

To: Metrolinx Board of Directors
From: Leslie Woo
Vice President Policy, Planning and Innovation
Date: June 27, 2013
Re: Metrolinx Five-Year Strategy: 2013-2018

RECOMMENDATION

RESOLVED:

THAT, subject to minor editing and final formatting, the Metrolinx Five-Year Strategy: 2013-2018 (the “Strategy”) attached to the report to the Board dated June 27, 2013 from the Vice President, Policy, Planning and Innovation, ‘be approved’;

AND THAT that the President and CEO align corporate budgeting, priorities and performance planning with this strategy;

AND THAT the President and CEO be authorized to post this strategy on the Metrolinx website for public information.

EXECUTIVE SUMMARY

The Metrolinx Five-Year Strategy: 2013-2018 is the third annual revised and updated corporate strategy document, and includes updated direction from the Investment Strategy of May 2013 and recommendations from the Auditor General’s Annual Report of December, 2012.

This annual board-approved, rolling five-year plan of Metrolinx activities is the corporate basis for advancing *The Big Move*. The Five-Year Strategy: 2013-2018 is also a framework for Metrolinx’ business planning (including capital and operating budgeting and workforce planning). The Metrolinx Five-Year Strategy is a point of reference throughout the organization, guiding the activities of the enterprise and its operating divisions.

The Metrolinx Five-Year Strategy: 2013-2018 is based on five priorities to:

- Provide **regional leadership** to enhance mobility options guided by *The Big Move*, stimulating and supporting the activities of partners across the region.
- Pursue **stable funding** to support the integrated mobility improvements outlined in *The Big Move*.
- **Implement priority regional transit projects** in *The Big Move* as world-class city-building projects.
- Operate Metrolinx services, setting the regional standard in **customer service excellence**.
- Ensure that Metrolinx is a **trusted organization** with the capacity and flexibility to deliver *The Big Move*.

ATTACHMENTS

Metrolinx Five-Year Strategy: 2013-2018

Respectfully submitted,

Leslie Woo
Vice President Policy, Planning and Innovation

Direct Dial: (416) 874-5943
Direct Fax: (416) 869-1794
E-mail: Leslie.Woo@metrolinx.com

Table of Contents

Message from the Chair, Robert Prichard.....	1
Message from the President & CEO, Bruce McCuaig.....	1
Setting the Stage.....	2
Metrolinx Vision, Mission and Values.....	3
Vision.....	3
Mission.....	3
Corporate Values.....	3
Metrolinx in 2013.....	4
Rapid Transit Implementation.....	4
GO Transit.....	4
UP Express.....	5
PRESTO.....	5
The Next Wave Projects and Investment Strategy.....	6
A “Top 10 Corporate Culture”.....	6
2013-2018 Environmental Scan.....	8
2013-2018 Priorities.....	12
2013-2018 Objectives.....	15
2013-2018 Deliverables.....	17
By 2018.....	28
2013 Current GTHA Rapid Transit Network Map.....	29
2018 Planned GTHA Rapid Transit Network Map.....	29

Message from the Chair, Robert Prichard

The transportation network that supports the economic vitality, environmental health and quality of life of the Greater Toronto and Hamilton Area (GTHA) is discussed daily in our great region. Throughout our communities, there is a growing recognition that congestion must be addressed, by providing convenient choices for people to travel when and where they require.



This Metrolinx Five-Year Strategy documents the approach and ambitious scope of work that we will implement over the next five years to move ahead in implementing the GTHA regional transportation plan, *The Big Move*. Our ability to continue meeting the transportation needs of the region in future years depends heavily on establishing a source of funding to pay for the work that needs to be done.

On behalf of the Metrolinx Board of Directors, it is my pleasure to introduce Metrolinx's Five-Year Strategy for the fiscal years 2013-2014 to 2017-2018.

Message from the President & CEO, Bruce McCuaig

The diversity and scale of activities underway at Metrolinx is impressive. As a young organization, Metrolinx staff contribute an enviable level of energy, commitment and expertise to addressing the region's transportation challenges. It is no wonder we were named by Waterstone as one of Canada's Top 10 Most Admired Corporate Cultures (broader public sector) in 2012.



Over the past year, PRESTO has been introduced in Ottawa and formally adopted by the TTC. The construction of the Eglinton Crosstown Light Rail Transit is well underway. GO Transit has introduced an unprecedented service guarantee and has dramatically expanded service. The elevated guideway for Union Pearson Express (UP Express) is taking shape at Pearson International Airport.

This Metrolinx Five-Year Strategy demonstrates the scale of activities underway. By 2018, construction on four light rail lines in Toronto will be underway, and significant new transportation facilities will have been delivered on time and budget to enhance GTHA travel:

- the UP Express service to Toronto Pearson International Airport,
- PRESTO fare payment across the region,
- the Mississauga Bus Rapid Transit,
- VIVANext Bus Rapid Transit,
- expanded GO Transit rail service on most corridors, and
- even more robust and popular regional GO bus services

Our services put customers first and are designed to meet the needs of the region. We also continue to work tirelessly to earn the trust and respect of GTHA travelers, taxpayers and our municipal partners. It is an honour to be President & CEO of such a hard-working, effective organization.

Setting the Stage

This document, the Metrolinx Five-Year Strategy: 2013-2018, is aligned with and builds upon last year's five-year strategy covering the years 2012 through to 2017, and has been developed through an extensive consultation process among senior management representatives from all parts of the organization.

The purpose of this document is to provide:

- A report of Metrolinx activities and plans as it implements *The Big Move*, in the interests of public trust, transparency and accountability.
 - It is approved by the Board.
 - It features a rolling five-year outlook.
 - It includes an annual progress report and update.
- A framework for Metrolinx internal alignment and planning.
 - It serves as a basis for multi-year and annual business planning (including capital and workforce planning, and budgeting).
 - It leads alignment of the strategies of the various operating divisions.
 - It contributes the basis for performance and risk management.

The Metrolinx Five-Year Strategy has become a reference document for the organization, in directing business planning, budgeting and project planning for the enterprise and its operating divisions. It guides deliverables towards achieving the transformative goals of *The Big Move*, and supports alignment of the organization towards our common objectives. The image below shows how the Metrolinx Five-Year Strategy fits into the family of Metrolinx strategic documents.



As we work through the implementation of Metrolinx's rolling Five-Year Strategy, we will continue to monitor our work to make course corrections as required, reporting back to the Board of Directors on progress made toward the milestones and goals set in this document.

This Five-Year Strategy has been shaped and informed by the contributions of many throughout the organization, as well as relevant documents such as the actions in response to the Auditor General's December 2012 Annual Report, the GO Transit Customer Service Strategy and operating division strategies and business plans. We would like to acknowledge these contributions, without which this document would not have been possible.

Metrolinx Vision, Mission and Values

Vision

Working together to transform the way the region moves.

Mission

To champion and deliver mobility solutions for the Greater Toronto and Hamilton Area.

Corporate 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.

The Big Move Vision:

In 25 years, the GTHA will have an integrated transportation system that enhances our quality of life, our environment and our prosperity:

- **A high quality of life.** Our communities will support healthy and active lifestyles, with many options for getting around quickly, reliably, conveniently, comfortably and safely.
- **A thriving, sustainable and protected environment.** Our transportation system will have a low carbon footprint, conserve resources, and contribute to a healthy and clean environment for future generations.
- **A strong, prosperous and competitive economy.** Our region will be competitive with the world's strongest regions. Businesses will be supported by a transportation system that moves goods and delivers services quickly and efficiently.

Transportation providers will treat the needs of travellers as their number one job. Priority will be given to moving people and goods, not just vehicles. Connections between different modes of transportation, and across jurisdictions, will be seamless.

The transportation system will support our diversity and will accommodate everyone, regardless of age, means or ability. Services will be delivered fairly and equitably.

Public transit will compete effectively with the automobile with service that is fast, convenient, integrated, comfortable, safe, reliable and valued by its users. Walking and cycling will be attractive choices for travel. Roads and highways will be maintained and used efficiently as a key component of the transportation system.

The transportation system will contribute to the creation of attractive, liveable neighbourhoods and complete communities. It will help protect open space and agricultural lands from development while supporting a robust regional economy and the efficient movement of goods and services.

(Source: The Big Move, 2008)

Metrolinx in 2013

Metrolinx was established through legislation in 2006 as the regional transportation authority for the GTHA, an agency of the Province of Ontario. Its mandate is to provide leadership in the coordination, planning, financing, project delivery, and development of an integrated multi-modal transportation network, working closely with the Province and municipal partners.

Metrolinx's *The Big Move*, the award-winning Regional Transportation Plan, provides our multi-modal, integrated regional vision for the future of transportation in the GTHA, endorsed by the Province and supported by region's municipalities. Since its adoption in 2008, Metrolinx has been making dramatic progress in moving ahead with implementing *The Big Move*. Progress on other aspects of *The Big Move* require collaboration with partners across the region; Metrolinx has been working with these partners to address such areas.

Rapid Transit Implementation

More than \$16 billion from all three levels of government has been allocated to the First Wave of projects drawn from *The Big Move*'s rapid transit priorities. This is the largest financial commitment to transit expansion in Canadian history and an unprecedented level of transit construction activity. The rapid transit program is delivering these projects as planned, working closely with the municipal jurisdictions involved.

During the past year, significant on-the-ground progress has been made in the construction of:

- the 18 km Mississauga 403 Transitway (Hurontario to Cawthra section);
- the 41 km York Viva BRT rapidways (Highway 7 from Yonge to Warden section); and
- the 19 km Eglinton Crosstown Light Rail Transit (LRT) (launch shaft and related work).

Planning, design and engineering work progressed on the Sheppard East, Finch West, and Scarborough LRTs.

GO Transit

GO Transit continues its 46 years of success in operations, customer service and project delivery as Canada's leading regional transit system. GO Transit ridership increased by 5%, sustaining the

GTHA Today:

- 8,242 sq. km in area
- 6.6 million residents
- 30 municipalities
- 10 transit operators

Metrolinx in 2013:

- 2,712 employees, of which 2,079 are at GO Transit
- fare integration with ten local transit operators
- builds approximately \$2 billion to \$2.5 billion annually in transit expansion and improvements

GO Transit:

- has provided over one billion trips since inception in 1967
- operates seven rail lines and 63 stations on 450 km of rail corridor, of which 70 per cent is owned by Metrolinx
- runs 2,869 km of bus routes, serving 16 bus terminals and hundreds of stops and ticket agencies
- generates in excess of \$419 million per year in fare revenue, covering nearly 80% of operating costs
- on-time performance is 94 percent for rail services and 99 per cent for bus services

UP Express:

- a 25 km high quality rail service under construction for completion in 2015
- will attract approximately 5,000 passengers per day upon startup

PRESTO:

- serves 10 transit systems
- over 570,000 cards in use

growth of 28% over the past 5 years, and reaching 65.5 million rides in 2012. The ridership of 240,000 that GO carries each weekday number is equivalent to the entire population of Saskatoon.

In fall 2012 GO Transit implemented a service guarantee, reinforcing the commitment to customer service embodied in the Passenger Charter. GO has opened new rail stations at Acton and Allendale Waterfront, and added bus and rail service to increase hours of service and provide a more diverse service offering. GO Transit achieves about 80 percent operating cost recovery – the highest in North America – and sustained on-time rail performance over 94%.

UP Express

The UP Express operating division is building a new, elevated express rail service between Canada's two busiest transportation hubs, Toronto Pearson Airport and Union Station, significantly enhancing transit access to the airport for residents and visitors to the GTHA. The 25km UP Express will stop at four stations: Pearson Airport Terminal 1, Weston, Bloor, and Union. The complete trip will take 25 minutes, trains will leave every 15 minutes and each train will carry up to 180 passengers in its three cars.

UP Express is a critical first step in executing one of the *The Big Move* objectives to establish “high-order transit connectivity to the Pearson Airport district from all directions, including a multi-purpose, fast, transit link to downtown Toronto.” The project won the “AirRail Concept of the Year” award from the Global Air Rail Awards in 2013.

Progress on many fronts is on track for the service to be launched in time for the Toronto Pan/Parapan American Games in July 2015. The UP Express brand was introduced, giving the service a memorable public face. Construction of the rail spur into the airport has proceeded ahead of schedule during the past year, with the dramatic elevated structure taking shape at the airport. Substantial construction underway on other portions of the rail corridor will provide an additional track and grade separations. The railcar design is complete and the first two vehicles are currently under production for delivery in Toronto in 2014.

PRESTO

Another initiative of Metrolinx's *The Big Move*, PRESTO plays an important role in supporting greater integration of the region's transit systems and in making the customer experience “easier.” While originally contemplated as a smartcard or “e-Purse” to integrate the regional transit systems of the GTHA, the success of PRESTO has meant a growing mandate and reach as the program has matured and the technology advanced.

With ten transit systems using multiple fare systems serving a population of almost 7 million people in the GTHA and Ottawa, implementing PRESTO is one of the most complex fare card projects currently underway globally. PRESTO allows customers to use a single, seamless, integrated fare payment method on participating transit systems across the region, including bus, train and subway routes. This technology can be adopted by municipal transit partners serving large city populations, mid-sized urban centres or burgeoning suburban communities.

Today, PRESTO is used as a fare card to make it easier for commuters to pay their fare with the simple tap of a card while travelling within and between participating transit systems. In the future,

PRESTO will be delivered through additional devices, such as contactless credit and debit cards, mobile applications and NFC-enabled devices to offer customers even more convenience, flexibility and personalization.

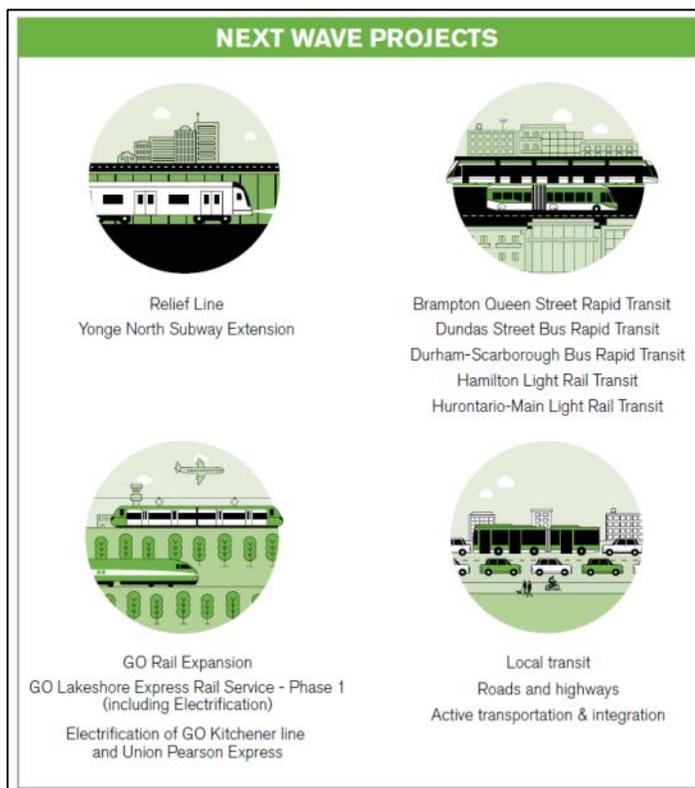
Since the launch of the system in 2010, approximately 570,000 PRESTO cards have been issued. Approximately 7.6 million PRESTO rides occur each month (as of April 2013). Today there are 14 TTC subway stations equipped with PRESTO handling over 624,000 transactions monthly. The TTC and Metrolinx have now signed a master agreement to roll out PRESTO across the TTC system, beginning with the new streetcars in April of 2014. Finally, PRESTO was fully deployed on OCTranspo in Ottawa, which is expected to add another 200,000 cardholders in 2013.

The Next Wave Projects and Investment Strategy

A priority for 2013 is establishing an adequate and sustainable funding source to continue implementing *The Big Move*.

The Metrolinx Investment Strategy, entitled “Investing in our Region – Investing in our Future,” was released on May 27th, 2013 and was unanimously adopted by the Metrolinx Board of Directors. It recommends a package of investment tools to pay for the Next Wave, a \$34B program of 10 additional unfunded regional rapid transit priorities and investment in other complementary transportation initiatives. The Investment Strategy aims to build trust and accountability and is based upon four key principles that were tested and endorsed by the public:

1. The Dedication of Revenues to Specific Outcomes.
2. Fairness.
3. Equity Across The Region.
4. Accountability and Transparency.



A “Top 10 Corporate Culture”

The Metrolinx organization and its staff were recognized in the past year as one of Canada’s Top 10 Corporate Cultures for having a “best-in-class culture that has helped enhance performance and sustain a competitive advantage.” The award recognizes the efforts of Metrolinx’ employees in building and sustaining a culture built on our history of service, innovation, and the stewardship that Metrolinx has been entrusted with. Exemplary work across the organization resulted in nine noteworthy awards for specific initiatives during 2012 and 2013, as highlighted below.

Metrolinx – An Award-Winning Organization

2013 – “AirRail Concept of the Year” from the Air Rail Awards, for **Union Pearson Express**

2013 – International Association of Business Communicators (IABC) Ovation Award for Communication Management pertaining to **Eglinton Crosstown LRT**

2013 – Canadian Urban Transit Association (CUTA) Award in the area of Innovation for the **“You GO Girl”** initiative to promote careers in transit

2013 – Canada’s Top **10 Most Admired Corporate Cultures** for the Broader Public Sector (for 2012), awarded by Waterstone (for 2012)

2012 – Canadian Architect Award of Excellence, for design excellence of the **Union Station train shed roof**

2012 – CUTA Award in the area of Marketing and Communications, for the **“Let GO Know”** customer feedback initiative

2012 – The Purchasing Management Associate of Canada award for Supply Chain Excellence, for in recognition of excellence for **Transit Inventory Management System (TIMS)** project by the Transit Procurement Initiative (TPI)

2012 – The Supply Chain and Logistics Association Canada President’s Award, recognizing excellence for creating the **TIMS** by the TPI

2012 – The City of Hamilton Community in Motion Active Transportation Award, Advocate of the Year, for **Stepping It Up**, demonstrating leadership in encouraging kids to walk and roll to school

2013-2018 Environmental Scan

The dynamic environment in the GTHA and beyond interacts with the changing focus of corporate activities. A review of key economic, land use, and transportation trends in the region provides a quantitative indication of future. Public roundtables, organized in early 2013 as input to the Investment Strategy, provided a valuable insight into public concerns and expectations. Consultations with senior management revealed issues to be considered in charting a five-year corporate strategy. Seven topics appeared repeatedly in these investigations as critical to the future direction of Metrolinx:

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. Customer attitudes are growing and changing
6. Keeping pace with a dynamic business environment
7. Metrolinx is a rapidly evolving organization

1. Residents are impatient for improved mobility

Transportation issues and congestion are currently in the GTHA public spotlight and there is a healthy appetite for discussion. Public frustration with traffic congestion is high. People want to know that there is a clear plan to provide viable mobility alternatives that will take them where they need to go, when they want to travel. There is recognition of the need for expanded regional transit as well as high expectations for the service being delivered. But there is no agreement about how it will be paid for.

Public consultation programs carried out by Metrolinx, the City of Toronto, the Toronto Board of Trade and others in early 2013 revealed that public awareness of Metrolinx and *The Big Move* is low, and work is underway to communicate the role of *The Big Move* in addressing these concerns.

Metrolinx' challenge will be to meet high public expectations and sustain public support for what must be done – building and paying for a greatly enhanced GTHA transportation system.

2. Thinking like a region

Public feedback gathered at roundtables held in early 2013 indicated expectations for seamless transportation in the region are unfulfilled. Residents are frustrated by lack of integration of routes and fare structures. Metrolinx is seen as a source of

Emerging GTHA Trends:

The GTHA continues to grow – Our population grew by nearly 9% over the five years leading to 2011 which has translated to our region gaining a million people over the last decade.

Our economy has made slow and steady gains since the economic decline of 2009 – Today GDP is up 5.8% from 2009 and up 2.8% from the high of 2007/2008. Typically economic growth corresponds with more trips on roads and transit and can significantly contribute to congestion.

Household income has been declining – The most recent information we have indicates that median household income has been declining by about 3.6% across the GTHA. For many families, this means less disposable income to spend on transportation needs, such as owning a car.

We have more visitors and so more people travelling to and from our airports – The number of Pearson International Airport passengers increased by 10% from 2008 to 2011 and Billy Bishop Toronto City Airport has increased 50% each year for multiple years. Airport travel and the overall volume of visitors to the GTHA adds demands on the transportation network.

The urban landscape continues to evolve – Land use patterns (the places where people live and work) have a tremendous impact on the transportation choices we make. There has been uneven population growth across the GTHA with the City of Toronto growing slower than the surrounding regions. For office jobs, between 1999 and 2010, the vast majority of growth has taken place in auto-oriented, low-density areas that are difficult to serve by transit.

Our demographic composition is shifting – more and more of our population each year is over the age of 65 and we are becoming more diverse as a region. For transit, this means that walkable, transit-oriented and barrier-free mobility is essential, and information about mobility options will need to be available in multiple languages.

...cont

leadership to coordinate and integrate transportation as envisioned in *The Big Move*.

Municipalities and other regional stakeholders have continued to make decisions and invest in many aspects of their local transportation systems; increased coherence in these investments would contribute to improved regional travel experiences.

Realizing *The Big Move* requires active roles by municipalities and other stakeholders in the region to accomplish changes that affect municipal mandates and cannot be delivered directly by Metrolinx alone.

A review of progress made on *The Big Move* has identified activity in some of these areas (e.g. promoting mobility hubs, regional traveller information) and limited progress in other areas (e.g. regional fare policy integration, regional customer service standards harmonization, regional design and wayfinding harmonization) that require coordinated action by a number of stakeholders.

3. We are in times of fiscal constraint

The current dampened economy and the need to address the provincial deficit is creating an economic climate of restraint in all public spending. Governments and public agencies at all levels are looking for ways to reduce spending. Against this backdrop, fuel costs and other expenses continue to increase, resulting in higher operating costs for the services Metrolinx provides, as well as encouraging riders to use transit.

As a government-funded entity, Metrolinx's capital program requires consistent provincial policy and funding priorities. The multi-year contracts involved in delivering the large capital projects underway result in advance commitment of capital expenditures for many years, requiring sustained commitment and funding.

Metrolinx faces significant funding challenges in the coming years. Provincial capital funding (and the impacts of addressing the rising costs of amortization) will result in Metrolinx experiencing increased annual debt financing costs starting in 2015-2016 when several large capital projects go into service. In addition, once capital infrastructure projects for GO Transit, UP Express, and new rapid transit lines are completed, the new services on these corridors will require additional sustained operating funding.

In this challenging fiscal environment, the funding required to sustain the implementation of *The Big Move* is not available from traditional sources. Establishing adequate and stable funding will be essential to meeting the region's ongoing transportation needs and setting the stage for long-term economic growth. In developing its Investment Strategy, Metrolinx studied the issue thoroughly and cast a wide net for input and advice from diverse sources. Over 100 meetings were held, including 12 public roundtable sessions hosted by Metrolinx across the region. The recommendations in the

...cont

We own more vehicles per household

– The most recent data shows that we owned 1.7 vehicles per household in 2006, up from 1.4 vehicles in 2001 with household size remaining stable.

The cost of getting around the region is going up

– Transit fares in GTHA vary, but they currently average \$104 for an adult monthly pass and \$3.00 for a single fare ride. The cost of car ownership also varies but can cost between \$700-\$1,000 per month, depending on vehicle type and distance travelled.

Fuel prices have steadily increased since 2008 and are expected to grow over the long term

– Since 2006, the price of fuel in the GTHA has fluctuated between \$0.74 to \$1.32 per litre. It has generally increased in the years since a dramatic drop which occurred in November of 2008. Rising fuel prices increase the cost of both driving an automobile and operating bus services.

We continue to experience the effects of climate change

– In the past couple of years, we have continued to see increased extreme weather events associated with climate change. We must continue to prepare for increasingly severe and frequent weather events through mitigating policies, programs and infrastructure.

Investment Strategy are designed to support over 400 km of new and enhanced transit, along with improvements to roads and highways that comprise the Next Wave of *The Big Move*.

4. Limits to capacity

The current multi-billion dollar investments underway are unprecedented in the region. Related construction in the GTHA is providing opportunities for regional and international engineering, design, and construction industries both locally and internationally. In some areas, the scale of activity is straining the capacity of regional service and construction resources and potentially limiting the extent of competition. This can affect pricing and exhaust the supply of some specialized skills and services.

The existing transit infrastructure in the GTHA is physically limited by its existing network. For example, the single tracks available on several GO Transit corridors are reaching their limits of expansion beyond peak direction-peak period services. In the case of the Yonge subway, the line is taxed during peak periods. Other corridors throughout the region that warrant higher order transit services require rapid transit infrastructure to replace existing bus services caught in traffic congestion. To expand capacity, corridor infrastructure and some foundational investments (i.e. new maintenance facilities etc.) are required.

The delivery of *The Big Move* 15 year rapid transit initiatives is now well underway and is beginning to address the 30 year gap in major regional transit investment. These major infrastructure projects currently underway have long lead times, so positive impacts will not be immediately evident.

5. Customer attitudes are changing

The GTHA population and related economic activity both continue to grow rapidly. Changes in urban form and demographics are creating an unprecedented opportunity, and need, for effective transit options in the region.

As guided by the provincial *Places to Grow* strategy, growth in the region is being increasingly accommodated in existing built-up areas. While many people are choosing to live in higher density urban concentrations with services close at hand, employment growth is primarily occurring outside of the central area, in scattered suburban office locations. The resulting diffuse suburb-to-suburb and downtown-to-suburb commute patterns are difficult to serve with current transit approaches. These development patterns are also increasing congestion, making auto travel more time-consuming and less attractive.

Demographic and attitudinal changes are creating a new desire for transit service, and for better designed and more customized services and amenities. Young people are deferring obtaining their drivers' licences, living in more urban settings, adopting alternative work formats, and looking to transit services to meet their diverse travel needs. As the baby boom retires, the number of seniors using transit is also growing, requiring attention to accessibility of service. Widespread use of mobile devices and related technologies has created a public expectation for real-time, customised information to be available at travelers' finger-tips.

These changes present an opportunity for transit to engage new markets of riders. This will require attention to services that take people to suburban employment locations and other destinations, a

strong attention to design excellence, a high quality of information and customer amenities, and services that accommodate customers' unique and personalized needs.

6. Keeping pace with a dynamic business environment

The business environment in which Metrolinx functions is being affected by shifting models of service delivery, changes in markets, technological developments and client expectations.

A variety of creative delivery models are available in today's business environment that assist with meeting quality and cost objectives. All aspects of an initiative from planning through delivery can be supplied by external contractors. Metrolinx has traditionally worked extensively with external contractors to deliver core systems and services where appropriate, including for delivery of GO Transit and PRESTO services. These and other alternative contracting and procurement processes require different Metrolinx management skills that must be developed or acquired.

Metrolinx is increasingly operating in an international business environment. Supplier industry consolidation, such as for vehicles, is leading to procurements from international suppliers. The scale and requirements of Metrolinx undertakings are requiring engagement of international suppliers.

Rapidly changing technologies are associated with an expectation that new opportunities that add value will be adopted quickly. The customer experience of Metrolinx services is closely linked to a variety of technological systems including fare collection systems, mobile phone apps and personal communications tools. Metrolinx must constantly respond to these opportunities and ensure that practices concerning personal privacy are current.

Responsible operations in the area of environmental sustainability are now a routine public expectation. The number of climate events (i.e. Hurricane Sandy etc.) that pose a risk to corporate activities is increasing, along with the need to manage and adapt to these changes.

Metrolinx' spends significant amounts of public funds, and may be accountable for additional dedicated funding in the future. The public will expect Metrolinx to operate with integrity, transparency and demonstrate rigorous accountability for its activities.

7. Metrolinx is a rapidly evolving organization

Metrolinx is a start-up organization with mature customer offerings. In taking on new responsibilities, and developing the capacity to meet expectations. Metrolinx will need to be a highly effective, nimble and respected organization in order to meet its objectives.

The addition of the new expanded Toronto rapid transit implementation team to the existing operating divisions of GO Transit, UP Express and PRESTO has resulted in an array of organizations within one organization. Each division contributes a strong culture, and provides diverse expertise. Organizational structures, roles and processes, as well as decision-making and communication systems have constantly evolved to accommodate this rapid growth. This dynamic environment requires ongoing change management to ensure a stimulating work environment where employees are supported by efficient processes and clear communications. The rate of organizational growth will slow as Metrolinx matures and fully-integrates its approach to business.

2013-2018 Priorities

The Big Move establishes a long-term vision for mobility in the GTHA. The scope of the plan, to be delivered in the context of the challenges described in the previous section, leads us to the five priorities that will guide our success.

The table below illustrates the relationship between the five identified priorities and the issues discussed in the previous section of this document outlining the 2013-2018 operating environment. Following the table below, each identified priority is elaborated upon.

PRIORITIES	CORRESPONDING ENVIRONMENTAL SCAN ISSUES
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.	<ul style="list-style-type: none"> Thinking like a region Customer attitudes are changing
II. Pursue stable funding to support the integrated mobility improvements outlined in <i>The Big Move</i> .	<ul style="list-style-type: none"> Residents are impatient for improved mobility Thinking like a region We are in times of fiscal constraint
III. Implement Priority Regional Transit Infrastructure Projects in <i>The Big Move</i> as world-class city-building projects.	<ul style="list-style-type: none"> Residents are impatient for improved mobility Limits to capacity Customer attitudes are changing Keeping pace with a dynamic business environment
IV. Operate Metrolinx services , setting the regional standard in customer service excellence .	<ul style="list-style-type: none"> Residents are impatient for improved mobility Thinking like a region Customer attitudes are changing
V. Ensure that Metrolinx remains a trusted organization with the capacity and flexibility to deliver <i>The Big Move</i> .	<ul style="list-style-type: none"> We are in times of fiscal constraint Keeping pace with a dynamic business environment Metrolinx is a rapidly evolving organization

I. Provide regional leadership to enhance mobility options, guided by *The Big Move*, stimulating and supporting the activities of partners across the region.

- The Big Move* is well established among regional stakeholders as the vision for transportation in the GTHA over 25 years. By successfully working with this document in guiding regional

dialogue, and refreshing it as required to ensure that it is current and meaningful, *The Big Move* will continue to provide a roadmap for stakeholders involved in transportation.

- Reaching the objectives of *The Big Move* requires more specific implementation planning, including project development, assessment and priority setting, and development of strategies to address individual issues. Metrolinx will continue to work with stakeholders in the region to develop the transportation system and land use plans that support increased mobility.
- Realization of *The Big Move* includes action by municipalities and other stakeholders in the region. Metrolinx will provide leadership in working with partners in the region, and develop creative ways to support their activities to progress these aspects of the plan. Initiatives such as the Transit Procurement Initiative (TPI), Smart Commute, PRESTO, and the Regional Transit Traveller Information System (RTTIS) are examples of Metrolinx leadership in collaborations with regional partners.
- Citizens of the region have expectations that Metrolinx will address congestion in the region and improve integration of the transit services.

II. Pursue stable funding to support the integrated mobility improvements outlined in *The Big Move*.

- Delivering *The Big Move's* program of rapid transit construction is a long-term undertaking, with many projects requiring nearly a decade to design and construct. A sustained, predictable source of funding over the next several decades will be required to complete the rapid transit network.
- The expanded transportation network envisioned in *The Big Move* will also require complementary investments for municipal infrastructure, and increased operating support to services once the infrastructure has been completed.
- Three levels of government have contributed a total of \$16 Billion to the First Wave of regional rapid transit projects. These governments, in the current fiscal environment, are not able to provide the additional \$34 Billion that will be needed for the Next Wave.
- This requirement was foreseen in the Metrolinx Act, which required Metrolinx to make a recommendation to the province on a long-term funding strategy.
- Any potential funding package approved by the province, as discussed in the Investment Strategy recommendations, will need to be implemented and administered in a way that is responsive to regional transportation plans and needs, and establishes and maintains public confidence.

III. Implement Priority Regional Transit Infrastructure Projects in *The Big Move* as world-class city-building projects.

- The rapid transit network required to extend services throughout the region is identified in *The Big Move* 15 Year Plan for Regional Rapid Transit (as updated), and is being implemented through projects already committed, to be followed by the Next Wave of projects.
- This widespread network of rapid transit services is the basis for providing a viable transit alternative and relieving the impact of congestion on the region's mobility.
- Additional infrastructure will provide new rapid transit services in the region's municipalities and allow the TTC and GO Transit to address existing capacity deficiencies and meet growing demand.

- The scale of this undertaking is unprecedented in the region, and will require expert management to control and deliver the work as planned, and to attract and manage the needed suppliers in an international market.

IV. Operate Metrolinx services, setting the regional standard in customer service excellence.

- *The Big Move* speaks to a customer-first transportation system, including service integration, high standards in frequency and reliability of service, and accurate and real-time information on all travel modes.
- Transportation services across the region must address customer requirements and meet high expectations for customer service, to offer viable mobility options to road congestion.
- The services operated by Metrolinx throughout the region must demonstrate leadership in customer service.

V. Ensure that Metrolinx remains a trusted organization with the capacity and flexibility to deliver *The Big Move*.

- Implementing *The Big Move* is a massive undertaking, and needs a high quality of expertise in many areas. An effective organization requires leadership that is respected and trusted by stakeholders involved in delivering transportation services, and by the public.
- Successfully delivering mobility options that will meet public travel expectations and the much-needed rapid transit infrastructure in this dynamic region requires Metrolinx to have world-class expertise and effectiveness.
- The evolving business environment requires Metrolinx to be credible, nimble and have the ability to understand and respond to new issues.
- Metrolinx' ability to successfully advocate for and administer the very large amounts of funding involved in implementing *The Big Move* requires a high level of trust by the region's transportation stakeholders and by the public.
- Metrolinx is a relatively young organization and is growing and evolving rapidly, requiring ongoing attention to organizational development and best practices elsewhere to guide growth and actions.

2013-2018 Objectives

Over the next five years, we will focus our actions around the five priorities. These priorities will form a framework to guide our work in all parts of the organization to implement *The Big Move* through an extensive program of diverse deliverables.

A total of 17 high level objectives, reflecting the scope of activities related to *The Big Move* strategies, support the priorities. Each objective is addressed through several related deliverables. The objectives capture the overall strategic direction first outlined in last year's *Metrolinx Five-Year Strategy: 2012-2017*, modified where required to reflect the new structure, and updated.

PRIORITIES	OBJECTIVES
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.	1: Maintain the relevance of <i>The Big Move</i> through updates and related planning, to guide investment and decision-making. 2: Advance integrated transit fares and services across the GTHA, optimizing convenient, seamless connections to improve customer experience. 3: Champion <i>The Big Move</i> strategies, collaborating with stakeholders, and implementing selected regional initiatives to advance transportation objectives. 4: Fully implement PRESTO in the GTHA and Ottawa.
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 investment tools, once approved by the Province of Ontario. 6: Strive for industry leadership in cost management and revenue generation from fares and other sources.
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 . 8: Complete UP Express construction on time and on budget. 9: Advance construction of priority rapid transit projects consistent with <i>The Big Move</i> . 10: Champion coordination of land use and transportation to increase mobility choices and leverage public transportation investments.

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.

12: Launch **UP Express** to link Union Station and Toronto Pearson airport, delivering a **differentiated customer experience**.

13: Complete **rapid transit operating agreements** that emphasize excellence in **customer service** delivery.

14: Enrich the **PRESTO** customer fare payment experience with **enhanced customer convenience** and increased payment flexibility.

15: Support the **Pan/ParaPan Am games** organizers in providing optimal mobility to games attendees and GTHA residents throughout the games period.

V. Ensure that Metrolinx remains a trusted organization with the capacity and flexibility to deliver *The Big Move*.

16: Develop **Metrolinx** as an organization of engaged employees, with the capacity, expertise and design to meet evolving business standards and anticipate future needs.

17: Demonstrate that Metrolinx provides excellent **value for money** through **performance monitoring** and periodic efficiency reviews.

18: Establish trust as the regional transportation authority, modeling integrity, **transparency and accountability**.

2013-2018 Deliverables

PRIORITY I:

Provide regional leadership to enhance mobility options, guided by *The Big Move*, stimulating and supporting the activities of partners across the region.

OBJECTIVE 1: Maintain the relevance of *The Big Move* through updates and related planning, to guide investment and decision-making.

DELIVERABLES:

- 1a. **Update *The Big Move*** by 2016, integrating key studies, engaging regional stakeholders, and ensuring ongoing alignment with provincial policies and plans.
- 1b. Complete evidence-based plans defining the **scope, prioritization, and sequence of projects and programs** needed to implement the Next Wave of projects from *The Big Move*.
- 1c. **Sustain public and stakeholder awareness** of *The Big Move* as the reference document for transportation planning in the GTHA, and of progress with implementation of the plan.

OBJECTIVE 2: Advance integrated transit fares and services across the GTHA, optimizing convenient, seamless connections to improve customer experience.

DELIVERABLES:

- 2a. Work with local transit operators toward **seamless service integration**.
- 2b. Work with municipalities to develop a **fare integration plan**, to be considered for inclusion in the 2014-2015 business plan.
- 2c. Continue efforts to advance an integrated multi-carrier bus terminal in downtown Toronto, and similar **multi-agency bus terminals** at Kipling station, Renforth Drive and Eglinton Avenue, 407 at Jane Street and other locations where appropriate.
- 2d. Promote and coordinate regionally significant **bus priority measures** including consistent Transit Signal Priority strategy and potential High-Occupancy Toll (HOT) lanes to support faster, more reliable service on regional bus services.

OBJECTIVE 3: Champion *The Big Move* strategies, collaborating with stakeholders, and implementing selected regional initiatives to advance transportation objectives.

DELIVERABLES:

- 3a. Advance actions from *The Big Move* that require collaboration with regional stakeholders, working with municipal partners and others parties as appropriate to establish priorities and implement regional change:
- increase the efficiency of goods movements through collaboration on the **Freight Action Plan** through the GTHA Urban Freight Forum, to;
 - increase the continuity and completeness of **regional walking and cycling facilities**;
 - develop and begin implementing an **Intelligent Transportation Strategy** to leverage ITS technologies to optimize the efficiency of the road network;
 - Develop an **integrated Regional Transit Traveler Information System (RTTIS)**, with trip planning, real-time service status information, and consolidated regional open data by 2017.
 - Reduce barriers to **cross-boundary travel on specialized transit** service in the GTHA.
 - Establish **consistent design standards** and amenities for transit terminals
- 3b. **Recommend legislative changes** to the Province in support of *The Big Move* objectives, addressing identified concerns related to cycling safety, barriers to vanpooling and ridesharing and tax treatment of employer-provided transit fares.
- 3c. Expand the **Transit Procurement Initiative (TPI)** collaborative platform for Ontario-wide transit procurement with:
- Formalized key performance metrics and industry-validated cost savings by 2014
 - Increased scope to eight purchase agreements by 2016
 - Increased participation by 33% to 36 partners by 2017.
- 3d. Promote and implement **Transportation Demand Management (TDM)**, working with partners throughout the region to:
- build on the Stepping It Up pilot project, encourage walking and cycling to school through travel planning in all GTHA school boards;
 - **expand the Smart Commute Workplace program** to cover the GTHA, engaging employers and other stakeholders in developing and promoting commute travel options, with participation growing 30% to exceed 350 workplaces by 2017.

OBJECTIVE 4: Fully implement PRESTO in the GTHA and Ottawa.

DELIVERABLES:

- 4a. Surpass **2 million cards issued by 2016**, delivering PRESTO on:
- **OC Transpo** in Ottawa;
 - the **Union Pearson Express** in Toronto time for launch of the service for the Pan/Parapan American Games in 2015; and
 - the **TTC** in Toronto, focusing on key services related to the Pan/Parapan American Games by 2015 with full deployment by 2016.

PRIORITY II:

Pursue stable funding to support the integrated mobility improvements outlined in *The Big Move*.

OBJECTIVE 5: Support the implementation of the **Investment Strategy** investment tools, once approved by the Province of Ontario.

DELIVERABLES:

- 5a. Continue to **explain and share** the **Investment Strategy** with the public and stakeholders.
- 5b. Provide additional **analysis and advice** to the Province as required on assessment and implementation of dedicated **investment tools**.

OBJECTIVE 6: Strive for industry **leadership in cost management and revenue** generation from fares and other sources.

DELIVERABLES:

- 6a. Identify and implement **non-fare revenue opportunities** in areas such as advertising, strategic partnerships and vending.
- 6b. Collaborate with the private sector development community to generate **financial contributions associated with transit-related development** where possible.
- 6c. Develop a **pay parking** strategy for GO Transit parking facilities.
- 6d. **Evaluate**, when opportune, **alternative delivery models** for corporate activities to determine the appropriate roles for in-house and contracted delivery for optimal value and quality.
- 6e. Balance **PRESTO's** capacity for system development and deployment with a sustainable and effective **operating delivery model** as the scale of operation increases.

PRIORITY III:

Implement Priority Regional Transit Infrastructure Projects in *The Big Move* as world-class city-building projects.

OBJECTIVE 7: Deliver **GO Transit infrastructure** required to continue progress toward a comprehensive **all-day regional transit service**.

DELIVERABLES:

- 7a. **Expand the GO Transit fleet** to approximately 58 rail consists and 500 buses by 2018.

- 7b. Undertake **railway corridor improvements** to support rail service extensions, addition peak period capacity, and two-way service, including:
- **extension of service** on the Richmond Hill line to Gormley (2015) and on the Lakeshore West line to James Street North in Hamilton (2015);
 - **signalization** of the Barrie corridor (2013);
 - **track enhancements** on the Barrie, Stouffville and Richmond Hill corridors to permit incremental service expansion and support the future implementation of two-way, all-day service. More aggressive infrastructure expansion could be pursued contingent on potential adoption of Investment Strategy recommendations (ongoing 2018);
 - **track enhancements** on the Kitchener corridor to accommodate both UP Express and increased GO service (2015);
 - investigation of approaches to develop **improved rail services** on the Milton corridor by 2018; and
 - extension of 10-car platforms to accommodate **12 cars** at five remaining stations.
- 7c. Complete **foundational infrastructure** required to support the expansion of the GO system:
- Implement a new state of the art **GO Transit Control Centre** by 2016, to optimize coordination of GO Transit services and enabling future in-house train control.
 - Revitalize and provide **increased capacity at Union Station**:
 - new train shed atrium to enhance the platform environment (2014);
 - refurbishment of the aging train shed (2016).
 - construction of a new south platform (starting 2017) and berthing two trains at selected platforms (starting 2018) to add capacity;
 - new customer concourses (in partnership with the City of Toronto) and enhanced teamways to expand and improve customer station facilities
 - Expand fleet maintenance capacity at **Willowbrook Rail Maintenance Facility** (2015) and the new **East Rail Maintenance Facility** and associated **enhancements on Lakeshore East corridor** (2017).
 - Implement the **GO Transit Parking and Station Access Plan**, providing additional parking and improvements to transit, walking, and cycling, increasing the percent of passengers arriving on transit/walk/cycle from 22 to 28 by 2017.
- 7d. **Deliver** infrastructure to support the expanded GO Bus Service linking suburban activities including:
- **bus priority facilities at selected locations**;
 - additional **GO Park & Ride lots on Highways 407 and 404 to improve access to GO bus services**; and
 - new or expanded **bus fleet facilities** at five locations by 2017.

OBJECTIVE 8: Complete UP Express construction on time and on budget.

DELIVERABLES:

- 8a. Complete construction of:

- Georgetown South **railway corridor and airport spur construction** by 2014;
- **UP Express stations** at Union, Bloor, Weston and Pearson by 2015; and
- Vehicle servicing and maintenance facilities by 2015.

8b. Receive and complete testing of new **rail cars** by 2015.

8c. Complete the **UP Express electrification** Environmental Assessment and advance planning, design, engineering, and construction as per programming of Next Wave investments.

OBJECTIVE 9: Advance construction of priority rapid transit projects consistent with *The Big Move.*

DELIVERABLES:

9a. Complete, in partnership with the City of Mississauga, the **Mississauga BRT 403 transitway** between Winston Churchill Boulevard and Renforth Road including 11 new stations by 2016, carrying at least 20 buses per hour with additional service along busy segments during peak periods.

9b. Advance delivery of the **Eglinton Crosstown LRT** (from Mount Dennis to Kennedy Station) for an in-service date of 2020, including:

- completing procurement in 2014, in collaboration with Infrastructure Ontario;
- beginning construction of AFP scope of work in 2015; and
- completing construction of early works, including all tunnel work, in 2017.

9c. Advance delivery of the **Scarborough LRT** (conversion from Kennedy Station to McCowan Station and extension to Sheppard Avenue) for an in-service date of 2020, including:

- completing the procurement in 2014, in collaboration with Infrastructure Ontario; and
- beginning full construction after the Pan/Parapan American Games.

9d. Advance delivery of the **Finch West LRT** (from the Toronto-York Spadina Subway Extension to Humber College) for an in-service date of 2020, including:

- completing construction of all early works in 2016; and
- completing the procurement in 2016, in collaboration with Infrastructure Ontario.

9e. Advance delivery of the **Sheppard East LRT** (from Don Mills Station to Morningside) for an in-service date of 2021, including:

- completing construction of all early works in 2017; and
- completing the AFP procurement process in 2017, in collaboration with Infrastructure Ontario.

9f. Complete the design, construction, testing, and commissioning of the **Scarborough/Sheppard Maintenance and Storage Facility** in 2017.

9g. Complete, in partnership with the Region of York, the construction of all **VivaNext Bus Rapid Transit (BRT)** projects, including the:

- **Highway 7 Rapidway**, from Richmond Hill Centre to Warden Avenue in the City of Markham, in 2014;
- **Davis Drive Rapidway**, from Yonge Street to Roxborough Road in the Town of Newmarket, in 2015;
- **Highway 7 Rapidway**, from Helen Street in the City of Vaughan to Yonge Street in the Town of Richmond Hill, in 2018;
- Vaughan Metropolitan Centre component of the **Highway 7 Rapidway**, from east of Hwy 400 to west of Bowes Road, in 2016;
- **Yonge Street Rapidway**, consisting of three segments along Yonge Street in the Towns of Richmond Hill and Newmarket, in 2018; and
- **Unionville Station Rapidway**, through Markham Centre in the City of Markham, in 2018.

9h. Begin production of new **low floor light rail vehicles** in 2017 based on a prototype received for testing in 2015.

9i. Pursue planning, design and engineering of the **Next Wave rapid transit investments**, as defined in the **Investment Strategy** recommendations.

OBJECTIVE 10: Champion coordination of land use and transportation to increase mobility choices and leverage public transportation investments.

DELIVERABLES:

10a. Pursue opportunities for **joint development at GO stations** with municipalities, and other parties; proceed with at least two projects in which construction is underway by 2016.

10b. Promote the **planning and implementation of mobility hubs** and station areas through:

- promoting municipal application of the **Mobility Hub Guidelines** in their planning activities and investments;
- completing plans to **guide development of designated mobility hubs**; and
Construction of supportive infrastructure at applicable stations

10c. **Collaborate** with municipalities on **planning studies** to foster transit-supportive land uses in the corridors of rapid transit projects, and promote effective access options to passenger facilities.

10d. Work with provincial and municipal organizations to encourage **siting of key destinations including large employment, leisure and retail sites, health and educational institutions** in coordination with suitable public transportation services.

PRIORITY IV:

Operate Metrolinx services, setting the regional standard in **customer service excellence**.

OBJECTIVE 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.

DELIVERABLES:

11a. Expand rail service, increasing the number of rail trips **by 85 to 90 percent** for the five-year period from 2013-2014 to 2017-2018, starting from a 2012-2013 base of 1,119 trips per seven day weeks.

- Introduce **off-peak service** every 30 minutes on the Lakeshore corridors.
- **Add peak period trains** on selected corridors where feasible.
- **Extend Richmond Hill Rail service** to Gormley and Lakeshore West rail service to James Street North in Hamilton.
- As infrastructure permits, introduce **off-peak rail service** on the inner sections of those GO lines that lack that service today.

11b. Expand bus service, increasing the number of bus trips **by 25 percent** for the five year period from 2013-2014 to 2017-2018, starting from a 2012-2013 base of 13,500 trips per seven day week.

- **Add bus services** throughout the network in response to demonstrated demand.
- Increase **suburb-to-suburb services** with a focus on suburban employment centres and institutions.
- Restructure bus services to **serve completed bus rapid transit** on Hwy 403 / Mississauga Transitway (2015), a new terminal at Hwy 407 & Jane Street as part of the Spadina subway extension (2016); Kipling bus terminal (2017).
- In cooperation with local transit service providers, **rationalize regional GO Bus services** to complement maturing local transit services in Durham Region, Brampton, Mississauga, Milton and the Hamilton/Burlington corridor.
- **Increase the profile of GO bus services** for their important role in serving the rapidly growing suburban market through a branding and marketing strategy.

11c. Evaluate new GO Transit fare structures to encourage efficient use of existing and new service capacity midday and weekend travel and implement as recommended by 2016.

11d. Complete deployment of a bus tracking system (Computer Aided Dispatch /Automatic Vehicle Location) by 2015 to support operational management and provide real-time bus service status information for customers.

11e. Continue to grow customer satisfaction, improve customer information and develop new ways of understanding what customers want from the service by implementing the **Customer Service Strategy** including:

- streamlining customer and staff processes **for the GO Service Guarantee Program** in 2013;
- enhancing **the usefulness and profile of social media and mobile website** customer communications;

- enhancing **front line customer service training** to identify, understand and develop skills to anticipate customer needs; and
- upholding or exceeding the commitments of the **GO Passenger Charter**, with a 5% growth in customer satisfaction to 87% by 2016.

11f. Continue to **improve accessibility** of GO Transit services:

- complete **accessibility modifications** to the remaining six rail stations and six third-party owned bus terminals used by GO Transit; and
- enhance bus accessibility through working with municipalities to make municipally-owned **on-street bus stops wheelchair accessible** for GO Transit buses, and **procuring low floor vehicles** to replace current GO Transit coaches.

OBJECTIVE 12: Launch **UP Express** to link Union Station and Toronto Pearson airport, delivering a **differentiated customer experience**.

DELIVERABLES:

- 12a.** Create and deliver a **unique branded customer experience** that defines the outward face of the service brand and how it will deliver value to customers, developing strategic partnerships that strongly align with the UP Express Brand.
- 12b.** Clarify the **business model** for the UP Express service, reflecting regularly updated ridership projections, for Board approval in 2014.
- 12c.** Implement a robust UP Express **technology program**, including a simple and intuitive website and mobile app, and fare collection system.
- 12d.** Implement a **master communications plan**, along with comprehensive marketing, to raise awareness and ridership of the UP Express.
- 12e.** Execute and monitor an **operations plan** for UP Express, leveraging Metrolinx capabilities and third party agreements to deliver a highly reliable service with attention to excellent customer service carrying roughly 5,000 passengers per day or 1.8 million rides in the opening 12 months.

OBJECTIVE 13: Complete **rapid transit operating agreements** that are financially sustainable and emphasize excellence in **customer service** delivery.

DELIVERABLES:

- 13a.** Finalize an **operating agreement with York region** for York Viva BRT rapidways by the summer of 2013.
- 13b.** Finalize **operating agreements with the TTC** for the four Toronto LRT projects (Eglinton Crosstown LRT, Sheppard East LRT, Scarborough LRT, Finch West LRT) by 2017.

OBJECTIVE 14: Enrich the **PRESTO** customer fare payment experience with **enhanced customer convenience** and **increased payment flexibility**.

DELIVERABLES:

- 14a. Develop, in conjunction with transit agency clients, a **PRESTO customer satisfaction strategy**; undertake regular customer and client satisfaction monitoring, and respond systematically to emerging concerns.
- 14b. Develop and implement **card reload and distribution strategy** to cover the PRESTO service area.
- 14c. Develop and implement **PRESTO for paratransit**.
- 14d. Implement payment options including **open payment** using contactless smart cards and mobile devices.
- 14e. Assess and begin implementing potential **new PRESTO products** and services by 2018.

OBJECTIVE 15: **Support the Pan/ParaPan Am games** organizers in providing optimal mobility to games attendees and GTHA residents throughout the games period.

- 15a. Leverage GO services, including a new Hamilton James Street station to **support travel to the games**, while sustaining the quality of service to GTHA residents.
- 15b. **Deliver UP Express** service in time for the Pan/Parapan Am games.
- 15c. Leverage Smart Commute to **mitigate the impact of games travel** through transportation demand management measures.

PRIORITY V:

Ensure that Metrolinx remains a trusted organization with the capacity and flexibility to deliver *The Big Move*.

OBJECTIVE 16: **Develop Metrolinx** as an organization of engaged employees, with the capacity, expertise and design to meet evolving business standards and anticipate future needs.

DELIVERABLES:

- 16a. Attract and retain the best talent and be recognized as an employer of choice through:
 - strong **professional and leadership development programs** to attract and train the next generation of professionals in areas of demand;
 - developing and begin implementing a **diversity and social inclusion strategy** by 2015.

- Develop and implement a corporate **collaboration** strategy supported by hard and soft infrastructure to enhance employee morale, as well as individual and collective productivity.
- Further enhance the customer service focused culture through **employee engagement and recognition**, including regular employee opinion surveys, formal recognition, and an active employee suggestion program.
- Apply for **Progressive Excellence Program (PEP)** quality certification by 2016.

16b. Leverage information and technology to support corporate activities and programs:

- Establish the **CIO's office**.
- **Update** the corporate **Information and Information Technology Strategy** by 2013; plan and execute its implementation.

16c. Update and increase scope and integration of the **asset management plan** by 2015.

16d. Achieve progress towards **sustainability**:

- Establish an executive-sponsored corporate **Sustainability Framework** by 2015, addressing energy use, emissions and environmental management; develop and implement workplans and supporting policies for priority initiatives;
- Attain **APTA** Sustainability Commitment Gold status by 2017 and **UITP** Sustainability Charter Full Signatory status by 2016.
- Establish a corporate **Climate Adaptation Plan** covering facilities, practices and protocols, by 2018.
- Introduce cleaner twin-engine **Tier 4 locomotives** to the GO Transit fleet in 2016, beginning an ongoing conversion program.

16e. Ensure design excellence in all projects through a formalized organization-wide **Architectural Design Review Process**, integrated with corporate procurement and project evaluation, by 2014.

OBJECTIVE 17: Demonstrate that Metrolinx provides excellent **value for money** through **performance monitoring** and periodic efficiency reviews.

DELIVERABLES:

17a. Develop and implement, by 2014, organization-wide **key performance indicators (KPIs)** with associated dashboards to assist with ongoing performance monitoring.

17b. Implement ongoing **peer review industry benchmarking** by 2015 to assess operational performance.

17c. Advance the **Enterprise Risk Management** maturity level to effectively integrate a risk-based approach into all business activities, reporting and decision-making.

OBJECTIVE 18: Establish trust as the regional transportation authority, modeling integrity, **transparency and accountability**.

DELIVERABLES:

- 18a.** Enhance **reporting systems** to establish robust and transparent public reporting on the delivery of projects
- 18b.** Further to recommendations related to accountability and transparency measures within the Investment Strategy, implement additional **public oversight mechanisms** to be determined in consultation with government.
- 18c.** Enhance **public engagement practices** to model best practices, including meaningful consultation and outreach to the communities Metrolinx serves on significant planning, design and construction activities.

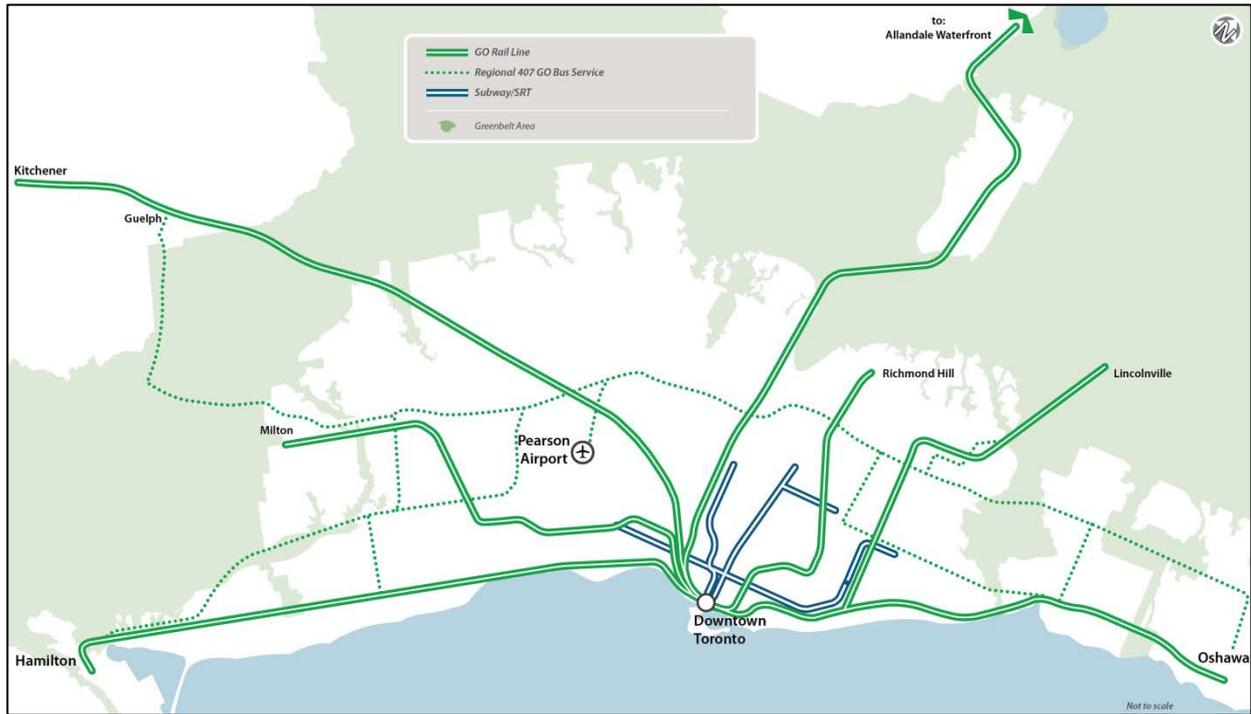
By 2018

Within the next five years, the GTHA will have a more integrated regional transportation network with seamless services, information and fares. The Metrolinx vision for 2018 includes the following:

- **The Big Move** will continue to set the common vision and the baseline for measuring progress on mobility across the GTHA.
- Subject to provincial decisions, a selection of **dedicated revenue tools** will be in place, enabling a secure financial footing to support future transportation investments.
- The **Eglinton Crosstown LRT, Scarborough LRT, Finch West LRT** and **Sheppard East LRT** will all be under construction.
- GO Transit customers will enjoy **expanded service** including additional capacity during peak travel periods, an enhanced network of bus services to suburban destinations, and new off-peak rail service on some corridors. **Union Station will be refurbished and expanded** to accommodate growing ridership and additional rail service.
- **UP Express** will be in service, providing a rapid, reliable and comfortable travel choice between Canada's financial centre and its largest international airport.
- Customers will be able to access information when and where they need it, with real time next-bus and next-train information, and an integrated **region-wide transit trip planning system**.
- **PRESTO** will be fully deployed across the GTHA and expanded to other Ontario municipal transit systems. Expansion of the PRESTO card beyond transit fares, including commercial partnerships, will be underway.
- Through continued delivery of high quality services and the delivery of new key projects, we will have clearly **demonstrated the value of our projects** and programs to residents of the region and be seen by government, stakeholders and communities as **a strong collaborator, a trustworthy partner and a good neighbour**.

March 2013	March 2018
<ul style="list-style-type: none"> • 65 million GO Transit riders 	<ul style="list-style-type: none"> • 83 million GO Transit riders
<ul style="list-style-type: none"> • 500 km of regional rapid transit 	<ul style="list-style-type: none"> • 535 km of regional rapid transit
<ul style="list-style-type: none"> • \$2 billion to \$2.5 billion in transit investment annually 	<ul style="list-style-type: none"> • \$4 billion in transit investment annually
<ul style="list-style-type: none"> • UP Express in design and planning, and track upgrades under construction 	<ul style="list-style-type: none"> • UP Express in full service, with trains departing in both directions every 15 minutes
<ul style="list-style-type: none"> • PRESTO active on nine transit systems in the GTHA 	<ul style="list-style-type: none"> • PRESTO fully deployed on nine transit systems in the GTHA, as well as OC Transpo

2013 Current GTHA Rapid Transit Network Map



2018 Planned GTHA Rapid Transit Network Map

