

BOARD OF DIRECTORS

<u>DATE OF MEETING:</u>	Thursday, September 9, 2016
<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>	Upkar Arora Rahul Bhardwaj Bryan Davies Iain Dobson Bill Fisch Anne Golden Marianne McKenna Rose Patten Bonnie Patterson Howard Shearer Carl Zehr
<u>REGRETS:</u>	Janet Ecker
<u>OTHERS PRESENT:</u>	Helen Ferreira-Walker, Chief Human Resources Officer Robert Hollis, Executive Vice President, PRESTO John Jensen, Chief Capital Officer Greg Percy, Chief Operations Officer Judy Pfeifer, Chief Communications and Public Affairs Officer Robert Siddall, Chief Financial Officer 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 9:04 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 meeting of June 28, 2016 be approved.

Carried

PUBLIC SESSION

4. Call to Order and Remarks by Chair

Chair Prichard called the meeting to order at 9:51 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.

Chair Prichard welcomed Corina Moore, President and Chief Executive Officer, Ontario Northland Transportation Commission, as a guest of the Board.

Chair Prichard congratulated President and Chief Executive Officer Bruce McCuaig and Board member Janet Ecker on their recent reappointments to the Metrolinx Board for an additional three year term. The Board Chair has also been reappointed for a three year term.

Chair Prichard acknowledged receipt of the following correspondence, which has been distributed to the Board:

- a) Correspondence from Roger Anderson, Regional Chair and CEO, The Regional Municipality of Durham, dated July 13, 2016, regarding fare integration. Also enclosed is CEO Bruce's McCuaig's August 30, 2016 response;
- b) With respect to the request that the Board reconsider the addition of Park Lawn station:
 - (i) Correspondence from the President of TSCC 2153 and the President of TSCC 2289, at 155 and 165 Legion Road North respectively, dated June 27, 2016;

- (ii) Correspondence from David Pritchard, President, Mimico-by-the-Lake Business Improvement Association, dated June 28, 2016; and
- (iii) Email correspondence from Bill Grant, President MTCC 1031 and David Grannum, President MTCC 1056, dated July 7, 2016;
- c) Email correspondence from an individual named Justin, dated July 18, 2016, requesting the issuance of a monthly, printed TTC PRESTO pass and that the PRESTO card issuance fee be reduced; and
- d) Correspondence from Mr. Derek Wood, dated July 27, 2016, regarding GO service westbound from Oakville to Hamilton, along with CEO Bruce McCuaig's September 6, 2016 response.

5. CEO's Report

Bruce McCuaig, President and CEO, presented the CEO's report.

Mr. McCuaig highlighted recent Metrolinx milestones and activities including: completion of tunnelling for the Eglinton Crosstown; PRESTO's TTC deployment and device rollout for TTC buses; the introduction of new GO Transit double decker buses that can be deployed across the system; and continued work on the Union Station train shed.

The Board asked about Union Station construction activities and related customer impacts. Mr. McCuaig confirmed that wayfinding has been improved, and more staff have been deployed to assist customers on the rail platforms and in the concourse. Construction will continue until 2018. Further work will be required after that for electrification requirements and expansion to meet future service levels.

Mr. McCuaig also provided an update on staff's ongoing discussions with impacted municipalities on planning, design, and cost-sharing requirements for the twelve new GO system rail stations approved in June.

6. Regional Express Rail Update

Leslie Woo, Chief Planning Officer, John Jensen, Chief Capital Officer, and Judy Pfeifer, Chief Communications and Public Affairs Officer, presented an update on recent Regional Express Rail ("RER") activities including: the status of the service plan; recently announced extended services to Niagara, Bowmanville, and Kitchener which will expand the RER program; infrastructure implementation; and community and stakeholder engagement activities.

Staff confirmed that the Province and Metrolinx have reached an agreement-in-principle with Canadian National Railway ("CN") to build a new freight corridor from Brampton to Milton. The new corridor would be used to divert most freight traffic from the Kitchener corridor and allow Metrolinx to extend RER services to the Kitchener by 2024. Staff are currently working on potential route realignments, regulatory requirements, costs, and environmental impacts (including amendments to existing environmental assessments) of the proposed bypass and service expansion. The Board asked about the areas surrounding the freight bypass, and emphasized the importance of considering community impacts as planning work proceeds.

Staff reviewed challenges relating to extending RER service to Niagara. Staff are targeting delivery of services to Grimsby by 2021 and Niagara Falls by 2023. However this will require coordinating service with CN and the St. Lawrence Seaway to facilitate crossing the Welland Canal. The Board discussed possible service options which would minimize the impact of delays relating to crossing the canal.

Staff also reviewed RER service plan, electrification, and infrastructure requirements that will be needed to deliver services to Bowmanville by 2024.

Staff provided an update on RER community and stakeholder engagement activities. Staff have planned and attended public meetings, pop-up information booths, and drop-in hours at community outreach offices to facilitate a wide range of opportunities for public input and discussion. In addition, following the environmental assessment approval for the Davenport Diamond, community advisory committees have been established and a good working relationship has been developed with the community. The Board asked about Stouffville corridor community concerns relating to the removal of vegetation. Staff acknowledged that this is an area of tension for electrification. However, staff are working on a policy for replacing vegetation to minimize this impact and will return to the Board with their recommendations.

The Board asked what service improvements have been implemented notwithstanding the high volume and impact of construction activities. Staff will return to the Board with a description of new or revised services anticipated over the next five years, for each of the corridors. The Board cautioned staff to ensure appropriate measures of success are set out in advance of service implementation.

The Board asked if staff are engaging with affected municipalities to discuss complementary land use and planning to ensure that the benefits of transit investments are fully captured and realized. Staff confirmed that the interface between land use planning and transportation is one of the lenses of review for the regional transportation plan. Staff confirmed they are working with the municipalities to understand long term land use plans. The new stations analysis also requires Metrolinx staff to work with municipalities and land owners to advocate for increased density, mixed land use, and multimodal station access.

7. Service Update

Greg Percy, Chief Operating Officer, presented a review and lessons learned from the GO Transit service delays experienced in late June. Planned GO Train schedule changes, necessary to accommodate ongoing Union Station construction, were compounded by technical and weather-related difficulties and resulted in significant impacts to Metrolinx's services.

Staff conducted a comprehensive review to identify failures and develop a mitigation plan to restore service levels. The mitigation plan includes: deploying technical updates, earlier engagement on schedule planning with Bombardier Transportation (responsible for operating Metrolinx's GO Trains), CN, and Toronto Terminals Railway; increased deployment of staff and transit safety officers to assist customers; and the addition of extra coaches on busy trips. On-time performance has improved following implementation of the mitigation plan.

The Board asked about current maintenance programs and equipment reliability testing. Staff

confirmed that preventative maintenance plans and equipment specifications are continuously updated and modified to fit changing environmental contexts, based on real world and simulated testing assessments.

8. Customer Experience Committee Chair Report

Marianne McKenna provided an update on recent Customer Experience Committee activities including: GO Transit bus fleet expansion through the addition of new low-floor buses; modifications to UP Express' ticket validating procedures to meet ridership growth; updates to the PRESTO website; information and information technology initiatives to improve how Metrolinx communicates with customers including digital signage and upgrading the current public address system; and design excellence activities for the Hurontario and Hamilton LRT projects and the Eglinton Crosstown integrated art program .

9. Sustainability Strategy

Leslie Woo, together with Antoine Belaieff, Director, Regional Planning, and Ersoy Gulecoglu, Manager, Sustainability, presented Metrolinx's 2015-2020 Sustainability Strategy. The goals of the Strategy are to: become climate resilient; reduce energy use and emissions; integrate sustainability in the Metrolinx supply chain; minimize impact on ecosystems; and enhance community responsibility. The strategy is the result of coordinated efforts across the organization, and sets ambitious but realistic targets. Staff will report on progress annually, and will review the strategy every five years to ensure it remains current and applicable.

Chair Prichard welcomed the President of the Toronto and York Region Labour Council, Mr. John Cartwright, who endorsed Metrolinx's efforts on sustainability initiatives.

The Board discussed how resiliency is integrated into the strategy, and how and why specific targets (such as waste diversion and LEED certification) have been set.

The Board also asked how staff will advance workforce development and engagement, both identified as one of the strategy's goals. Staff confirmed their desire to review and extend the apprenticeship programs and other community benefits arrangements implemented in the Eglinton Crosstown project to other Metrolinx infrastructure projects. These initiatives are now also supported by Provincial legislation introduced in 2015.

The Board asked that staff continue to consider how to evolve and expand the strategy's economic and social outcomes through the strategy's annual report back and five-year periodic review.

RESOLVED:

THAT subject to edits and modifications requested by the Board, the Sustainability Strategy be approved and released to the public;

AND THAT staff report back on the status of implementation and the progress towards targets through an annual report.

Carried

10. Metrolinx 2016-17 Business Plan

Robert Siddall presented the Metrolinx 2016/17 Business Plan. For the first time, the business plan includes key performance indicators to track Metrolinx's achievements and anticipated regional outcomes. Results will be publicly reported quarterly. Bryan Davies, Audit, Finance and Risk Management Committee Chair, confirmed that the Committee had reviewed and was satisfied with the business plan. Subject to the Board's approval, the business plan will be submitted to the Minister of Transportation.

RESOLVED on the recommendation of the Audit, Finance and Risk Management Committee:

THAT the 2016-17 Metrolinx Business Plan attached to the report of the Chief Financial Officer be approved for submission to the Minister of Transportation for the Minister's consideration and approval in accordance with section 32 of the *Metrolinx Act, 2006*;

AND THAT in the event the Minister requests material amendments to the Business Plan, an amended Business Plan be brought back to the Board for further consideration prior to adoption.

Carried

11. Quarterly Reports

Quarterly Reports for PRESTO, Operations, Planning and Policy, Communications and Public Affairs, and Capital Projects were taken as read.

Staff confirmed the regional transportation plan ("RTP") review is progressing with public comment on the RTP discussion paper and key stakeholder meetings underway. The Board briefly discussed Metrolinx's communications and consultation forums which include traditional meetings (such as community town halls) and new digital engagement tools deployed through Metrolinx's website: metrolinxengage.com.

CLOSED SESSION

12. Report of Board Standing Committees

12.1 Executive Committee

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

12.2 Audit, Finance and Risk Management Committee

Bryan Davies, Audit, Finance and Risk Management Committee Chair, reported to the Board.

12.3 Governance Committee

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

12.4 Human Resources and Compensation Committee

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

12.5 Customer Experience Committee

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

13. Agenda Proposals for Next Meeting

There were no agenda proposals for the next meeting.

14. Other Business

There was no other business to discuss.

EXECUTIVE SESSIONS

15. Executive Session

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

16. 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