
BOARD OF DIRECTORS

<u>DATE OF MEETING:</u>	Tuesday, March 3, 2015
<u>TIME OF MEETING:</u>	8:00 a.m.
<u>PLACE OF MEETING:</u>	Union Station West Wing 97 Front Street West Toronto, Ontario M5J 1E6 Peter R. Smith Boardroom, 4 th Floor
<u>CHAIR:</u>	J. Robert S. Prichard
<u>PRESIDENT & CEO:</u>	Bruce McCuaig
<u>MEETING SECRETARY:</u>	Mary Martin, Executive Vice President, General Counsel and Corporate Secretary
<u>MEMBERS PRESENT:</u>	Rahul Bhardwaj Iain Dobson Anne Golden Marianne McKenna Nicholas Mutton Rose Patten Bonnie Patterson Howard Shearer Stephen Smith
<u>REGRETS:</u>	Janet Ecker
<u>OTHERS PRESENT:</u>	Kathy Haley, President, Union Pearson Express Greg Percy, President, GO Transit Robert Hollis, Executive Vice President, PRESTO Jack Collins, Chief Capital Officer Robert Siddall, Chief Financial Officer Judy Pfeifer, Vice President, Strategic Communications Leslie Woo, Chief Planning Officer Alba Taylor, Senior Legal Counsel & Associate Corporate Secretary

CLOSED SESSION

1. CEO/Board In Camera Session

The Board met in the absence of staff other than the President and Chief Executive Officer.

2. Call to Order and Remarks by Chair

Chair Prichard called the meeting to order at 9:20 a.m.

Chair Prichard confirmed there was quorum and that the required notice of the meeting as stipulated under the By-Law of the Corporation had been sent.

3. Approval of Minutes

RESOLVED:

THAT the December 11, 2014 Board meeting minutes be approved.

Carried

4. Governance Committee Recommendations on Committee Appointments

Rahul Bhardwaj, Governance Committee Chair, reported on the Governance Committee's recommendations for Customer Service Committee member appointments.

RESOLVED, as revised:

THAT effective as of March 3, 2015, Marianne McKenna be appointed Chair of the Customer Service Committee and that the resignation of Nick Mutton as Board and Committee member be accepted;

AND THAT Anne Golden be appointed a member of the Customer Service Committee.

Carried

5. Amendments to By-Laws

Alba Taylor, Senior Legal Counsel & Associate Corporate Secretary, and Jason Vandervinne, Manager, Compliance & Prosecution Services, presented a report on By-Law No. 2 amendments.

PUBLIC SESSION

6. Call to Order and Remarks by Chair

Chair Prichard called the meeting to order at 10:07 a.m.

Chair Prichard confirmed quorum was present.

Chair Prichard announced with regret Nick Mutton's resignation from the Board of Directors. As Chair of the Customer Service Committee, Mr. Mutton has been instrumental in advancing customer service as a key component of GO Transit's service delivery and Metrolinx's operations overall, profoundly shaping the culture of the organization by insisting that customer impacts be considered in everything we do. Mr. Mutton acknowledged the important role of management and the CEO in achieving this change, and thanked the Board and management for the privilege of having served as a director. President and CEO Bruce McCuaig thanked Mr. Mutton for his valuable contributions.

7. CEO's Report

Bruce McCuaig, President and CEO, summarized key achievements and initiatives advanced since the last Board meeting including:

- implementation of accessibility measures at Eglinton GO Station and tunnel boring progress on Eglinton Crosstown;
- launch of the GO Transit and TTC fare system pilot between Union Station, Danforth and Exhibition;
- the expansion of free wi-fi service on the GO system;
- the announcement of the preferred bidder for the East Rail Maintenance Facility;
- the issuance of a tender for work on the first five kilometers of the Stouffville line which is foundational to the RER program; and
- UP Express' strategic partnership with CIBC.

Mr. McCuaig also confirmed that staff review of Metrolinx's employee access policy had been completed and recommendations will be communicated following Board approval.

The Board asked about Metrolinx and the City of Toronto cost contributions on Georgetown South corridor improvements as recently reported in the media. Staff summarized how such cost contributions are typically allocated among relevant parties, including the road and rail authorities. CEO McCuaig summarized recent discussions with the City as well as a move towards a more open, systematic approach between the parties going forward.

Mr. McCuaig announced that Paul Finnerty, Vice President, GO Operations, will be retiring after 30 years of service. Mr. McCuaig thanked Mr. Finnerty for his leadership at Metrolinx and significant contributions to GO Transit.

8. Regional Express Rail Update

On account of a previously declared conflict of interest, Iain Dobson was recused from discussions on this matter.

Greg Percy and Leslie Woo presented the Regional Express Rail update, outlining key components of the RER workplan such as prioritization, project phasing and stakeholder engagement, and describing the substantial planning work already underway.

Staff described the multiple levels of integration between RER and SmartTrack. A joint steering committee has been established including the Toronto City Manager, Andy Byford and Bruce McCuaig. RER and SmartTrack integration planning is also proceeding through a program committee that includes representatives from Metrolinx, the City of Toronto, and the TTC. Staff described substantial collaboration to ensure SmartTrack is embedded in RER service planning. Metrolinx staff are also supporting the City's community consultations on Eglinton West.

Staff advised that Metrolinx is closely working with CN and CP since, without freight rationalization, there will be an adverse impact on RER.

The Board asked how station locations are identified. Staff described estimated station costs and how site specific conditions such as land ownership, local service integration and ridership affect this analysis. The Board encouraged staff to make the station assessment methodology publicly available.

The Board asked how customers will be impacted by RER construction. Staff acknowledged that there will be extensive work during operations. It will be important to ensure customers understand the rationale and anticipated results for such work. Staff also emphasized that service improvements will continue to be made throughout construction, growing capacity to keep pace with demand. An effective communication plan will be developed to make sure customers know about their choices.

The Board asked about electrification planning. Staff confirmed that work on available technology and equipment has already begun and that a system-wide environmental assessment is anticipated. Electrified service, technology and equipment may vary per corridor depending on factors such as station proximity, level of service, mixed corridor usage, and design excellence. For some corridors end-to-end electrification doesn't make sense.

The Board thanked staff for their work on this important initiative.

9. GTHA Fare Integration

Leslie Woo, Chris Burke, Manager, GO Service Planning, and Anna Pace, Director, Regional Relief Strategy, presented a report on fare integration in the greater Toronto and Hamilton area. Fare integration has been identified as a key RER enabler and is made feasible through PRESTO implementation. Looking through the lens of both operators and consumers, staff have examined existing regional fare structures and identified limitations. Global best practices have also been reviewed. A regional steering committee with representatives from all operators has been established. Participants have agreed that simplicity, commonality and value are three key objectives for any proposed integrated fare policy. Staff are currently reviewing fare structures to identify the most promising models for further detailed analysis. Staff will report back to the Board in June with further analysis of the best options and outcomes.

The Board asked staff to consider overall system benefits. The Board also asked about municipal engagement. An engagement strategy will be deployed following further analysis including cost impacts.

Staff confirmed that PRESTO's technology will enable a fare integration policy. The TTC Metropass is being used for the proposed integration pilot because PRESTO has not yet been deployed at all relevant stations.

10. UP Express Readiness Update

Kathy Haley, President, Union Pearson Express, reported on UP Express readiness. The structural elements are now complete, operational testing including emergency preparedness and service recovery is underway, and stations are being fitted with finishes. Launch is expected on time and on budget in the Spring.

Staff confirmed that a pre-launch marketing campaign is planned to heighten awareness in the domestic and international market.

The Board asked about Union Station construction activity impact on the customer experience. Staff advised that many construction elements will be completed by late Spring, and that appropriate information and wayfinding will be implemented to mitigate the impact of remaining construction activities. Most Pan Am guests will be traversing through new, modern spaces, and will not likely be affected by ongoing construction.

The Board asked about the availability of an UP Express fact sheet to assist Board members in informal promotion of the service.

11. Airport Area Study

Leslie Woo and Lisa Salsberg, Senior Manager, Strategic Policy and Systems Planning, presented the results of the Airport Area Study. The airport represents the largest area of employment second to downtown Toronto.

Results indicate that this area is underserved by public transit and services are insufficiently integrated. Short term recommendations include implementing fare integration between TTC and Mississauga's MiWay, improving customer communications, small scale infrastructure improvements (such as shelters and pedestrian walkways), improving bus access and connections to regional hubs, transit signal priority, and increasing opportunities for employees to participate in ride share and ride matching programs. Staff are reviewing mid and long term recommendations.

The Board asked about congestion issues in the airport area. Staff confirmed that congestion relief in the area will require a variety of solutions including RER, investment in local transit, fare integration and other measures.

Staff confirmed that study findings will be posted and results integrated into SmartTrack and LRT service planning along Eglinton Avenue West.

12. Pan/Parapan Am Games Readiness

Chris Burke and Barry Stannard, Chief, GO Transit Control Centre Operations, presented the Pan/Parapan Am Games readiness report. Transportation planning efforts have been led by the Ministry of Transportation and include representatives from TTC and GO Transit. A unified transportation coordination centre will enable information sharing and safety, security and service monitoring during the games. GO Transit will play a key role in spectator transportation, customer travel information (through the regional transit traveller information system), and travel demand management activities planned to optimize travel. The most significant impacts to GO relate to additional services required for travel to Hamilton Stadium, Pan Am Park (at Exhibition Place), supplemental bus services, and ensuring availability of accessible services.

Staff confirmed that service planning is responsive and scalable, based on demand, and that games staff have actively participated in the transportation planning discussions.

13. Customer Service Committee Chair's Report

Nicholas Mutton, Customer Service Chair, provided his report. The Customer Service Committee received an update from the Customer Service Advisory Committee and discussed plans to improve GO stations with better passenger amenities. The Committee reviewed lessons learned from the February 2, 2015 winter storm. The Committee also received updates on PRESTO TTC deployment and on UP Express.

The Board asked about wi-fi access on trains and staff described the challenges associated with delivering this requested service including investing in necessary infrastructure to deliver wi-fi.

14. Quarterly Reports

Quarterly Reports for Union Pearson Express, PRESTO, GO Transit, Policy, Planning and Innovation, Strategic Communications, and the Capital Projects Group were taken as read.

15. Report of Board Standing Committees

15.1 Executive Committee

Robert Prichard, Executive Committee Chair, reported to the Board.

15.2 Audit, Finance & Risk Management Committee

Stephen Smith, Audit, Finance & Risk Management Committee Chair, reported to the Board.

15.3 Governance Committee

Rahul Bhardwaj, Governance Committee Chair, reported to the Board.

15.4 Human Resources & Compensation Committee

Rose Patten, Human Resources and Compensation Committee Chair, reported to the Board.

15.5 Customer Service Committee

Nicholas Mutton, Customer Service Committee Chair, reported to the Board.

16. Agenda Proposals for Next Meeting

There were no agenda proposals for the next meeting.

17. Other Business

There was no other business to discuss.

EXECUTIVE SESSION

18. Executive Session

The Board held an executive session in the absence of staff other than the CEO and the Corporate

Secretary.

19. Executive Session

The Board held an executive session in the absence of staff.

ADJOURNMENT

There being no further business before the Board of Directors, the meeting was adjourned at 2:00 p.m.

Carried

J. Robert S. Prichard, Chair

Mary Martin, Secretary

c/s