

To: Metrolinx Board of Directors
From: Antoine Belaieff, Director Regional Planning
CC: Leslie Woo, Chief Planning Officer
Date: December 7, 2017
Re: **Draft 2041 Regional Transportation Plan**

RECOMMENDATIONS

THAT based on the recommendations in the report prepared by the Director, Regional Planning, entitled "Draft 2041 Regional Transportation Plan", and any further amendments directed by the Board, that staff be requested to present a Draft Final 2041 Regional Transportation Plan (RTP) at the February 2018 Board meeting for approval.

and,

THAT staff be requested to present a "Making it Happen" Discussion Paper to the February 2018 Board meeting for approval to release for public consultation. The "Making it Happen" Discussion Paper will propose options for analysis and engagement to support decision making that would realize the 2041 RTP.

EXECUTIVE SUMMARY

Following the September 14, 2017 meeting of the Board, staff were requested "to report back to the Board at its meeting of December 2017 on the input received and present a Draft Final RTP for consideration".

Overall support for the Draft 2041 RTP's vision, goals and the five strategies has been validated as sound (see Appendix 1). The need for speedier project delivery, as well as a more seamless customer experience have been reiterated through the consultation. Many comments focused on questions regarding priority setting for the Draft Plan's proposed actions and projects, and the need for a better understanding on implementation.

This report recommends that a Draft Final 2041 RTP comprising of the vision, goals and strategies that incorporates the feedback received, represents what good looks like and reflects a shared vision for the region's transportation system in 2041.

The report also recommends that a separate paper expanding on the "Making It Happen" sections of the September 2017 Draft Plan, be developed for further public discussion so as to explore options for implementation.

It is recommended that this new and expanded Discussion Paper include alternate approaches to collaboration and decision making; innovative and best practice methods for prioritization; and options for funding of projects, programs and policies. Following this

consultation through 2018, a final 2041 RTP and corresponding strategy for implementation could be completed. The first step to realizing a 2041 Plan would be to identify logical groupings of the actions and the establishment of mechanisms like regional forums, committees and roundtables to begin to realize the plan. These would involve a diverse range of municipal officials and stakeholders, recognizing that no one level of government can realize the plan on its own.

ENGAGEMENT OVERVIEW

The Draft 2041 RTP was posted on September 29, 2017, with comments invited until November 17, 2017. Metrolinx staff engaged with the general public, stakeholders, municipal councils, municipal staff and provincial ministries through multiple channels. Key aspects of engagement include:

- Six public roundtable meetings in each upper-tier and single-tier municipality in the GTHA with attendance by over 200 residents, municipal staff and elected officials.
- Presentations by Metrolinx staff on the Draft Plan to ten municipal councils and the TTC Board.
- Metrolinx Transportation Symposium with over 200 attendees representing municipalities, transit agencies, Non-Governmental Organizations, academia and the private sector.
- Online engagement with 30,059 unique visitors, 10,903 comments and polls, 3,378 survey responses and 566 emails received.
- All upper-tier and several lower-tier municipalities have indicated that they will be providing written comments on the Draft Plan. Twenty-three municipal staff submissions have been received to date, with expectations of more to come.
- Multiple meetings and workshops were held with municipal and provincial staff.

FEEDBACK RECEIVED

The public expressed general support for the Draft Plan with an emphasis on the following:

- **Seamlessness:** the transportation system should be easier to use and more integrated, with repeated calls for improved fare and service integration. It should better leverage technology.
- **Station Access:** some residents expressed a desire for more parking, while others called for better alternatives. Support expressed from many residents for the introduction of pay parking at GO stations.
- **Delivery:** some residents expressed impatience with the perceived slow pace of decision making and delivery.
- **Decision Making:** over 500 emails and a number of comments were received to support greater transparency and accountability in decision making related to transportation projects, as well as more stable funding and new revenue tools.

Further details are provided in Appendix1.

Municipalities expressed general support for the breadth and depth of proposed initiatives, such as the Frequent Rapid Transit Network. Key highlights include:

- **Ongoing delivery:** there is general impatience with the pace of decision making to advance projects, concerns that many projects seen as critical remain unfunded, and concerns with the lack of progress of rail-based projects involving third-party railroads.
- **New Stations:** there is interest in identifying further new stations and to continue to advance new stations that have been announced.
- **Station Access:** strong interest in solutions that address improved station access, in particular for increased service with RER. While some individual council members advocated for more parking, staff reports adopted by councils emphasize to the need for greater support for alternatives.
- **Governance and decision-making:** requests for discussion of roles and responsibilities, including roles in planning, delivery and operations of projects proposed in the Draft 2041 RTP. A number of individual council members commented on the need for transparency and accountability of decision-making. Several councils discussed the need to look to other jurisdictions for examples of governance, decision making and delivery models.
- **Freight rail traffic:** concern by some municipalities that freight rationalization will result in increased freight traffic in some residential areas.
- **Implementation:** there is a keen interest in actively participating in discussions on implementation and understanding how projects will proceed.

Further details are provided in Appendix 1.

The feedback received from the Province generally relates to the following four themes:

- **Provincial and Metrolinx roles:** Ensuring clarity in the roles of the Province and Metrolinx in working together to implement an integrated, multi-modal transportation network in the region. More specifically, highlighting that the Province provides significant capital/operating funding and sets the broader policy framework (e.g. Moving Ontario Forward plan, Greater Golden Horseshoe (GGH) Transportation Plan, land use planning, active transportation, climate change, etc.), and Metrolinx, as a Crown agency, provides leadership amongst partners in delivering the regional transit network.
- **Future funding and decision making:** Clarifying that consideration of the phasing, prioritization and funding of future projects will need to be addressed through the implementation planning process, and in recognition of the decision-making structure in place.
- **Delivery of RTP action items:** Identify action items in the RTP that would require changes to existing roles, responsibilities and authorities of the various partners for delivery. Discussion of the potential options to implement these items would be more appropriately captured through implementation planning.

- **Growth Plan conformity:** Acknowledge the changes taking effect through the Province’s updated Growth Plan, and identify how Metrolinx can assist municipalities in implementing the Growth Plan.

Staff from Metrolinx and provincial ministries are working together to address the Province’s comments.

KEY CHANGES TO BE ADDRESSED

- Revise the vision to use plain language, e.g. “complete communities” and “integrate land use and transportation”.
- Add Toronto Tier 1 Express Bus routes and streetcar lines in separated rights of way into the Frequent Rapid Transit Network. Review requests for additional individual projects from municipal stakeholders based on criteria.
- Clarify that further analysis through EAs, business cases and further planning studies will finalize details regarding the transit technologies appropriate in each corridor.
- Shorten the *Making it Happen* section to focus on introducing the Making it Happen discussion paper proposed to be released at the February Board meeting, and the next steps that will follow in 2018.
- Re-frame RTP actions to focus on outcomes rather than specific changes to policy, legislation, or mandates - these would now be discussed as part of a Making it Happen discussion paper.
- Provide clarification on the role of the RTP among other provincial and regional plans and policies. Clearly delineate the existing areas of responsibilities among regional, provincial, and municipal partners, and defer discussion of changes to the Making it Happen discussion paper.

MAKING IT HAPPEN

Throughout the consultation on the Draft 2041 RTP, many stakeholders and members of the public have called for more information on how the plan would be implemented, including who would be responsible for what and the timing of implementing the actions.

A discussion paper will now be developed to advance the “Making it Happen” section of the Draft Plan. The purpose of the discussion paper will be to assist decision-making by laying out options for analysis and engagement that would realize the 2041 RTP. Key considerations would include:

- How projects advance from the RTP to further planning, design and delivery, taking into account evolving decision-making practices within Metrolinx.
- Best practices for prioritization.
- Multi-factor evaluation criteria to evaluate benefits through business case analysis.
- Interdependencies and synergies among projects, policies and programs/project bundling.
- Criteria for phasing the plan.
- Ways that government decision-making can be supported by the RTP.

- How all levels of government can be part of the decision-making.
- Strategies for municipal and provincial collaboration.

Refer to Appendix 2 for a draft outline of the discussion paper.

NEXT STEPS

Reports to be presented to the Metrolinx Board Meeting on February 16, 2018 include:

- A revised draft of the Regional Transportation Plan
- A full consultation report
- A draft discussion paper on implementation.

APPENDIX 1 - SUMMARY OF FEEDBACK TO DATE

Public Feedback

Public Roundtable Meetings

During October and November 2017, we held six public roundtables, one in each region of the GTHA, to get residents' thoughts on the Draft Plan. *Meetings were held in Peel (Oct 5), Durham (Oct 10), Halton (Oct 16), Toronto (Nov 1), Hamilton (Nov 6) and York (Nov 8).* After a presentation outlining the strategies of the Draft Plan, attendees broke into facilitated table discussions. In addition to questions and comments on specific projects and personal experiences, the following themes emerged:

- Participants were generally supportive of the Priority Actions in the Draft Plan
- Many residents want to use modes other than driving but have limited choices
- Fare integration should provide simplicity and flexibility to travel but not disproportionately affect any passengers
- Strong support was voiced for current projects across the region, but there is still a lot to be done and residents wish that it could be done faster
- Technology is viewed as a way to improve traveller experience that should be integrated across different systems and platforms.
- Greater regional coordination is required to realize the Plan

Metrolinx Engage Website

Between September 29 and November 17 Metrolinx Engage had:

- 30,059 unique visitors
- 1,370 new subscribers
- 6,717 downloads of Draft RTP
- 3,378 surveys completed or started (10,900+ comments)

Metrolinx Engage Survey Results

- 65% of respondents agreed with the Vision
- 42% of respondents found Strong Connections to be the most important goal
- 55% of respondents are aware of Priority Bus corridors
- 50% of respondents support having a 24-Hour Transit Network
- 61% of respondents support the Plan's focus on moving people instead of cars
- 64% of respondents support Vision Zero

Respondents were also asked a series of open ended questions where they provided detailed responses. Key themes emerged based on these responses:

- Travelling around the Greater Toronto and Hamilton Area is slow, frustrating, unreliable, disconnected, time consuming, car-centre and costly.
- General support for the vision although somewhat vague, with overall recommendation to use plain language that is understood by those not in the transportation planning profession.
- Support for the three goals outlined in the Draft Plan, with a large number of respondents finding them equally important and very closely intertwined with one another.

- Strong support for having a frequent rapid transit network on dedicated lanes, which is affordable, reliable and fast, and creates connections and more transit routes and options than currently available. With that, fare and service integration (and therefore a seamless travel experience) is required.
- Support for having a 24-hour transit network, with a need to identify key routes and ensure fares remain affordable and connections are available between Toronto and the rest of the GTHA.
- Strong support for having a priority bus network, as they are a fast and efficient service, can be implemented quickly, and have lower capital costs.
- Support for working towards having safer streets and reducing fatalities, but respondents stated that achieving zero fatalities was an unachievable goal.
- Importance of encouraging children to be more active and to reduce congestion around schools.
- General support for autonomous vehicles (AVs) and shared mobility, but they should be explored with caution via pilot projects and research initiatives before widespread adoption of AVs or shared mobility options.
- Need to reduce emissions by prioritizing transit needs over driving, electrification of trains and buses and incentives for private ownership of electric vehicles

Social Media

Significant outreach was conducted via paid and organic social media. Paid social media included paid ads and digital displays, generating the following impressions:

- Paid social: Between October 4 - November 1, Metrolinx reached 1.5 million unique users,
- Digital Display: Between October 17 - 25, reached 2.7 million unique impressions

The majority of comments on paid ads are critical without skewing unreasonably negative, and fall within standard tone for social media. To date, comments on the paid Facebook advertisements have centered on the following themes:

- Too far in the future. The 2041 horizon draws criticism for not being applicable to 'what's in it for me'.
- More parking. Many comments regarding parking are based on current riders looking for the 'quick win' of additional spots.
- Deliver what is not completed today, before focusing on tomorrow.
- Specific questions, not RTP-related, about service improvements.

Organic posts, using free tools such as Twitter, did not result in a high volume of comments, and those received fell in line with the above themes.

theplan@metrolinx.com Email Address

Metrolinx received a total of 566 emails from the public to *theplan@metrolinx.com*. Of the 566, 546 were the result of a region-wide letter campaign. The letter read:

I want you to make decision-making more transparent and accountable when it comes to transportation planning in the Greater Toronto and Hamilton Area (GTHA.) Put the needs of

Ontarians above those of a handful of politicians and give us healthy convenient options to get around.

Ontarians need you to provide more revenue tools and to fully fund the public transit system in order to meet the needs of our region's growing population. At current funding levels, the dollars will not meet the need for public transit services.

To make our transit funding go further we need to spend it where it is most needed. We want more public transit options closer to where the majority of people work and live, so that carbon pollution is reduced. I want to get to where I need to go in a healthy, convenient way.

It's time for Metrolinx to reduce congestion and get our economy moving in the GTHA.

Stakeholder Feedback

Metrolinx Transportation Symposium

Metrolinx held a Transportation Symposium on October 2, 2017, inviting senior staff and transportation influencers from across the region to join in a discussion on the transportation opportunities and challenges in the GTHA. Local, national and international experts provided keynote presentations and participated in panel discussions broadly based on the goals and strategies in the Draft Plan. Following each keynote or panel discussion, the audience was invited to engage in a question and answer period with the presenters. The following represent themes that emerged during the question and answer periods:

- The importance of service integration, with a focus on fares
- The need to better engage communicate with the public to increase understanding and civic capital
- How to overcome funding challenges, to achieve committed transit funding and progress innovative funding strategies
- The impact that governance and political influence have on transportation in the region
- The need to prioritize goods movement and business prosperity
- The importance of decreasing automobile use and prioritize active transportation
- The importance of private sector partnerships
- Consideration of the impact of fast, integrated transit service on population dispersion

theplan@metrolinx.com Email Address

Metrolinx received eleven stakeholder submissions representing twenty-one organizations to date at *theplan@metrolinx.com*. Comments were submitted by the following organizations:

- Canadian Association of Physicians for the Environment
- Central Lake Ontario Conservation Authority
- Clean Air Partnership
- David Suzuki Foundation
- Environmental Defense
- Evergreen
- Fight Gridlock Brampton
- Greater Toronto Airports Authority
- Green Communities Canada
- Ontario Chamber of Commerce
- Ontario Public Health Association

- Ontario Home Builders Association
- Pembina Foundation
- Registered Nurses' Association of Ontario
- Ryerson University, Centre for Urban Research and Land Development (CUR)
- Ryerson University, School of Urban and Regional Planning
- Toronto and Region Conservation Authority
- Toronto Atmospheric Fund
- Toronto Centre for Active Transportation
- Toronto Environmental Alliance
- Transport Action Ontario

The following highlights the feedback received from stakeholders

- **Decision Making:** request for greater transparency and accountability in decision making related to transportation projects, as well as more stable funding and new revenue tools.
- **Land Use Integration:** strong support for Strategy #4, with requests to further strengthen alignment with the Growth Plan to ensure transit-oriented development. Several stakeholders also stated their support for a Transportation Planning Policy Statement.
- **Station Access:** strong interest in supporting active transportation and local transit to address the first and last mile, with some stakeholders advocating for a clearer strategy on recovering the cost of parking and redevelopment of existing parking lots
- **Equity and Access:** request for inclusion of equity and accessibility within the Draft Plan's vision, with a stronger consideration of equity and affordability throughout the plan
- **Active Transportation:** support for moving people not vehicles, with several stakeholders calling for greater emphasis on active transportation, its connection with transit and the role it can play in connecting the region
- **Climate Change and Resiliency:** stakeholders provided commended the plan for its consideration of climate change and resiliency, and want to see GHG and air quality targets included in the plan

Municipal Council Feedback

Metrolinx staff delivered presentations on the Draft Plan to ten municipal councils. Presentations were delivered to the City of Burlington (Oct 30th), Town of Milton (Oct 30th), Region of York (Nov 2nd), Town of Richmond Hill (Nov 6th), Region of Peel (Nov 9th), City of Vaughan (Nov 13th), City of Hamilton (Nov 15th), City of Mississauga (Nov 15th), with council meetings scheduled for the Town of Oakville and City of Brampton on November 20, 2017. A presentation was also made to the TTC Board on November 13. The following highlights the feedback received from municipal councils:

- The Draft Plan was generally well received, with most comments on projects and their implementation, rather than proposed policies or programs
- Several councillors seized the opportunity to comment on and ask about other concerns such as parking or ongoing project planning, design or implementation

- Many questions related to project timelines, with impatience expressed on the pace of progress. Impatience was heard related to projects that require complex negotiations with third-party railroads
- Specific comments and questions were received on several specific projects, including:
 - Expedited 15-min service on Milton Line, with interest in further extending service beyond Milton
 - All-day service to Niagara
 - Rail service to Bolton
 - Yonge North Subway Extension (with a request by York Council to commit to a 2031 opening)
- Concerns were expressed about increased freight traffic, particularly in York Region, and its effect on the communities and at grade crossing safety
- Several councillors expressed interest in advancing discussions on regional governance (e.g. collaboration, prioritization and the balance of regional and local priorities) to advance regional transportation projects
- Interest was expressed in active transportation, pedestrians, and their safety.
- Support was heard for first-mile, last-mile improvements, to encourage non-vehicular access to GO Stations and reduce parking demand
- Some councils reiterated support for announced new stations, and further new stations above and beyond the previously announced list

Municipal Feedback

Metrolinx received municipal comments presented through submissions to council, the Municipal Planning Leaders Forum (MPLF), the Municipal Technical Advisory Committee (MTAC), and the Urban Freight Forum (UFF).

Metrolinx has received municipal staff submissions with comments and recommendations on the Draft Plan from:

- City of Barrie
- City of Mississauga
- City of Brampton
- City of Hamilton
- City of Hamilton Public Health Services
- City of Vaughan
- City of Toronto
- City of Toronto Public Health
- City of Cambridge
- City of Markham
- City of Pickering
- Durham Region
- Durham Region Health Department
- Halton Area Planning Partnerships (Halton Region coordinated response)
- Northumberland County
- Peel Region
- Town of Caledon
- Town of Richmond Hill

- Town of Whitchurch-Stouffville
- Town of Milton
- Town of Oakville
- Waterloo Region
- York Region

Generally, the municipal submissions express support for the overall directions of the Draft 2041 RTP, identify areas for clarification and further dialogue, and the need for on-going collaboration as the work moves forward. The following summarises the feedback received from municipal staff:

- The Priority Actions were seen as comprehensive, with coverage across transit, cycling, walking and freight, and received wide support from municipal staff
- Request for clarification on implementation of the priority actions, roles and responsibilities, phasing, evaluation and forecasting, local impacts, and funding considerations.
- Suggestions to identify and further emphasize the benefits of the plan, existing local transportation assets, and potential implementation challenges.
- Requests for additional projects and programs to be included in the Plan.
- Requests for project review and/or changes, including scope, extent, proposed level of service, to align with existing/ongoing municipal plans
- Requests for recognition of projects of significant importance to municipalities that are not captured in the Draft Plan.
- Request for clarification on governance and role of the Draft Plan.
- Requests for project timelines and continued participation/collaboration during implementation.
- Better alignment of the 'planning area' in the Metrolinx Act with the GO Transit service area.

Excerpts from municipal submissions:

Durham Region:

"As an update to the Big Move, the Draft 2041 Regional Transportation Plan (RTP) aligns with the Province's Growth Plan for the Golden Horseshoe. The RTP identifies a number of priority initiatives within Durham Region to address future needs. Through its strategies and actions, the RTP also sets the stage for future implementation and funding needs. We appreciate the consultation from Metrolinx staff throughout the process."

City of Toronto/TTC:

"The City of Toronto and the TTC support regional transit and transportation expansion in the GTHA, which is necessary for the growth, environmental sustainability, and economic and social health of both the City and the region."

"As a key partner in improving mobility in the region, the City and TTC are pleased to see that the Draft Plan is largely compatible with the City's 2031 Transit Network Plan considered by City Council in July 2016. The Draft Plan identifies many of the transit expansion projects which are identified City priorities such as the Eglinton West LRT, Scarborough Subway

Extension, Eglinton East LRT, Sheppard East LRT and the Relief Line. The City's SmartTrack plan also builds upon the GO/RER program."

"The Draft Plan also aims to optimize the transportation system and integrate transportation and land use... Ongoing partnership will be crucial to ensure the Regional Transportation Plan aligns with local and regional policies and plans."

York Region:

- It is recommended that Council endorse Metrolinx's draft 2041 Regional Transportation Plan subject to the following clarifications:
 - Delineation of the Downtown Relief Line into two phases on the maps (south of Bloor Street - phase 1, north of Bloor Street - phase 2). Inclusion in the 2041 Frequent Rapid Transit Network of BRT on Yonge Street, north of Davis Drive, and on Green Lane to support all-day service on the Barrie GO line.

Confirmation that the conceptual new freight corridor depicted as part of the "In Delivery" Regional and Rail Rapid Transit Network will not increase freight rail traffic through York Region.

Peel Region:

"The vision, goals, and strategies identified in the Draft 2041 Plan support the Region's Strategic Plan, Long Range Transportation Plan, and offer opportunities for partnership for many Regional initiatives including: supporting healthy and age-friendly built environments, managing growth, improving goods movement, and reducing both greenhouse gases and traffic-related air pollution."

Halton Region coordinated response:

"Since the release of the first Regional Transportation Plan, the Big Move, in 2008, the Region and local municipalities have been actively involved in the consultation for the legislated update to the Big Move, culminating in the Draft 2041 Regional Transportation Plan. This draft RTP, at a high level, is an improvement over the direction of the Big Move by providing an emphasis on the link between land use planning and transportation."

City of Hamilton:

The City of Hamilton does not have a specific statement that supports the overall plan. They do identify a series of areas throughout the plan that they support. Examples:

- "Generally, the City is supportive of the directions of coordinated planning of transportation and land use. The City is also supportive of the alignment of the Regional Transportation Plan (RTP) with the Growth Plan...
- The City supports the goals of increasing active and sustainable school travel...
- The TPPS would provide more specific transportation policy direction than the Growth Plan. Creation of the TPPS would give the directions in the RTP legislated status amongst other provincial and municipal land use plans.
- The City welcomes the increased integration of transportation planning with land use planning, it is noted that it will be critical for Metrolinx to fully consult with municipalities"

APPENDIX 2 - PROPOSED OUTLINE FOR *MAKING IT HAPPEN - A* *DISCUSSION ON IMPLEMENTING THE 2041 REGIONAL TRANSPORTATION PLAN*

1. Introduction

- To unlock the transportation investments made over the past decade and ensure the success and viability of the goals, strategies and actions in the RTP, Metrolinx, the Province and their partners must work together. No one agency or level of government can do it alone.
- Strategies and structures that enable collaboration, consensus, clarity of purpose and roles and responsibilities are key to successful implementation.
- Building a sustainable region with a transportation system that is seamless and connected across its entirety, requires innovative thinking in approaches to responsibilities, partnerships and how we manage and make investments.
- The purpose of the discussion paper is to assist decision-making by laying out options for engagement and analysis that would realize the 2041 RTP.
- This discussion paper outlines key considerations and questions for advancing on the implementation of the strategies and actions in the plan:
 - What are the options for how Metrolinx and its partners can collaborate to implement the RTP? Which processes will enable the necessary partnerships?
 - What are the options for phasing the actions in the plan?
 - What are the criteria for prioritization?
 - How should actions and projects be bundled to enable subsequent discussions on implementation?
 - Who should lead the various actions? Who should be at the table? Who needs to participate?
 - What are the principles and options for funding implementation of the plan?
 - How will success be defined?

2. Tools for Making it Happen

Regional Decision Making

- Addressing the continued growth of the region and the magnitude of the transformation of the regional transportation system will require new ways of collaboration, decision making, including financial decision making.
- Opportunities and options exist to enhance and formalize voluntary processes to achieve greater coordination among provincial and municipal planning and transportation departments, transit agencies and Metrolinx. Various tables are needed to address the multi-faceted strategies of the RTP.
- The first step will be to identify logical clusters of strategies and actions - see below - and to identify or newly form groups, forums and tables to identify approaches to advance them together.
- Regional agreement on approaches to decision-making, including the contribution of municipal elected officials may help accelerate development of transportation infrastructure and reduce duplication. Changes to existing decision-making processes

and structures have the greatest potential for success with the full support of the Province and municipal partners.

- The Metrolinx planning area, GO Transit service area and Greater Golden Horseshoe cover different geographic areas. With the policy framework established by the new Growth Plan are there any further mechanisms required to ensure that the future regional transportation system is coordinated with land use and other local decisions?
- As the region's transportation system becomes more complex and interconnected, it will be important that transit agencies and municipalities have the organizational capacity to deal with planning, building, maintenance and operation. Metrolinx has already taken steps to expand capacity relating to operations, capital projects, marketing, customer experience and planning.

Prioritization and Phasing

- The Draft 2041 RTP is a 25 year plan that includes a range of projects, programs and policy approaches that are recommended to be implemented over that time frame. The Draft Plan highlights the benefits (ridership, mode shift, VKT reduction etc...) that would accrue by 2041 with the full implementation of all the projects.
- There are many ways to implement the plan. Appropriate phasing of the projects and other strategies will need to be considered to maximize benefits at key points in time over the horizon period. In particular, prioritizing what should proceed in the first ten years will be a key consideration.
- Clustering of strategies and actions will be essential to convene specific partners with the right stake and expertise to advance them, at the right time.
- Many stakeholders have called for "Quick wins" program similar to the original "Big Move". Consideration could be given to identifying quick win projects and sources of funding.
- A robust methodology for prioritizing projects and developing options is required. Metrolinx developed a project prioritization framework that was used to recommend funding options for priority projects in The Big Move. This will need to be reviewed and updated.
- An important consideration will be the identification of interdependencies among projects, policies and programs/project bundling. The transportation system is interconnected system of parts that work together deliver services to users. E.g. RER will not be successful at attracting ridership growth without robust station access initiatives. Phasing considerations will need to acknowledge inter-dependencies.
- Developing the process for advancing projects in the RTP through the Benefits Management Framework will be part of implementation planning. it will identify how projects advance from the from the RTP to further planning, design and ultimately construction:
 - What are the decision points?
 - What evidence is needed at each point?
 - What are the methodologies that must be used to present the evidence?
 - Who is making the decision to proceed?

Funding the Plan

- The successful implementation of the RTP will require operating funding, including for transit services, fare and service integration and active transportation programs.

- Implementing the plan will involve business case analyses, that include full costing of transit projects including consideration of construction, financing, new vehicles, operations and maintenance.
- Options and tools to fund the implementation of the plan should be developed to support desired transportation, land use, environmental, social and economic goals of the RTP.
- Implementation will require continued funding support from all levels of government, and continued collaboration to establish a long-term commitment. It may be necessary to explore new funding approaches.
- Do the principles identified in the Metrolinx Investment Strategy and GTHA Transit Investment Advisory Panel maintain their relevance looking out to 2041?

Monitoring and reporting

- Monitoring and reporting on progress is a key aspect of implementation - defining success and tracking progress towards the goals and outcomes.
- The Baseline Monitoring Report released in 2013 set out a framework for monitoring progress on the RTP. The metrics will be reviewed and updated to the Draft 2041 RTP.
- An important focus of the work will be to connect project level benefits to desired outcomes for the region. e.g. connecting strategies to improve station access to stations to changes in mode shift and/or increasing accessibility to jobs.
- To support the benefits management framework, the monitoring program will identify which are the primary benefits to be strived for each project or bundle of projects, and how they will be tracked over the life cycle of the project.
- The Draft 2041 does not set targets per se - it forecasts outcomes that would be achieved with full implementation by the Province, partners and stakeholders. The Implementation Plan could set targets for different time horizons over the 25 year period, as appropriate.
- The monitoring plan will be coordinated with provincial progress reporting on the outcomes of the Growth Plan, and the Climate Change Strategy and Action Plan, to ensure consistency in methods re key metrics such as accessibility to jobs, implementation of transit supportive land-use, greenhouse gas emission, etc...

3. Draft 2041RTP Strategies - Implementation considerations

This section will introduce the key implementation considerations for each strategy in the RTP, and propose questions to help inform the path forward.

Strategy 1: Complete the Delivery of Current Regional Transit Projects

Implementation considerations include, for example:

- Options for prioritizing and phasing the *In Development* projects to achieve best outcomes.
- Identifying the important program inter-dependencies for realization the full benefits of *In Delivery* projects.

Strategy 2: Connect More of the Region with Frequent Rapid Transit

Implementation considerations include, for example:

- Developing options for prioritizing and phasing projects identified for the Frequent Rapid Transit Network (FRTN), including roles and responsibilities in the short and long term.

Strategy 3: Optimize the Transportation System

Implementation considerations include, for example:

- Identifying station access priorities and options to support their implementation in conjunction with the RER roll-out.
- Developing options to continue region wide progress on regional fare and service integration, such as formalizing processes and setting milestones
- Developing options to enhance Transportation Demand Management
- Approaches to ensure that Draft 2041 RTP strategies are incorporated into municipal Transportation Master Plans.

Strategy 4: Integrate Land-use and Transportation

Implementation considerations include, for example:

- Establishing new processes that would align RTP actions and Growth Plan conformity exercises.
- Identifying potential opportunities to amend funding and project planning frameworks to embed conditions for transit supportive development.

Strategy 5: Prepare for an Uncertain Future

Implementation considerations include, for example:

- Establishing a path forward for a region wide plan(s) that shape emerging on-demand, shared and autonomous mobility to achieve the aims of the RTP.
- Identifying potential opportunities to coordinate regional approaches to climate resiliency of the transportation system, vehicle electrification and other low-carbon mobility options.

4. Deliverables and approach

- Engagement on the issues needed to “Make it Happen” will occur through many avenues, including workshops, existing forum (such as the Metrolinx Planning Leaders Forum and the Transit Leaders Forum), formal submissions and new collaborations. Close collaboration with the Province will be required, as any new funding, policy, or legislative/regulatory tools or authority will require provincial support.
- At the end of the day, this will help set out options and the critical paths for the next ten years, which is the time the next review. Actions will include:
 - further research, analysis and planning
 - funding and investment options
 - new processes for collaboration
 - guidance documents
- This work will inform the update of the Metrolinx Five-year Strategy, and the annual update of the business plan.

- Metrolinx will also work with the Province to ensure coordination between the RTP and the Greater Golden Horseshoe (GGH) Transportation Plan which will look out to 2051 and beyond, and the Province's long term capital plan.

The Implementation Plan will set out options for moving forward with actions in the Draft Plan that will provide decision makers with a basis from which to make decisions about funding and policy.

5. Next Steps:

This section will lay out the process for receiving feedback on the discussion paper and provide an overview how the input received will be used going forward.