

BOARD OF DIRECTORS

<u>DATE OF MEETING:</u>	Tuesday, September 10, 2013
<u>TIME OF MEETING:</u>	8:00 a.m.
<u>PLACE OF MEETING:</u>	Metrolinx 20 Bay Street 6 th Floor Toronto, Ontario M5J 2W3 Executive Boardroom
<u>CHAIR:</u>	J. Robert S. Prichard
<u>PRESIDENT & CEO:</u>	Bruce McCuaig
<u>MEETING SECRETARY:</u>	Mary E. Martin, Vice President, General Counsel and Corporate Secretary
<u>MEMBERS PRESENT:</u>	Rahul Bhardwaj Joseph Halstead Richard Koroscil Frances Lankin Marianne McKenna Nicholas Mutton Rose Patten Bonnie Patterson Howard Shearer Stephen Smith Douglas E. Turnbull
<u>REGRETS:</u>	Janet Ecker Lee Parsons
<u>OTHERS PRESENT:</u>	Bruce McCuaig, President and Chief Executive Officer Robert Siddall, Chief Financial Officer Kathy Haley, President, Union Pearson Express Gary McNeil, President, GO Transit Jack Collins, Executive Vice President, Rapid Transit Implementation Robert Hollis, Executive Vice President, PRESTO Fare Card & Interim CIO Paul Finnerty, Vice President, GO Operations Greg Percy, Vice President, GO Capital Infrastructure Judy Pfeifer, Vice President, Strategic Communications Mary Proc, Vice President, Customer Service Leslie Woo, Vice President, Policy and Planning Michael Kitagawa, Legal Counsel

CLOSED SESSION

1. CEO/Board In Camera Session

The Board met in the absence of staff other than the President and Chief Executive Officer, Executive Vice President, Rapid Transit Implementation, Vice President, General Counsel & Corporate Secretary, and Vice President, Strategic Communications.

2. Call to Order and Remarks by Chair

Chair Prichard called the meeting to order at 9:15 a.m.

Regrets were received from Janet Ecker and Lee Parsons.

Chair Prichard confirmed there was quorum and that the required notice of the meeting as stipulated under By-Law No. 1 of the Corporation had been sent.

APPROVAL ITEMS

3. Approval of Minutes

RESOLVED:

THAT the minutes of the Board meeting of June 27, 2013 be approved.

Carried

4. Contract and Transaction Approvals

The Board had a confidential discussion on contract and transaction approval items.

5. Report of Board Standing Committees:

5.1 Executive Committee

Robert Prichard, Chair, Executive Committee, reported to the Board.

5.2 Audit, Finance & Risk Management Committee

Stephen Smith, Chair, Audit, Finance and Risk Management Committee, reported to the Board.

5.3 Governance Committee

Joseph Halstead, Chair, Governance Committee, reported to the Board.

5.4 Human Resources and Compensation Committee

Rose Patten, Chair, Human Resources and Compensation Committee reported to the Board.

5.5 Customer Service Committee

Nick Mutton, Chair of the Customer Service Committee reported to the Board.

6. Agenda Proposals for Next Meeting

There were no agenda proposals for the next meeting.

7. Other Business

There was no other business to discuss.

8. Executive Session

The Board held an executive session in the absence of staff other than the CEO and Corporate Secretary.

9. Executive Session

The Board held an executive session in the absence of staff.

PUBLIC SESSION

10. Call to Order and Remarks by Chair

Chair Robert Prichard called the meeting to order at 11:10 a.m.

Chair Prichard confirmed that quorum was present.

No declarations of interest were declared.

The Chair announced that the next meeting of the Board would be held at Metrolinx's new head office in Union Station.

11. CEO's Report

Bruce McCuaig, President and CEO presented the CEO's report.

Off-peak ridership on the GO Lakeshore corridor has grown 25-30% in off-peak hours since the introduction of 30 minute service in June. Gary McNeil and the GO Transit team were congratulated for their work in successfully implementing this initiative.

GO Transit also achieved two milestones in improving parking supply. An additional 1000

spaces at the Ajax GO Station and an additional 1000 spaces at Erindale GO Station have provided needed parking that will in turn increase ridership.

The second tunnel boring machine was launched on the Eglinton Crosstown project. There are now over 750,000 PRESTO cards in circulation including Ottawa.

12. Customer Service Committee Chair's Report

Nick Mutton presented the Customer Service Committee Chair's report.

The Committee discussed capacity constraints and the strategies to handle the demands of increased ridership. 13 new trips on 4 lines were added in 2013, and train capacity was increased with 12-car trains focused on the trips with the greatest crowding issues.

The Customer Service Advisory Committee provided an update on the Wi-Fi pilot program, real time bus information projects and refreshed online timetables.

The Committee received a report on the flash flood of July 8, 2013. Despite the challenges, GO received many commendations for recovery efforts. A complete incident review is under way that will look at several areas of concern, including identifying high risk areas, improving customer messaging systems and upgrading the early warning storm warnings.

Metrolinx is enhancing communications with GO customers in the areas of service expansion, schedule changes and improvements made through numerous construction projects.

Metrolinx continues to expand communications with PRESTO customers.

Metrolinx is committed to keeping the local community informed of construction progress on the Eglinton Crosstown and the Georgetown South projects.

The Chair advised he would ask staff for the cost of the corrective actions proposed in the July 8 Flash Flood Incident Review Report.

13. The Big Move: Baseline Monitoring Report

Leslie Woo presented The Big Move: Baseline Monitoring Report.

The document demonstrates accountability and is used by Metrolinx to inform the public and assist local transit agencies and stakeholders. It also provides a foundation for the legislated review in 2016.

Over the last 2 ½ years numerous stakeholders helped develop the document by gathering and reconciling data. There is also a third party peer review to ensure a high degree of rigour.

While the key performance indicators tend to be technical, they are grouped under straightforward questions, such as "how are we moving around?" and "are more people able to work closer to fast and reliable transit?".

The Board noted that community benefits and commitment to design excellence was not captured in the KPIs and staff agreed that these benchmarks will be added.

The Board also asked how goods movement is measured, and whether it is on the list but not mentioned because data is not yet available. Staff advised of a partnership with the University of Toronto to collect relevant data.

14. Mobility Hubs Update

Leslie Woo presented the Mobility Hubs Update report.

The Big Move identifies 51 mobility hubs with the objective of improving land uses in, and within 800 metres, of those key stations.

Staff confirmed that mobility hubs have a strong correlation with design excellence.

At Dundas West-Bloor GO mobility hub, there is a convergence of the subway, UP Express and GO Transit. Other examples include Cooksville GO Station and Port Credit GO Station. In midtown Oakville, plans include expansion of GO facilities, integrating the Town's ambition for an intermodal bus terminal and relocated Town Hall in conjunction with recently opened PWC headquarters.

At Mount Dennis there is a convergence of LRT, GO rail and a future GO station. There is the opportunity for confluence of a community centre and maintenance facility. Other examples noted are the eastern terminus of the Eglinton Crosstown LRT at Kennedy and the new James Street North GO Station near LIUNA Station.

Metrolinx has hosted 15 workshops on the mobility hub guidelines.

The Board asked about any challenges in getting municipalities to provide appropriate zoning. Staff indicated that municipalities are generally very receptive and use the guidelines as a mechanism to do their own planning.

The Board asked whether design excellence is applied to hubs on the Crosstown project. Staff advised that the mobility hub studies are at a macro level while design excellence is at the next level down. However, design excellence will be an evaluation criteria in the Crosstown procurement documents.

15. Relief Line Network Study Update

Leslie Woo presented the Relief Line Network Study Update report.

The Relief Line study recognizes the need for capacity relief locally and regionally. Yonge subway is the busiest in the GTHA. The study looks at the full range of alternatives that need to be considered, including how GO can serve longer and shorter distance trips more effectively, and the optimal phasing of related transit projects. Metrolinx is working with the TTC, the City of Toronto and the Region of York and hopes to have preliminary findings in the spring, 2014.

As most transit trips use the subway, congestion on this part of the system has an impact across the city. In addition, York region residents make extensive use of the TTC for long distance trips. If not addressed, the customer experience will be affected and will limit rider growth.

The TTC has initiatives underway to relieve capacity issues, including the new TTC Rocket trains and automated train control planned for 2016 resulting in an increase of 25,000 – 38,000 riders per hour. Even with the current improvements the subway will be at capacity in 2031.

The study will also look at land use and development benefits of alternatives, and the effect on Union Station and GO.

The City of Toronto is undertaking parallel work, including the “Feeling Congested?” initiative and Official Plan review. The TTC is undertaking the Downtown Rapid Transit Expansion Study.

It is intended that the study will present a recommended package of solutions such as identifying the crowding and pinch points, ideal sequence of projects and programs for capacity relief. A report to the Board will be provided in spring 2014 with public consultation toward the end of 2014.

Staff confirmed that numerous committees are working together on the issue, with an executive committee that includes Metrolinx’s CEO, the TTC CEO, the Toronto City Manager and the Toronto Deputy City Manager, as well as a York Region working group and a technical working group.

Because of the separate studies and initiatives, there is a potential for conflict between solutions in terms of alternatives and scope of responsibilities.

The Board questioned whether the study presupposes that the relief line is a requirement. Staff confirmed that the initial premise is that there is a congestion problem and not that the relief line is the solution. In the Big Move a subway corridor solution was identified but Metrolinx now takes a more comprehensive view of the extent of the line. Although the line was always seen in terms of downtown relief, Metrolinx is now looking at region-wide capacity issues and Union Station capacity issues.

16. Community Benefits Agreement Progress Report

Jack Collins, Executive Vice President Rapid Transit Implementation and Judy Pfeifer, Vice President Strategic Communications presented the Community Benefits Agreement Progress Report.

Metrolinx has been meeting with the Toronto Community Benefits Network. A Community Benefits Agreement (“CBA”) for major public infrastructure would address how to take advantage of local jobs, and support training and workforce development, apprenticeship goals, environmental sustainability and local economic development.

Chair Prichard asked John Cartwright, President of the Toronto and York Region Labour Council, to speak. Mr. Cartwright emphasized that from a labour movement perspective we

want to make sure we engage young people. Hammerheads and similar initiatives provide outreach to low income and ethnic communities and work with the contractor community. Mr. Cartwright thanked Metrolinx staff and the Board for supporting the future careers of young people.

The Board commended the energy put into the initiative, and recognized this is breaking new ground. Staff was cautioned, however, that networks can be fragmented and that it is important to make sure the initiative will reach the at-risk populations. Staff was also advised that Infrastructure Ontario needs to be instructed to build the requirements into the RFP evaluation process. Staff advised that Metrolinx will establish contract requirements to measure the success of the initiative.

The Board suggested that staff reach out to Colleges Ontario and Hamilton's Immigration Partnership Council for advice and assistance in developing the community benefits initiatives.

17. Quarterly Reports

Quarterly Reports for each of Union Pearson Express, PRESTO, GO Transit, Policy, Planning and Innovation, Strategic Communications, Rapid Transit Implementation and the Investment Strategy were taken as read.

Chair Pritchard noted that the Board formerly presented these reports in closed session but decided that these should be presented in the public session of the meeting.

Other Business

Chair Prichard provided the Board's thoughts on the Minister of Transportation's announcement that the City should consider utilizing the existing SRT alignment for a proposed subway extension in Scarborough.

Metrolinx has consistently supported using the existing corridor for a new light rail transit project to replace the existing SRT line and extend it beyond Scarborough Town Centre to Sheppard Avenue. The Big Move and Transit City Plan incorporated the LRT project which was included in the Master Agreement with the City of Toronto. The LRT project and use of the existing SRT alignment was also approved in an Environmental Assessment. In July City Council expressed its preference for a subway extension from Kennedy Station to Sheppard Avenue under McCowan Avenue instead of the light rail project contemplated in the Master Agreement. Minister Murray requested that Metrolinx look into the use of the existing SRT corridor for a potential subway extension in a feasibility study.

Metrolinx undertook the feasibility study and the preliminary findings suggest that there are some advantages of using the existing SRT corridor, including better opportunities for economic growth and development and that a subway could be delivered at a lower cost because using the existing SRT alignment reduces the amount of tunneling required in the proposed City alignment.

Metrolinx staff met with City and TTC officials in August and shared our feasibility analysis and preliminary findings. TTC officials questioned items that we excluded from our initial estimates

and began to engage in continuing dialogue regarding technical and financial considerations that bear upon the routing and operational considerations.

The Metrolinx Board acknowledged the need for careful due diligence supporting the feasibility study and looks forward to confirmatory work with a full report to return to the Board for consideration.

Staff confirmed that if City Council approves a subway extension instead of the Scarborough LRT project that it must be subjected to an Environmental Assessment before final approval.

Questions have been raised about the three year shutdown of SRT during construction of the LRT project and the fact that a subway option would not require a shutdown. The shutdown is contemplated in the Master Agreement and Environmental Assessment. The current Master Agreement provides that Metrolinx will reimburse the City for the net disruption cost associated with a shutdown.

The City and Metrolinx are in agreement that if the City Council approves a subway extension that an amendment to the Master Agreement will be required.

Chair Prichard stated that despite these potential changes in Scarborough, Metrolinx continues to make excellent progress implementing important transportation projects in the Big Move, including UP Express, GO Transit two way all day service on the Lakeshore line, the Eglinton Crosstown and bus rapid transit in York Region.

Mr. McCuaig added that staff will continue to work closely with the City and the TTC as Metrolinx evaluates alternatives and consider technical and financial considerations.

Chair Prichard added Metrolinx will also work closely with MTO and the Minister.

ADJOURNMENT

There being no further business before the Board of Directors, the meeting was adjourned at 12:33 p.m.

Carried

c/s

J. Robert S. Prichard, Chair

Mary E. Martin, Secretary