

SPECIAL MEETING OF THE METROLINX BOARD OF DIRECTORS

DATE OF MEETING: Thursday, August 24, 2017

TIME OF MEETING: 8:00 a.m.

PLACE OF MEETING: Union Station West Wing
97 Front Street West
Toronto, Ontario M5J 1E6

Peter R. Smith Boardroom, 4th Floor

CHAIR: J. Robert S. Prichard

PRESIDENT & CEO: John Jensen

MEETING SECRETARY: Mary Martin, Executive Vice President, General Counsel and Corporate Secretary

MEMBERS PRESENT: Upkar Arora (*via teleconference*)
Kathy Bardswick
Rahul Bhardwaj
Bryan Davies
Janet Ecker
Bill Fisch
Anne Golden
Marianne McKenna
Rose Patten
Howard Shearer
Carl Zehr

REGRETS: Upkar Arora
Bonnie Patterson

OTHERS PRESENT: Robert Hollis, Executive Vice President, PRESTO
Robert Siddall, Chief Financial Officer
Anita Sultmanis, Chief Marketing Officer
Leslie Woo, Chief Planning Officer
Peter Zuk, Chief Capital Officer
Alba Taylor, Senior Legal Counsel & Associate Corporate Secretary

1. Call to Order and Remarks by Chair

Chair Prichard called the meeting to order at 8:00 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.

2. The Draft 2041 RTP

Leslie Woo, Chief Planning Officer, together with Antoine Belaieff, Director, Regional Planning, Lisa Salsberg, Senior Manager, Systems Planning, Rajesh Khetarpal, Director, Stakeholder Relations, and Joanna Kidd, Kidd Consulting, presented The Draft 2041 RTP.

Staff described the municipal consultation process, which included confidential review of the Draft RTP maps and projects with municipal staff. Recent presentations at the Association of Municipalities of Ontario (“AMO”) were well attended and the Draft RTP generated a lot of interest. Generally, municipalities have been supportive of the Draft RTP. Any substantive issues raised were ones beyond Metrolinx’s control, such as clarification of roles and responsibilities. Other comments related to the level of detail in the report, and whether the plan was bold enough.

Staff continue to refine the Draft RTP based on Board comments and the results of the peer review. Subject to the completion of these refinements, staff are recommending that the Draft RTP be issued as a draft document, for public comment, at the September Board meeting.

The Board suggested that:

- the Draft RTP demonstrate that Metrolinx can deliver on its promises. To do so, the Draft RTP should further elaborate on the success of the Big Move by identifying projects, benefits, and lessons learned that have influenced the Draft RTP;
- in referencing the Big Move projects, the Draft RTP should use examples or scenarios to demonstrate what is required to complete a transportation project;
- the Draft RTP should emphasize Metrolinx’s role as independent, evidence-based decision-maker, while acknowledging the need for trade-offs and the importance of Metrolinx’s partners;
- influences, potential impacts of trends/technology, risks and challenges, and economic impacts be made more explicit in the Draft RTP;
- the Draft RTP should be clear on the results of any strategic choices, and focus on increasing capacity;
- customer benefits should be further emphasized;

- the Draft RTP should show that Metrolinx is learning, growing and changing, and acknowledge the need for continued assessment and enhancement of organizational capacity;
- the Draft RTP should continue to emphasize and prioritize safety;
- the Draft RTP should increase its focus on sustainability and resilience, and express the need to be nimble and responsive to changing times;
- further work on land use, the impacts of technology, and implementation should be included in the Draft RTP;
- the Draft RTP should identify a role for the private sector;
- the Draft RTP planning area be extended to the Greater Golden Horseshoe, and include reference to the Kitchener-Toronto technology corridor; and
- the Draft RTP should identify governance as an area for further study.

The Board discussed releasing the Draft RTP as an opportunity to frame the transportation narrative. The Board considered timing-related issues and risks on the release of the Draft RTP including Metrolinx’s legislative obligations, previous public commitments, obtaining input from the Ministry of Transportation, the appointment of Metrolinx’s new CEO, and the potential impact of pending Provincial and municipal elections. The Board discussed how delays could impact Metrolinx’s credibility.

Ultimately, the Board supported staff’s recommendation to proceed with revisions to the Draft RTP for public presentation at the September Board meeting. Public consultations will then follow. In anticipation of the September Board meeting, a further revised Draft RTP will be distributed to the Board for comment on September 1st.

RESOLVED:

THAT, as described in the Chief Planning Officer’s August 24, 2017 report to the Board (the “Report”) and subject the Board’s comments and any minor housekeeping and final formatting of content and document design, the Board direct staff to prepare the Draft Regional Transportation Plan (RTP) attached as Appendix A to the Report for consideration at the public session of the September 14th 2017 Board meeting;

AND THAT staff prepare for the Board for the September 14th 2017 Board meeting, a comprehensive outreach and engagement plan for receiving public comments on the Draft RTP between September and December 2017;

AND THAT staff report back to the Board at its meeting of December 2017 on the input received and present a Draft Final RTP for consideration;

AND THAT the Board extend its thanks to the members of the Residents Reference Panel for their significant contributions to the development of the Draft RTP.

Carried

3. Fare Integration

Leslie Woo, together with Martin Powell, Project Director, Research & Planning Analytics, and Rajesh Khetarpal, Director, Stakeholder Relations presented an update on GTHA fare integration.

Staff recommend a step by step approach to the removal of key barriers to fare integration such as double fares. Staff also recommend obtaining agreement by all GTHA transit operators on common issues, such as concessions definitions.

The Board discussed the risks and challenges of adopting a bolder approach to fare integration all at once. Staff described the challenges faced in North America, including Vancouver, in moving to a new fare structure, and the reasons for an incremental approach. Staff confirmed the proposed approach advances key building blocks to a longer term solution to address fare structure changes, without immediate changes to existing governance and decision making processes. Staff emphasized that failing to move forward now on removing barriers will only see the gap in reaching seamlessness grow daily.

Staff also provided an update on the implementation of the GO/TTC discounted double fare and the status of recent funding requests. Negotiations among Metrolinx, the Ministry, and the TTC are underway to address the opening of the Toronto-York Spadina Subway Extension.

The Board discussed other steps suggested under the proposed approach, including lowering GO base fares. The Board asked how the 50% discounted double fare deduction was arrived at, ridership impacts of fare by distance, and the analysis needed to ensure the fare by distance structure does not unfairly penalize long versus short distance riders. Staff identified the need to deal with equity issues as part of the fare integration program.

The Board discussed opportunities to obtain agreement on removal of fare integration barriers, such as concession definitions, by leveraging other Metrolinx services and agreements, or driving system efficiencies to locate potential savings which may be used to fund fare integration initiatives.

The Board emphasized the importance of obtaining public input on both the benefits case analysis completed by Metrolinx's consultant, and Metrolinx's recommended approach.

The Board also stressed the importance of ensuring that Metrolinx's recommendation and engagement is positive and constructive. Materials should be concise and focus on the recommendations and next steps.

The Board supported staff proceeding to the September Board meeting with Metrolinx's recommendations for fare integration:

RESOLVED:

THAT, based on feedback from the Board at its August 24th 2017 meeting, staff continue to develop the step-wise approach to advancing Fare Integration set out in this presentation, seeking opportunities to progress the concept in the most timely manner;

AND THAT staff publicly post the Draft Fare Structure Preliminary Business Case following the September 14th 2017 Board meeting;

AND THAT staff continue working with the Province and PRESTO in order to launch fare integration solutions such as GO-TTC discounted double fare and lower GO base fares;

AND THAT staff continue further fare integration technical work including development of pros and cons of different decision-making models.

Carried

4. Draft Design Excellence Protocol

Leslie Woo, Peter Zuk, Chief Capital Officer, Gunta Mackars, Director, Program Development, and Lisa Thomas, Vice President, Program Management, presented an update on the development of the design excellence protocol to ensure a unified approach to the implementation of design excellence throughout Metrolinx. The protocol will apply to all Metrolinx projects. A further update will proceed to the Customer Experience Committee in September, with Board approval to follow in December. Staff continue to work on how Metrolinx staff should be organized to ensure implementation of the protocol.

The Board discussed how design excellence processes were developed and implemented in the Eglinton Crosstown project. This experience is being leveraged through other projects and will influence the development of the design protocol.

The Board also discussed the importance of leadership, authority and decision making in this area.

5. CEO Farewell

Chair Prichard and the Board thanked John Jensen, President & CEO, for his effectiveness and dedication to Metrolinx and the Board over the past few months.

6. Other Business

There was no other business.

7. Adjournment

There being no further business before the Board of Directors, the meeting was adjourned at 11:15 a.m.

Carried

J. Robert S. Prichard, Chair

Mary Martin, Secretary c/s