be aware of the mission and mandate of Metrolinx, including its role in delivering regional rapid transit projects, facilitating service and fare integration and its relationship with its operating divisions.



We will have a renewed emphasis on growing our people and their talents to **deliver, plan** and **invest** in our vision for **integrated mobility**.

- The public and stakeholders will be proactively engaged and will understand the necessity for, and the value of, Metrolinx projects, programs and policies. Our work will receive support from:
 - A majority of the region’s residents, when surveyed.
 - A majority of elected municipal leaders in the Greater Toronto and Hamilton Area.
 - Most large civic and social organizations and institutions considered stakeholders, including boards of trade, chambers of commerce, professional associations, environmental groups, and unions.
 - Editorial boards of media organizations, with a majority of positive press coverage throughout planning, construction and operation of our projects.
- Our internal and external planning processes will engage Metrolinx employees, as well as our stakeholders and the general public, in meaningful ways that value all perspectives in developing solutions.
- Our plans, projects and programs will garner significant positive interest from other jurisdictions.
- The reputation of our organization for delivering, planning and investing in projects will continue to attract interest from the industry, international experts, and job candidates.
- Although our most important reward will be real progress in enhancing integrated mobility in our region, we will seek national and international awards in all aspects of our work including planning, design, and construction, rewarding our renewed emphasis on sustainable design excellence in all our facilities.
- Our staff will receive awards and commendations internationally, nationally, and locally for their expertise and innovative solutions.

Three Cornerstones

Over the next five years, we will focus our actions strategically around three cornerstones. These cornerstones will give us a framework within which we will work to achieve a more seamless network, a results-first platform for the Investment Strategy, and a strong regional transit system through our operating divisions.

1. **Delivering** quality services to existing customers, delivering key projects and programs to grow services and continuing to make improvements to the regional travel experience.
2. **Planning** the next generation of projects and programs, and enhancing linkages between the growth of our region and transportation services.
3. **Investing** to allow us to implement our vision of **integrated mobility** and securing more sustainable funding mechanisms by 2013, in an Investment Strategy.

We recognize that underlying our drive and ability to deliver is our people and their talents. Over the next five years, we will continue to **invest in our people** to unlock their full potential.

Investing in Talent and People

Over the next five years, our objective is to have Metrolinx regarded as a great place to work, continuously attracting and retaining highly qualified talent. To this end we will cultivate a reputation as a progressive, responsive and innovative employer.

By 2016, our corporate culture will exemplify our **corporate values** of Commitment, Service, Working Together, and Innovation.

We will continually enhance **training, development and learning opportunities** aimed at various learning styles to meet current and future business priorities, as well as attract and retain the best talent available.

We will foster a **culture of innovation** by facilitating the constant generation, sharing and implementation of new and original ideas at all levels. For example, we will actively solicit ideas and facilitate opportunities for informal learning and sharing through advanced workplace design.

We will develop the **leaders of tomorrow** by working with industry and academic institutions across a diversity of fields to groom high calibre transportation expertise.

We will create a **culture of leadership** that encourages respect, teamwork, recognition and formal and informal acts of leadership at all levels.

We will **streamline our processes** to improve efficiencies, spur innovation, and allow a greater focus on services that truly help employees perform and grow.

We will strive to provide a **safe and healthy workplace** that values and celebrates diversity.

We will be among the **top 100 employers** in Canada.

Metrolinx Corporate Values

The values that shape our work reflect our commitment to transforming the regional transportation system and to excelling in our relationships with our partners and our customers.

Commitment: We will take action with high energy and commitment reflecting the importance of our work. We will hold ourselves accountable for our decisions and our commitments to the communities we serve. We will strive for an environment where we are fully engaged and take initiative.

Service: We will consistently put our work in the context of the people and the public purpose we serve. We will anticipate, understand and continuously exceed our customers' expectations. We will place the needs of our customers, stakeholders and communities at the centre of decision-making throughout the organization.

Working Together: As a group of individuals, we will work together in a spirit of trust and respect to achieve our shared vision. We will actively seek opportunities to collaborate both internally and externally. Internally, we will work across organizational units to achieve our common goals. If our work supports internal customers, we will work to meet and exceed their expectations. Externally, we will be recognized by our stakeholders as strong partners.

Innovation: We will encourage creativity, innovation and informed risk-taking to achieve personal growth and organizational success. We will create an environment that engages all employees and brings about our full potential. Through mentoring and training, we will develop the leadership capabilities in us all. We will resolve complexity to provide an 'easy' experience to customers, and embrace innovation to achieve our mission.

Three Cornerstones to Success

1. DELIVERING

We will build on our successes to date in improving the customer experience on GO Transit, and will play a growing leadership role in creating a more seamless experience for the regional traveller, whether their trip begins or ends on foot, bicycle, local transit or in a car. Strategic service improvements and the conversion of selected stations into mobility hubs will gradually transform GO Transit from a commuter service centered on downtown Toronto to a much more comprehensive and versatile regional transit service.

In five years, Metrolinx will be widely recognized in the region and beyond as a leading constructor, owner and operator of a growing transportation system, with quality new projects progressing on time and on budget. This will allow us to continue to demonstrate to governments, partners and the public the benefits of increased investment, and enjoy strong and trusting relationships with communities and neighbourhoods throughout the region. Our ability to deliver will elicit demand for more service improvements, and provide the legitimacy to engage in a dialogue with the public and stakeholders regarding funding strategies for these new investments.

BY 2016:

- **Combined GO Bus and Rail ridership will rise to 75 million trips** by 2016 from 57 million in 2010, an increase of close to 30 percent. A 30-minute off-peak service on the Lakeshore corridor will accelerate the transformation of GO Transit from a commuter service to a regional transit network, meeting more than just the needs of commuters going to and from work at peak times.
 - Close to \$2 billion of improvements will have been made to the **Georgetown corridor**, including expanding track capacity, signalling, bridges, grade separation, a new spur line and new stations.
 - A new **GO Transit Communication Centre**, which will be state of the art in both function and form, will be in operation.
 - **Increased capacity at Union Station** will have been provided, with double berthing – two trains end-to-end at one platform – and a new south platform, as well as the revitalization of the aging train shed roof.
 - We will continue to keep the systems in a State of Good Repair, providing our customers with a safe and reliable system, and avoiding larger investments due to disrepair.
- Along with our partners, we will create a system to provide **integrated multi-modal regional traveller information**, including trip planning and real-time service status information. Improved real-time systems will track vehicle locations to enhance operations.

Measurable Outcomes in 2016

1.2 million car trips off our roads in the first year of operation of the **ARL**

\$2 billion of improvements will be made to the **Georgetown corridor**

30-minute service on the Lakeshore East and West corridors

12-car trains on all high-demand corridors

55 million GO Train passengers

20 million GO Bus passengers

15 new Park + Ride lots

18 million GO passengers will **access stations by local transit, walking and cycling**

15 km of the York Viva rapidways in service

40 per cent completion of the **Eglinton-Scarborough Crosstown Light Rail Transit**

90 per cent of our planned projects **on-time and on budget**

New mobility hubs in construction at Dundas West, Port Credit and Cooksville, and long-term planning documents completed for 80 per cent of mobility hubs

Fare integration agreements with MiWay, the Toronto Transit Commission and York Region Transit, focusing on new facilities

New fare options to encourage midday and weekend travel

500 Smart Commute participating employers

32 partners in the **Transit Procurement Initiative, achieving 10 per cent savings**

10 per cent **reduction in water and energy use** from facilities, and 10 per cent **reduction in emissions** per passenger carried

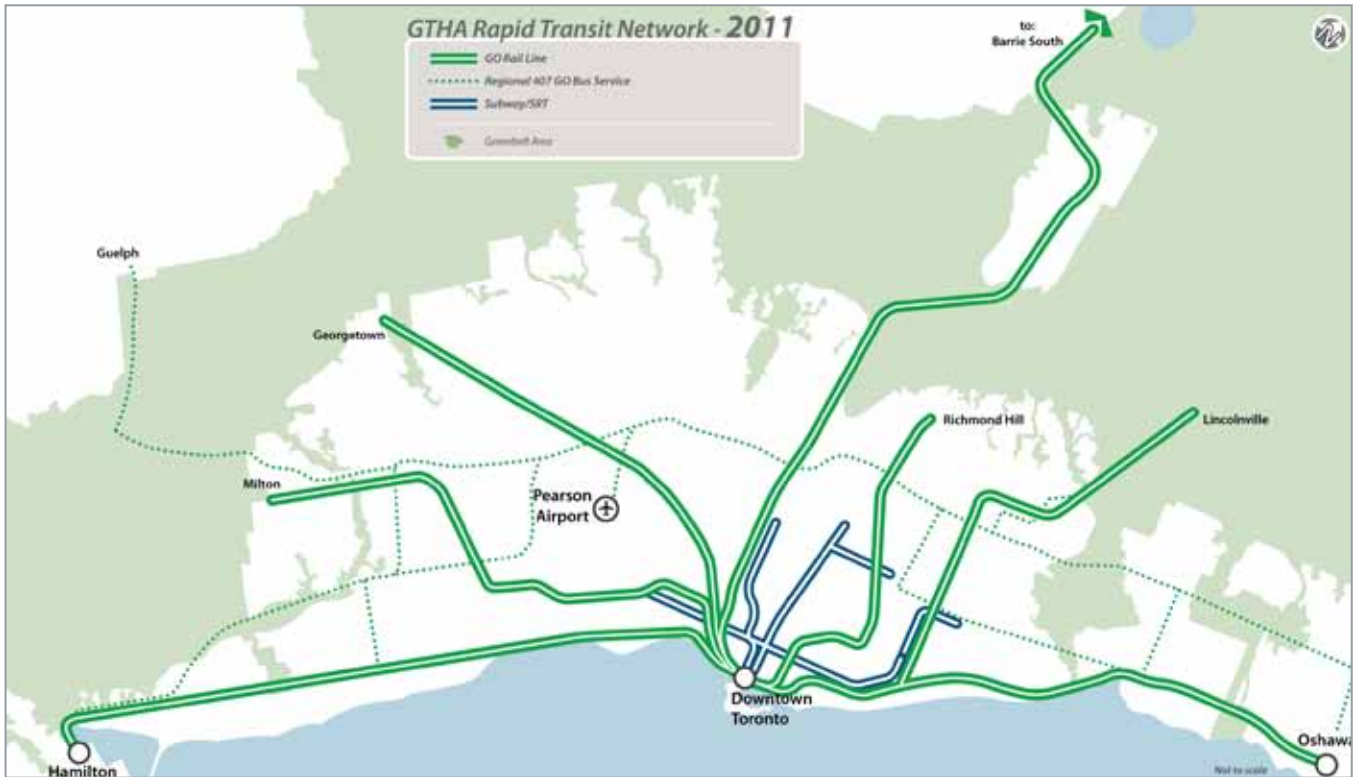
- We will deliver an integrated **regional fare collection system** with full implementation of PRESTO, in use in all Greater Toronto and Hamilton Area (GTHA) municipalities, and expanded to OC Transpo.
 - We will phase out paper ten-ride and monthly passes on GO Transit by 2013.
 - **PRESTO Next Generation** will be implemented with even more functionality, including accommodation for new fare structures, fare integration, loyalty programs, and partnerships with public and private partners to offer more services such as bike-sharing and parking.
 - We will have evaluated and taken steps to implement **new fare structures**, including off-peak fares and new approaches to managing parking costs within the overall system.
 - Where missing, we will establish and facilitate **fare integration agreements** with and among Mississauga MiWay, the Toronto Transit Commission and York Region Transit to facilitate seamless cross-border travel at key opportunities in new projects being delivered within the next five years.
- We will deliver on plans which enhance community development, improve access to the regional transit network, and support opportunities for active transportation.
 - **Mobility hubs development** will be advanced at selected stations, including Dundas West, Cooksville and Port Credit, transforming and revitalizing these communities.
 - We will work with municipal partners to **improve walking, cycling and transit access to GO stations and mobility hubs** and will increase access to GO stations by walking, cycling and local transit from 17 per cent to 25 per cent by 2016.
 - We will be active partners in making the **Stepping It Up program** – which works to encourage walking and cycling to school – permanent and broaden it to all GTHA school boards.
 - We will support the expansion of **bike sharing programs** in urban centres.
 - We will triple participation in the **Smart Commute program** from 2009, and will expand to other areas in the GTHA.
- At least 95 per cent of the transit projects Metrolinx delivers will be **completed on-time and on budget**. New facilities will perform and be used as planned, and contribute to the objectives of The Big Move.
 - The **Air Rail Link** will connect the busiest airport in Canada with the busiest rail and transit hub, carrying two million passengers – the equivalent of taking 1.2 million car trips off our roads in the first year of operation.
 - We will make significant progress in the delivery of regional rapid transit projects, for example:
 - Completion of the Mississauga 403 Transitway.
 - Completion of a \$790 million investment in Phase 1 of the York Viva rapidways.
 - 40 per cent completion of the Eglinton-Scarborough Crosstown Light Rail Transit.
 - The **Transit Procurement Initiative** will become a broad platform for Ontario-wide transit procurement. Through a collaborative approach, it will continue to demand higher quality and best value across an expanding range of goods and services. The number of its partners and the categories of goods and services procured will grow by at least 50 percent each.

- As part of a new **Sustainability Framework**, we will track our energy and water use, our emissions and waste generation and set new and ambitious targets to reduce our environmental footprint. By committing to LEED certification for all our new facilities, retrofitting our existing facilities, increasing our production of renewable energy, and identifying new ways to reduce fuel use from our fleets, we will continue to reduce our emissions, energy and water use from facilities and per passenger carried. We will be full signatories of the **International Association of Public Transport's Charter for Sustainable Development** and have attained Gold status under the **American Public Transportation Association's Sustainability Commitment**.

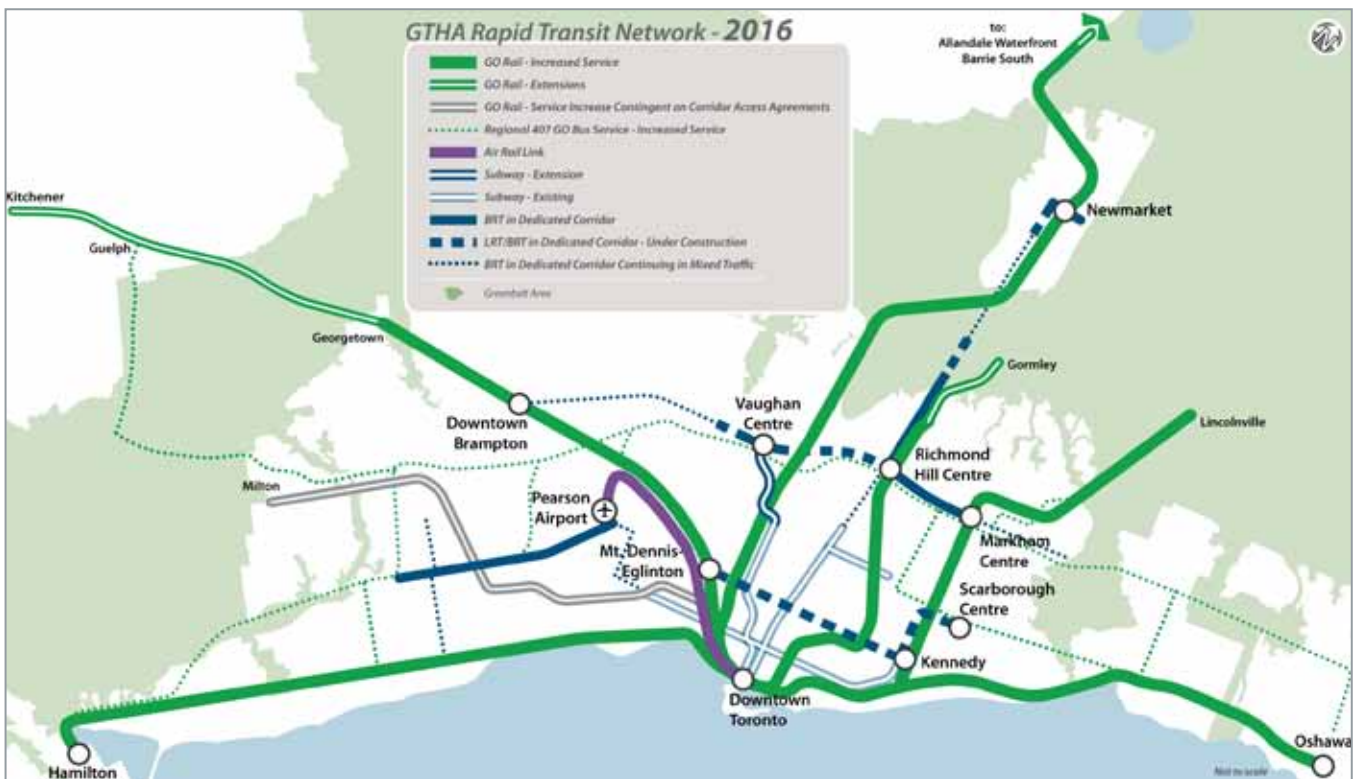
Milestones

2012	2013	2014	2015	2016
<ul style="list-style-type: none"> • Stouffville corridor signalization completed • Eglinton-Scarborough Crosstown LRT construction well underway • Sheppard Avenue grade separation complete at GO Agincourt • 12-car platforms implemented across the GO Rail network • PRESTO deployment on OC Transpo started 	<ul style="list-style-type: none"> • Investment Strategy completed • New parking structures completed at Ajax, Cooksville, Pickering, and Erindale • PRESTO deployment across TTC network started 	<ul style="list-style-type: none"> • New Union Station GO concourses completed • Union Station train shed completed • Barrie corridor signalization completed • Georgetown South corridor Improvements completed • Mississauga 403 Transitway completed 	<ul style="list-style-type: none"> • ARL in operation • York VIVA rapidways complete on Davis Drive in Newmarket, Hwy. 7 East of Yonge to Warden and initial segment on Yonge north of Hwy. 7 • Accessibility improvements to GO network completed • GO Transit Communication Centre completed 	<ul style="list-style-type: none"> • Scarborough portion of Eglinton-Scarborough Crosstown LRT construction started • Double berthing at Union Station well underway • New GO south platform at Union Station completed • PRESTO deployment across GTHA and OC Transpo completed

2011



2016



2. PLANNING

The Big Move is recognized as a world-leading regional transportation plan and already puts Metrolinx and Toronto on the map, attracting attention from practitioners, suppliers and even job candidates from all over the world. Over the next five years, Metrolinx will build on its success as constructor, owner and operator of a growing transportation system to identify updates to existing plans and new plans needed to execute *The Big Move* in partnership with all levels of government, key stakeholders, the private sector and transportation operators.

Metrolinx will continue its efforts to anchor medium-term, short-term, sector-specific and local plans to *The Big Move* and to one another, to foster a significantly more seamless travel experience across the Greater Toronto and Hamilton Area (GTHA).

An important task will be to continually build a continuous stream of new projects from *The Big Move* which link to our reputation in excellence in service and project delivery, helping make a compelling case for stable and sustainable sources of funding.

BY 2016:

- We will continue to plan for **integrated services** across the GTHA, removing boundaries and creating seamless connections to improve the experience of our customers.
- We will bring together local operators to develop a process to reach seamless fare and service integration for region-wide **cross-boundary travel and transit access to regional transit stations, including GO stations**, and we will explore fare structures that encourage walking, cycling and taking local transit to GO stations.
- We will maintain the relevance of *The Big Move* as our guide for our strategies and actions by integrating key studies by 2013 as we develop *The Big Move 2.0*, and ensure ongoing alignment with provincial policies and plans. To track progress in implementation of *The Big Move*, we will develop an index of **key performance indicators** and identify gaps in implementation.
- To ensure that *The Big Move* is fully reflected in the local planning framework, we will work with the Ontario Ministry of Transportation to deliver a provincial **Transportation Planning Policy Statement**, as set out in the Metrolinx Act.
- We will continue to refine **GO service plans** to pursue the transformation of GO Transit from a commuter service to a rapid regional transit system.
- We will have advanced ARL **electrification** work, through the Environmental Assessment, and will have completed preliminary planning, design and engineering for Phase 1 of the electrification of ARL and the GO Georgetown and Lakeshore corridors.
- We will improve how we plan and implement mobility hubs and stations areas, using the **Mobility Hub** Guidelines, through our policies, projects and investments. We will work with municipalities to use the guidelines in their planning activities and proactively explore opportunities for **joint development** at GO stations.

- We will use a well established, **evidence-based analysis and processes** to identify the next wave of projects and programs, and to refine project scope utilizing a range of methods including; Metrolinx's own project forecasting and modelling, Project Prioritization Framework and Benefits Case Analysis.
- We will develop an **Innovation Roadmap and a Sustainability Framework** to further emphasize innovation and sustainability in the planning and the delivery of programs and projects throughout the organization and in collaboration with partners and stakeholders in our region.
- We will develop a strategic **goods movement network** for the GTHA with the Ministry of Transportation and establish a framework for GTHA **urban freight data collection and dissemination**.



3. INVESTING

Metrolinx’s approach to funding our region’s transportation system is based on demonstrating results first, utilizing the already committed multi-billion dollar investments from the Provincial Government, as well as contributions from the Federal Government. The results will not be limited to delivering quality GO services and on-time and on-budget rapid transit projects, but will be based on demonstrating that Metrolinx has exercised leadership in fostering seamless services across the region. An awareness and understanding of Metrolinx’s roles will be crucial to our ability to engage the public on the Investment Strategy.

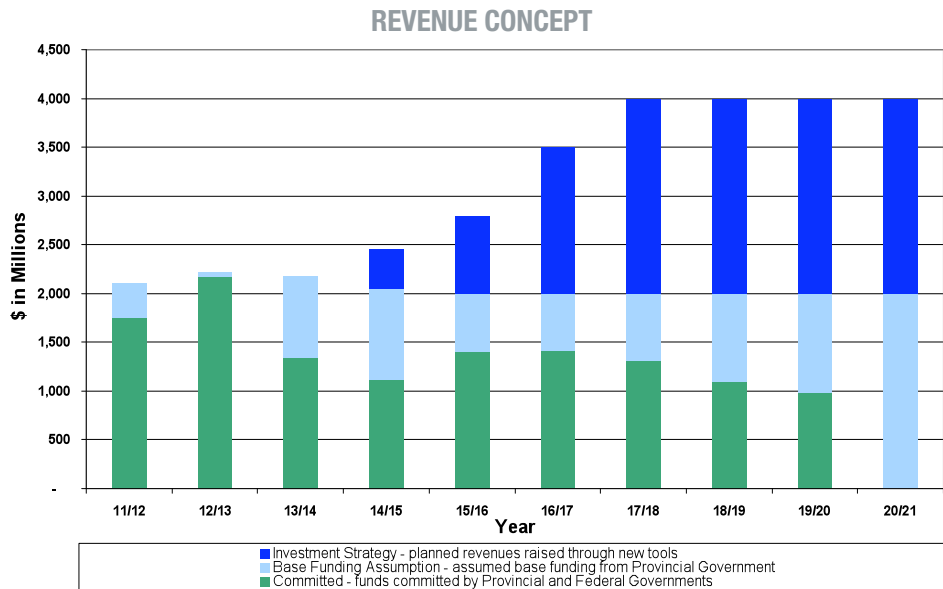
Building on concrete outcomes of prior investments, the Investment Strategy will illustrate how funding the transformation into an integrated multi-modal transportation system creates greater prosperity, a higher quality of life, and a better environment for residents of the Greater Toronto and Hamilton Area.

Provincial legislation requires that Metrolinx report back to the Provincial Government and the heads of councils with an Investment Strategy by or before June 2013.

The Investment Strategy will propose a sustainable and dedicated funding program for the ongoing implementation of *The Big Move*. It will: support all modes of transportation, both the mobility of people and goods; perform on a regional and local scale; and address the capital and operating needs of the transportation system, including GO Transit.

BY 2016:

- We will have created, by 2013, a credible and broadly-supported Investment Strategy that addresses both capital and operating demands to implement the vision of the provincial *Growth Plan for the Greater Golden Horseshoe*, which manages population and job growth and curbs urban sprawl, and *The Big Move*.
- New revenue tools will be in place and will be applied to the expansion, operation and maintenance of the transportation system, allowing us to **invest a minimum of \$2 to 2.5 billion on an annual basis** above existing committed project funding.



- The Investment Strategy will be built on the following principles:
 - The **three pillars** of *The Big Move*: a strong economy, a cleaner environment, healthier communities.
 - The need to **bundle compelling and clearly desirable projects** and services, to be delivered within a timeframe of 10 years or less.
 - Investing on the basis of Metrolinx's established analytical and evidence-based processes including the Project Prioritization Framework and Benefits Case Analyses.
 - Delivery by **Alternative Finance and Procurement** where positive value for money can be demonstrated.
 - **Revenues will be dedicated** to transportation and transit for rigorously prioritized capital and operating programs that create a seamless and effective transportation system throughout the region.
 - Financing tools will be chosen for their **revenue potential and effectiveness as incentives** for managing travel demand and for achieving the mode share targets of *The Big Move* for automobiles, transit, walking and cycling.

Our Way Forward

As we work through the implementation of the Metrolinx Five Year Strategy, we will continue to monitor our progress to make course corrections as required. We will use this strategy as a framework for creating our annual business plans, ensuring that our short-term strategies are aligned with the goals set out here. We will report back to the Board of Directors, on a regular basis, on progress made towards the milestones and goals set.

The Five Year Strategy has been shaped and informed by the contributions of many of our co-workers. We would like to acknowledge the Senior Management team for their strategic advice and guidance, and Metrolinx staff whose efforts made this document possible.

“The greatest danger for most of us is not that our aim is too high and we miss it,
but that it is too low and we reach it.”

Michelangelo