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Metrolinx Five-Year Strategy: 2013-2018

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Metrolinx Five-Year Strategy

Purpose:

- A rolling five-year definition of Metrolinx activities to implement *The Big Move* - ensuring public trust, transparency and accountability
- A framework for alignment and planning:
 - Multi-year and annual business planning (including capital and workforce planning, and budgeting)
 - Alignment of the operating divisions' planning and deliverables
 - A basis for performance management and risk management

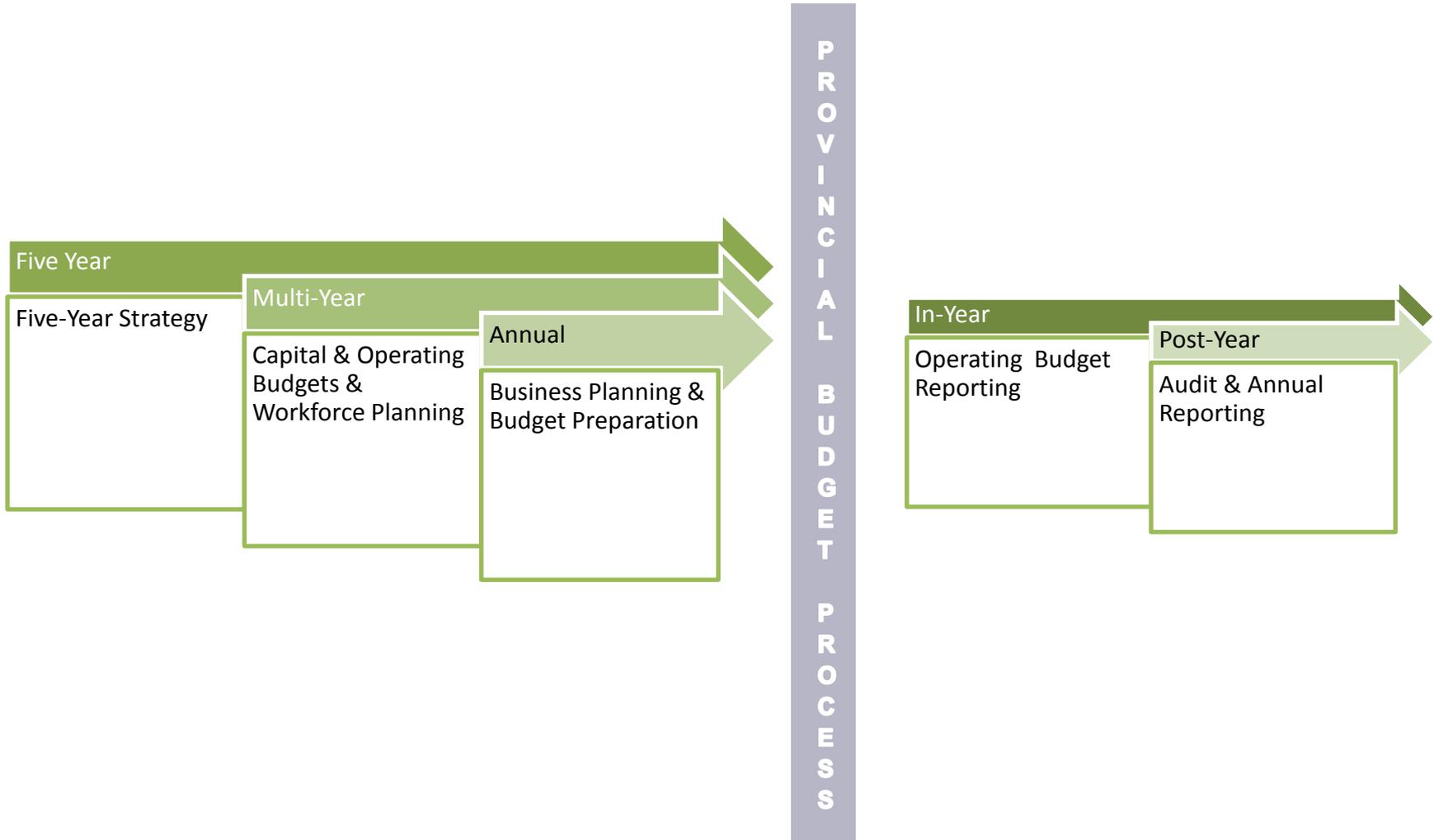
Metrolinx Vision

Working together to transform the way the region moves.

Metrolinx Mission

To champion and deliver mobility solutions for the GTHA.

Sequence



Background

- June 2011- First Five-Year Strategy, prepared with extensive consultation, adopted by the Metrolinx Board
- June 2012- Five-Year Strategy, updated and aligned with Business Plan, adopted by the Board
- 2012- Developed complementary strategies for operating divisions
- June 2013- Updated Five-Year Strategy for Board approval

2012-2013 Progress Dashboard

| 2012-2017 Objective | 2012/13 Achievements | Progress Status |
|---|--|----------------------------|
| 1. Maintain relevance of Big Move | Big Move Update approved | Most deliverables on track |
| 2. Plan for integrated transit | GO Fare Integration at Guelph, Grand River | ✓ |
| 3. Demonstrate regional transit leadership | Agreement for Regional Transit Traveler Information System | ✓ |
| 4. Integrate land use and transportation planning to leverage investments | Mobility Hub plan for Midtown Oakville | ✓ |
| 5. Emphasize innovation | MacIsaac Fellowship Program underway | ✓ |
| 6. Develop sustainable and dedicated funding | Public roundtables and analysis as input to Investment Strategy | ✓ |
| 7. Expand GO Transit to accommodate growing ridership | <ul style="list-style-type: none"> • Ridership increase 5% • Acquisition of available GO rail corridors • GO Rail service guarantee • GO Transit move to PRESTO complete • Acton Station open; Stouffville line signalled | Most deliverables on track |

2012-2013 Progress Dashboard

| 2012-2017 Objective | 2012-2013 Achievements | Progress Status |
|---|--|----------------------------|
| 8. Pursue construction of Rapid Transit | LRT Master Agreement with TTC Construction on track: York VIVA BRT, Mississauga Transitway, Eglinton LRT tunnel shaft | Schedule revised |
| 9. Modernize organizational processes and design to meet future needs | Awarded Canada's Top 10 Most Admired Corporate Cultures (Broader Public Sector) | ✓ |
| 10. Implement PRESTO in GTHA and Ottawa | PRESTO Agreement with TTC PRESTO deployed in Ottawa | Most deliverables on track |
| 11. Improve multi-modal station access | GO Rail Parking and Station Access Plan | ✓ |
| 12. Launch UP Express on time and budget | UP Express brand launched Elevated spur to airport ahead of schedule | ✓ |
| 13. Establish a new corporate sustainability framework | LEED gold for Oshawa Bus Maintenance Facility, Pickering station renovation | ✓ |

What's New This Year?

The updated Five-Year Strategy has:

- An updated and expanded environmental scan
- Strengthened alignment with The Big Move and Investment Strategy
- Updated and clarified strategic directions
- More representative of the entire Metrolinx organisation
- Stronger emphasis on deliverables that generate public trust and accountability

Updated and Expanded Environmental Scan

1. Residents are impatient for improved mobility
2. Thinking like a region
3. We are in times of fiscal constraint
4. Limits to capacity
5. Growing demand and changing customer attitudes
6. Keeping pace with a dynamic business environment
7. Metrolinx is a rapidly evolving organization

Priorities

Metrolinx is guided by its vision and mission in implementing the recommendations of *The Big Move* and the *Investment Strategy*. The 5YS strategic directions, formerly defined by three cornerstones, are now defined by five Priorities.

| Former Cornerstones | Proposed (2013-2018) Priorities |
|---------------------|--|
| Plan | <ul style="list-style-type: none">• Provide regional leadership to enhance mobility options guided by <i>The Big Move</i>, stimulating and supporting the activities of partners across the region. |
| Invest | <ul style="list-style-type: none">• Pursue stable funding to support the integrated mobility improvements outlined in <i>The Big Move</i>. |
| Deliver | <ul style="list-style-type: none">• Implement priority regional transit projects in <i>The Big Move</i> as world-class city-building projects.• Operate Metrolinx services, setting the regional standard in customer service excellence. |
| New | <ul style="list-style-type: none">• Ensure that Metrolinx is a trusted organization with the capacity and flexibility to deliver <i>The Big Move</i>. |

Objectives: Regional Leadership

| PRIORITY | OBJECTIVE | CHANGE |
|---|--|--|
| <p>I. Provide regional leadership to enhance mobility options, guided by <i>The Big Move</i>, stimulating and supporting the activities of partners across the region.</p> | <p>1: Maintain the relevance of <i>The Big Move</i> through updates and related planning, to guide investment and decision-making.</p> <p>2: Advance integrated transit fares and services across the GTHA, optimizing convenient seamless connections to improve customer experience.</p> <p>3: Champion <i>The Big Move</i> strategies, collaborating with stakeholders, and implementing selected regional initiatives to advance transportation objectives.</p> <p>4: Fully implement PRESTO in the GTHA and Ottawa.</p> | <p>Clarified</p> <p>Enhanced</p> <p>Clarified</p> <p>No change</p> |

Objectives: Stable Funding

| PRIORITY | OBJECTIVE | CHANGE |
|--|---|---------------|
| II. Pursue stable funding to support the integrated mobility improvements outlined in <i>The Big Move</i> . | 5: Support the implementation of the Investment Strategy revenue tools, once approved by the Province of Ontario. | Update |
| | 6: Strive for industry leadership in cost management and revenue generation from fares and other sources. | New |

Objectives: Deliver Priority Rapid Transit

| PRIORITY | OBJECTIVE | CHANGE |
|---|---|------------------|
| III. Implement Priority Regional Transit Infrastructure Projects in <i>The Big Move</i> as world-class city-building projects. | 7: Deliver GO Transit infrastructure required to continue progress toward a comprehensive all-day regional transit service . | Clarified |
| | 8: Complete UP Express construction on time and on budget. | Clarified |
| | 9: Advance construction of priority rapid transit projects consistent with <i>The Big Move</i> . | Clarified |
| | 10: Champion coordination of land use and transportation to increase mobility choices and leverage public transportation investments. | Clarified |

Objectives: Customer Service Excellence

| PRIORITY | OBJECTIVE | CHANGE |
|---|--|------------------|
| IV. Operate Metrolinx services , setting the regional standard in customer service excellence . | 11: Expand GO Transit service to accommodate growing ridership, retaining its customer focus and progressing its transformation into a comprehensive all-day regional transit service. | Clarified |
| | 12: Launch UP Express to link Union Station and Toronto Pearson airport, delivering a differentiated customer experience . | Updated |
| | 13: Complete rapid transit operating agreements that emphasize excellence in customer service delivery. | New |
| | 14: Enrich the PRESTO customer fare payment experience with enhanced customer convenience and increased payment flexibility. | New |
| | 15: Support the Pan/ParaPan Am games organizers in providing optimal mobility to games attendees and GTHA residents throughout the games period. | New |

Objectives: Public Trust

| PRIORITY | OBJECTIVE | CHANGE |
|---|--|------------------|
| V. Ensure that Metrolinx remains a trusted organization with the capacity and flexibility to deliver <i>The Big Move</i> . | 16: Develop Metrolinx as an organization of engaged employees, with the capacity, expertise and design to meet evolving business standards and anticipate future needs. | Clarified |
| | 17: Demonstrate that Metrolinx provides excellent value for money through performance monitoring and periodic efficiency reviews. | New |
| | 18: Establish trust as the regional transportation authority, modeling integrity transparency and accountability . | New |

Former Objectives are now Deliverables:

- Improve multi-modal station and system access in collaboration with municipalities
- Emphasize innovation in the planning and delivery of programs and projects throughout the organization and in collaboration with regional partners and stakeholders
- Establish a new corporate sustainability framework to track targets and prioritize opportunities

New Strategic Deliverables for 2013-2018

- Design Excellence program
- PRESTO delivery model evolution
- Regional Transit Traveler Information System
- Increased capacity in I&IT
- GO Transit Customer Service Strategy
- Public oversight and engagement

Appendices

Metrolinx Corporate Alignment



Metrolinx 2012-17 Cornerstones and Objectives

| CORNERSTONES: | OBJECTIVES: |
|---|--|
| <p>PLAN the next generation of projects and programs, and enhance linkages between the growth of our region and transportation services.</p> | <ol style="list-style-type: none"> 1. Maintain the relevance of <i>The Big Move</i> as the strategy for all investment and policy decision-making. 2. Continue to plan for integrated transit services across the GTHA, removing barriers and creating seamless connections to improve customer experience. 3. Demonstrate regional leadership in transit, transportation and mobility enhancement by Metrolinx and its operating divisions, and increased public recognition of corporate and divisional brands. 4. Ensure that land use and transportation planning are integrated to leverage all public transportation investments. 5. Emphasize innovation in the planning and delivery of programs and projects throughout the organization and in collaboration with regional partners and stakeholders. |
| <p>INVEST to allow us to implement our vision of integrated mobility and securing more sustainable funding mechanisms by 2013, in an Investment Strategy.</p> | <ol style="list-style-type: none"> 6. Develop a sustainable and dedicated funding program that supports all modes of transportation for people and goods, performs on a regional and local scale, and addresses the capital and operating needs of the transportation system including GO Transit. |
| <p>DELIVER quality services to existing customers, delivering key projects and programs to grow services, and continuing to make improvements to the regional travel experience.</p> | <ol style="list-style-type: none"> 7. Expand GO transit service to accommodate growing ridership, transforming it from a commuter service to a comprehensive regional transit network throughout the day. 8. Pursue construction of prioritized regional Rapid Transit projects, in line with <i>The Big Move</i>. 9. Modernize organizational design and ensure that processes and systems meet evolving business standards and anticipate future needs. 10. Fully implement PRESTO in the GTHA and Ottawa. 11. Improve multi-modal station and system access in collaboration with municipalities. 12. Launch ARL service on budget in time for the 2015 Pan/Parapan American Games, connecting Pearson Airport, Canada's busiest airport, with Union Station, Canada's busiest rail and transit hub. 13. Establish a new corporate sustainability framework to track targets and prioritize opportunities. |