



2011-2012 Business Plan

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Message from the CEO

This is a significant moment in time for our organization as we look ahead to the next year. The growth we have experienced in the past two years is unprecedented for our organization, positioning us to plan, develop and carry out a record number of projects, programs and deliverables.

The 2011-2012 Metrolinx Business Plan is the concrete outline of what we will collectively work towards over the next year to align our organization with *The Big Move* Regional Transportation Plan, the *GO 2020* strategic plan and the *Metrolinx Five-Year Strategy*.

Our corporate strategic goals set the framework for the projects and work we will deliver on. These three key streams of work are:

- **Delivery** of projects on time, on budget and focused on current and future customers.
- **Planning** projects with *The Big Move* at the core of decision-making.
- **Investment** to build and sustain a truly transformative transportation system.

Setting our individual priorities based on a shared set of outcomes gives us the confidence to know we are all working towards common deliverables, while allowing us to stretch ourselves creatively and find unique ways to excel and complete projects.

This business plan is the blueprint for a successful 2011-2012. I look forward to seeing it carried out.

Sincerely,

Bruce McCuaig
President & CEO
Metrolinx



Executive Summary

The Metrolinx Business Plan for 2011-2012 provides an overview of our deliverables for the fiscal year from April 1, 2011 to March 31, 2012.

Our overall direction has been set by *The Big Move* Regional Transportation Plan, the *GO 2020* strategic plan and more recently, the *Metrolinx Five-Year Strategy*. In 2010, the Mission and Vision for Metrolinx and GO Transit were developed along with a shared set of values providing a concise expression of our corporate direction and increased clarity of our roles within the growing Metrolinx organization.

Last fiscal year, 2010-2011 was a remarkable year of results, with significant progress on each of our corporate priorities: construction of regional rapid transit; development of GO infrastructure and service with a focus on customer satisfaction; taking on the Air Rail Link (ARL) delivery for the Pan American Games in 2015; key planning studies to set future direction for the region's transportation systems; and rolling out PRESTO as a unified fare collection platform across the region. The 2010-2011 accomplishments demonstrate the momentum that has been established, as we work toward fulfilling high expectations.

In 2011-2012, our financial framework is largely shaped by some key assumptions about the GO Transit operation. GO's ridership is projected to continue the healthy growth that returned in 2010-2011. Although there will be no fare increase this year, fare revenues are expected to increase by 4.1 per cent. Fuel costs have been budgeted at \$0.725 per litre (without taxes and transportation) while actual prices remain uncertain.

Our corporate activities are based on the three cornerstones identified in the *Metrolinx Five-Year Strategy* and its associated goals:

- Delivery
 - o Deliver quality projects on time and on budget.
 - o Deliver even greater customer-centred public transit service as exemplified by GO.
 - o Provide transit users across the Greater Toronto and Hamilton Area with a seamless and integrated fare collection system.
- Planning
 - o Ensure *The Big Move* remains the plan for intelligent growth with a logical stream of multi-modal projects.
- Investment
 - o Develop an investment strategy which clearly supports an irresistible promise of a transformative regional transportation system.

Within these are key programs including:

- Toronto and York Region Rapid Transit projects.
- Development of the Georgetown South GO corridor and the ARL.
- Development of GO Transit infrastructure and service.
- Deployment and expansion of the PRESTO fare card.
- Planning and design for ongoing transportation system development.
- Development of an Investment Strategy that will provide funding to realize our ambitious goals.

2011/12 Operating Budget	Budget 2011/12 (\$million)
Commuter Revenue	\$321.4
Non-fare Revenue	16.8
Total Revenue	338.2
Corporate Expense	55.6
GO Transit Expense	371.8
Total Expense	427.4
Proceeds from Sale of Assets	2.0
Net cost of service enhancements	3.8
Net Provincial Operating Subsidy	91.0
PRESTO Expense	23.2

The document presents the multi-year objectives for each of the goals, followed by specific deliverables for 2011-2012. The annual deliverables are summarized in the table on the next page.

In total, Metrolinx will manage a capital budget of over \$1.9 billion this year. Our operating budget of \$427 million will be supported by a \$91 million contribution from the Government of Ontario. The balance is funded by GO fare and non-fare revenues from advertising, leases, reserved parking and other sources.

As Metrolinx prepares to manage this challenging program on an ongoing basis, robust management systems will be required. This document also provides highlights of the Human Resources Strategy, Performance Measurement program, Risk Assessment and Management framework, partnerships with key third parties, and the corporate Communications Plan.

Metrolinx 2011-2012 Business Plan - Summary

QUALITY PROJECTS

Toronto/Regional Rapid Transit

- Eglinton-Scarborough Crosstown Environmental Assessment amendment, background studies, and preliminary design incorporating the Scarborough RT; start of construction
- Ongoing construction on the York Viva Bus Rapid Transit in Newmarket

Air Rail Link (ARL) & Georgetown South (for the Pan Am Games July 2015)

- Continued construction of grade separations, additional track and new Weston station on the Georgetown line
- Design/construction of the spur line into the airport, Union and Terminal 1 stations
- Design of the new diesel multiple unit (DMU) vehicles
- Environmental Assessment for ARL electrification

GO System Infrastructure 2011-2012 investments are organized in four core areas aimed to achieve GO's strategic service objectives as documented in GO 2020

State of Good Repair projects maintain the service capacity of existing bus and rail system assets. Key Good Repair initiatives include:

- Continued train shed refurbishment and construction of glass atrium at Union Station
- Station programs including French language compliant signage, platform snowmelt systems, escalator removal, CCTV replacement, improved bus loops
- Accessibility at York Mills and Yorkdale terminals and improvements at other locations
- Technology improvements including development of GPS-based bus location system (AVL); ongoing website improvements; improved service status information on station displays; deployment of new ticket vending machines; automated PA announcements at stations; provide radio services to Durham Region Transit
- Business applications including: asset management for Bus Facilities and Station Services; new payroll and timekeeping system; document management; new rail operations management tool; video conferencing for internal meetings; desktop software upgrade

Optimization projects will increase and improve GO rail service, while using existing corridor infrastructure:

- New signal systems on Stouffville (2012) and Barrie (2013)
- Start extension of the Richmond Hill corridor, including a new layover to store trains near Bethesda Side Road, and a new station at Gormley (2014)
- Additional bi-level coaches, maintenance facility improvements and platform extensions to accommodate 12-car trains, 20% increase in seats on those trips
- Parking expansions at rail stations and bus Park & Ride locations to meet customer demand

Foundation includes two key projects required as prerequisite to any significant expansion of the GO rail system:

- Expansion of the passenger facilities at Union Station, including construction of new concourses and station access (in conjunction with the City of Toronto's Union Station renovation), design of an additional platform and platform extensions to allow double berthing of trains
- Design a second major rail equipment maintenance facility in Whitby

Expansion including infrastructure required to increase GO Transit services to the strategic objective of two-way all-day service on all seven rail corridors and a comprehensive network of frequent regional bus services:

- Completion of the West Toronto Diamond, grade separating the Georgetown corridor from CP's freight mainline
- Completion of improvements needed to extend selected Georgetown trains to Kitchener/Waterloo including a new station at Acton and improvements at Kitchener and Guelph
- Completion of new station at Allandale Waterfront in Barrie
- Completion of parking structures at Pickering (N of 401) and Centennial, and expansions at 10 other stations, totalling 3675 new spaces
- Continue construction of the 403 Bus Rapid Transitway (completion in 2012-2013)
- Begin construction of an Oshawa bus maintenance facility (completion in 2012-2013)
- Continue Environmental Assessment of Milton rail corridor expansion
- Approvals/design for downtown multi-carrier bus terminal near Union
- Design of the integrated GO Transit Control Centre

CUSTOMER FOCUSED: GO TRANSIT

GO Service Improvements

Service enhancements planned for 2011/12 include improvements to bus and rail services on a number of corridors

- **Georgetown rail:** two trips each peak extended to Kitchener/Waterloo (December 2011)
- **Barrie rail:** one additional trip each peak (September 2011); extension to a new Allandale Waterfront station in Barrie (December 2011)
- **Lakeshore East and West rail** service improvements, trips extended to serve Aldershot (11), Oakville (1), Exhibition (1), and Ajax/Whitby/Oshawa (2) stations
- Lakeshore East and West rail service improvement, providing four additional shoulder-peak trips (September 2011)
- Stouffville and Barrie rail service capacity increase, with two cars added to a crowded train each morning and afternoon on each corridor (fall 2011)
- Special event service increase, responding to demand for additional trips and services to these activities
- Additional trips on Union Station off-peak rail corridor buses, Hwy 407 services, the QEW Toronto-Hamilton Express to accommodate customer volume at peak times (April and September 2011)
- Hwy 403 Oakville-North Toronto bus service enhancement adding trips during the peak and shoulder periods (April 2011)

Customer Service Initiatives

Continuously improve GTHA transit traveller information; initiate integrated regional transit information development

Customer information:

- Improved GO service status information on electronic station displays
- Introduction of mobile GO web services
- Strategy development for integration of traveller information with other transit agencies

Listen to GO customers and their requirements:

- Introduction of ongoing e-panel to obtain feedback from customers
- Mapping of the customer experience
- Implementation of self-service customer contact options

Focus on quality:

- Introduction of a quality improvement program in selected offices
- Revitalization of the employee suggestion program

Accessible services:

- Accessibility enhancements to Yorkdale and York Mills terminals
- Accessible service on additional bus routes to Peterborough, Orangeville, Barrie and Niagara Falls

PRESTO

Provide transit users across the GTHA with a seamless and integrated fare collection system

INTEGRATED FARE COLLECTION

During 2011/12 the PRESTO fare system will be:

- Completely deployed on GO Transit, 905 transit systems and at 12 TTC subway stations
- Developed for implementation in Ottawa in early 2012
- Confirmed and initiated for the TTC
- Prepared for the future with the start of the next generation of technology

THE BIG MOVE

The Big Move remains the relevant clear plan for intelligent growth with a logical stream of multi-modal projects

- Undertake a progress review of *The Big Move*; develop performance indicators for the regional transportation system
- Mobility hub and station planning and/or development feasibility will be prepared including Weston, Eglinton-Scarborough Crosstown corridor, Long Branch, midtown Oakville, Cooksville
- Complete GO bus/rail five-year service plan development
- Undertake GO rail corridor planning studies for the Stouffville and Barrie rail corridors
- Strategy to foster innovation will be completed
- Expand the Transit Procurement Initiative to include additional municipal partners in joint bus procurements and to provide transit parts consignment and supply
- Expand the Smart Commute transportation demand management program to additional employer partners

INVESTMENT STRATEGY

An **Investment Strategy** which clearly supports an irresistible promise of a transformative regional transportation system

Prepare **preliminary recommendations**, based on research and consultations, leading to the Investment Strategy to meet the costs of GTHA transit expansion, State of Good Repair and operations; involve a panel of community leaders

1. Our Mandate

Metrolinx, an agency of the government of Ontario, was created in 2006 to transform all modes of transportation in the Greater Toronto and Hamilton (GTHA) area into an integrated multi-modal network.

Metrolinx Legislative Mandate:

- Provide leadership in the coordination, planning, financing, development and implementation of an integrated, multi-modal transportation network that:
 - Conforms with transportation policies of growth plans and other applicable transportation policies and plans
 - Supports a high quality of life, a sustainable environment, and a strong, prosperous and competitive economy
- Be responsible for the operation of the regional transit system and the provision of other transit services
- Act as the central procurement agency for the procurement of local transit system vehicles, equipment, technology and facilities

Our Vision and Mission were developed in 2010:

Vision: Working Together to Transform the Way the Region Moves

Mission: To Champion and Deliver Mobility Solutions for the Greater Toronto and Hamilton Area



2. Momentum from 2010-2011

Implementing *The Big Move*, the Regional Transportation Plan for the Greater Toronto and Hamilton Area, will transform transportation in the region through:

- 10 strategies to increase travel options, and
- A \$2-\$2.5 billion annual investment over a period of 20 years to build a network of rapid transit lines throughout the region.

The resulting multi-modal transportation network will dramatically increase travel choices across the region, and accommodate the continuing population growth while holding the line on traffic congestion, currently estimated to cost the public \$6 billion annually.

Since releasing the plan in 2008, Metrolinx has made rapid progress in implementing *The Big Move*.

2010-2011: A Year of Many Accomplishments

Infrastructure progress

- The \$9.5 billion program of rapid transit projects is underway, with construction of York Region's Viva Rapidway progressing, and boring machines on order for the Eglinton-Scarborough Crosstown.
- Construction of additional track, a multi-million dollar rail/rail grade separation, and three grade separations on GO's Georgetown line progressed, in preparation for the Air Rail Link (ARL) service and additional Georgetown train service in 2015.
- The first of three sections of bus bypass shoulder on the Don Valley Parkway was opened, saving time for customers during congested periods.
- New bus storage and maintenance facilities at Brampton and Halton Hills and a new Pickering station building were completed, all designed for LEED silver certification.

GO service improvements

- Customer service was spotlighted in October 2010 with the launch of the Passenger Charter, complete with an online report card of key performance indicators.
- Ridership continues to grow with a 4% annual increase, increased rail on time performance to 94.1% from 91.4% the previous year, and recovery of approximately 82% of operating costs through farebox revenue.
- Metrolinx purchased the train corridor stretching from Union Station to Pickering from CN; Metrolinx now owns 61% of the corridor in which GO operates.
- A new, interim, consolidated operations centre brought together rail operations, bus operations, and customer service teams for faster, more responsive service recovery and status information delivery.
- GO's locomotive fleet was replaced with new 4000 hp MP40 units, capable of serving 20% more customers, and meeting Tier 2 emission standards— the cleanest commuter diesel locomotive fleet in North America.
- GO operated smoothly through the G20 conference, and participated actively in the planning and coordination of the event.

Air Rail Link

- The Air Rail Link, transferred to Metrolinx in July 2010, has been established as an operating division of Metrolinx, and cars have been ordered in preparation for the 2015 service launch.

Planning ahead

- A five year strategy to guide Metrolinx implementation of *The Big Move* was prepared in conjunction with the Metrolinx Board.
- Completion of the Electrification Study resulted in a decision to start an Environmental Assessment for electrification of the ARL, and investigate impacts on the Lakeshore and Georgetown corridors.
- Environmental Assessments were completed for extensions of the GO Lakeshore lines to Bowmanville in the east and Niagara Region in the west.
- A project prioritization study was completed, to be used to guide the sequencing of rapid transit and GO rail expansion projects identified in *The Big Move* to make optimal use of available funding.
- Completed in February 2011, Mobility Hub Guidelines will now provide guidance for Metrolinx and municipal development in the vicinity of selected key transportation nodes.

PRESTO deployment

- PRESTO was deployed across the GO Transit system and in municipal transit systems across the region.
- As an operating division of Metrolinx, PRESTO will continue to deliver seamless fare collection throughout the region.

Regional collaboration

- Through the Transit Procurement Initiative, 131 buses were purchased on behalf of 11 transit agencies, resulting in cost savings ranging from 2 to 10 per cent.

3. Context

Transportation remains in the spotlight in the Greater Toronto and Hamilton Area and Ontario, with high levels of public interest and expectations for rapid transit and GO Transit expansion.

The **new municipal leadership following the October 2010 election** resulted in a changed approach toward transportation, particularly rapid transit development. Rapid transit projects and regional initiatives such as PRESTO are being refined to accommodate a collaborative partnership with the new leadership.

The provincial economy has returned to **projected growth rate** just over 3% with strong employment statistics. This is the basis for the 2010-2011 return to solid ridership growth, and healthy provincial tax revenue. However global debt continues to create economic uncertainty.

The **fiscal climate** in Ontario continues to be tight, as funding must be found for growing health care and educational needs, while public pressure to minimize taxes and reduce government spending continues.

Fuel prices continue to fluctuate, with significant price increases due to political and market factors overshadowing underlying long-term trends.

The **land use policy** included in the Provincial Growth Plan is guiding municipal land use and transportation planning toward more compact development patterns. Municipal official plans and Transportation Master Plans are being revised to comply with the Growth Plan. Population and development pressure for expansion of urban areas, and dispersed employment continue to be a challenge for public transit to serve.

Public **interest in electrification** has developed, with the expectation of minimizing the impact of commuter trains on air quality. Scrutiny of progress toward electrification continues, in order to speed implementation of this complex change.

The **Pan/Parapan American Games** in summer 2015, will provide a showcase for the region's transportation. In particular the Air Rail Link will be required to provide a premium passenger rail service between Canada's two busiest transportation hubs - Union Station and Toronto Pearson.

4. Assumptions

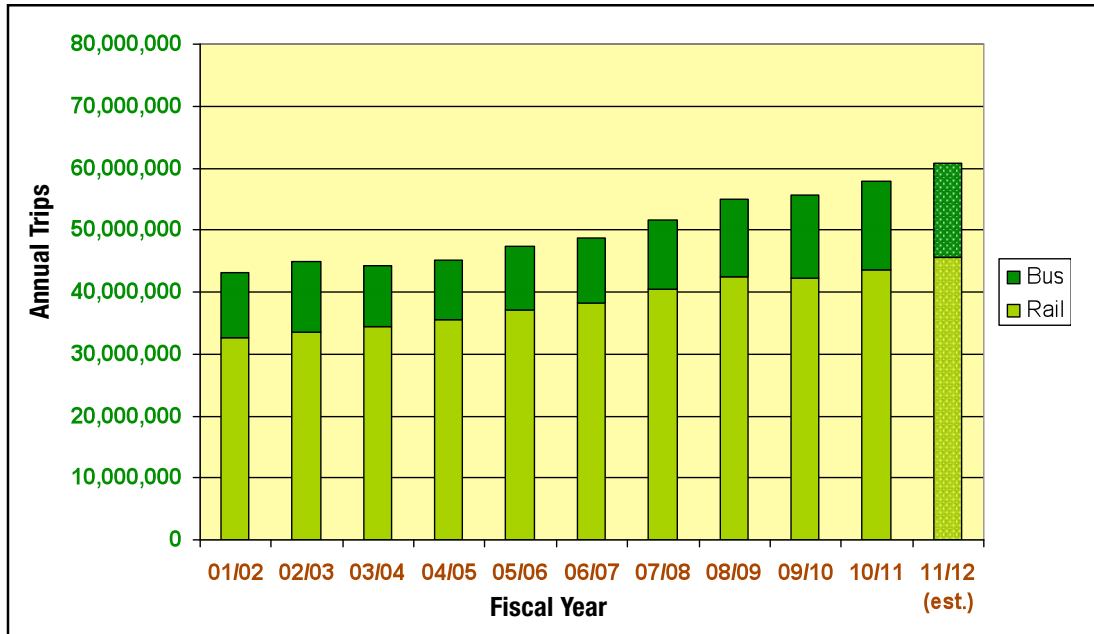
2.2 per cent base ridership increase

GO's ridership is closely aligned with GDP and employment, particularly in central Toronto. As illustrated below, ridership grew steadily between 2000 and 2010. After a lower than usual annual increase of 1.2 per cent in fiscal year 2009-2010, mainly due to lower economic growth during 2009, ridership returned in 2010-2011 to a healthy growth of 4.1 per cent with 57.9 million trips carried. Growth was particularly strong, at 5.5 per cent, in GO's developing bus markets.

A continued strong ridership growth is expected in 2011-2012, corresponding with the strengthening economy and resulting employment, with growth of 2.2 per cent in baseline ridership (without service improvements) projected to 59.2 million rides. Ridership associated with planned service increases will result in total projected ridership of 59.6 million (2.9 per cent growth). Ridership growth is being limited during peak periods by lack of capacity on peak trains.

The average length of trips on GO has increased over time. With new and expanded stations serving development further away from the city centre, and new GO services extending to more distant communities, the number of long trips has been increasing steadily. The average GO rail customer now travels 34.5 km on the system. This has resulted in a slight increase in the constant-dollars amount of the average fare.

Fiscal Year Ridership 2000-2012



No fare increase

For many years, a modest annual flat fare increase on the order of \$0.25 has provided a steady revenue increase to cover annual cost increases and new investments in service growth and quality improvements. Our customer fares cover the highest share of operating costs among our North America peers— about 80 per cent— with fares among the highest for commuter service in North America.

No fare increase is included in the 2011-2012 budget as revenues associated with ongoing ridership increases are projected to cover operating cost increases, including limited service expansions.

Fuel cost \$0.725 (up 3.5 per cent)

Diesel fuel cost has been budgeted at \$0.725 per litre without taxes or transportation. High uncertainty about prices and availability in the global market may affect actual prices.

5. Our Three Cornerstones to Success

Our new five-year strategy, built on three cornerstones with associated strategic goals, will guide our activities to transform transportation in the Greater Toronto and Hamilton Area including:

- **Delivery**
 - o Deliver quality projects on time and on budget.
 - o Deliver even greater customer-centred public transit service as exemplified by GO.
 - o Provide transit users across the GTHA with a seamless and integrated fare collection system.
- **Planning**
 - o Ensure *The Big Move* remains the plan for intelligent growth with a logical stream of multi-modal projects.
- **Investment**
 - o Develop an Investment Strategy which clearly supports an irresistible promise of a transformative regional transportation system.

6. 2011-2012 Plan Deliverables

The Metrolinx deliverables for 2011-2012 will continue the ongoing ambitious program of activities, building on the strategic cornerstones.

Deliver

1. Deliver quality projects on time, and on budget

Significant investment in maintaining and expanding bus and rail infrastructure is essential to the regional transportation system development. The regional rapid transit projects and GO Transit infrastructure program form a significant element of the provincial ten-year capital investments. The provincial five-year capital review and its current ten-year capital planning initiatives provide an overall framework for the Metrolinx infrastructure program.

1a. Rapid Transit Implementation

PROJECTS AND CONTEXT

One of Metrolinx's primary roles is to build, own and control key regional rapid transit assets throughout their life. This new project delivery approach emphasizes the importance of collaboration between the Province, Metrolinx, municipalities and their transit agencies to meet ambitious project implementation timelines.

Under the new policy framework, the following projects were announced in spring of 2009 estimated to cost approximately \$9.5 billion (expressed in 2008 value):

- Eglinton Light Rail Transit (LRT)
- Finch LRT
- Sheppard East LRT
- Scarborough Rapid Transit (SRT)
- York Viva Bus Rapid Transit (BRT) projects

In late December 2010, in response to changes proposed by the new Toronto mayor, a *Memorandum of Understanding* was negotiated between the municipality, Province and Metrolinx under which the City of Toronto will plan, fund and implement subway projects along Sheppard Avenue and enhance bus service on the Finch West corridor. The Province and Metrolinx will plan, fund and implement a combined Eglinton-Scarborough Crosstown project that is primarily underground or grade separated. This project, amalgamating the Eglinton LRT and Scarborough RT projects, will provide a single LRT line from McCowan Avenue in the east to Jane Street in the west.



DELIVERABLES IN 2011-2012

Under the revised plan, two of the projects will progress significantly in 2011-2012 with the support of City of Toronto, Toronto Transit Commission, York Region, York Region Rapid Transit Corporation (Viva) and Infrastructure Ontario:

- York Viva –The first rapidway segment on Enterprise Drive, under construction since late 2009, opened in March 2011; design and construction of the rapidway segment following Highway 7 from Yonge to Warden will continue. Construction of the Davis Drive segment in Newmarket, started in December 2010 with the main design with the build contract beginning in June 2011. By summer 2011, over \$420 million in design-build contracts will be underway with the first phase of bus rapidways opening for passenger service in late 2014.
- Eglinton-Scarborough Crosstown –The Environmental Assessment for the Eglinton project, which was completed in 2010-2011, will be amended to place most of the line underground and amalgamate the two projects as requested by the City of Toronto. Preliminary design work on underground stations and LRT alignment along Eglinton East towards Kennedy station will be completed in 2011-2012.

The tunnelling launch site near Black Creek and Eglinton will be prepared during 2011-2012, in order to receive the tunnel boring machines in July 2012 and begin tunnel construction.

Metrolinx involvement in the Finch and Sheppard LRT projects has been suspended. Construction of the Sheppard Avenue grade separation in Agincourt will continue through the year to completion.

1b. Air Rail Link and Georgetown South Corridor

PROJECTS AND CONTEXT

In July 2010, the Government of Ontario asked Metrolinx to build, own and operate the Air Rail Link (ARL) from Union Station to Pearson Airport. Metrolinx has assumed responsibility for the project including design, construction and operations and will incorporate the work that has already been done to date.

A long-standing priority for the municipality, Provincial and Federal governments, the ARL will provide a premium express rail shuttle service between Union Station and Pearson Airport, with stations at Bloor and Weston.

When complete, ARL will provide a fast, comfortable, convenient and environmentally friendly transportation alternative. The ARL will be an important link for business people and travellers and will be ready for the 2015 Pan American Games.

The expansion of the Georgetown South corridor is a significant project in its own right. In addition to accommodating the ARL, corridor improvements will allow additional peak and off-peak GO trains and improve reliability by reducing the number of at-grade intersections. Improvements include two new tracks, a rail-rail grade separation at the West Toronto Diamond, numerous bridge widenings and grade separations, and lowering the corridor through the Weston community to maintain community links across the rail line.

Completing the challenging ARL project will include:

- Establishing and recruiting an ARL president reporting directly to the CEO and staff to develop the new service, including overall coordination of the service development, branding and positioning of the premium product.
- Purchasing Diesel Multiple Units (DMUs) that meet North American railway structural requirements, Tier 4 diesel emission requirements, and can be converted to electric propulsion.
- Completing a significant capacity increase of the Georgetown South corridor to accommodate all-day train service as well as the ARL.
- Completing the spur corridor from the Georgetown South corridor to the airport terminal, with integrated train control.
- Planning for future electrification of the ARL and Georgetown line through Environmental Assessment and design provisions.

DELIVERABLES IN 2011-2012

Activities in 2011-2012 will advance critical elements of the project, scheduled for substantial completion by fall 2014, to ensure the service is ready for the July 2015 games:

- Construction of the Georgetown South corridor expansion including:
 - o West Toronto Diamond rail-rail grade separation, four rail–road grade separations, and lowering of the rail corridor at the Strachan Avenue structure and through the Weston community
 - o Humber River bridge widening and the Weston Road bridge replacement
 - o New signal infrastructure at specific locations
 - o New Weston GO Station
 - o Design for the remaining bridge widening packages and modifications to Bloor and Etobicoke North GO Stations
- Construction of the spur corridor connecting the Georgetown South corridor with the airport terminal in the Terminal 1 parking structure and the associated maintenance facility
- Construction of platform and customer service facilities at Union Station
- Development of the Federal Railway Administration-compliant Tier 4 DMUs
- Planning for operational arrangements including customer service, train operations, train control, and maintenance functions
- Progress Environmental Assessment for ARL electrification

1c. GO Transit Infrastructure

MULTI-YEAR PROGRAM AND CONTEXT

Continuous investment in GO's infrastructure is essential to accomplish GO's vision: become the preferred choice for interregional travellers in the GTHA. The GO Transit infrastructure program provides the continuing fitness, quality and capacity of the fixed assets used to deliver the GO service. This program contributes to the service reliability and safety, customer satisfaction and the capacity to meet public needs and accommodate growth. Introduction of much needed additional trains during the crowded peak periods, or hourly all-day service on limited service lines depends on completion of significant infrastructure expansion projects.

The GO Transit infrastructure program oversees Environmental Assessments, design and construction related to rail service development, bus network expansion, passenger facilities, as well as innovative information technology systems to enhance the customer experience.

GO infrastructure projects are grouped into four categories:

- **State of Good Repair** includes projects required to maintain the service capacity of existing assets for bus and rail services:
 - o **Replacement and rehabilitation of assets** and improvements related to safety, reliability, environmental impact, regulatory requirements and customer service. Of particular note is the significant investment in revitalizing the track, signals and trainshed of Union Station
 - o **Improved accessibility** of all GO stations and terminals, in accordance with the commitment expressed in GO's Accessibility Plan
 - o Ongoing investment in **information technology** systems to help deliver superior customer service, safety and compliance
- **System Optimization** includes projects that increase the productivity of existing infrastructure investments by adding capacity to existing services. All seven rail corridors are at capacity during peak hours in their current configurations. The five corridors that are currently single track are unable to accommodate hourly off-peak service. However, there are opportunities to increase the amount of service during certain time periods. Due to the cost-effectiveness and capacity benefits of these projects, they have been identified as "Optimization."

Significant “Optimization” initiatives include:

- o **Lengthening selected crowded peak period trains** to 12 cars to increase capacity by 20 per cent
 - o **Signalizing** the currently unsignalized portions of the Barrie and Stouffville corridors to allow more frequent service during the busiest times
 - o **Extending the Richmond Hill line** to a layover site north of Bethesda Side Road to reduce deadheading of trains to overnight storage at Willowbrook, for cost savings and greater reliability. Build new station at Gormley
 - o Enhancements to existing **train storage and maintenance facilities** to accommodate growth of the fleet and provide greater operational flexibility
 - o Retrofit of diesel locomotive fleet to **Tier 4 standards** for reduced emissions
- **GO Transit Foundation** investments include projects that are essential to the future growth of the GO operations.
 - o **Union Station** already constrains rail service capacity and will become a more significant limitation as ridership continues to grow. Train access from east and west, platform accommodation for trains, and pedestrian flow are all reaching or exceeding the station’s capacity during peak hours.

In addition to extensive State of Good Repair work to rehabilitate the trainshed, tracks and signals, Foundation projects will modernise and increase capacity. Customer access will be improved by partnership in the City’s development of new concourses and improved connections to the TTC and PATH network, including a new northwest PATH connection to York and Wellington Streets. Concourse and head office space is being acquired to improve control of passenger facilities and reduce rental payments.

The Union Station capacity study has identified actions required to expand Union Station track and platform capacity to meet demands over the next 10 years. Construction of an additional platform to the south and lengthening selected platforms to accommodate two trains will be the next initiatives to increase train capacity through the station.

- o **A second major rail maintenance facility** in Whitby is required to take pressure off the Willowbrook maintenance facility near Islington Avenue that currently provides all maintenance and most of fuelling and servicing of the rail fleet. The Environmental Assessment (EA) for this facility is included in the approved EA for the Lakeshore East extension to Bowmanville.
 - o **Corridor Acquisition** Under a multi-year program of corridor acquisition, GO Transit now owns 61% of the corridor in which it operates. Although no expenditure related to corridor acquisition is budgeted for the 2011-2012 year, negotiations with the railways will continue in anticipation of opportunities for additional purchases. Ownership of the corridors saves access costs paid for operating on railway corridors, and increases control over maintenance and investment.
- **GO Transit Expansion** includes projects that will significantly increase the service capacity and ridership across the GO system through expansion of an existing corridor or passenger facility, or addition of new corridors or stations.



Rail

The GO Rail Expansion program will complete the necessary rail infrastructure to meet GO's strategic objectives as documented in the *GO 2020* plan and provincially-announced initiatives. This multi-year approach allows for continued expansion for two-way all-day service on seven existing rail corridors, a more complete schedule of services, better service quality, improved customer service and a targeted doubling of rail ridership. A prioritization framework is being used to establish priority and sequencing for implementing the above-mentioned projects.

- **Extension of Georgetown corridor to Kitchener/Waterloo** for inaugural service as provincially announced for late 2011 implementation
- **Construction of additional rail stations** in unserved communities. Stations are planned at Allandale Waterfront (Jan 2012), and Acton (Dec 2011) with improvements to existing Kitchener and Guelph stations for the new Kitchener/Waterloo GO service (A new station at Gormley is included in the Richmond Hill extension project under Optimization)
- **Two-way all-day service** on limited service corridors with priority on the Barrie, Stouffville and Milton corridors
- **Parking expansions** because many of GO's train station parking lots are reaching capacity and the lack of space discourages potential new customers. Utilization rates during peak hours reach 100 per cent at 14 stations, and are rapidly approaching 100 per cent at an additional 23 locations

Bus

Facilities to support the rapid growth of bus service and increased ridership, particularly in the suburbs:

- **Bus priority facilities** are essential to providing competitive travel times as traffic congestion increases. Key to GO's future service is continuing construction of the Bus Rapid Transit facility through Mississauga, scheduled to be complete in 2013 with potential future extension to Oakville in the west and 407 in the east. The Don Valley Parkway shoulder lane, currently in pilot, will be extended to the south as feasible.
- **Additional bus maintenance and storage facilities** will efficiently support growth and service distribution across the expanding service area.
- **New park-and-ride facilities** at select locations will provide better access to the nearly 20 per cent of customers who drive from their homes to the station.
- **Improved passenger terminals and bus stops** provide effective shelters, information and other amenities.

System Infrastructure

- **GO Transit Control Centre** will accommodate operational functions including Rail, Bus, Customer Care, Station Operations, Safety and other offices to foster closer collaboration. This will help deliver superior customer service, effective response to service disruptions, and prepare for GO's increasing role in directly controlling train operations on GO-owned corridors.
- **Key regional passenger facilities** enabling travel between multiple transit agencies will include a new bus terminal on the TTC Spadina Subway extension at Hwy. 407 and Jane Street, a station on the Barrie line at Sheppard Avenue (Downsview Park TTC station) and an Interregional Terminal at the Kipling TTC and GO station.

DELIVERABLES IN 2011-2012

State Of Good Repair

Rail

- **Rolling stock:** rehabilitate 24 bi-level coaches, as well as ongoing equipment refurbishment and upgrade programs; contract for development of retrofit for diesel locomotives to comply with Tier 4 emissions standards and begin development of prototype for 2014 delivery
- **Rail station facilities:**
 - o Rehabilitation of stations at Ajax, Appleby, Burlington, Bramalea, Clarkson, and Exhibition
 - o Retrofit facilities to provide improved French language compliant signage, pavement rehabilitation, platform snowmelt systems, escalator removal, CCTV replacement
 - o Improve pedestrian circulation at stations including bridges to platforms at Burlington and Erindale; tunnel access at selected stations, and a pedestrian overpass across Hwy. 401 to Pickering station
 - o Install additional electronic signage and CCTV system improvements
 - o Install 25 additional bicycle shelters to meet demand
- **Union Station:** continue construction of new roof and central glass atrium that will be built over the passenger platforms and railway tracks; state-of-the-art passenger and operational communications systems; continued track, signal and switch replacement in the Union Station rail corridor
- **Rail corridor infrastructure:** ongoing repair to all rail corridors such as tie replacements, installation of snow clearing devices, upgrades to specific switches and signals, and bridge replacement on the Stouffville line

Bus

- **Rolling stock:** replace 14 buses as well as ongoing program of refurbishments and major component rebuilds
- **Passenger facilities:** Enhance station bus loops for more convenient bus/train connections

Accessibility

- Construct accessibility improvements at York Mills and Yorkdale bus terminals
- Improve station and terminal bus stop accessibility
- Begin implementing a program of improvements in accordance with the *Accessibility for Ontarians with Disabilities Act (AODA)* Built Environment Standard

DESTINATION	DEPARTS AT	TRACK	SCHEDULED	EXPECTED
STREET #	BBB	BBB	BBB	BBB
EASTBOUND TO UNION / DIRECTION EST À UNION				
Union - 929	Union		14:22	On Time / À l'heure
Union - 929	Union		15:22	On Time / À l'heure
Union - 924	Long Branch Cessford / Amulet		16:22	Cancelled / Annulé
WESTBOUND TOWARDS HAMILTON / DIRECTION OUEST VERS HAMILTON				
Aldershot - 912	Aldershot		13:28	Arrived / Arrivé
Aldershot - 917	Aldershot		14:28	On Time / À l'heure
Aldershot - 919	Aldershot		15:28	On Time / À l'heure
Burlington - 481	Appleby - Burlington		15:50	On Time / À l'heure

Information Technology

Customer Service Driven Initiatives

- In collaboration with municipal partners, develop a traveller information system strategy to provide a single information source for all Greater Toronto and Hamilton Area transit information
- Enhance the GO Transit public website to provide schedule and service status information, and receive customer feedback; refresh the Metrolinx website for improved user access to information
- Implement an automated bus location and dispatching system (CAD/AVL) and a centralized Train/Bus Real Time Schedule Information (RTSI) database to provide schedule adherence and service status information; also will provide automated on-board next-stop announcements
- Introduce trip and station specific service status information on station electronic signs, compliant with the AODA
- Deploy French language and AODA-compliant next generation Ticket Vending Machines to sell both bus and rail tickets at an increased number of bus and rail passenger facilities
- Implement automated public address announcement system at rail stations

Business Driven Initiatives

- Begin developing an automated reserved parking management system
- Begin installing a new, more versatile Voice over Internet Protocol (VoIP) telephone system for all sites; provide Interactive Voice Response (IVR) for improved telephone-based customer service functions
- Extend the Enterprise Asset Management System to Bus Facilities, Station Services and other offices to support the management of structural and operational assets
- Replace the payroll system with the Oracle Enterprise Resource Planning payroll application and upgrade the Oracle suite of applications; deploy a corporate scheduling and timekeeping system
- Expand the trunked radio system to supply service per agreement with Durham Region Transit
- Introduce document management systems for Legal Services and Rapid Transit Implementation; project management system for Rapid Transit Implementation; and a stakeholder management system for the Strategic Communications division
- Refresh the Metrolinx intranet to more effectively share information with employees
- Deploy a new rail operations management tool to track service updates/changes and replacing CN's tracking system
- Deploy video conferencing at 20 Bay St. and satellite locations; provide Wi-Fi capability in meeting rooms and select locations; provide secure guest access to the Internet
- Upgrade workstations to Microsoft Windows 7, Office 2010, and Exchange Email 2010

Compliance and Availability

- Implement security policy, application and infrastructure enhancements
- Complete Payment Card Industry compliance to protect customer credit card information
- Provide chip card payment at all public sales locations
- Protect mission critical applications by relocation to a high availability data centre, and introduce data replication between dual data centres



Optimization

Rail Corridors

- Barrie corridor: begin installing a new signal control system for 2013 completion
- Stouffville line: install a new signal control system for 2012 completion
- Richmond Hill line: design and begin construction of the corridor extension from Richmond Hill to a new layover north of Bethesda Side Road

Rail Stations

- Continue extending all platforms to accommodate 12-car trains for 2012 completion
- Complete design and begin construction of new Gormley station

Rail Station Parking

- Develop carpool parking pilot

Rail Fleet and Rail Maintenance Facilities

- Take delivery of 14 new bi-level coaches required for planned service increases and 12-car lengthening of trains; progress order of 50 coaches for 2012-2014 delivery
- Begin developing a retrofit of the diesel locomotive fleet to Tier 4 standards for reduced emissions
- Expand the Willowbrook rail maintenance facility with two additional progressive maintenance bays for a total of four, and prepare it for maintenance of the Air Rail Link trains
- Construct fuelling facilities at Aldershot and Barrie train storage locations to support greater fleet utilization

Bus

- Begin construction of park and ride lots at Hwy. 2 and 35/115 and Hwy. 410 at Williams Parkway

Foundation

Union Station

- Continue construction of West GO concourse and development of East GO concourse
- Continue construction of new Metrolinx head office in the West Wing of Union Station
- Begin construction (in partnership with the City of Toronto) of the northwest PATH connection to Front and York Streets
- Design integration for the Air Rail Link platform and passenger facility
- Start design for an additional new south platform and preliminary design for lengthening of selected platforms to accommodate two trains

East Rail Maintenance Facility

- Begin design of East Rail Maintenance Facility in Whitby and acquire property

Expansion

Rail Corridors

Infrastructure improvements in GO rail corridors include:

- Milton corridor: continue Environmental Assessment and detailed design
- Stouffville corridor: begin Environmental Assessment for additional service and reliability
- Georgetown (North) corridor: complete construction of inaugural rail service extension from Georgetown to Kitchener/Waterloo including a layover site in Kitchener and track and signal improvements at the Credit River bridge

Rail Stations

- Completed new station at Acton and improvements to the Guelph and Kitchener/Waterloo stations in preparation for rail service extension from Georgetown to Kitchener/Waterloo
- Completed new station at Allandale Waterfront to extend rail service to the downtown Barrie area

Rail Station Parking

- Expand surface parking at Ajax, Appleby, Bramalea, Bronte, Dixie, Langstaff, Maple, Milton, Mount Joy and Stouffville; complete parking structures at Pickering north of Hwy. 401 and Centennial, providing 3675 additional spaces this year
- Parking structure construction at Ajax, Clarkson, Erindale, Oakville, and Pickering
- Continue construction study on parking expansion feasibility at Long Branch, Malton, King City and Streetsville stations
- Continue preparations for electric cars at all parking expansions and major rehabilitations

Bus Corridors

- Continue construction of the GO segments of the Mississauga Transitway (a multi-agency regional facility) for 2013 completion
- Continue Environmental Assessment for Phase 2 and 3 of the Don Valley Bus bypass shoulder lanes

Bus Passenger Facilities

- Complete Environmental Assessment and design for the Mississauga Transitway Renforth Hub (a regional facility)
- Construct six new bus service park and ride facilities

Bus Fleet and Support Facilities

- Increase bus fleet by about 21 coaches to accommodate ridership growth and additional service
- Begin construction of a bus maintenance facility in Oshawa; complete construction of a bus servicing and storage facility in Lincolnville; procure, design, and begin construction of bus service and storage facilities in East Gwillimbury and Orangeville; design expansion to bus storage at the Streetsville bus facility

System Infrastructure

- Complete design and agreements for construction of the Metrolinx Downtown Toronto Bus Terminal Project as an innovative financing and governance partnership, providing a single, centrally located, attractive facility for regional and inter-city bus travellers
- Complete planning and begin design of the new GO Transit Control Centre
- Contribute to construction of shared passenger facilities on the TTC Spadina Subway extension including a bus terminal at Hwy. 407 and Jane Street (TTC) and a Barrie line station at Sheppard Avenue (Downsview Park)



2. Deliver GO Transit as an even more customer-focused public transit service

Implementing *The Big Move* gives public transit a greater role in the Greater Toronto and Hamilton Area. As an operating division of Metrolinx, GO Transit will help deliver a seamless, integrated transportation network throughout this region.

Within the context of *The Big Move*, the *GO 2020* Strategic Plan provides overall direction for the transformation of GO Transit from a commuter transit system to a regional transit system, supporting and influencing the shape of the GTHA. Continued growth of a high quality service to meet the needs and expectations of existing and new customers will require an ongoing program of investment to add services and deliver excellent customer service.

2a. Service Expansion

GO 2020 established a target of more than doubling GO Transit ridership by 2020. Achieving this objective will require a substantial annual increase in the level, frequency and reach of bus and rail services to accommodate growth, improve the schedule offering on existing services and introduce service to new emerging markets while ensuring that GO service remains a competitive travel option.

The multi-year service growth will develop the GO regional network to serve both:

- GO's traditional downtown-oriented commuter market and
- Concentrations of employment and activity in other areas of the GTHA.

The Big Move and *GO 2020* address the need to serve the increasing number of jobs, institutions and other travel generators congregating in Urban Growth Centres outside downtown Toronto. These markets are growing at a significantly higher rate in the suburban areas. Since rail corridors do not exist to serve many of these centres, and travel patterns to Urban Growth Centres are diffuse, these suburban markets are most effectively served by bus. In recent years, bus services in some of these corridors have experienced growth as high as 10 per cent annually.

Service enhancements will continue to add capacity as demand increases and budget permits, maintaining the momentum of ridership growth and expanding service into more diverse markets by:

- **Increasing bus and rail service** by adding capacity where demand warrants, through additional bus trips and rush hour trains.
- **Relieving overcrowding on crowded rail trips** by adding two bilevel coaches to existing ten-coach trains thereby increasing capacity on these trips by 20 per cent. While the heavy loads on these trains places stress on station facilities, this approach provides interim relief until track capacity is added to permit additional service.
- **Improving service** to the Toronto downtown core by providing bus trips to complete all-day service schedules. Build towards a train every 30 minutes all day on the Lakeshore lines, and all-day hourly rail service on all other corridors.
- **Expanding the GO service network** by emphasizing bus service expansion between outlying centres, and preparing for future Bus Rapid Transit service in some of these markets.

DELIVERABLES IN 2011-2012

Rail Service

The 2011-2012 rail enhancements include service improvements on the Georgetown and Lakeshore corridors, additional capacity to address overcrowded peak trips and service extensions to Kitchener/ Waterloo and Barrie:

- Rail service will be introduced between Kitchener/Waterloo and Toronto through Georgetown, providing two morning and two evening peak trips in December 2011.
- The morning Georgetown service will be improved by adding a morning late-rush hour shoulder train (December 2011).
- An additional train will be added to the Barrie corridor each morning and evening peak period helping to relieve crowding during the busiest hour (September 2011). Barrie rail service will be extended to the new Allandale Waterfront Station, providing improved access to the service from the surrounding downtown area (January 2012).
- Four additional Lakeshore East and West shoulder-peak trips will be introduced, increasing service during periods of healthy demand, and beginning to infill the current hourly off-peak and evening service with a trip every 30 minutes (September 2011).
- Twelve-car trains will be introduced on the most popular trip in the morning and afternoon on the Stouffville and Barrie corridors to add seats and capacity.
- Increased service (including pilot service on limited service corridors) to special events, including the Honda Indy Toronto auto race, Scotiabank Caribbean Carnival (Caribana), Canadian National Exhibition, and the Santa Claus Parade, will respond to demand for travel to these activities.
- The popular Niagara Falls seasonal excursion service will continue to operate in June, July, August and September 2011, with a Friday evening trip and three trips each on Saturday and Sunday.

Bus Service

Bus services will continue to be monitored to add trips where service is operating at capacity. Lightly used trips and selected services with poor financial recovery or duplicating local transit services will be addressed through service adjustments.

- Additional buses will be required on busy routes to accommodate customer volume at peak times. Specific services likely to require additional buses include Union Station Train buses, Hwy. 407 services and the QEW Express. Buses will be added in April and September 2011 in response to demand.

Bus services are continually reviewed to improve the usefulness of existing routes, and build services in key corridors. The following service improvements will be introduced:

- The Hwy. 403 service between Oakville and North Toronto will be enhanced by adding four trips during the peak and shoulder periods. This service links significant growth centres, and is a precursor to future Bus Rapid Transit service (April 2011).
- Hwy. 407 East services will be diverted to serve Richmond Hill Centre for improved connections with York Region transit services (June 2011).
- Accessible service will be introduced on the Niagara Falls, Orangeville, Peterborough, and Barrie services.

A marketing plan will be developed to increase awareness of bus services in new markets (including Milton/Oakville, Hwy. 403, Guelph/Mississauga, Richmond Hill/Airport).

2b. Customer Service

Improved customer service is essential to achieve GO's vision of being the preferred choice for regional travellers across the GTHA. The Customer Service Strategy was specifically designed to address GO's objective of becoming a customer-first organization. As a result, customer service continues to be a priority throughout 2011-2012. As most passengers have the option to drive, GO's Customer Service Strategy provides an ambitious and well-defined plan for developing and implementing new systems, tools and procedures that will allow the organization to attain high levels of customer satisfaction and ensure GO Transit remains a provider of choice.

Launched in 2010, the Passenger Charter's five promises outline GO's service commitments to its customers. The corresponding performance indicators are updated monthly on our public website.

DELIVERABLES IN 2011-2012

The initiatives for 2011 – 2012 will continue to advance this program, while monitoring progress and customer satisfaction.

Passenger Charter & Public-Facing Key Performance Indicators

GO Transit will continue to achieve the performance commitments as outlined in the Passenger Charter

Customer Communications

New and improved communication channels will enable customers to obtain service information through multiple media. These multi-year projects will:

- Implement automated real-time departure/service status information on electronic signage at GO stations.
- Improve service status information about GO bus locations to customers through the continuing development and implementation of a GPS-based bus location system, to be completed in 2013.
- Enhance customer communications through the implementation of GO Transit's mobile web strategy, including website compatibility with mobile devices.
- Provide easy access for customers to service information and schedules with a GO trip planning system.
- Complete the upgraded E-News system by Q1 2011 – 2012, including SMS (text-message) compatibility.

Understanding Customers

GO will continue to develop ways to listen to the "voice of the customer" to help add insight to decisions and ongoing monitoring of customer satisfaction. These projects will:

- Apply insights from the 2010-2011 customer segmentation analysis to meet and exceed expectations.
- Introduce an E-panel that will enable a continuous flow of information and feedback from customers that highlight all aspects of GO services and products.
- Complete a customer service mapping exercise by Q4 2011 – 2012 which will improve the customer experience.

Quality & Continuous Improvement

Metrolinx will embark on its quality journey and begin working towards third-party recognition as an organization dedicated to service excellence. We will:

- Continue to enhance quality through significant improvements in the areas of planning, communication, stakeholder relations, service delivery and process management.
- Develop and implement a multi-year Quality Framework that will enhance operational efficiency and customer satisfaction to be piloted in 2011- 2013.



- Revitalize the Employee Suggestion program to integrate innovative ideas from our current employees.
- Continue to improve our customer contact capabilities by implementing self-service, interactive and voice-response options that will ensure business continuity and redundancy, as well as call quality.

Accessibility

Metrolinx/GO Transit will continue to build on its history of regular accessibility enhancements, working towards a service that is fully accessible to passengers with disabilities by:

- Continuing implementation of the annual GO Accessibility Plan; update the GO Accessibility Plan to incorporate new requirements associated with the *Accessibility for Ontarians with Disabilities Act* and related regulations.
- Implementing accessible service on all bus routes.
- Collaborating with municipalities and other stakeholders to improve cross-boundary coordination of specialized transit services for individuals with disabilities.

3. Provide transit users across the GTHA with a seamless and integrated fare collection system

PROJECT AND CONTEXT

The Big Move calls for Metrolinx to implement a region-wide integrated fare system by 2012 that allows users to pay an integrated fare for all transit systems across the region. The foundation for this initiative is PRESTO, a single fare card allowing riders to transfer seamlessly across multiple transit systems.

PRESTO’s mission is to provide electronic fare and information management systems that improve customer service while enabling revenue collection and efficient operations for Ontario transit service providers.

Implementing PRESTO will generate many benefits to regional public transit and Metrolinx including:

- Improved service through added customer convenience in paying fares.
- Improved ridership and trip detail data collection.
- Reduced environmental impact through limiting the use of paper for tickets.

Project components include:

- Operating PRESTO on GO Transit and 905-area municipal transit systems.
- Implementing PRESTO on OC Transpo (Ottawa).
- Continuing ongoing dialogue with TTC regarding the organization’s participation in the program.



DELIVERABLES IN 2011-2012

PRESTO and transit agency partners are focused on the service implementation and operation including:

- Completing deployment and operate PRESTO for GO Transit, 905 transit systems and selected TTC subway stations delivering convenience to customers and efficient service to transit operators.
- Designing and deploying PRESTO for OC Transpo (Ottawa) in preparation for implementation early 2012.
- Reaching agreement with TTC and beginning design and procurement of TTC components including support of new rapid transit lines.
- Continuing working toward the next generation of PRESTO technology.

Plan

4. *The Big Move* remains the relevant clear plan for intelligent growth with a logical stream of multi-modal projects

PROJECT AND CONTEXT

The Big Move

The Regional Transportation Plan (RTP) *The Big Move*, was approved by the Metrolinx Board in November 2008, and provides a blueprint for the future of transportation in the Greater Toronto and Hamilton Area. Further planning is required to guide development of transportation systems in accordance with the plan. Furthermore, the plan must be updated as required to retain its usefulness as a guide for transportation decisions.

The Metrolinx Act (2006) requires that the RTP be reviewed and updated by Metrolinx at least every 10 years from its date of adoption. *The Big Move* (2008) recommends that a review be undertaken every five years in order to ensure the plan remains current.

Reporting on progress toward *The Big Move* will be an ongoing exercise occurring in the intervening years between full reviews. In particular with the merger of GO and Metrolinx, it is essential to refine certain elements and fully integrate the *GO 2020* plan within the longer-term transportation goals and objectives of *The Big Move*.

Planning Activities

The following strategies and actions have been identified in *The Big Move*:

- Support for the development and implementation of a seamless and integrated long-term rapid transit network for the GTHA
- Create attractive and viable mobility hubs and station areas at key intersections in the transit network to increase ridership, provide multi-modal access, enhance customer service and catalyze higher density transit supportive land uses
- Collaborate with municipal planners and transportation agencies to address interregional transit and transportation planning issues
- Promote Transportation Demand Management to make efficient use of a full range of transportation options
- Pool vehicle procurements to obtain significant cost savings in major transit procurements while delivering consistent quality of vehicle design and manufacture
- Foster innovation and best practices among transportation operators and stakeholders throughout the region

DELIVERABLES IN 2011-2012

The 2011-2012 program includes deliverables to shape and support implementation of *The Big Move*, including system planning, mobility hub development and strategic policy development; GO service planning; and the creation of a supportive framework for innovation in areas such as customer service, intelligent transportation technology and best practices.

Regional Planning

Regional planning activities will update and develop *The Big Move*:

- Progress report addressing integration of *The Big Move* and *GO 2020*; include updated and additional schedules, as well as revised and new technical backgrounders
- Develop regional transportation key performance indicators, as part of *The Big Move* Progress Report, to document the progress that has occurred since the release of the plan in 2008

- Advance GTHA rapid transit projects:
 - o With municipal and other partners, complete joint planning, design and engineering, and Environmental Assessment (EA) workplans to progress the Dundas, Durham-Scarborough, Hamilton, Hurontario-Main and Yonge North regional rapid transit projects towards a state of implementation readiness for funding decision(s)
 - o Conduct Benefits Case Analysis to evaluate the next wave of high-potential Metrolinx projects in preparation for prioritization
- Continue prioritization of rapid transit projects as a basis for future programming and expand the prioritization framework to other programs and multi-modal projects
- Begin implementing the recommendations of the GTHA Urban Freight Study
- Complete mobility hub plans for Dundas West-Bloor; Kennedy, Mt. Dennis (Eglinton and Weston) and development feasibility analysis for Midtown Oakville, Cooksville, Meadowvale, Unionville/Markham and Clarkson

GO Planning

Planning for GO service with supporting infrastructure will continue to guide investments:

- Complete corridor Planning Studies for the Barrie and Stouffville corridors in preparation for Environmental Assessments
- Complete the five-year Bus and Rail 2012-2013 service plan
- Support development of Air Rail Link service plan with ridership forecasts and planning
- Plan bus priority facilities and park and ride lots in support of bus service development

Innovation

In 2011-2012 the Innovation program will be developed with a leading edge transportation initiatives strategy. Existing Smart Commute and Transit Procurement Initiative (TPI) programs will continue to grow:

- Triple the number of organizations participating in the Transportation Demand Management projects and initiatives, coordinated and facilitated by Smart Commute, including developing workplace programs, Carpool Zone, bikeshare, vanpooling, and transit pass discount programs with local transit authorities
- Continue to expand the TPI joint municipal procurement of standard 9-metre and 12-metre transit buses, and specialized paratransit vehicles
- Implement the new jointly procured parts consignment and supply contract, a radical change in parts acquisition for Ontario's transit agencies
- Provide leadership in innovation throughout the region through a series of forums to foster information exchange and strategic development initiatives

Invest

5. Develop an Investment Strategy which clearly supports an irresistible promise of a transformative regional transportation system

PROJECT AND CONTEXT

A sustained long-term investment of an estimated \$2 billion per year is required to implement *The Big Move* rapid transit expansion vision for the Greater Toronto and Hamilton Area (GTHA). The \$2 billion per year, which only addresses rapid transit capital expansion projects, is currently unfunded. This amount does not include funding for ongoing local transit operations and maintenance, life cycle rehabilitation and replacement of assets.

In 2010-2011 public dialogue and debate intensified in our region on the need for a sustained Investment Strategy (IS) to support transit expansion. The discussion is currently being led by business, community and influential opinion leaders, such as Toronto Board of Trade and CivicAction, who are concerned about the negative impacts of traffic congestion and delays on the region’s economic competitiveness, environmental health and quality of life. This discussion has focused public and media attention on the four, potentially most powerful, dedicated revenue-generation tools to close the transit investment gap: gas and fuel taxes, a parking tax, a regional sales tax and road tolls.

Metrolinx is mandated by our governing legislation to report on IS tools and options to the Minister of Transportation and the heads of GTHA municipal councils by June 2013, or earlier. An IS is being developed to accommodate a potential interim report with recommendations, with a possible report-back as early as 2012.

DELIVERABLES IN 2011-2012

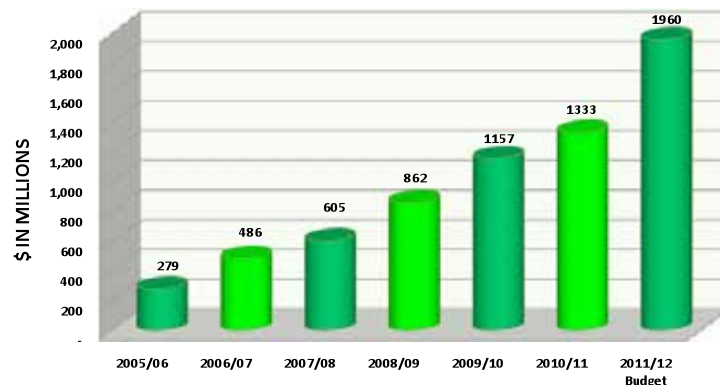
Working back from a June 2013 or earlier report target date, Metrolinx will:

- Assemble a panel of community leaders to provide advice and direction; continue to support key stakeholder organizations that are leading the “public conversation” on transit investment with research, analysis and funding tool options.
- Advance the final IS report:
 - o Listen to public and stakeholder input
 - o Complete analysis on the financial, policy, technological and travel behaviour impacts, costs, and benefits of potential revenue and financial tools
 - o Evaluate the implementation best practices of other jurisdictions world-wide that have successfully enacted pricing and revenue-generation tools to fund major transportation and transit initiatives
 - o Confirm the regional transportation investment needs assessment – including practical “Quick Win” initiatives and large-scale transformational projects
 - o Define the benefits of the IS project bundle and outcomes in terms – including commuting cost and time savings – that GTHA residents can readily relate to and be enthusiastic about
 - o Develop a “scaleable” IS revenue projection, including a realistic ramp-up schedule, to correspond with capital expansion and operations and maintenance needs
 - o Be prepared with initial advice and input to the Government of Ontario in the fall of 2011

7. Capital Expenditures

The capital budget for 2011-2012 exceeds \$1.9 billion and has more than tripled over the past five years. This budget is funded by the Government of Ontario, with the exception of approximately \$190 million which is provided by the Federal government. Capital Expenditures for 2011-2012 include, for the first time, PRESTO’s capital requirements.

Capital Budget Growth



GO STATE OF GOOD REPAIR		Subtotal	AIR RAIL LINK AND GEORGETOWN SOUTH		Subtotal
Bus Fleet	44		Air Rail Link	25	
Rail Fleet	59		Georgetown South Corridor	266	
Parking	14		ARL/GTS TOTAL		291
Rail Corridors	24		REGIONAL RAPID TRANSIT EXPANSION		
Fleet Maintenance Facilities	31		VIVA	216	
Technology and Fare Collection	43		Toronto Transit	284	
Union Station	98		LRT/BRT PD&E	2	
SOGR TOTAL		312	Mobility Hubs	1	
GO OPTIMIZATION			REGIONAL RT EXPANSION TOTAL		502
12 Car trains	81		GO EXPANSION		
Richmond Hill Extension	16		Fleet	15	
Barrie Signals	3		Passenger Facilities	26	
Stouffville Signals	10		Parking	4	
Parking Expansion	87		Rail Grade Separations	8	
OPTIMIZATION TOTAL		198	Fleet Maintenance Facilities	34	
GO FOUNDATION			Bus Corridor Infrastructure	1	
E. Rail Mtce Facility	1		Mississauga Transitway	35	
Union Train shed/ platform 27/28	1		KW Inaugural service	15	
Union new concourse	29		Property	118	
Corridor Acquisition	0		W. Toronto Diamond	62	
FOUNDATION TOTAL		31	Rail Corridor Expansion EA, PD&E	154	
PRESTO			GO EXPANSION TOTAL		471
Base- GO and GTHA	9		GRAND TOTAL		
Ottawa	10				1960
TTC	135				
PRESTO TOTAL		154			

8. Operating Budget

Guiding the development of this year's budget were:

- The key objectives and goals of the corporation as outlined in this business plan.
- Potential revenues from fare revenues based on the projected ridership and from non-fare sources.
- Key cost drivers impacting the expenses of the corporation including diesel fuel, labour, rent and property taxes, etc. and their possible impact on fiscal 2011-2012.
- Pressures on the budgets of all divisions including:
 - o One-time or ongoing costs associated with projected increases in repairs and maintenance to the corporation's infrastructure investment.
 - o Annualization of partial year 2010-2011 staffing hires.
 - o Costs of moving forward with various key initiatives such as the investment strategy and prioritization of the corporation's capital projects.

The budget reflects a projected Provincial operating subsidy of \$91 million, which is \$6.4 million more than the Provincial operating subsidy of \$83.6 million for fiscal 2010-2011.

The operating budget for fiscal 2011-2012 is \$427.4 million in expenses offset by \$338.2 million in revenue, with \$3.8 million available for service enhancements, resulting in a Provincial subsidy requirement of \$91 million.

This Budget request represents an expected increase of 4.1 per cent in budgeted fare revenues and an overall increase of 5.2 per cent in total revenues. Current projections for fare revenue for fiscal 2011-2012 are based on a year-over-year increase in ridership of 2.9 per cent and higher-than-expected ridership growth in 2010-2011. The growth in fare revenue is consistent with the conservative forecasting practice of the corporation in the past.

The budget includes, for the first time, the operating costs associated with PRESTO, reflecting its ongoing revenue collection service delivery role for the 905 transit agencies and GO Transit. Provincial funding for PRESTO operating costs is in addition to the \$91 million discussed above.

	Budget 2011/12	Budget 2010/11
Revenue		
Commuter Revenue	321.4	308.6
Sundry Revenue	16.8	13.0
Total Revenue	338.2	321.6
Expense by Type		
Operations	127.0	128.9
Labour & benefits	156.3	142.1
Facilities & Track	68.0	62.7
Equipment Maintenance	55.1	52.5
Supplies & Services	21.0	19.0
Total Expenses	427.4	405.2
Expense by Division		
Corporate	55.6	47.0
GO Transit	371.8	358.2
ARL	–	–
Total Expenses	427.4	405.2
Excess of Expenses over Revenue	89.2	83.6
Deduct – Proceeds from Sale of Assets	(2.0)	
Add – Net Service Enhancements	3.8	
Net Operating Requirement from Province	91.0	83.6
PRESTO (pending consolidation in Metrolinx Budget)	23.2	–

9. Human Resources Summary

Metrolinx employs a total of 2,133 people as of February 28, 2011. The 2011-2012 program is associated with an increase of 93 positions, primarily related to construction services, service delivery, customer communications, and bus services.

From a Human Resources (HR) perspective, our goal is to be recognized as a strategic partner in optimizing organizational effectiveness to achieve and support the organization's mission, strategic direction, values and goals. The HR Strategic Plan, 2010-2014 establishes a detailed framework for our annual service plan.

Major planned deliverables identified in our HR Strategic Plan for the 2011-2012 fiscal year include:

Executive Succession Planning: development of a competency framework for the corporation identifying core leadership competencies, resulting in the implementation of an executive succession plan.

Employee Opinion Survey: enhancement of employee feedback processes to increase engagement and operating efficiency.

Leadership Development: preparation of the organization's senior leaders and managers to promote effective leadership by providing the tools and resources they need to succeed.

Negotiating the Collective Agreement: preparations for bargaining to negotiate a new contract with the Amalgamated Transit Union Local 1587. The current contract representing the front-line unionized employees as well as office professional/technical staff, expires as of June 1, 2011.

Employee Recognition: development and implementation of a comprehensive employee recognition program to recognize employee achievements.

Enhancing Occupational Health & Safety Programs: review and revision of pertinent policies and procedures in occupational health and safety. Training will be implemented to address specific topics and enhance our corporate wellness strategy.

10. Performance Measures and Targets

Performance measurement takes place at the corporate and business unit levels to track performance against corporate objectives. Appropriate measures indicate progress on each of the strategic goals.

Deliver

Quality projects on time, and on budget

A large part of the Metrolinx's 2011-2012 business program consists of project delivery, including planning activities, GO Infrastructure development, Union Station revitalization, the Georgetown South/Air Rail Link construction, regional rapid transit projects, and PRESTO. Adherence to the project schedule of each of these projects is critical to the timely project completion, coordinating activities during construction with related initiatives and service adjustments, and minimizing the impact on our customers.

Key performance indicators during the implementation phase of each of these projects are adherence to the project deliverables, clearly establishing scope, cost, schedule and quality.

Corporate expenditures will be within 3 per cent of operating and capital budgets.

GO Ridership and Service

Ridership growth is a fundamental corporate objective, reflected in service planning and in the corporate operating budget. Ridership by corridor is reported monthly by service to senior management, and quarterly to the Metrolinx Board.

Ridership of GO services is monitored monthly, with a comprehensive comparison of service performance completed annually as a foundation for service planning. Service changes are monitored and reported over a two-year period after they are introduced to assess their viability.



Customer-focused Public Transit Operations

A quarterly customer survey monitors the satisfaction of passengers with GO service, measured on selected service attributes, and customer loyalty to GO. Managers use the results to identify areas requiring attention. Results are reported to the Customer Service Committee of the Metrolinx Board of Directors.

The Passenger Charter is supported by a comprehensive program of performance indicators for each of the five charter commitments:

- Reliability
- Safety
- Information
- Comfort
- Staff helpfulness

Report cards on customer service-related measures addressed in the Passenger Charter are updated monthly on the GO Transit website. Reliability is a particularly significant service attribute for customer satisfaction. Rail on time performance can be viewed on the web by service, trip, or time of day.

Efficiency and Effectiveness

Measures of the operational performance of the bus and rail systems will be reported quarterly to executive, and address:

- Service efficiency (Cost per revenue-vehicle km)
- Service effectiveness (Passengers per revenue-vehicle km)
- Cost effectiveness (Cost per passenger, Subsidy per passenger)

Operational performance will be measured using standard definitions, so that Metrolinx performance on key measures can be compared annually with peers in the US and Canada.

PRESTO

PRESTO is currently focused on activity-based indicators addressing adherence to scope, schedule and budget for the Greater Toronto Area and Ottawa fare system deployments. As the organization moves to an operational mode in 2011-2012, it will introduce operations-based measures including customer acceptance, system reliability, and availability.

Program and Business Unit Performance Measurement

In addition to the corporate performance measures described above, specific monitoring tools are used throughout the organization for management purposes. Metrolinx will continue to use and enhance these measures to support ongoing attention to the quality, effectiveness and efficiency of our activities.

Plan

Progress toward *The Big Move*

The Big Move established objectives for transformation of travel in the GTHA. *The Big Move* Progress Report will assess the progress that has occurred since the release of *The Big Move* in 2008. It will also develop a set of key performance indicators and related methodology to track progress over time.



11. Risk Assessment and Management

As part of its continued focus on good corporate governance, Metrolinx has been steadily implementing a robust enterprise-wide risk management (ERM) framework into the organization under the direction of the Chief Financial Officer and President and CEO. This ERM framework also ensures that Metrolinx complies with the Government of Ontario requirement for all classified agencies to use a risk-based approach in managing our business.

Risk management is a central part of the strategic management of any organization. In all types of organizational activities, there are potential threats to success (negative), potential events that constitute opportunities (positive) or increased levels of uncertainty. Recognizing such risks and methodically taking appropriate actions to address them supports decision-making and enables organizations to meet their business objectives. A successful ERM initiative should be **proportionate** to the level of risk in the organization, **aligned** with other corporate activities, **comprehensive** in the scope, **embedded** into routine activities and **dynamic** by being responsive to changing circumstances.

One of Metrolinx management's key initiatives over the next few years is to nurture a risk-aware culture. A risk assessment system, strategy and protocols will be integrated into management processes. This will ensure that all the risks that impact Metrolinx's corporate strategy are identified, prioritized and adequately mitigated to ensure we meet our corporate objectives. This should be incorporated into the business management practice and should not be considered a separate exercise. The same framework will be applied to all divisions/operations and projects at a business unit level. The challenge will be adapting to this change in the management process which will become second nature once the practice is embedded into the Metrolinx culture.

Key ERM activities during 2010-2011 were:

- Obtained commitment to an ERM framework/strategy from the Management Executive Group and the Board
- Established an ERM policy endorsed by the Audit, Finance and Risk Management committee and senior management
- Introduced quarterly monitoring and semi-annual updating of the Metrolinx corporate risk profile and reporting to the Board
- Introduced management of key corporate risks through the Corporate Risk Register/Heat Map. Detailed action plans are developed and monitored for each of the identified risks (see below)

During the 2011-2012 year we will:

- Develop risk registers for key infrastructure projects, divisions and operational areas and assign risk management responsibilities throughout the organization.
- Include a risk management practice component in the the 2012-2013 Business Plan integrated in all business plan elements.
- Introduce risk awareness training for Directors, Managers and Supervisors to equip or refresh them with the basic risk management skills and tools. Relevant risk awareness sessions will eventually be provided to all other Metrolinx staff.

Metrolinx has identified key risks that may impact on its objectives and reports on a quarterly basis to the Board of the corporation which includes the key actions expected to mitigate these risks:

Sustained Funding – Metrolinx requires continued sufficient funding to support its operations and future capital programs.

Supplier Failure – Metrolinx relies on key suppliers to meet their contractual obligations in order to meet the corporation's objectives.

Stakeholder Management and Governance – Effective corporate governance processes with clearly defined stakeholder roles and accountabilities to meet Metrolinx's objectives.

Service Reliability – Effective Rail services management to minimize significant and recurring delays/cancellations.

Scope Control – Project scope articulation and documentation to avoid scope creep which may impact on project cost and delivery.

Public Credibility – Maintaining the corporation's public image and the resulting impact on public or political support while delivering on Metrolinx's mandate.

Political/Government Relations/Regulatory – Changes to government regulations under which the corporation operates or significant change in policy direction will impact on Metrolinx's mandate.

Cost Estimates – Political announcements made prior to cost certainty being reasonably established may lead to cost overruns or damage to reputation for the corporation.

Customer Service-Construction – Proper communication and construction protocols during planned construction to manage customer expectations.

Third Party Corridors – Sharing third party-owned corridors will impact on service reliability and customer service.

PRESTO Implementation – Project governance to effectively manage the supplier of the PRESTO fare card system to deliver on budget and to the publicly announced dates.

Project Quality – Effective project quality management processes to manage all prescribed project activities to deliver on projects' stated requirements.

Recruitment, Retention, Succession Planning, Skills and Capabilities – Proper recruiting and retention strategy for qualified personnel and grow sufficient in-house expertise to effectively implement and manage Metrolinx's vision/plan.

Processing Capacity – Effective resource and capacity management to handle volume of work and processing capacity.

IT Project Prioritization – Proper IT governance process for effective prioritization of IT systems projects.

Employee Morale – Managing employee morale to foster a healthy working environment that will impact on Metrolinx's vision/plan.

12. Joint Initiatives with Third Parties

Metrolinx relies on close partnerships with third parties, including many that are critical to daily service delivery.

Bombardier

Bombardier has been an integral part of the GO Transit operation since 1997 when it assumed the maintenance of the GO Transit rail fleet. In 2008 this relationship was expanded: Bombardier was the successful bidder to provide train crews and operate the GO rail service (except for the Milton line). In these roles, Bombardier is on the front lines in ensuring reliable, comfortable equipment, and in representing Metrolinx to the customers who use the GO service each day.

Railways (CN and CP)

The railways, CN and CP, own significant portions of the rail corridors over which the GO rail service operates. The train control systems of the entire network, with the exception of the Union Station Rail Corridor, are operated by the railways. In this role the railways play a crucial role in managing the GO train traffic in relation to other trains on the corridors, in ensuring rapid recovery from incidents that occur on the rail corridors, and facilitating operations over their rail corridors.

Infrastructure Ontario (IO)

As part of the extensive program of infrastructure delivery, Infrastructure Ontario is overseeing delivery of selected key projects. IO provides expertise and leadership in financing, as well as design and project delivery. IO is responsible for delivering the Air Rail Link spur into the airport by 2014, under direction of GO Transit.

Rapid Transit Municipal Partners (The Regional Municipality of York and City of Toronto)

Under a new delivery model, regional rapid transit systems, currently the Viva rapidways in York Region, and the Eglinton-Scarborough Crosstown in the City of Toronto, are being constructed in close partnerships with the local municipalities. These facilities are being funded and overseen by Metrolinx, while the municipalities provide the design, construction, and ultimately the operation of service in accordance with Memoranda of Understanding with Metrolinx.



13. Communications Plan

Overall, Metrolinx's communications strategy supports the achievement of major business goals and priorities through planned strategic communications campaigns and a robust issues management process.

The target audiences for Metrolinx's strategic communication development are as varied as the business units and divisions the Strategic Communications area supports and include transit passengers, MPPs, MPs, media, community stakeholders, residents of the Greater Toronto and Hamilton Area, and local elected officials.

Major planned communication campaigns for the 2011-2012 fiscal year include:

- Development of the Eglinton-Scarborough Crosstown brand
- Continued support of PRESTO fare card
- Union Station revitalization
- Development of the Air Rail Link brand
- Georgetown South Project
- Investment Strategy to fund *The Big Move* and future projects
- Passenger Charter sustainment
- GO brand awareness