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## BOARD OF DIRECTORS

<b><u>DATE OF MEETING:</u></b>	Thursday, December 3, 2015
<b><u>TIME OF MEETING:</u></b>	8:00 a.m.
<b><u>PLACE OF MEETING:</u></b>	Union Station West Wing 97 Front Street West Toronto, Ontario M5J 1E6  Peter R. Smith Boardroom, 4 <sup>th</sup> Floor
<b><u>CHAIR:</u></b>	J. Robert S. Prichard
<b><u>PRESIDENT &amp; CEO:</u></b>	Bruce McCuaig
<b><u>MEETING SECRETARY:</u></b>	Mary Martin, Executive Vice President, General Counsel and Corporate Secretary
<b><u>MEMBERS PRESENT:</u></b>	Upkar Arora Rahul Bhardwaj Bryan Davies Iain Dobson Janet Ecker Bill Fisch Anne Golden Marianne McKenna Rose Patten Bonnie Patterson Howard Shearer Stephen Smith Carl Zehr
<b><u>REGRETS:</u></b>	None
<b><u>OTHERS PRESENT:</u></b>	Kathy Haley, President, Union Pearson Express Robert Hollis, Executive Vice President, PRESTO Greg Percy, President, GO Transit Jack Collins, Chief Capital Officer John Jensen, Vice President, Rapid Transit Implementation 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 9:30 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 minutes of the Board of Directors meetings of September 22, 2015 and October 29, 2015 be approved.

**Carried**

**PUBLIC SESSION**

**4. Call to Order and Remarks by Chair**

Chair Robert Prichard called the public meeting to order at 9:48 a.m.

Chair Prichard confirmed that quorum was present. Chair Prichard acknowledged receipt of the following correspondence, which has been distributed to the Board:

- (a) Correspondence from the Toronto Transit Commission (“TTC”), including a copy of motions passed by the TTC with respect to the naming of Hakimi Station;
- (b) Correspondence from Centennial College, and Toronto City Councillors Glenn Baeremaeker, Josh Matlow, and Michael Thompson re: Eglinton Crosstown station naming;
- (c) December 2, 2015 letter from the Clean Train Coalition re: Union Pearson Express;
- (d) December 2, 2015 email correspondence from Mr. Michael Theodores re: proposed GO Transit fare increase and Richmond Hill Corridor service; and
- (e) Correspondence from Ms. Laura Zeglen (on behalf of Options for Davenport) and Mr. Joseph Taylor re: the Davenport Diamond Community Rail Overpass.

These communications may be discussed as the related issues are considered by the Board.

Chair Prichard noted the pending retirement of Jack Collins, Metrolinx's Chief Capital Officer. Chair Prichard presented Mr. Collins with a plaque in honour of his six years of valuable service. CEO Bruce McCuaig presented Mr. Collins with an image of the Eglinton Crosstown launch shaft, commemorating his important work on this complex project. Mr. Collins accepted the presentations with thanks, noting it has been an honour to serve during this period of important progress implementing rapid transit in the region.

Chair Prichard also acknowledged the conclusion of Vice Chair Stephen Smith's tenure with the Board. Mr. Smith has spent ten years serving GO Transit and Metrolinx, demonstrating his commitment to public service and to building Metrolinx over this period. Chair Prichard noted Mr. Smith's valuable contributions to the Board, and presented him with a plaque in appreciation of his dedication. In honour of Mr. Smith's service, Metrolinx will be naming the board room in the new GO Transit Train Control Centre in Oakville the Stephen Smith Board Room.

Vice Chair Smith thanked the Board and management wishing the Board and staff all the best for the future.

## **5. CEO's Report**

Bruce McCuaig, President and CEO, presented the CEO's report and described key milestone's achieved over the past few months including: Eglinton Crosstown tunnelling proceeding westward on Yonge Street on September 24, 2015; the completion of the environmental assessment for the Crosstown Light Rail Transit storage facility; YorkVIVA rapidway service on Davis Drive commencing in November; and the start of construction on two new train layover facilities on the Kitchener and Unionville rail corridors.

Mr. McCuaig also noted Metrolinx's receipt of the following awards:

- recognition by Waterstone Capital Corporation as one of ten most admired corporate cultures;
- a gold award in public financing for the Eglinton Crosstown project from the Canadian Council for Public Private Partnerships;
- a safety award for GO Transit's implementation of crash energy management technology on the new bi-level coaches from the Railway Association of Canada;
- an environmental award for GO Transit's transit environmental management system, also from the Railway Association of Canada; and
- a leadership award from the Canadian Urban Transit Association which was presented to Min Le in recognition of Mr. Le's support and outstanding service in public transit. Mr. Le was instrumental in GO Transit's implementation of double decker buses.

## **6. GO Transit Update**

Greg Percy, President, GO Transit, presented an update on GO Transit service improvements and achievements over the past year including: successful delivery of new service and infrastructure for the Pan Am and Parapan Am Games; new midday service on the Kitchener corridor; additional bus routes and services deployed over various areas throughout the region; and the opening of the York

concourse.

Mr. Percy also provided a summary of the cause, impacts, and steps taken to address the circumstances that led to the delays which severely impacted Lakeshore East service during a recent morning commute.

The Board asked about progress on Regional Express Rail (“RER”), and how commuter service will be impacted by RER’s significant construction program. Mr. Percy confirmed that RER is on track. RER planning and approvals are underway and staff expect construction to begin simultaneously on multiple sites in the coming fiscal year. Maintaining service while construction is underway will require co-ordination across the organization.

Safety considerations are also an important part of RER planning and delivery. RER safety measures include ensuring appropriate oversight at construction sights, building communications based train control into the RER program, and continuing to work on platform traffic management initiatives including technology improvements, enhanced infrastructure, and deployment of more transit safety officers.

## **7. PRESTO Progress Update**

Robert Hollis presented the PRESTO Progress Update. PRESTO devices are being installed on legacy TTC streetcars, add-value machines are being deployed, and new PRESTO-enabled TTC faregates will begin field tests early in the new year. PRESTO devices are being tested on TTC buses, staff are working with the TTC to enable PRESTO card sales on TTC pass vending machines, and Gateway Newstands are now selling PRESTO farecards.

The Board discussed PRESTO’s TTC faregate deployment strategy, and why PRESTO payment cannot be enabled at new stations before the new faregates. The Board considered key features of the new faregates, including the ability to vary the entrance size to accommodate mobility devices and bicycles.

The Board also considered the importance of design as part of the customer experience for various devices including the PRESTO faregates and add-value machines.

## **8. Capital Projects Update**

Jack Collins, Chief Capital Officer, and John Jensen, Vice President, Rapid Transit Implementation, presented an update on capital projects underway.

York vivaNEXT has won an award for best road in North America. Twenty-five percent of the bus rapid transitway is now in service.

The Finch West LRT prequalification procurement has closed. Shortlisted teams will be announced in January and the project will move through to the request for proposals process. Staff confirmed that the design guidelines will be incorporated into the project to ensure continuity with the “look and feel” of Eglinton Crosstown. However, some adaptation will be necessary to respond to suburban conditions along the line.

Staff confirmed that, notwithstanding the City of Brampton’s decision on the Hurontario LRT

alignment, the benefits case analysis remains positive and no design changes are anticipated as a result of this decision.

Staff presented a flyover video of the Eglinton Crosstown line, describing station features, integration with TTC stations, public realm elements, and retail opportunities. Eglinton Crosstown tunnelling is also progressing on both the west and east side of Yonge Street. Community meetings and a tunnelling press tour have helped keep the community informed of construction efforts and progress.

**9. Customer Experience Committee Chair Report**

Marianne McKenna presented a report on recent Customer Experience Committee activities including: recent matters reviewed by the Customer Experience Advisory Committee; an update on GO Transit service, special event service, and preparations for the winter season; PRESTO rollout on the TTC; and UP Express promotional activities which have supported ridership.

**10. GO Transit Fare Increase**

Greg Percy presented the GO Transit Fare Increase request. Staff are recommending an average five percent fare increase to support sustainable operations and services. The recommended increase has been tiered to reflect distance travelled, and is coupled with an increase in the PRESTO fare discount.

Staff believe the increase is reasonable based on the level of infrastructure investment and additional services implemented throughout the entire bus and rail system over the past year. The increase will ensure infrastructure and services are properly maintained, and safety is preserved.

Even with the proposed increase, staff estimate the average undiscounted adult GO Transit fare is roughly equivalent to approximately sixty percent of the out-of-pocket costs of driving and parking a car (excluding costs of ownership).

Mr. Zehr, Chair, Customer Experience Advisory Committee (“CEAC”), confirmed that the CEAC had reviewed the proposed increase and understood its necessity.

The Board asked what strategies can be implemented to mitigate the need for future fare increases. Staff confirmed that cost-containment and increasing efficiencies are always top of mind. In addition, staff are seeking ways to maximize non-fare revenues through GO Transit and PRESTO’s strategic partnership program.

**RESOLVED:**

**THAT** effective February 1, 2016, GO Transit base adult single fares be increased as follows:

- a) 0 cent increase on fares between \$5.30 - \$5.69
- b) 40 cent increase on fares between \$5.70 - \$6.50
- c) 50 cent increase on fares between \$6.51 - \$8.25
- d) 60 cent increase on fares greater than \$8.25;

**AND THAT** in conjunction with the base fare increases, the discount for GO Transit PRESTO card fares (adult) be increased as outlined below:

- a) Rides 1 to 35 in the same month: discount increased from 10.0% to 11.15%
- b) Rides 36 to 40 in the same month: discount unchanged at 87.75%
- c) Rides 41+ in the same month: discount unchanged at 100%;

**AND THAT** By-law No. 2A be repealed and replaced with By-Law No. 2A attached hereto in order to delete the existing Tariff of Fares, and substitute in its place a new Tariff of Fares that will reflect the new base adult single fares.;

**AND FURTHER THAT** the Chairman and Secretary be authorized to sign the By-law.

**Carried**

**11. Eglinton Crosstown Station Naming**

Leslie Woo, Chief Planning Officer, presented the Eglinton Crosstown Station Naming report. Using the naming convention and policy developed as part of the regional wayfinding harmonization initiative, staff have developed station names, consulted with the City of Toronto, the TTC, and the public, and revised station names based on that process. Staff are recommending the approval of the station names set out in the report. Staff will defer to the TTC on naming stations that will intersect with existing subway stations.

The Board discussed the station name requests outlined in the correspondence received by the Board. The Board considered various aspects of the naming policy, including the balance between setting unique names versus having names that clearly and simply identify station locations. The Board asked how staff will mitigate the risk of confusion for emergency services personnel who may be responding to emergencies at stations.

Staff described the challenges of using intersections as station names given the City's grid layout. The policy is intended to provide a structure for station naming within the entire regional network, including future improvements. Using street names will result in duplication and require longer, hyphenated names to distinguish between locations. Simpler, unique names will also work better in wayfinding applications. Station names can be complemented by transit service announcements that indicate location, intersecting services, and local features.

The Board asked that staff revisit the naming protocol to ensure it meets the principles and objectives of the policy, and that the proposed station names are aligned. Staff will return to the Board for approval of the station names before submitting them to the Eglinton Crosstown constructor, Crosslinx Transit Solutions.

**12. Quarterly Reports**

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

Kathy Haley, President, Union Pearson Express, summarized recent accomplishments at UP Express including maintaining 97% on-time performance, and positive customer reviews on the service (87% of customers reporting they would recommend UP Express to others and 90% reporting they would take it again). Ridership has also improved by 7% since August.

**CLOSED SESSION**

**13. Contract and Transaction Approvals**

The Board had a confidential discussion on contract and transaction approval items.

**14. Report of Board Standing Committees**

**14.1 Executive Committee**

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

**14.2 Audit, Finance and Risk Management Committee**

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

**14.3 Governance Committee**

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

**14.4 Human Resources and Compensation Committee**

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

**14.5 Customer Experience Committee**

Marianne McKenna, Customer Experience Committee Chair, reported to the Board.

**15. Agenda Proposals for Next Meeting**

There were no agenda proposals for the next meeting.

**16. Other Business**

There was no other business to discuss.

**EXECUTIVE SESSIONS:**

**17. Executive Session**

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

**18. Executive Session**

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

**ADJOURNMENT**

There being no further business before the Board of Directors, the meeting was adjourned at 1:30 p.m.

**Carried**

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J. Robert S. Prichard, Chair

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Mary Martin, Secretary

c/s