

**MANAGEMENT REPORT TO METROLINX**

<b>Report Title:</b>	<b>Multi-Disciplinary Expert Review Panel Report on RTP Consultant and Process</b>				
<b>Report Number:</b>	LS 08-014	<b>Date to Board:</b>	November 28, 2008	<b>Date to Committee:</b>	
<b>Report To:</b>	<input checked="" type="checkbox"/> BOARD	<input type="checkbox"/> ADVISORY COMMITTEE <input type="checkbox"/> AUDIT COMMITTEE <input type="checkbox"/> GOVERNANCE COMMITTEE <input type="checkbox"/> HUMAN RESOURCES COMMITTEE <input type="checkbox"/> TECHNICAL ADVISORY GROUP <input type="checkbox"/> OTHER:			
<b>Report Referred From:</b>	N/A				
<b>Author(s):</b>	Mary Martin	<b>Telephone</b>	(416) 874-5915		
		<b>E-mail:</b>	mary.martin@metrolinx.com		
<b>Item Class:</b>	IN CAMERA	<input type="checkbox"/>	DECISION	<input type="checkbox"/>	INFORMATION <input checked="" type="checkbox"/>

**1.0 RECOMMENDATION:**

RESOLVED:

**THAT** the Board receive report LS 08-014 for information.

**2.0 PURPOSE & EXECUTIVE SUMMARY:**

With the completion and approval of the Regional Transportation Plan (RTP), the Multi-Disciplinary Expert Review Panel's (MERP) oversight and advisory function in relation to the RTP consultant's work is complete. Accordingly, MERP is now required to report to the Board confirming the RTP consultant's independence, objectivity and professionalism. The MERP report will provide additional credibility to the work completed by the RTP consultant.

**3.0 BACKGROUND:**

MERP was established by the Corporation to act as a technical advisor to the Board and staff throughout the development of the RTP. MERP's membership consists of seven individuals, each with a range of qualifications and experience deemed helpful in reviewing the regional transportation plan and investment strategy.. The panel includes representation from the

private sector, as well as academia (York University, University of Waterloo, and University of Toronto).

A relevant excerpt of MERP's specific mandate is set out in its Charter as follows:

**Mandate:** The Panel's main function is to act as an advisor to the METROLINX Board and staff by reviewing the process, methodologies and conclusions drawn by IBI Inc., the RTP consultant. The Panel's primary role will be to review the green papers, white papers, draft RTP and final RTP to confirm the RTP consultant's independence, objectivity, accuracy and professionalism...

MERP has met on five occasions since February, 2008. During this time it has reviewed the Green and White papers which formed the basis of the RTP as well as the draft and final proposed RTP.

#### 4.0 DISCUSSION:

A consultant's preparation and completion of the RTP could give rise to a conflict of interest theoretically influencing RTP recommendations. The qualifications and experience necessitated by a project of this scope means that any project lead with the ability to take on the RTP would likely face potential conflicts of one kind or another. To completely eliminate the possibility that such conflict would affect the RTP would require the preparation of a shadow RTP by a second set of consultants, substantially duplicating the RTP consultant's efforts and increasing costs. In order to mitigate this concern without necessitating a duplication of work, it was recommended that an independent expert panel (MERP) be established.

The RTP is a strategic document setting out the Corporation's vision for the future. Although the RTP outlines projects and priorities, its potential to conclusively direct the selection and ordering of specific projects is limited. Completion of specific projects relies heavily on other Metrolinx work products, such as the Benefits Case Analysis and Capital Plan Program, both of which have been developed with the assistance of other, independent consultants and Metrolinx staff. Finally, the Board of Directors plays a key role in reviewing and approving projects.

In this context, and based on its observations of and engagement with the RTP consultant during the RTP development process, MERP has confirmed the consultant's independence, objectivity and professionalism in accordance with the terms of the letter attached to this report as Appendix A.

**5.0 FINANCIAL MATTERS:**

N/A

**6.0 HUMAN RESOURCES MATTERS:**

N/A

**7.0 ENVIRONMENTAL MATTERS:**

N/A

**8.0 COMMUNICATION MATTERS:**

N/A

**9.0 LEGAL MATTERS:**

As discussed above.

**10.0 CONCLUSION:**

The MERP report supports the quality and rigour of the RTP consultant's work providing additional credibility to the RTP development process.

Respectfully submitted,

Approved for Submission to the Board



---

Mary Martin, General Counsel &  
Corporate Secretary



---

W. Michael Fern, CEO

*Appendices:*

Appendix A: Letter from MERP Chair to Metrolinx

*Staff & Others  
Consulted:*

Name	Telephone

*Notifications:*

Name	Mailing or E-mail Address

*Special Instructions:*

## APPENDIX A

November 12, 2008

Rob Maclsaac  
Chair, Board of Directors  
Metrolinx  
20 Bay Street, Suite 901  
Toronto, ON M5J 2N8

Dear Sir,

I am writing to you in my capacity as Chair of one of your advisory committees, Multi-Disciplinary Expert Review Panel ("MERP"). You charged us with the task of fully participating in the discussions of your background work, discussion papers, and recommendations as they developed. This we did through the vehicles of meetings of the whole MERP committee and by providing feedback directly as individuals on various pieces of analysis and draft reports both in writing and by way of discussions. It was not our role to provide you with recommendations as a group but rather to use our expertise to help you assess the work of your staff and consultants and to provide feedback on your various papers as they developed. I have attached a list of the committee's membership.

You advised us that our advice was of particular importance to Metrolinx because of the inevitable links that your consultants, staff and advisors had to many of the transportation providers in the region and because of their involvement in earlier transportation planning in the region. And so specifically you asked for confirmation that the work that Metrolinx had commissioned was objective, professional, accurate, and unbiased. In none of MERP's discussions were any concerns raised relating to the objectivity, professionalism or bias of this work. You have been supported by excellent work and as a result we are generally supportive of your draft plan, "The Big Move".

I hasten to add that this is not to say that we all agreed with every point made in your reports or every detail or proposal in the draft plan. Put a group of transportation policy folks in a room and you will always get a vigorous discussion. And so it was with us. We also recognize that at this point what you have developed is a strategic transportation plan and a draft investment strategy. Much work remains before the plan's elements can be realized on the ground.

And finally I think that I also speak for all of us when I thank you for the opportunity to play a part in your work. We are all agreed on the fundamental importance of a long term transportation plan for the region and very supportive of Metrolinx's work to prepare one.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Daniel Burns". The signature is written in a cursive style with a large initial "D" and "B".

Daniel Burns

Chair, MERP

## MERP

### Committee Membership List

#### **Daniel Burns**

A long-time public servant, Mr. Burns has served as Deputy Minister at the Ontario Ministry of Health and Long Term Care, Ministry of Economic Development, Trade and Tourism, and Ministry of Municipal Affairs and Housing. Mr. Burns received his B.A. (Hon) in geography and economics from Queen's University, and M.Sc. in urban and regional planning from the London School of Economics and Political Science. He is a member of the Canadian Institute of Planners, a director and trustee of several corporations, has taught at Queens University and the universities of Toronto and Waterloo, and consults in public policy and administration.

#### **Doug J. Allingham, P. Eng.**

Mr. Allingham is President and a Director of Totten Sims Hubicki Associates Limited specifically in charge of transportation planning and traffic engineering. With specialized experience in transportation, transit planning, travel demand forecasting, traffic engineering, environmental assessment, transportation master planning and transportation economics, he has managed numerous, complex, large-scale transportation and Environmental Assessment projects with multi-disciplinary teams. His outstanding contribution to the transportation industry in Canada has been recognized by the Canadian Institute of Transportation Engineers who awarded him with the H. Robert Burton Distinguished Service Award in 2007.

#### **Professor Wayne Bowes**

Professor Bowes is a graduate of the Civil Engineering faculty at the University of Waterloo (1962) and holds a Master of Science in Engineering from the Georgia Institute of Technology, Atlanta, Georgia. He has served as President of various engineering associations, a committee member with the Canadian Council of Professional Engineers, and an elected member of the Canadian Academy of Engineers. As a research engineer and engineering consultant, Professor Bowes has worked in Africa and throughout Canada on a variety of transportation projects.

#### **Professor Pierre Filion**

As a professor at the School of Planning of the University of Waterloo, Professor Filion's research interests include metropolitan scale planning, downtown areas and suburban nodes, the urban structure of North American metropolitan regions and the relationship between transportation and land use. He is presently a member of the International Joint Commission Scientific Advisory Board, and has served on the Planning and Real Estate Advisory Committee of the National Capital Commission and the Province of Ontario Central Zone Smart Growth Plan.

### **Dr. Mamdouh Shoukri**

Currently York University's President and Vice-Chancellor, Dr. Shoukri has served as Professor, Chair (Mechanical Engineering) and later Dean at the Faculty of Engineering at McMaster University. Most recently as Vice-President Research & International Affairs at McMaster University, he was responsible for all research activities within the University and for the pursuit of new partnerships, all of which resulted in significantly increased enrolment and research funding. Among his various professional memberships, Dr. Shoukri is notably a Fellow of the Canadian Academy of Engineering and the Canadian Society of Mechanical Engineers. His academic credentials include a BSc (Hons.), MEng, and PhD in Mechanical Engineering.

### **Dr. Enid Slack**

With a history and continuing involvement in various municipal, provincial, national and international projects, Dr. Slack regularly provides advice to governments and private companies in Canada and abroad on property taxes, intergovernmental transfers, local government restructuring, and other local finance issues. Currently President of Enid Slack Consulting Inc., Dr. Slack is also an adjunct professor and the Director of the Institute on Municipal Finance and Governance at the Munk Centre for International Studies at the University of Toronto.

### **Professor Richard Soberman**

Professor Soberman directed the Toronto Commuter Rail Study which laid the foundation for the GO Transit network in Ontario. During his career he has worked in both the public and private sector, and has been responsible for a variety of transportation policy studies in Canada and abroad. Previously the Chair of Civil Engineering at the University of Toronto, Professor Soberman holds degrees from Dalhousie University and the Massachusetts Institute of Technology.