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## **METROLINX AND GO TRANSIT: A NEW PLATFORM FOR CHANGE**

On May 14, 2009, the Government of Ontario merged the functions of two agencies into a stronger platform for linking people to places. The new Metrolinx combines the strategy and planning expertise of the former agency with GO Transit's excellence in project implementation, operations and customer service.

The primary focus of Metrolinx is the development of an integrated transportation system for the Greater Toronto and Hamilton Area (GTHA) – including enhanced and expanded GO Transit services. As the operating division, GO Transit will continue to build and operate the interregional transit system that has made GO a highly reliable and recognized brand for the past 40 years.

The merger consolidates corporate functions and aligns staff resources with core functions. Corporate policies and standard operating procedures have been updated to ensure this newly integrated organization is more effective and efficient in delivering on its important mandate.

Metrolinx is governed by a board made up of leading experts from finance, urban planning, law, customer service, human resources, community development and other disciplines. The board meets six times a year, including four meetings that have sessions that open to the public.

The new Metrolinx comprises over 1900 people, with just over 250 managerial and supervisory staff and over 1500 employees on the front lines of GO Transit service delivery.

## **GOVERNANCE STRUCTURE**

### **THE BOARD**

#### **Rob MacIsaac, Chair, Metrolinx**

Rob MacIsaac served as the first Chair of Metrolinx, occupying the position on a full time basis from 2006 to 2009, during which time he oversaw the start-up of the organization and the development and adoption of the Greater Toronto and Hamilton Area's first ever regional transportation plan - The Big Move.

In early 2009, Rob MacIsaac became the 7th President of Mohawk College in Hamilton. He continues his role as Chair of Metrolinx.

From 1997 until 2006, he was the Mayor of the City of Burlington. Prior to this, Mr. MacIsaac was Councillor for the City of Burlington and the Region of Halton, Managing Partner at MacIsaac and Associates, and a lawyer at Goodman and Goodman. He has been heavily involved in the development of Provincial policies for the Greater Golden Horseshoe, serving as Chair of both the Greenbelt Taskforce and the Strategic Planning Sub-panel of the Central Ontario Smart Growth Panel.

Mr. MacIsaac holds a Bachelor of Arts in Economics from the University of Waterloo and a Bachelor of Laws from the University of Western Ontario.

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#### **Peter R. Smith, Vice-Chair**

Peter Smith is President and Co-Founder of Andrin Limited, a real estate development company. He has served on the Board of GO Transit since 2004 and for the past four years has been Chair of GO. Mr Smith was previously Chairman of the Canada Mortgage and Housing Corporation for eight years. He is a past member of the Boards of Credit Valley Hospital, The Ontario Homebuilders' Association and Waterfront Toronto.

In addition to GO Transit and Metrolinx, Mr. Smith also sits on the boards of TARION Warranty Corporation, Brampton Brick Limited (TSX) and Geo-Global Resources (AMEX).

He holds a Masters Degree from the State University of New York and a Bachelor of Arts from McMaster University. Mr. Smith is a Member of the Order of Canada, appointed in 2000.

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#### **Elyse Allan, President and Chief Executive Officer, GE Canada**

Elyse Allan was appointed President and Chief Executive Officer of GE Canada in October 2004, with a mission to grow GE's businesses in Canada, and to advance the company's leadership in technology, media, and financial services. The appointment marked Elyse's return to GE, where she began her career in 1984. She served in corporate marketing in the U.S. where she worked with a number of the industrial businesses, and held senior roles in GE Canada in corporate, lighting and appliances.

Aside from her work at GE, she contributes as a Director of the Canadian Council of Chief Executives, the C.D. Howe Institute, and the Public Policy Forum. She has served on the National Roundtable on the Environment and the Economy. She serves as a Director of the Royal Ontario Museum in Toronto, and the Mississauga International Investment Board. She is the former Chair of Providence Healthcare, a leading Toronto healthcare institution.

Prior to her current position, Elyse was President and CEO of the Toronto Board of Trade and, before that, a senior executive at Ontario Hydro.

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### **Jennifer E. Babe, Partner, Miller Thomson LLP**

Jennifer Babe is a partner at Miller Thomson LLP where she practices corporate and commercial law. Ms. Babe was admitted to the Bar of Ontario in 1982 and has been practicing corporate and commercial law since then. Ms. Babe lectures and writes regularly for the Canadian Bar Association, the Ontario Bar Association, the Law Society of Upper Canada and Osgoode Hall. She is the author of *Sale of a Business*, now in its 7th edition, and co-author of *Creditors' Remedies in Ontario*, now in its 2nd edition.

Ms. Babe received the Ontario Bar Association's Distinguished Service Award in 2008, is a fellow of the American College of Commercial Finance Lawyers, and is named in *Lexpert's Leading 500 Lawyers in Canada* for 2008 and again for 2009. She is an active member of her community. She volunteers for the YMCA and the United Way of the Greater Toronto Area. Ms. Babe is currently on the board of directors of the YMCA of GTA and has served as a director on the board of GO Transit for three years prior to its merger with Metrolinx.

Ms. Babe was born in Thunder Bay and received her LL.M. from the London School of Economics (1980), LL.B. from Osgoode Hall Law School (1979) and Honours B.A. from Victoria College, University of Toronto (1976).

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### **Paul Bedford, Urban Mentor and Chief Planner Emeritus, City of**

## Toronto

Paul Bedford is an Adjunct Professor of City Planning at the University of Toronto and Ryerson University and an Urban Mentor with Paul Bedford & Associates in Toronto, which includes proactive involvement in a wide variety of public planning issues in numerous capacities primarily within the Greater Toronto and Hamilton Area.

He is a member of the Waterfront Toronto Urban Design Review Panel, a member of the National Capital Commission Planning Advisory Committee in Ottawa, and a futures columnist in the Ontario Planning Journal and a Senior Associate of the Canadian Urban Institute. He is also a member of the CAMH Property Committee guiding the long-term redevelopment of the Queen Street Mental Health and Addiction Facility.

Mr. Bedford was the former Chief City Planner for the City of Toronto and is a passionate advocate of transit and city building throughout the Greater Toronto and Hamilton Area.

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## Rahul Bhardwaj, President and CEO, Toronto Community Foundation

Mr. Bhardwaj is the President & CEO of the Toronto Community Foundation. He was formerly a corporate lawyer with a leading Canadian law firm, Vice President of the Toronto 2008 Olympic Bid and then CEO of United Way of York Region.

He has a long history of community service, including serving currently as a Board Member of the Stratford Festival of Canada, George Brown College and Community Foundations of Canada, and previously, the Art Gallery of Ontario Foundation, United Way of Toronto and past Chair of the Toronto Downtown Jazz Festival, among others.

In 2007, Mr. Bhardwaj was named by the National Post as one of the "Next Generation of Toronto Civic Leaders." In 2008, he was named as a member of Toronto Mayor David Miller's "Blue Ribbon" Fiscal Review Panel.

Mr. Bhardwaj is a popular presenter and speaker, particularly on issues relating to the city, community and leadership as well as Toronto's Vital Signs ®. He has been featured in local Toronto media as well as international media including CBC Newsworld, CNN and the national Daily News in China.

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## Tony Gagliano, Executive Chairman and Chief Executive Officer of

## **St. Joseph Communications**

Tony Gagliano presently serves as Executive Chairman and Chief Executive Officer of St. Joseph Communications, which was founded by his parents in the basement of their home shortly after emigrating from Italy. Under Mr. Gagliano's leadership, St. Joseph Communications has evolved from a small family business with a handful of associates to a national, fully integrated communications/media corporation with more than 2,100 associates from coast to coast.

In 1995, as President and CEO of Canada's fastest growing printing company, Mr. Gagliano became a recipient of the Canada's Top 40 under 40. He also received the Ernst and Young's Ontario Entrepreneur of the Year for "Business to Business, Products and Services in 2003 and received an Alumni Achievement Award from Ryerson University in 2007. In 2008, the CIJA and UJA Federation presented Mr. Gagliano with the Words & Deeds Leadership Award for his many contributions towards civil discourse. Also in 2008, the Canadian Club of Toronto chose the co-founders of Luminato, Mr. Gagliano and David Pecaut, as the 2008 Canadians of the Year.

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## **Joseph A.G. Halstead**

Joseph Halstead is the former Commissioner responsible for Economic Development, Culture and Tourism in the City of Toronto. In this capacity, he was also responsible for the Parks and Recreation system, as well as Major Events.

Previously, he spent 24 years with the Provincial Government of Ontario in five different Ministries in a broad range of management positions, rising to the position of Assistant Deputy Minister of the Provincial Ministry of Culture, Tourism and Recreation.

Mr. Halstead has been involved in the business sector as well as Sports and Recreation Sectors most of his professional career. He has served on Boards such as: the Premier's Roundtable on Volunteerism, the Toronto Community Foundation, Canada Games Council, the Inter-Provincial Lottery Corporation and the Toronto Economic Development Corporation.

He was the City's lead person on Toronto's bid for the 2008 Summer Olympic Games and the Province's representative on the bid for the 1996 Olympic Games.

Mr. Halstead was also the Executive Lead for the World Youth Day Conference and the Pope's visit in 2002. Currently, he is a Board member of Ontario Place Corporation, and the Toronto Raptors Foundation. In

addition, he is chair of the hugely successful Toronto Caribbean Carnival (Caribana).

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### **Richard Koroscil, President and CEO, John C Munro Hamilton International Airport**

Richard Koroscil is President and Chief Executive Officer for the John C Munro Hamilton International Airport (Canada). His distinguished career in Airport Management spans over 33 years in both public and private sectors throughout Canada and internationally.

His career portfolio includes Vice President of Operations for YVRAS and Vice President for YVRAS parent company, the Vancouver International Airport Authority.

Mr. Koroscil sits on the boards of the Hamilton & Ontario Chambers of Commerce, Theatre Aquarius, St Joseph's Hospital Foundation, McMaster Institute of Transportation and Logistics, President SKAL International Hamilton, founding Chairman of Southern Ontario Gateway Council, Co Chair Commercial Division for the 2008 United Way campaign, member of Jobs for Prosperity Collaborative, Ontario/Quebec Continental Gateway Private Sector Advisory Group, Mayors Economic Development Advisory Committee and Hamilton's Immigration Partnership Council.

He is a graduate of Durham University/College in Aviation Management, a Chartered Director from McMaster University/Conference Board of Canada Directors College and studied Business Administration at the University of Windsor in Ontario.

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### **Nicholas Mutton, Executive Vice President, Human Resources and Administration, Four Seasons Hotels and Resorts**

Nicholas Mutton, Executive Vice President, Human Resources and Administration, brings over 40 years of hotel management experience to Four Seasons Hotels and Resorts. He was General Manager and Regional Vice President at the Ritz-Carlton, Chicago (a Four Seasons Hotel), and subsequently Senior Vice President Operations, Americas with operating responsibilities for 40 hotels.

In 2003, Nick was promoted to Executive Vice President Human Resources & Administration, with global responsibility for all the people and culture issues of 36,000 employees in 34 countries worldwide. Nick is a member of the Company's Management Committee.

Nick is a director of the Canadian Opera Company and the Canadian Opera House Corporation; is a member of the MIG Cabinet of the Toronto United Way; a member the International Advisory Board of Ecole hôtelière de Lausanne; the Governing Committee of the International Tourism Partnership, International Business Leaders Forum; and a Board Member of the Terry Fox Humanitarian Award Program. He is also a member of the Patient Safety and Quality Committee of Mount Sinai Hospital, Toronto.

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**Lee Parsons, of Toronto, founding Partner, Malone, Given Parsons Ltd.**

Lee Parsons is a founding Partner of the planning and economic consulting firm, Malone, Given Parson Ltd. He is President of MGP Information Systems Ltd. and a director of Sabourin Kimble & Associates.

Over the past 25 years, he has managed many urban and regional planning, and economic development projects in Canada and internationally. Mr. Parsons is a graduate of Dalhousie University (Engineering, 1970) and York University (Environment Studies, 1974).

He is a professional engineer and a member of the Professional Engineers of Ontario. Mr. Parsons is also a professional planner and is a member of the Canadian Institute of Planners, the Ontario Professional Planners Institute, the Association of the Ontario Land Economists and the Urban and Regional Information Systems Association. He was a member of the GO Transit Board of Directors and Chair of the Risk Management Committee.

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**Rose M. Patten, Senior Executive Vice-President, Head of Human Resources and Senior Leadership Advisor, BMO Financial Group,**

Rose Patten is Senior Executive Vice-President, Head of Human Resources and Senior Leadership Advisor, BMO Financial Group, and a member of the Bank's Executive Committee.

Her 35-year career in Financial Services is characterized by senior leadership roles in Business and Organization Strategy, Human Resource Management, Executive Development and Succession, Transformational Change, Communications and Public Affairs.

Prior to joining BMO in 1995, she was Executive Vice-President at Nesbitt Burns (1992-1995), Senior Vice-President at Manulife Financial (1987-1991) and Vice-President/General Manager at Continental Bank of Canada/Lloyds Bank Canada (1975-1987). In 2008, Ms. Patten was

honoured as the YWCA Woman of Distinction for Corporate Leadership and has numerous other recognitions from her community service contributions.

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### **Stephen Smith, Co-Founder, Chairman and President of First National Financial LP**

Stephen Smith is the Co-Founder, Chairman and President of First National Financial LP, Canada's largest non-bank mortgage lender with over \$40 billion of mortgage assets under administration. With over 500 employees across the country, FNFLP lends \$12 billion of commercial and single family residential mortgages to Canadians annually.

In addition, Mr. Smith is a member of the Board of Directors of The Dominion of Canada General Insurance Company and The Empire Life Insurance Company. Mr. Smith is also a member of the Advisory Council of the Royal Conservatory of Music and a Governor of the Dominion Institute.

Mr. Smith served as the Vice-Chair of the GO Transit Board of Directors and chair of the Audit Committee.

Born in Ottawa, Mr. Smith holds a Bachelors Degree in Electrical Engineering from Queen's University and a Masters Degree in Economics from the London School of Economics and Political Science.

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### **Douglas Turnbull, Deputy Chairman of TD Securities**

Doug Turnbull is the Deputy Chairman of TD Securities, responsible for executive coverage of sovereign, super-sovereign agencies, provincial, crown corporation and quasi-government clients worldwide, with a particular emphasis on developing and enhancing capital market and infrastructure activities with this important client group. Prior to this appointment, Mr. Turnbull was Managing Director, Global Head of Government Relations.

Mr. Turnbull has over 30 years of fixed income capital markets, M&A and advisory experience in Canada, New York and Tokyo. He has acted for government, corporate, infrastructure and public sector clients on numerous public and private market transactions. In addition he has advised and spoken publicly on various topics related to capital markets, debt management, credit ratings, provincial budgets, infrastructure financings and privatizations.

Mr. Turnbull is Chair of the Board of Directors of George Brown College Foundation, where he also chairs the Audit Committee. Doug also serves on the Canadian Board of Directors of ORBIS International, a global charity committed to eliminating preventable blindness in the developing world, and chairs their Nominating Committee.

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### **J. Robert S. Prichard, President and CEO**

J. Robert S. Prichard is President and CEO of Metrolinx. Metrolinx is the regional transportation authority for the Greater Toronto and Hamilton Area.

He is also past President and Chief Executive Officer of Torstar Corporation and President Emeritus of the University of Toronto where he previously served as dean of law and as a professor specializing in law and economics. Mr. Prichard is a director of Bank of Montreal, Onex Corporation and George Weston Ltd. He also serves as Vice-Chair of Canada's Science, Technology and Innovation Council, Chairman of the Visiting Committee of Harvard Law School, trustee of the Hospital for Sick Children, and a director of the Toronto Community Foundation.

Mr. Prichard studied honours economics at Swarthmore College, received his MBA from the University of Chicago and earned law degrees at the University of Toronto and Yale University. He is an Officer of the Order of Canada, a Member of the Order of Ontario and a Fellow of the Royal Society of Canada.

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## **VISION, MISSION, VALUES: OUR PLATFORM OF BELIEFS**

Metrolinx affirmed a statement of vision and of mission to guide this newly merged organization – a clarity of purpose supported by the vision and mission of GO Transit – with shared principles that govern our collective actions.

### Metrolinx

Vision: Working together to transform the way the region moves

Mission: To champion and deliver mobility solutions for the Greater Toronto and Hamilton Area (GTHA)

### GO Transit

Vision: To be the preferred choice for regional travellers across the Greater Toronto and Hamilton Area (GTHA)

Mission: To be a customer-first regional transit service

### Values

**Commitment:** We will take action with high energy and commitment reflecting the importance of our work. We will hold ourselves accountable for our decisions and our commitments to the communities we serve. We will strive for an environment where we are fully engaged and take initiative.

**Service:** We will consistently put our work in the context of the people and the public purpose we serve. We will anticipate, understand and continuously exceed our customers' expectations. We will place the needs of our customers, stakeholders and communities at the centre of decision-making throughout the organization.

**Working Together:** As a group of individuals, we will work together in a spirit of trust and respect to achieve our shared vision. We will actively seek opportunities to collaborate both internally and externally. Internally, we will work across organizational units to achieve our common goals. If our work supports internal customers, we will work to meet and exceed their expectations. Externally, we will be recognized by our stakeholders as strong partners.

**Innovation:**

We will encourage creativity, innovation and informed risk-taking to achieve personal growth and organizational success. We will create an environment that engages all employees and brings about our full potential. Through mentoring and training, we will develop the leadership capabilities in us all. We will resolve complexity to provide an 'easy' experience to customers, and embrace innovation to achieve our mission.

## **OUR TOP PRIORITIES: A PLATFORM FOR SUCCESS**

It has been an extraordinary year for the new Metrolinx. Following our merger with GO Transit, the Province of Ontario announced \$9.5 billion in funding to build priority transit projects and, through GO Transit, delivery of the best possible transit experience for our customers.

Now in a better position to act towards our goal of an integrated transportation system for the GTHA, we worked diligently and creatively to achieve success in our top three priority areas:

1. As reliable and efficient as GO Transit is, make it even better. Make our customers the driving force behind everything our organization undertakes.
2. Build the \$9.5 billion in transit projects in the GTHA. Build them quickly and build them well.
3. Begin the conversation with citizens of the region on how to pay for the remainder of *The Big Move*. Start now, well in advance of the legislated report-back date of June 1, 2013.

## **THE CUSTOMER EXPERIENCE: A PLATFORM OF IMPROVEMENT**

GO achieved 7 straight months of improved on-time performance. We realized a Yearly On-Time Performance (OTP) of 91% in rail services compared to the previous year's OTP of 88.1%. GO Bus service continued to deliver 98 to 99% on-time performance. Our customers have noticed. Complaints about reliability for the last 3 months of 2009 fell by 37% compared to same period the previous year.

GO Transit's focus is on the safety, comfort and convenience of our customers, who often define *more comfort* as having a seat for their journey. As a result, we began using longer 12-car trains that offer 315 extra seats per trip. The amenity customers told us they most wanted – heated shelters – are part of our program for retrofitting GO rail stations.

Convenient, easily accessible parking directly affects the level and frequency of ridership, and the quality of the transit experience for our customers. We added over 5000 new parking spaces in 2009 – exceeding our target of 2000 spaces per year. New multi-level parking structures opened at Whitby and Aurora GO Stations, as well as several surface parking lots. In 2010, construction will be underway at Ajax, Centennial, and Erindale GO Stations with design already started for Oakville, Clarkson and Pickering stations. And almost all GO stations now have areas for bicycles – the bike storage program is 95% complete.

From deploying ramps that make our trains accessible to providing timely service information, our new Customer Service Ambassadors onboard GO Trains fulfill many functions. Since they came onboard two years ago, commendations from customers have increased 200%.

Our customers should be able to use a seamless, integrated fare system for all transit systems across the region. In 2009, the province, through GO Transit, launched the PRESTO card. Throughout the year we prepared

for full deployment with trial runs involving GO Transit's Lakeshore West rail line, Oakville and Burlington Transit and access to the TTC Union Station subway. Customer use of the PRESTO card started in May of 2010, and the rollout continues with full implementation scheduled for 2012.

Our customers have also told us they need information – fast, accurate and more accessible. So we upgraded technology – along our rail lines and online. GO installed a new system of electronic signs at Union Station and our other stations that give our customers up-to-date details on their train schedules. And we launched a more user-friendly GO Transit website with intuitive navigation.

We also partnered with Google to give our customers a new way to get trip information. Google Transit Trip Planner integrates GO schedule information with Oakville, Hamilton and York Region Transit to generate an integrated route complete with walking directions, transfers, and a map. Available in 45 languages, Transit in Google Maps is accessible on mobile devices and to persons who use screen readers or Braille displays. Over the coming months other local transit systems will embrace this customer tool.

Currently, 58 000 GO customers get transit updates via our E-news alerts. At their request we changed the schedule of alerts from 30 to 15 minutes. We will be conducting more frequent surveys so we can respond more effectively to the needs of our customers. We've also opened new channels of communication on Facebook and Twitter.

## **GO SERVICE EXPANSION: A PLATFORM FOR PEOPLE**

GO Transit is focused on service that puts our customers first. Responding to their demand we added two new weekday train trips on the Milton line, providing space for an additional 1600 passengers during each rush hour. We also added an extra afternoon rush hour train on the busy Lakeshore East line. The purchase of 20 more bi-level railcars this fiscal year enables us to further increase the service our customers have been asking for.

We introduced daily GO bus services to Peterborough, Kitchener/Waterloo and the Niagara Region, and excursion train service between Toronto and Niagara Falls on summer weekends. The popular Niagara train attracted 50,000 riders in the first year – 85% of them new customers to GO.

In partnership with Sheridan College and Oakville Transit, GO built a bus loop on the college campus that contributed to a significant increase in ridership on this route. We've since added new bus stops with appropriate amenities at Trent University, Wilfrid Laurier University and the University of Waterloo. Several park and ride lots were put into place for other bus services.

We began construction on the Mississauga Bus Rapid Transit corridor, which will ultimately stretch from Oakville to Durham Region. This new two-lane bus-only roadway will improve operational efficiency and on-time performance. The first phase includes two park and ride lots with customer facilities. Road alignment along Highway 403 has been planned to have minimal effect on the natural environment.

As service areas expand, information technology systems are being updated on both bus and rail operations – radio systems, GPS and ATLS. To accommodate a growing fleet, new bus storage facilities in Milton and Bramalea will accommodate our expanded operations.

Ownership of rail corridors is strategically important for the future of GO Transit. In addition to CN's Weston Subdivision acquired in fiscal 2009 for expanded GO train services between downtown Toronto and regions northwest of the city, we took ownership of the lower portion of the Barrie corridor. GO now owns the 60-mile-long link between downtown Toronto and Barrie. We also acquired an important section of Lakeshore West from the Willowbrook Maintenance Yard to Union Station. These acquisitions will enable GO to provide more reliable service for our customers.

Many GO rail stations are under construction with the introduction of snow melt systems to the platforms, continued upgrading of accessibility standards, new tunnels and bridges from parking structures to the platform and provision of information technology systems to assist our customers in their daily commutes.

At Union Station, work is currently underway to upgrade the track and signal system to increase capacity and improve reliability in this vital corridor. Already Canada's busiest passenger transportation facility, Union Station will see traffic multiply over the coming years as a result of regional rapid transit expansion.

Reconstruction of the Union Station train shed began on January 11, 2010. Over 80 years old and in great need of repair, the structure will be remodeled with a glass atrium to create an exciting, airy look and feel.

The five-year revitalization plan for Union Station is being phased in to minimize service disruptions and inconvenience to our customers. Each phase will bring us closer to a fully modernized environment. Electrical, mechanical, and communications systems will be replaced; access to platforms will be refurbished. The historical elements of this almost century-old building will be preserved.

## **TRANSIT NETWORK EXPANSION: NEW PLATFORMS FOR THE GTHA**

The fiscal year began with the announcement of \$9.5 billion in provincial funding for the Big 5 regional transit initiatives – projects Metrolinx had previously identified as being among the top 15 priorities of *The Big Move*. These new transit lines will help increase ridership, create jobs, improve air quality, reduce travel time and increase access to other transit systems in the Greater Toronto and Hamilton Area.

Construction began on the first segment of the York Viva Rapidway along Highway 7 from Markham Centre to Richmond Hill Centre. The rapidway will allow Viva buses in York Region to travel freely no matter how much traffic is using the conventional roadway, providing faster, more reliable service to commuters. An estimated 11,000 jobs will be created and supported with the construction of the \$1.4-billion York Viva Rapidway. The first section will be ready in 2014.

Construction on the Sheppard East Light Rail Transit (LRT) project is also underway. Metrolinx will oversee project implementation by the TTC and own the new line, which will be fully integrated into the current Toronto transit system by 2014, in time for the Pan Am Games. The 14-kilometre light rail line is being built on Sheppard Avenue East in a dedicated right of way running from the Don Mills Subway Station to Conlins Yard just past Morningside. Costing \$950 million, the project will create and support approximately 9,500 direct and indirect jobs during construction.

A major new cross-town LRT project along Eglinton Avenue in Toronto is planned to be under construction in 2011. In the first phase it will run approximately 20 kilometres from Kennedy Station to Jane Street and onto Pearson Airport when phase two is completed. Between Keele Street in the west and Laird Ave in the east, 11 kilometres of the route will be tunnelled. Construction of this major project, which will cost

approximately \$4.6 billion, will create or support an estimated 46,000 jobs.

The Finch LRT will stretch from the new Spadina subway west to Humber College. Future phases will see the line extended from the Spadina subway to the Yonge subway and potentially further to the Don Mills subway station. With an estimated cost of \$1.2 billion the project will begin in 2015, creating or supporting nearly 12,000 jobs during the five-year construction schedule.

The Scarborough Rapid Transit line currently carries 45,000 passengers per day and has been a critical piece of the transit network since opening in 1985. In partnership with the TTC, Metrolinx will transition this line into an LRT and extend it to Sheppard Avenue. Construction will begin in the second half of 2015 in order not to interfere with the Pan Am Games and will be completed in 2020. The project, estimated at \$1.4 billion, will create or support nearly 14,000 jobs during construction.

In collaboration with Metrolinx, the City of Hamilton is conducting a feasibility study on the city's plans for rapid transit along Main Street. The Metrolinx Benefits Case Analysis demonstrated that all three options – full BRT, full LRT and partial LRT – could accommodate long-term travel demand along the City's east-west corridor and would generate net benefits for the region. A key project evaluation tool, the BCA measures the transportation, financial, economic, environmental and social impacts of each project over a long-range, 30-year time horizon.

## **PLANNING AND THE INVESTMENT STRATEGY: A STRATEGIC PLATFORM FOR CHANGE**

Metrolinx expanded strategic capacity as well in 2009, making significant progress to ensure implementation stays true to *The Big Move* – the premier manifestation of integration of land use and transportation planning.

The Mobility Hub concept is perhaps the best evidence of this, as development of guidelines to assist municipalities and decision-makers nears completion. Of the fifty-one hubs identified by *The Big Move*, six are already benefiting from Metrolinx leadership towards improving multi-modal transportation and land use integration.

The Kipling Mobility Hub design concept and phasing plan is complete, with work continuing amongst Metrolinx partners to formalize the coordination of operations for this site. This multi-modal inter-regional terminal will integrate GO bus and rail, TTC bus and subway and Mississauga Transit bus service. Transit functions at this LEED Gold hub are designed to perform seamlessly and the hub will connect strongly to the urban fabric, neighbourhoods and adjoining communities.

Our Smart Commute program works directly with major employers in the GTHA to improve commuting options - like carpooling, cycling and transit - for their employees. In 2009-10, 27 new employers joined Smart Commute, for a total of 140 companies with 345,000 commuters. New members include Ceridian, Rogers Communications, LoyaltyOne, Liberty Village BIA, Ontario Power Authority, Sheridan College and Nestle Canada.

For the first time in Ontario, the Transit Partnerships Innovation program has successfully developed a common RFP guideline and common performance-based vehicle specifications. Working with 9 municipalities

and 3 non-profit agencies, the resulting purchase of 126 - 8 metre low and high-floor specialized buses will save transit operators approximately \$4 million.

### **The Metrolinx Investment Strategy**

*“On or before June 1, 2013, the Corporation shall provide the Minister and the heads of the councils of the municipalities in the regional transportation area with a copy of the Corporation's investment strategy, including proposals for revenue generation tools that may be used by the province or the municipalities to support the implementation of the transportation plan for the regional transportation area.”*

*- Metrolinx Act (amended May 2009), Section 32.1*

Long-term, stable and sustainable transportation funding is the key to securing the economic, environmental and quality of life goals of *The Big Move*. A robust Investment Strategy is essential to secure that funding.

To build and sustain the expanded and integrated regional transportation system of the future, Metrolinx is pursuing a "Results First" approach to earn public awareness and understanding about the role, types and impacts of possible dedicated funding tools. Metrolinx will demonstrate tangible implementation progress on the major projects funded by the province's \$9.5 billion commitment, before seeking public support for new additional funding tools.

We are working closely with the region's leading stakeholders, including organizations such as the Toronto Board of Trade and Toronto City Summit Alliance, to advance and guide an informed dialogue. The first in a series public discussion papers and forums by these organizations will be launched in spring 2010. Metrolinx is pleased to support the important work of these organizations.

Our long-term investment needs analysis suggests that \$2 billion per year in dedicated revenues will be required to transform *The Big Move* from vision to reality. Achieving the right menu of appropriate tools, and the right bundle of project outcomes and benefits, will be the focus of the public dialogue and input to follow.

**Key environmental and economic facts to be placed throughout the annual report:**

- If all the customers who used GO last year had driven to work instead, they would have used over 180 million litres of gasoline. A single 12-car GO Train takes nearly 1700 single occupancy vehicles off the road and every weekday.
- If public transit was not expanded along the Georgetown South Corridor, a further 8 lanes of highway would have to be constructed to carry the growing passenger demands.
- If left unchecked, the annual cost of congestion to the GTHA economy could grow from the current \$6 billion to \$15 billion a year by 2031.
- If significant transit improvements are not implemented to ease congestion, the average commute time in the GTHA will increase from 82 minutes currently to 109 minutes a day by 2031, costing residents almost 4 more days a year in time not spent with family and friends.

**GO ELECTRIFICATION**

Metrolinx launched a feasibility study for the whole GO rail system to determine future alternatives to existing diesel trains. The study will address factors for comparing technologies, including reliability and service, environmental and health impacts, community and land use

impacts, economic and system-wide impacts such as funding and financing. The study is to be completed by the end of 2010.

### **METROLINX RECOGNITION**

Metrolinx received the 2009 Canadian Institute of Planners Award for Planning Excellence in recognition of *The Big Move*, our twenty-five year transportation plan for the GTHA.

## **MOVING FORWARD: A PLATFORM FOR THE FUTURE**

On June 14, 2010, Ontario Minister of Transportation, the Honourable Kathleen Wynne, announced approval of the Metrolinx *5 in 10 Plan*. The plan will deliver the *Big Five* transit projects by 2020, while saving \$4 billion in the first five years from the original timeline.

Metrolinx is working closely with Viva and the TTC to put in place strong project management controls, similar to those in place within GO Transit, to ensure the projects are well managed and delivered on time and on budget.

The *5 in 10 Plan* includes the purchase of 182 Light Rail Vehicles (LRV) over ten years for all four LRT lines. The Province's approval enabled Metrolinx to sign a contract with Bombardier, valued at \$770 million, which includes an option to purchase up to 118 additional vehicles to a maximum of 300 LRVs.

With direction from the Board and the Minister, we are developing a capital program priority framework that will inform their decision-making process for rationalizing and optimizing investment opportunities, and for allocating funds for inter-regional transit projects.

We go in to the 2010-11 year knowing that we now have a strong platform for change. We at Metrolinx and our GO Transit operating division are proud to serve the public by helping improve the transit services across the GTHA, and providing a high quality service in GO Transit.

We will continue to work hard to do our part to improve the environmental, economic and social vitality for the citizens of the GTHA.