
SPECIAL MEETING OF METROLINX BOARD OF DIRECTORS

- DATE OF MEETING:** Monday, May 27, 2013
- TIME OF MEETING:** 9:30 a.m.
- PLACE OF MEETING:** Toronto Reference Library
The Bram & Bram Appel Salon (2nd Floor)
789 Yonge Street
Toronto, Ontario
M4W 2G8
- CHAIR:** J. Robert S. Prichard
- PRESIDENT & CEO:** Bruce McCuaig
- MEETING SECRETARY:** Mary Martin, Vice President, General Counsel and Corporate Secretary
- MEMBERS PRESENT:** Rahul Bhardwaj
Janet Ecker
Joseph Halstead
Richard Koroscil
Frances Lankin
Marianne McKenna
Nicholas Mutton
Lee Parsons
Rose Patten
Bonnie Patterson
Howard Shearer
Stephen Smith
Douglas E. Turnbull
- REGRETS:** None
- OTHERS PRESENT:** Gary McNeil, President, GO Transit
Kathy Haley, President, Union Pearson Express
Robert Siddall, Chief Financial Officer
Jack Collins, Executive Vice President, Rapid Transit Implementation
Darryl Browne, Vice President, PRESTO Operations & Deployment
Mary Lou Duffy, Vice President, Finance - PRESTO
Paul Finnerty, Vice President, GO Operations
John Howe, Vice President, Investment Strategy & Project Evaluation
John Jensen, Vice President, Capital Program Delivery, Rapid Transit Implementation
Greg Percy, Vice President, GO Capital Infrastructure

Judy Pfeifer, Vice President, Strategic Communications
Mary Proc, Vice President, Customer Service
Edgar Seiden, Vice President, Solutions Development
Leslie Woo, Vice President, Policy, Planning & Innovation
Helen Ferreira-Walker, Director, Human Resources
Rose Butler, Manager and Senior Advisor to the President/CEO
Heather Platt, Acting Associate Corporate Secretary

1. Call to Order and Remarks by Chair

Rob Prichard called the meeting to order at 9:30 a.m. and provided opening remarks.

Chair Prichard acknowledged Metrolinx's receipt of several awards and recognitions: Union Pearson Express "project of the Year" award from the Global Air Rail Awards conference in Frankfurt, Germany (accepted by Kathy Haley on behalf of Metrolinx); International Association of Business Communicators (IABC) Award of Excellence – the highest level – in the Community Relations category for Metrolinx's work on the Crosstown online consultations, 2013 (accepted by Judy Pfeifer and Jack Collins on behalf of Metrolinx); Canadian Architect Award of Excellence (2012) for design excellence of the Union Station train shed roof (accepted by Gary McNeil on behalf of Metrolinx); Canadian Urban Transit Association (CUTA) Award (2012) in the area of Marketing and Communications, for the "Let Go Know" customer feedback initiative (accepted by Judy Pfeifer and Gary McNeil on behalf of Metrolinx); Canada's Top 10 Most Admired Corporate Cultures for the Broader Public Section, 2012 (accepted by Helen-Ferreira-Walker on behalf of Metrolinx). The following four awards were accepted by Leslie Woo on behalf of Metrolinx: the Purchasing Management Associate of Canada award for Supply Chain Excellence (2012) – for in recognition of excellence for Transit Inventory Management System (TIMS) of Transit Procurement Initiative (TPI); The Supply Chain and Logistics Association Canada – President's Award 2012, recognizing excellence for creating the TIMS of the TPI; City of Hamilton Community in Motion Active Transportation Award (2012), Advocate of the Year, for Stepping It Up, demonstrating leadership in encouraging kids to walk and roll to school; and Canadian Urban Transit Association (CUTA) Corporate Innovation Award (2013) for the "You Go Girl" event aligning the Ministry of Education Specialist High Skills Major Program in Transportation with career possibilities for young women at Metrolinx.

2. Presentation of Investment Strategy

Bruce McCuaig, President and CEO, presented the Investment Strategy report entitled "Investing in our Region, Investing in our Future" (the "Report").

As mandated by Section 32.1 of the *Metrolinx Act*, the Report sets out Metrolinx's Investment Strategy. The Investment Strategy proposes a series of 24 recommendations to integrate transportation, growth and land use planning in the GTHA, maximize the value of public infrastructure investment, optimize system and network efficiencies, and dedicate new revenue sources for transit and transportation. Based upon the principles of dedication of funding, fairness, equity and accountability, Metrolinx has identified four specific investment tools to fund The Big Move's Next Wave:

- a 1% increase to the HST;
- a 5 cent a litre fuel and gasoline tax applied in the GTHA;
- a variable business parking levy; and
- an increase to development charges.

Metrolinx proposes that these investment tools be specifically dedicated to transit and transportation. The Investment Strategy also recommends specific measures to build accountability and trust, including the creation of an irrevocable transit trust fund and an increased role for municipalities on the Metrolinx Board of Directors.

Pursuant to Section 32.1 of the *Metrolinx Act*, the Investment Strategy will be submitted by June 1, 2013 to the Province and to the Heads of Municipal Council.

3. Investment Strategy Discussion

The Board outlined their positions on the Investment Strategy.

Stephen Smith expressed his support for the Investment Strategy. Mr. Smith noted the importance of the process followed to develop the report, and that input was sought from the public, municipalities and other stakeholders.

Frances Lankin expressed her support for the Investment Strategy. Ms. Lankin also commented on the importance of the public consultation process and noted that this enabled Metrolinx to strike the right balance by distributing costs and benefits fairly across all population groups, individuals and businesses in all parts of the GTHA.

Rahul Bhardwaj expressed his support for the Investment Strategy. Mr. Bhardwaj noted that, by investing in physical infrastructure, the strategy will also enhance the social infrastructure of the GTHA. This will help to provide equality of opportunity and facilitate social equality in our communities.

Nicholas Mutton expressed his support for the Investment Strategy. Mr. Mutton commented that the Investment Strategy provides solutions not just for transit users but also for drivers. This is important in building support for the program. It also recognizes the fact that many people have no choice but to drive to work or to other activities.

Rose Patten expressed her support for the Investment Strategy, noting the importance of establishing a dedicated and irrevocable transportation trust fund. The proposed creation of a trust fund responds to comments consistently heard in the public consultations and will enable Metrolinx and the Province to ensure that funds raised through the Investment Strategy are dedicated to the purposes for which they were collected.

Joseph Halstead expressed his support for the Investment Strategy. Mr. Halstead noted the importance of the built-in provision for regular reviews and, at the 20-year mark, a reauthorization to ensure that the program is still necessary and meets the needs of the region.

Lee Parsons expressed his support for the Investment Strategy, which sets the stage for a

renewed partnership with municipalities. He noted that transit growth requires vision and partnership. The Investment Strategy will help to achieve this objective by allowing municipalities to nominate up to six members to the Metrolinx Board of Directors.

Bonnie Patterson expressed her support for the Investment Strategy. Ms. Patterson observed that we have outgrown our ability to build an effective system municipality by municipality. Instead, we need to develop a single regionally integrated approach. The Big Move does that from a planning perspective, and now the Investment Strategy will provide the financial capacity to deliver on The Big Move.

Howard Shearer expressed his support for the Investment Strategy. Mr. Shearer commented on the importance of keeping the Investment Strategy current and responsive to changes within the GTHA. At the same time, Mr. Shearer noted the need to ensure that any material changes to the Investment Strategy go through a transparent and consultative process, similar to that employed over the past few months. He also noted the environmental and business benefits that will result from the plan.

Marianne McKenna expressed her support for the Investment Strategy, noting its promise to build a more vibrant urban environment in communities across the region. This will be achieved by building needed infrastructure and by providing the opportunity to improve the quality of the urban environment through design excellence.

Richard Koroscil expressed his support for the Investment Strategy. Mr. Koroscil commented on the importance of goods movement, and noted that one of the reasons he supports the Investment Strategy is that it allocates up to 5 percent of its funds for strategic and targeted improvements to area controlled access highways. This will facilitate a more efficient transit and transportation network, benefitting businesses in multiple ways.

Douglas Turnbull expressed his support for the Investment Strategy, noting the extent to which the strategy balances regional equity with an evidence-based approach to project selection. This is demonstrated by the Next Wave of projects, which provide real benefits in virtually every corner of the GTHA.

Janet Ecker expressed her support for the Investment Strategy, particularly in respect of the opportunities it provides for suburban areas. She noted that a consistent comment at the public round table sessions was the demand for enhanced service integration between GO and local transit providers. The Next Wave of projects will provide significant improvements to suburban areas.

The Chair concurred with the Board and noted the Board's unanimous approval of the Investment Strategy, as evidenced by each member's signature on the Investment Strategy letter of transmittal addressed to the Province and to the Heads of Municipal Councils in the GTHA.

4. Other Business

There was no other business.

ADJOURNMENT

There being no further business before the Board of Directors, the meeting was adjourned at 10:40 a.m.

Carried

Robert Prichard, Chair

Mary Martin, Secretary

c/s