

2021-22 Metrolinx Business Plan

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Message from CEO

Like all public transit providers, Metrolinx has felt the impact of the COVID-19 pandemic very acutely. While the pandemic has dominated the past year for many of us, I hope this business plan will demonstrate that Metrolinx has not allowed this challenge to define the corporation's work. Our teams are relentlessly pushing forward with an ambitious and optimistic vision for transit in the Greater Golden Horseshoe; during the pandemic, through a period of recovery, and into a bright future.

Public health guidelines to reduce COVID-19 transmission have significantly affected the usage of our services. However, we have been proud to provide vital transportation services to frontline workers, medical personnel, and other essential workers over the course of the pandemic. A comprehensive focus on safety has been applied to every stage of the customer journey, from health screening kiosks to new plexiglass barriers on vehicles. While the pandemic has affected so many aspects of life, safety never stops at Metrolinx.

While we have temporarily reduced some service levels during the pandemic, we stand ready to increase services at short notice to support the region's recovery. We are working hard to control costs during these times of limited revenue, with plans developed to quickly recover fare and non-fare revenue as public health restrictions loosen over the coming year. We are also proud of our role in the region's economic recovery, supporting a return to work, school, cultural and entertainment events, and more when the time is right.

We also have not allowed the pandemic to slow work towards our long-term objectives. We continue to deliver the largest program of transit expansion in the history of our region, and we celebrated a number of milestones last year, such as the opening of the spectacular new Union Station Bus Terminal. Continuing this momentum, our plans for 2021-22 are more ambitious than ever, with our highest-ever annual capital budget of \$5.6 billion. This represents ongoing progress on our programs of GO Expansion and Light Rail Transit, and represents our Subway Expansion program reaching a new level of maturity. Our capital expansion work has proceeded without interruption despite the pandemic, and in many cases we have taken advantage of temporary service reductions to accelerate capital works.

We are proud to support the Greater Golden Horseshoe, and the 2021-22 Metrolinx Business Plan is a document that exemplifies our optimistic outlook for the region. When customers return to our services in large numbers over the next year, they will find an organization that is committed to safety and service, with exciting ambitions for the future.

Thank you,

Phil Verster
President and CEO
Metrolinx

Executive Summary

Metrolinx's 2021-22 Business Plan outlines our strategic direction and priorities as we continue working with our partners to safely plan, build and operate an integrated transit network for the Greater Golden Horseshoe (GGH), as well as play an active role in supporting the Province's plan for growth, renewal and economic recovery.

The 2021-22 Business Plan was developed in alignment with the plan endorsed by our Board of Directors and submitted to the Ministry of Transportation (MTO) as part of the provincial budget process, and in accordance with the requirements of the *Metrolinx Act, 2006* and the government's Agencies and Appointments Directive. The 2021-22 Business Plan also reflects the Government of Ontario's regional transit priorities as outlined in our Mandate Letter. While the COVID-19 pandemic has primarily resulted in significant reductions in ridership and revenue, it has also presented a unique opportunity for leadership and innovation in the public transit environment. While always ensuring customer safety, Metrolinx is taking advantage of this opportunity to support government priorities by continuing to provide lifeline regional transit services to support frontline workers, and also supporting short- and long-term economic recovery efforts of the region, advancing our mission to connect our communities.

Metrolinx will continue to take a more commercial approach to its business and actively explore new opportunities and initiatives to grow back ridership and revenue. These will include taking proactive steps towards ridership recovery as the economy reopens and public health measures relax, supporting recovery through our fare strategy, and enhancing our customer experience ([Section 4.0 Ridership and Revenue Strategy](#)). Metrolinx will also continue to focus on providing a safe and secure journey while reinstating services that were paused due to COVID-19, introducing new services, enhancing customer service and adjusting its operations to meet shifting customer needs ([Section 5.0 Operations](#)).

PRESTO continues on its journey of improving the customer experience and re-building customer confidence through the implementation of new, modern features open payments while striving for long-term sustainability ([Section 6.0 PRESTO](#)). In addition, Metrolinx also continues to pursue fare and service integration to support ridership recovery post-COVID and will advance ongoing work with municipalities to improve station access as well as implement other elements of the Regional Transportation Plan ([Section 9.0 Regional Transportation Planning](#)).

For 2021-22, Metrolinx will also continue delivering its capital project commitments. This includes working together with Infrastructure Ontario (IO) in advancing enabling works and other critical procurements to support the GO Expansion program, advancing work on the Province's Subway Program, as well as making progress on Rapid Transit projects ([Section 7.0 Capital Projects](#)). In addition, Metrolinx will continue to explore and implement partnership opportunities to deliver the Transit Oriented Communities (TOC) program at new and existing transit stations, which includes enabling Metrolinx to leverage benefits from third-party investment, and deliver more transit services faster and at a lower cost to taxpayers ([Section 8.0 Transit Oriented Communities](#)).

1.0 Introduction

1.1 Legislative Mandate

Metrolinx is an agency of the Government of Ontario, established under the *Metrolinx Act, 2006* (the “Act”). The Act mandates Metrolinx to coordinate, plan, finance, develop and implement an integrated transit network in the GGH in alignment with applicable growth plans and provincial transportation policies and plans. Metrolinx is also responsible for the operation of the regional transit system. The Metrolinx Board is responsible for setting Metrolinx’s strategic direction, identifying, managing and monitoring key risks, as well as providing oversight to operations. The Chair of the Board is accountable to the Minister of Transportation supported by a Memorandum of Understanding.

1.2 Metrolinx Overview

Metrolinx is undertaking the largest regional transit investment in Ontario’s history and is working with federal, provincial and municipal partners, the private sector and other stakeholders to create an integrated regional transit system that will support a higher quality of life, a more prosperous economy and a healthier environment.

Guided by an organizational mission to “Connect our communities” and a vision of “Getting you there better, faster, easier”, Metrolinx delivers regional public transit through its three operating services:

- GO Transit, which serves regional public transit passengers all across the GGH;
- UP Express, which provides service between Toronto Pearson International Airport and downtown Toronto; and,
- PRESTO electronic payment system, which is being used across local transit services.

Exhibit 1: Metrolinx Key Statistics as of December 31, 2020

Metrolinx Transit Services Key Statistics		Total
GO Train	Lines	7
	Stations	68
	Route kilometres	532
GO Bus	Route kilometers	2,710
	Stations served by buses	50
	Terminals served by buses	19
	Park & Ride / carpool served by buses	30
	Schools served by buses	12
UP Express	Stations	4
	Route kilometres	25
PRESTO	Transit Service Providers using PRESTO	11
	Number of devices (in '000s)	17+

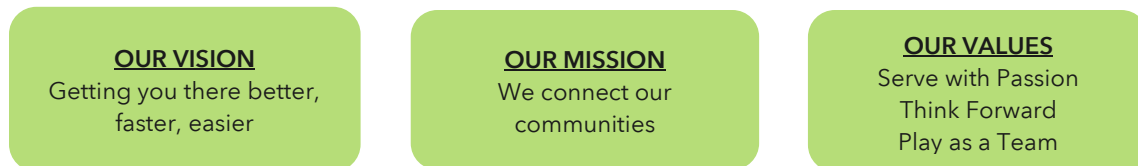
Metrolinx places a high value on safety, customer service, sustainability and innovation within its business practices, and strives to deliver high quality services to all clients and stakeholders. This includes providing access for municipalities in procuring transit goods and services efficiently through a joint procurement process which saves municipalities millions of taxpayers dollars every year.

Metrolinx is also overseeing the largest transit capital expansion program in Canada, which includes spending of approximately \$5.6 billion in 2021-22 to deliver key capital projects such as:

- GO Expansion program;
- Rapid transit projects;
- The provincial subway program; and,
- Advance planning and design work of future public transit projects.

In addition, Metrolinx is committed to pursuing a more commercial approach to its business and is actively exploring opportunities and initiatives to generate additional benefits from the delivery of its capital projects. This includes a market-driven approach to implement higher density, mixed-use development around stations under the Transit Oriented Communities (TOC) program.

Exhibit 2: Metrolinx Vision, Mission and Values



1.3 Metrolinx Strategic Priorities

Metrolinx has identified four strategic priorities: Everyone Safe, Engaged People, Trusted Business Partner and Satisfied Customer, which along our vision, mission and values guides the work of our organization. The four strategic priorities are:

- **Everyone Safe** - At Metrolinx, safety is our top priority. Our number-one goal, at all times, is the wellbeing of our employees, customers and the public;
- **Engaged People** - It's about engaging and developing our employees, and focusing on creating an inclusive work environment with greater gender balance;
- **Trusted Business Partner** - We will deliver on operational and capital budget goals, establish effective capital program management cost and schedule controls, keep on track for GO Rail Expansion as well as for our rapid transit projects across the region, continue to implement an enterprise-wide transformation plan that prepares us for the future state expanded service, and improve engagement with our communities and stakeholders; and,
- **Customer Focused** - We're 100% committed to strengthening our relationship with our customers.

To ensure alignment with our four strategic priorities, Metrolinx has also introduced ten key success factors, which articulate what Metrolinx must do to achieve the goals outlined in the strategic priorities.

Exhibit 3: Metrolinx Key Success Factors

Key Success Factors
Embed a strong safety culture with extensive safety behaviors, reducing Lost Time Injury Frequency Rate (LTIFR) to 1.0/200,000 hours by 2026 and rule violations to 0.4/million km by 2024
Continuously improve all parts of our organization through Lean thinking and project management competencies both implemented to 75% maturity by 2024
Develop and engage our employees, at top quartile scores, and attract and retain talented and dynamic individuals that make strong, diverse and inclusive teams
Shift all people from operational behaviours to customer-centric behaviours and achieve Customer Satisfaction (CSAT) scores of 85% average by 2023
Shift our marketing methods to digitally-based, customer relationship management tools and techniques that recover ridership to pre-Covid numbers by 2026
Reduce our cost per km of service by 20% by the end of 2022/2023
Increase our annual capital delivery capability to over \$6 billion by 2022-23 with a clear path to exceed \$8 billion by 2025-26
Early works for all four subway projects started, including launching tunnel boring machines for the Scarborough subway and Eglinton West extensions by May 2022
Embed a strong Asset Management process and culture for Metrolinx business assets by 2023
Implement PRESTO open payments via debit/credit cards and mobile devices, starting with a trial in 2020 and completing in 2022

2.0 Business Context for 2021-22

2.1 COVID-19 Impact to Public Transit

COVID-19 emerged in December 2019 and has since become a global health pandemic that has impacted every aspect of the economy as well as our personal and professional lives. Many jurisdictions across the world have been forced to implement rotating and ongoing public health measures including curfews, closures of schools and non-essential businesses, physical distancing, self-quarantine, mandatory face coverings, encouraging working from home where possible, and limiting non-essential travel in order to help stop the spread of COVID-19.

For the public transit sector, the COVID-19 pandemic has had, and continues to have, a significant impact. In response to COVID-19 public health restrictions, public transit customers have adjusted their work and everyday routines, which has resulted in changing demands for public transit. For transit agencies around the world, this has primarily resulted in lower ridership and corresponding decrease in both fare revenues and associated non-fare revenues, as well as changing travel patterns during peak and off-peak hours due to a more flexible work arrangement. With physical distancing requirements, non-essential travel restrictions, and work from home policies expected to remain in place in 2021, it is anticipated that ridership and revenue for public transit agencies will continue to be impacted in 2021-22. The severity of the impact will depend on the public health restrictions and vaccine rollout plans of different jurisdictions as well as the long-term impact of COVID-19 on people's behaviours.

With the impact of COVID-19 expected to continue in 2021-22, public transit organizations will need to ensure safe transit operations to re-build customer confidence and adapt service offerings to meet changing customer needs. Metrolinx, as a regional transit agency, has so far successfully implemented over 65 safety measures to protect our customers and employees and will continue providing leadership in these areas. Metrolinx will continue working with the government in monitoring the development of the COVID-19 pandemic to support short- and long-term economic recovery efforts and inform key organizational priorities for 2021-22.

2.2 Government Mandate Letter and Key Organizational Initiatives for 2021-22

As required by the *Agencies and Appointments Directive*, the Minister of Transportation issues an annual Mandate Letter to Metrolinx that sets out the expectations for the upcoming fiscal year. The 2021-22 Mandate Letter, issued in October 2020, outlines the government's expectations for Metrolinx to ensure the delivery of high quality service to Ontarians in alignment with its mandate and government priorities. While the COVID-19 pandemic has primarily resulted in significant reductions in ridership and revenue, it has also presented a unique opportunity for leadership and innovation in the public transit environment. Metrolinx is taking advantage of this opportunity to support government priorities of ensuring customer safety during the pandemic and supporting short- and long-term economic recovery effort of the region, while continuing to provide lifeline regional transit services to help support frontline works and advancing our mission to connect our communities.

More specifically, the Mandate Letter outlines a number of key priorities, outlined below, which Metrolinx has incorporated into its key organizational initiatives for 2021-22. In line with the expectations outlined in the

Mandate Letter, Metrolinx has been implementing business improvement plans as one of its key organizational initiatives, which are designed to help transform our business to find efficiencies and achieve better outcomes at a lower cost base. The Mandate Letter priorities along with our responsive business improvement plans and other key organizational initiatives include the following:

- **Ensuring customer safety** by maintaining very low rates of infection and extremely high standards of hygiene to improve customer confidence and encourage customers back to public transit in a safe manner. As a leader in public and passenger safety, Metrolinx has introduced an enhanced level of safe behaviours, standards, processes and practices to elevate the industry to a new level of safety through the development of a world-class safety culture in Ontario and Canada.
- **Supporting ridership and economic recovery** by continuing to provide essential services for customers, frontline workers and communities through adjustment of GO Transit services to meet customer demand. Metrolinx will continue to work with the provincial government to explore potential partnerships for intercommunity bus delivery. Metrolinx will also work with the provincial government and Transport Canada on a new Memorandum of Understanding on the inspection framework for Metrolinx transit infrastructure and operations. Providing vital service for the region will allow for GO Transit to remain a viable transportation option for customers.
- **Expanding and Enhancing GO Transit Service** by building organizational agility and flexibility to meet evolving customer demand resulting from the COVID-19 pandemic, including through optimization of rail service frequency and train size, as well as bus service. This will also allow for maintaining a strategic balance of cost management and service levels. In delivering GO Transit service expansion, Metrolinx is leveraging reduction in rail service to accelerate and improve the efficiency of capital construction work on select corridors.
- **Advancing Ontario's New Subway Transit Plan for the Greater Toronto Area (GTA) and Continuing the Delivery of Greater Toronto and Hamilton Area (GTHA) Rapid Transit Projects** by working together with provincial and federal governments in progressing through major milestones of the procurement process. In delivering the capital construction work, Metrolinx continues to deliver best practice training, competence and safety oversight of contractors to reduce construction delays. Metrolinx will be maintaining very high standards of safety on construction projects and replicating this as the work evolves into higher risk underground construction to ensure cost-effective delivery of the capital program. In addition, Metrolinx will also be working with Infrastructure Ontario to advance various capital commitments, including the Transit Oriented Communities program, rapid transit projects and the Hamilton Task Force.
- **Supporting Government Initiatives to Optimize Transit Investments** by making smart investments to prepare for a post-COVID public transit environment, including through the modernization of our PRESTO fare payment system across the region. Metrolinx is also implementing an evidence-based approach in project planning to prioritize investments, identify efficiencies and maximize potential project benefits.
- **Advancing on Regional Transit Planning Commitments** by working collaboratively with the Province on advancing planning studies to support an integrated transit network for the region including the development of the GGH Transportation Plan, Airport Area Transportation Study Update with Greater Toronto Airport Authority (GTAA) and supporting the actions outlined in Connecting the Southwest transportation plan. Metrolinx will also be refining initiatives and options for simplifying fare payments and improving integration of transit services in the region, exploring options for customers to improve access to public transit services and encourage greater public transit ridership in the region, as well as delivering commitments towards a sustainable transportation system for the region.
- **Delivering partnership and generate additional non-fare revenue** by collaborating with external partners on sponsorship agreements, exploring billboard and advertising opportunities, as well as expanding on retail opportunities that will contribute towards a more sustainable funding for the organization.

Metrolinx is committed to fulfilling these government priorities for 2021-22 while also tackling the challenges posed by COVID-19 head-on. In addition, Metrolinx will also be working closely with MTO to address recommendations from the 2020 Auditor General Annual Report. We will continue to provide an essential, lifeline service and ensure a safe and reliable transit and transportation system, which will help support economy recovery for the region.

3.0 Financial and Resource Summary

3.1 Operating Budget Summary

Metrolinx's 2021-22 operating budget reflects our continued commitment to keep safety as our number one organizational priority, while adapting and responding to a variable post-COVID-19 public transit environment by changing the way services are delivered and making smart investments to build organizational agility and flexibility.

Metrolinx will use its 2021-22 operating budget as an opportunity to provide leadership and innovation in the public transit environment by supporting economic recovery and ensuring customer safety, delivering on the province's subway and rapid transit projects, expanding and enhancing GO Transit Service, supporting government initiatives to optimize transit investments and regional transit planning, and delivering partnership and non-fare revenue initiatives. Along with continued implementation of strict expense controls and monthly expense reporting to identify efficiencies within its operating budget, Metrolinx will also continue to implement business improvement plans that have helped transform our business to generate efficiencies in 2020-21 and achieve better outcomes at a lower cost base, including through optimization of train sizes and bus service. The implementation of these cost savings are in alignment with the recommendations from the 2020 Auditor General Annual Report.

The 2021-22 operating budget is consistent with the plan endorsed by our Board of Directors and submitted to MTO as part of the provincial budgeting process. The 2021-22 operating budget below is presented by major operating account.

Exhibit 4: 2021-22 Operating Budget Plan

Revenue (\$M)	2021-22
Fare Revenue	212.7
PRESTO Non-Fare Revenue	78.6
Other Non-Fare Revenue	45.3
Total Revenue	336.6
Operating Expense (\$M)	2021-22
Operations	457.2
Operating Labour & Benefits	389.7
Facilities & Track	161.5
Equipment Maintenance	151.9
Supplies & Services	109.1
Total Expense	1,269.5
Net Operating Requirement	932.9
Capital through Operating	8.1
Bid Fees	106.5
Proceeds from Sale of Assets	45.6
Planned Subsidy Requirement	1,001.8

Note: Capital through operating figures represent long-term interest expense for capital projects. Bid fees represent expenses associated with capital project procurement. Proceeds from sale of assets consist mostly of proceeds from Transit Oriented Communities program

In 2021-22, Metrolinx is projecting fare revenues of \$212.7 million based on a ridership forecast of 27.4 million riders. Revenue collected from transit providers for the use of the PRESTO system is projected to be

\$78.6M. Other non-fare revenue for 2021-22 is projected at \$45.3 million, which is generated from activities such as advertising, track usage fees from corridor ownership, partnerships, interest on working capital, reserved parking, and commercial space rent. In addition to these more typical sources of revenue, proceeds from sale of assets to support the Transit Oriented Communities Program is projected to be \$45.6 million for 2021-22.

Metrolinx's 2021-22 operating budget plan is allocated into five main expense categories. Operations expense is the largest allocation and accounts for 36% of the total operating expense budget. This expense category includes items such as support train crew wages, train control dispatch, diesel fuel and PRESTO operations. Operating labour and benefits expense category accounts for 31% of the total operating expense budget. As of December 31, 2020, Metrolinx workforce consist of 4,479 employees to support the delivery of key organizational initiatives across the organization. Facilities and tracks account for 13% of the total operating expense budget and includes rent, property taxes, hydro, winter maintenance and other facility repairs. Equipment maintenance accounts for 12% of the total operating expense budget, covering support services, inventory, inspections and yard operations. Finally, supplies and services represent 9% of the total operating expense budget, which includes all types of professional services, bank fees, staff development and advertising.

Diesel fuel is one of the key drivers of the non-labour budget and due to its nature as a petroleum-based commodity, diesel prices fluctuate with the supply and demand forces of the oil market. For 2021-22, Metrolinx is assuming a budgeted diesel volume of 85.6 million litres to support its transit operations. Metrolinx engages in some hedging to provide cost certainty against the budget and provide stable fuel price assumptions for annual planning.

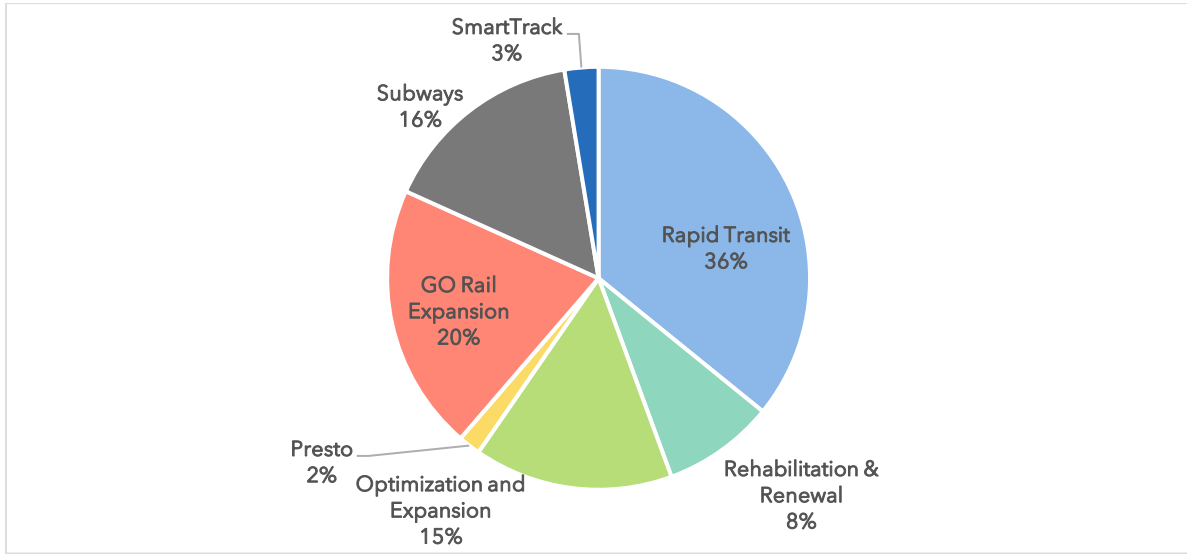
Changing customer needs resulting from the COVID-19 pandemic is expected to impact ridership and revenue in 2021-22, with total revenue forecasted at \$336.6 million and proceeds from sales of assets of \$45.6 million for 2021-22. For further details on the proceeds from sale of assets please refer to section 8.0 Transit Oriented Communities. Total expenses for 2021-22 are projected at \$1,269.5 million, as well as one-time capital infrastructure operating expense and bid fees at \$114.6M. The total provincial operating subsidy requirement for 2021-22 is projected to be \$1,001.8 million. Metrolinx will continue to monitor and analyze the impacts of the COVID-19 pandemic on the 2021-22 operating budget plan and will develop appropriate mitigation strategies and action plans to support pandemic recovery efforts.

3.2 Capital Budget Summary

Metrolinx's capital plan reflects a focus on maximizing investments, optimizing design, leveraging commercial solutions and value engineering to avoid, where possible, the need for additional Government investment, while still achieving the desired service outcomes and commitments.

Metrolinx has a capital budget in 2021-22 of approximately \$5.6 billion for the delivery of capital works across various categories, including: GO Expansion, Optimization and Expansion, Rehabilitation and Renewal, Subways and Rapid Transit. Exhibit 5 provides a breakdown of the types of investments in the capital plan by percent of total.

Exhibit 5: 2021-22 Metrolinx Capital Investments by Percent of Total Capital



4.0 Ridership and Revenue Strategy

4.1 Ridership and Revenue Strategy Highlights

Metrolinx is committed to supporting ridership and economic recovery in response to COVID-19. In delivering on these commitments, in 2021-22 Metrolinx will be implementing a combination of:

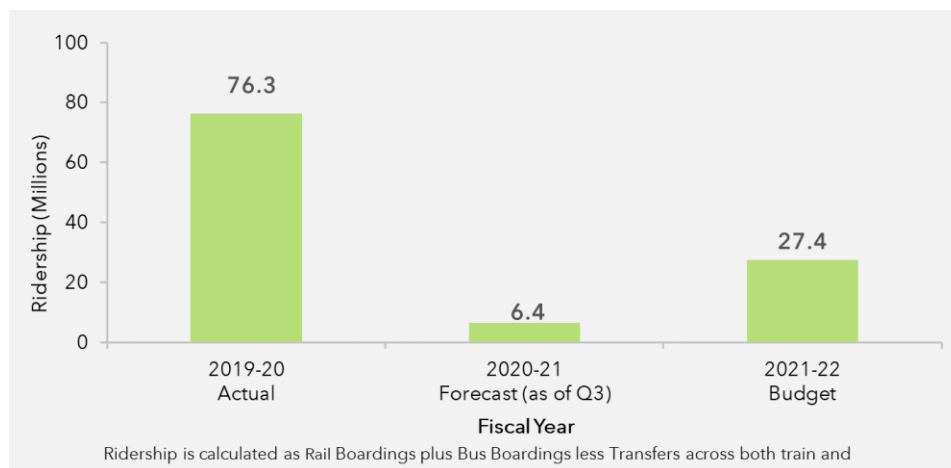
- **Ridership and revenue strategy** to re-build customer confidence and attract customers back to public transit;
- **Implementing fare strategy** that focuses on building off-peak and discretionary travel;
- **Improving customer experience** to encourage transit ridership; and
- Continuing to **deliver non-fare revenue** opportunities to maximize revenue.

4.2 Proactive Steps Toward Ridership Recovery

Throughout the pandemic, Metrolinx has demonstrated an unwavering commitment to safety. Metrolinx implemented various health and safety actions in response to changing customer needs and ridership trends, including installation of rail and bus seat dividers and hand sanitizer stations. As of Q3, GO and UP ridership for 2020-21 is forecasted at 6.4 million, or 8 per cent of 2019-20 levels.

In 2021-22, this safety focus will be complemented with frequent service to welcome customers back to GO, as public health restrictions relax and vaccinations roll out. Ongoing monitoring of government policies, ridership and customer behaviour trends feed directly into demand-based plans to return service across the network. Services will continue to be adjusted to support changing customer habits and needs and support economic recovery and growth. GO and UP ridership in 2021-22 is forecasted to rebound to 27.4 million, or 36% of the 2019-20 levels. Ridership is anticipated to strengthen in the outer years and gradually recover to 2019-20 levels by 2025-26. Metrolinx will continue to update its ridership forecast as the pandemic evolves and will respond accordingly.

Exhibit 6: Metrolinx Ridership



4.3 Supporting Ridership Recovery Through Fare Strategy

Metrolinx's fare strategy focuses on building off-peak and discretionary travel, making transit more affordable, and supporting ridership and revenue recovery and growth. Implementation of some fare strategies were deferred in 2020-21 due to the significant ridership decline and changing travel patterns resulting from the COVID-19 pandemic.

The 2020-21 fare strategy achievements include:

- **GO-Niagara Parks Travel Package:** Metrolinx partnered with the Niagara Parks Commission to reintroduce weekend train service to Niagara Falls with WEGO bus connections to encourage discretionary travel; and,
- **Contactless Credit/Debit Payments on UP Express:** The new payment technology will support contactless payment by credit and debit cards on UP Express in early 2021. Lessons learned from the initial launch will be used to inform future phases of rollout to other transit agency partners.

Fare strategies for 2021-22 will continue to focus on:

- **Helping to rebuild ridership and revenue** as a result of the changing customer needs in response to the COVID-19 pandemic;
- **Making transit more affordable**, especially for younger customers and students, helping to build lifelong customers; and,
- **Launching new promotions and programs** to provide more reasons to use GO throughout the week and to continue to build off-peak discretionary travel.

Metrolinx will continue to work with the Province to implement fare strategies that optimize revenue and encourage transit usage across the Metrolinx network.

4.4 Enhanced Customer Experience to Encourage Transit Ridership

Customer experience is at the core of building confidence for Metrolinx customers, and this includes supporting ridership growth as the economy recovers from COVID-19. Metrolinx's focus on customers stems from research and data-driven insights, which are engrained in our decision-making processes. Building our understanding of current and potential customers leads to more targeted strategies and the identification and removal of barriers, which increases ridership and revenue.

Metrolinx's focus on customers is shown in our 2020-21 achievements, such as:

- **Safety Never Stops campaign:** ensuring customer awareness of Metrolinx health and safety measures to help regain customer confidence, rebuild ridership and tailor the campaign in a meaningful way for multicultural segments;
- **Bus and rail services:** planning for scalable operations and implementing service changes where and when there is demand;
- **GO Wi-Fi on buses and trains:** providing connections and an entertainment content portal to customers;
- **Partnerships for customer amenities:** Quiet Zone partnership with Audible providing free content to customers, Purolator Mobile Quick Stop and Fleets Coffee at select GO stations, and new vending options; and,
- **CSAT:** CSAT scores have returned to pre-COVID-19 levels. Strong CSAT results are supported by our focus on Customer Experience, and reassurance of health and safety actions implemented.

In 2021-22, Metrolinx's focus on safety will continue through ridership recovery. Tactics to build ridership include:

- **Adding service frequency** where there's demand, offering customers flexibility with changing work and life needs. This includes strategically adding service as public health measures relax, vaccinations roll out, weather improves, and commuters and students begin returning (in some capacity);
- **Implementing fare strategies** that build ridership and revenue, attracting customers back to GO and UP services;
- **Deepening our understanding of customer needs** through trip purpose research, and ridership analytics to inform partnership and marketing strategies, service changes, and customer experience elements across our network; and,
- **Implementing marketing technologies**, to shift to digitally based marketing and communications methods and strengthen the customer experiences in our digital customer channels.

Metrolinx is well positioned to grow ridership through 2021-22. Starting with an unwavering safety focus, targeted demand-based growth plans are built on customer insights and ridership data, feeding into marketing and partnership tactics to support growth as customers return to GO.

4.5 Delivering Non-Fare Revenue Initiatives to Maximize Revenue

Metrolinx continues to deliver non-fare revenue initiatives and is actively exploring innovative opportunities to maximize revenue as well as contribute towards a more sustainable funding for the organization, as the economy recovers from the impacts of the COVID-19 pandemic. This includes expansion and transformation of our advertising network by way of digital infrastructure, entering into partnerships, and commercialization of key customer amenities. Non-fare revenue includes advertising and partnership revenue, fees collected from transit providers for the use of the PRESTO system, track usage fees from corridor ownership, interest on working capital, reserved parking fees, and commercial space rent.

The significant ridership decreases in 2020-21 has resulted in a major decline in both fare and non-fare revenue. Metrolinx has shifted its focus on revenue opportunities that are ridership resilient and creating partnerships that deliver multiple objectives including increasing non-fare revenue and enhancing customer experience. Some highlights from Metrolinx's partnership and non-fare sales achievements in 2020-21 include:

- **Expansion of Digital Billboard Initiative** through the installation of two billboards on Metrolinx property facing the 400 Series Highway and one new digital billboard on Metrolinx property facing the Gardiner Expressway to generate additional non-fare revenue;
- Launching the **Audible Quiet Zone** sponsorship that provides customers with audiobook access on the go;
- Signing partnership agreements with **Purolator Mobile Quick Stop**, and **Fleets Coffee mobile truck** at select GO station locations to enhance customer experience and increase non-fare revenue;
- **Expanding retail offerings** for riders including the extension of Balzac's Coffee at UP Express, continuation of Chargerent to provide customers cell phone battery chargers, and through **self-serve vending machines** that sell PPE (personal protective equipment) such as face coverings, disposable gloves and hand sanitizers to meet customer needs during the COVID-19 pandemic;
- Released an Expression of Interest and signed a partner to open an **online store that sells GO Transit branded merchandise** with a product offering that includes apparel, accessories, décor, and toys. New products will be launched seasonally and for holidays; and,

- Completing three agreements with various media partners to **develop and install twenty-nine (29) Digital Billboards** on Metrolinx property to generate non-fare revenue.

Non-fare revenue is forecasted to regain quickly in 2021-22. The fast rebound is mainly attributed to strong growth in advertising and billboards as the economy recovers from the impacts of the COVID-19 pandemic. Revenues from track usage and reserved parking fees are anticipated to grow as service increases and riders return to GO and UP services. Healthy recovery is also forecasted for PRESTO commission revenue with increase in PRESTO ridership and strong ridership growth projected by various transit agencies.

In 2021-22, Metrolinx will continue to deliver partnerships and innovative opportunities to generate non-fare revenue and support the work of the provincial Value Creation Task Force, including:

- **Building digital signage on Metrolinx bridges** to expand the advertising network and generate additional advertising revenue;
- **Expanding the Digital Billboard Program** to further develop digital billboards on Metrolinx property to increase non-fare revenue;
- **Exploring opportunities to install cellular infrastructure** on Metrolinx properties for annual fees and commissions;
- **Acquiring new corporate partners and sponsors** to support ridership recovery and through opportunities around services and amenities;
- **Delivering value-in-kind partnerships** to improve cost efficiency and support Metrolinx's business;
- **Building on past successes** such as pursuing business-to-business opportunities, promoting Metrolinx as a valued business partner, and partnering with special events to drive incremental ridership;
- **Creation of a Metrolinx Cross-Functional Working Group** to identify innovative opportunities to generate non-fare revenue, or expand current initiatives; and,
- **Accelerating Retail Strategy** to bring valuable products and services to our customers as they return to using our service highlighted by going to market to secure vending partners to deliver a network-wide program, bring new café options at select stations, and create community retail opportunities through Food Festivals and other mobile and temporary retail solutions in station parking lots.

5.0 Operations

5.1 Operations Highlights

Metrolinx provides regional public transit service for the GGH through its train and bus services that serve a population of more than seven million across more than 11,000 square km stretching from Hamilton and Kitchener-Waterloo in the west to Newcastle and Peterborough in the east, and from Orangeville and Beaverton in the north to Niagara Falls in the south.

The COVID-19 pandemic has significantly impacted Metrolinx public transit operations, particularly through lower ridership and changing customer travel patterns. To support ridership and economic recovery in the GGH and prepare for a post COVID-19 public transit environment, in 2021-22 Metrolinx will continue to:

- **Ensure a safe and secure journey for customers**, as well as the **safety of Metrolinx employees**;
- **Adjust service levels** to ensure an appropriate level of service is available to maintain GO Transit as a viable transportation option for customers;
- **Optimize train size and introduce new services** to meet evolving customer demand and capture potential customers travelling during off-peak hours;
- **Implement a high-frequency regional express bus network** to grow ridership, while increasing the cost-effectiveness for delivering GO bus services; and
- **Implement customer service recovery strategy** that focuses on creating a valuable, safe, clean and easy-to-use service to reassure, attract and retain customers.

5.2 Further Enhanced Customer and Employee Safety in Response to COVID-19

Metrolinx continues to make the safety of our customers and employees our number one priority and has been investing to further enhance our safety measures as part of the organization's business improvement plans in response to the COVID-19 pandemic. So far, Metrolinx has successfully implemented over 65 COVID-19 safety measures. These include:

- **Seat partitions for passengers, barriers for bus drivers and mandatory mask policy** on Metrolinx vehicles and stations to ensure the safety of our customers and employees;
- **New signage and wayfinding** to encourage physical distancing at stations;
- **Enhancements to daily visible cleaning programs** on Metrolinx fleet and at stations to ensure safe transit operations, re-build customer confidence, and attract customers back to services;
- **Care packages with personal protective equipment (PPE)** and hygiene supplies for all employees;
- **Employee and Family Assistance Program (EFAP)** to support to all employees' mental health wellbeing, in addition to an expanded roster of mental health service providers available through Metrolinx benefits; and,
- **Health and Hygiene Controls** implemented at all construction sites.

In 2021-22, Metrolinx business improvement plans will include continued implementation of the following COVID-19 safety measures:

- **On-board enhanced safety measures** including rolling out hand sanitizer dispensers, physical distancing reminders (visual and verbal) and a mandatory requirement for customers to wear face coverings for the safety of fellow riders and transit staff on all GO Transit vehicles and UP Express trains;

- **Customer health and safety kiosks** at several GO Stations to provide temperature check and information for customers to learn about proper hand hygiene, surface cleaning, and benefits of wearing a face covering while on public transit stations;
- **Safety products vending machines** that dispense PPE have been introduced at select GO and UP Express stations to help keep travellers safe throughout their journey. Customers can purchase several different products including disposable and reusable face coverings (for adults and kids), disposable gloves, hand sanitizers, and touchless keychains;
- **Employee active health screening** requirement for all Metrolinx employees, whether they are office based, frontline facing, or have an operational role, to complete a health screening process before entering a Metrolinx work location, such as offices, facilities and construction / job sites. The health screening requirement includes an online active health screening questionnaire and a no-touch automated temperature reader. This requirement also applies to any visitors, integrated contractors, contractors or other persons entering Metrolinx work location; and,
- **COVID-19 Vaccine Advisory Sub-committee (C-VAC)** formed to ensure a coordinate and organized response to the rollout of the COVID-19 Vaccine.

Through these initiatives, Metrolinx is also ensuring safe essential transit services for frontline workers and communities by playing a health and safety leadership role within the industry and maintaining very low rates of infection and extremely high standards of hygiene, while focusing on education around health and safety.

5.3 Providing a Secure Journey to Customers

In addition to enhancing customer safety, Metrolinx is committed to providing a secure public transit experience for its customers across the network to drive a safe and positive customer experience. To meet this commitment, over the last year Metrolinx has successfully implemented:

- **A new special response unit** to tackle issues across the network that serves GO Transit and UP Express, including increased trespassing incidents at various rail bridges and face-covering compliance onboard vehicles and in stations; and,
- **A new Canine Explosive Detection Program** was launched, in partnership with the Toronto Police Service, which provides for peak service level coverage through low cost, extremely agile and highly trained dogs and handlers.

As Metrolinx adjusts its service levels to meet customer demand and support the region's economic recovery, transit security will continue to play an integral role. Looking towards 2021-22 and maintaining current activities in the key areas of transit security, Metrolinx will be:

- **Enhancing oversight and accountability of transit safety officers across the transit network** by leveraging networks operations control centre capability and equipping front-line transit safety officers and revenue protection officers with body worn cameras;
- **Expanding the revenue protection program** to GO Bus and UP Express services;
- **Guardians of the Journey** by delivering a transformed approach to transit security and revenue protection operations. This includes moving away from traditional methods to lead new approaches that incorporate community and customer insights, increased opportunities for engaged and effective staff, and a new operating model that ensures we create safe spaces for the journey of every customer; and,
- **Implementing Diversity and Inclusion recruitment strategies** to ensure we are reflective at each level of the organization of the diverse communities in which we serve, and find opportunities to increase our support to communities of equity-seeking groups not limited to Black, Indigenous, and People of colour.

Metrolinx will continue to deliver these key priorities while working towards encouraging customers back to public transit by providing a secure public transit experience.

5.4 Improved Focus on Operational Safety

Metrolinx has established itself as a leader in public and passenger safety by introducing an enhanced level of safe behaviours, standards, processes and practices to elevate the industry to a new level of safety. Our focus over the past year has been on the systematic improvement of safety performance and processes within Metrolinx. Highlights of this work include:

- **The development of a Canadian Independent Safety Assessor program** for Railway Systems, in partnership with the Standards Council of Canada. This program will help to ensure the highest standards of safety and safety assurance are achieved on Metrolinx projects by introducing certified independent assessment to the safety assurance process;
- **Introduction of the new Canadian Common Safety Method for Risk Evaluation and Assessment**, which was developed in partnership with the Canadian Standards Association and will be used on all future Metrolinx rail projects, which mirrors the Common Safety method used in European Regulation of Railway Systems;
- **Delivery of a comprehensive Personal Track Safety training course** to over 7,000 contractors and employees working in the rail corridor, providing all persons working within our rail network with the knowledge and awareness to identify hazards and risks, plan safe work, deliver safety critical communications, and understand their roles and responsibilities;
- **Development of a comprehensive Incident Investigation Program** to prevent future safety incidents by ensuring competent safety investigators conduct root cause analyses and review contributory factors to safety incidents and identify systemic across the organization;
- **Completion of risk assessments at all public grade crossings** and all private grade crossing locations, resulting in the completion of over 100 risk mitigation actions and the establishment of a Level Crossing Safety Working Group; and,
- **Reduced employee injuries**, which is a growing indication of improvements in safety management and safety culture within Metrolinx.

For 2021-22, Metrolinx will continue to develop a world-class safety culture in the organization, Ontario and Canada, with a focus on:

- **Delivering Metrolinx's Safety, Health & Environment Management System.** This Safety Management System will enable us to achieve ISO 45001 certification, an internationally recognized standard and benchmark for occupational health and safety management systems;
- **Implementing a Competence Management System** that will allow Metrolinx to ensure workers on site are trained and competent for the tasks they are performing as well as monitor competency shortages and key skills that require development within the industry;
- **Elevating Grade Crossing standards with transportation authorities and municipalities**, to control pedestrian and vehicle hazards and risk of collisions. A pilot location at Lancaster Road near Kitchener has been selected for enhancements to pedestrian gates, second train active signs, gate skirts, LED lights embedded in sidewalks, quad gates, and anti-queuing protection and median strips. Approximately half of these enhancements are now complete with the remaining underway;
- **Enhancing Fatigue Management** by utilizing computer analytics to determine work scheduling that complies with work-rest rules established in the Metrolinx fatigue management program and allow business units to track and manage fatigue to further reduce the risk of catastrophic events and errors caused by fatigue;
- **Rolling out a comprehensive workplace violence prevention program** that includes an awareness campaign across the organization and a crisis intervention / de-escalation program for front line staff;

- **Centralizing all safety reporting through a Safety Management Information System (SMIS)**, which will consolidate current streams of manual and software-based reporting into one software. SMIS will allow employees and contractors accessibility to report hazards, configure and communicate alerts as well as corrective actions, and will support auditing requirements;
- **Enhancing Joint Health and Safety Committees (JHSCs)** to increase employee engagement in health and safety matters that pertain to their specific workplaces by implementing JHSCs and Health and Safety Representative in accordance with the *Occupational Health & Safety Act*;
- **Developing new standards to improve safety in the railway corridor**, including a new Metrolinx Safety Rule Book and Occupational Health & Safety Manual; and,
- **Establishing a new safety governance framework for the GO Regional Express Rail On-Corridor (OnCorr) Project, LRTs, Subway and future Metrolinx projects**, which will enhance system and safety assurance.

Metrolinx will continue to work toward developing a transit system that is designed, built, operated and maintained to the highest international safety standards.

5.5 Adjusting Service Levels to Meet Customer Demand

Metrolinx provides regional rail service through its GO Transit network corridors: Lakeshore West, Lakeshore East, Milton, Kitchener, Barrie, Richmond Hill and Stouffville, as well as airport service through UP Express.

During the onset of the COVID-19 pandemic, transit ridership was significantly impacted and in response, Metrolinx has optimized its service frequency through temporary reduction in GO and UP Express service. In September 2020, Metrolinx further optimized its service frequency by reinstating more than 149 train services that were paused due to COVID-19. This has increased both peak and off-peak services, including providing a return to 30-minute weekday off-peak frequency on Lakeshore corridors. Gradually restoring services back to pre-COVID levels ensures customers have service that meets their changing and flexible schedules.

In 2021-22 Metrolinx will continue offering lifeline service, and adjust service levels to meet customer demand. Metrolinx will:

- **Actively monitor ridership levels and customer behaviour, adjusting train lengths and frequency** to meet demand and align with changing customer habits. This will allow Metrolinx to maintain high quality GO and UP Express service, while balancing cost management; and,
- **Introduce rail service enhancements** across the network that will allow for higher frequency services, to capture potential ridership demand during off-peak hours.

Metrolinx will continue to work with its freight rail partners (i.e. CP and CN) to implement further GO rail service options to Kitchener and Niagara and advance the planning and delivery of the GO rail extension to Bowmanville. Metrolinx also continues to make progress on the Kitchener GO Expansion with the construction of a fourth track on the Kitchener corridor through Toronto which began in 2020 and will continue throughout 2021.

5.6 GO Bus Strategy Implementation

The GO Bus Strategy established a new direction for GO bus service in the next 10 years with the primary goal to grow ridership, while increasing the cost-effectiveness of delivering GO bus services. One of the key directions of the GO Bus Strategy is to redeploy resources from previously train-supporting services towards

higher-demand corridors, and create a high-frequency (15 minute or better) Regional Express Bus Network, linking major employment and education centres with direct service, connecting to and expanding the broader regional rapid transit network. The GO Bus Strategy also includes actions to improve speed on these corridors, integrate with local transit services, and employ new operating models that meet the varied needs of our regional customers.

Over the last year, Metrolinx has achieved significant progress with regards to the GO Bus Strategy, namely:

- **Completion of the GO Bus Strategy** in Spring 2020. While the GO Bus Strategy was developed prior to the COVID-19 pandemic, the direction set out for the strategy continues to be relevant— though the pace of the service transformation has changed in response to lower travel demand across the region; and,
- **Completion of a 3-Year Service Plan** that outlines a suite of detailed service changes in line with the GO Bus Strategic direction and the evolving nature of the pandemic. Services offered will be tailored with demand, removing duplication of services already offered by municipal partners, and introducing new regional east-west suburb-to-suburb connections.

The 3-Year Service Plan provides benchmarks to identify further ways to grow ridership and improving cost-effectiveness. Work will continue in 2021-22 to implement the GO Bus Strategy and 3-Year Service Plan, including:

- **Optimizing the proposed GO Bus Strategy network and 3-Year Service Plan** by carrying out operational efficiencies in bus storage and bus maintenance, improving on existing driver dispatching practices, and working with transit partners to best align local and regional services; and,
- **Analyzing business cases to identify the best value for money** for improving network connectivity and travel speeds by building or expanding bus terminal facilities and offering greater transit priority, reducing carbon emissions through the transition from diesel to electric bus propulsion technologies and improving operational effectiveness through bus garage expansion and/or consolidation.

5.7 Enhancing Customer Service and Meeting Customer Needs

Metrolinx is committed to supporting ridership recovery through enhanced customer service, while providing a seamless, easy-to-use, comfortable customer journey that is relevant to customer needs and meets customer expectations both during the COVID-19 pandemic and beyond. Metrolinx is committed to adjusting the service levels to meet customer demand and to enhancing support as customers return to our services in a post-pandemic world. During this time, Metrolinx is focused on creating a valuable, safe, clean and easy-to-use service that is responsive and relevant to customers' needs in order to reassure, attract, and retain customers.

Over the last year, various customer service milestones have been achieved, most notably:

- **The opening of Union Station Bus Terminal** in December 2020, which demonstrates Metrolinx commitment to drive higher customer satisfaction through improved customer access to GO bus services;
- **Adjusted focus of customer satisfaction surveys** to better understand customers' needs and priorities as they return to taking public transit. Through the surveys, Metrolinx has learned that the work underway to keep our facilities and vehicles clean are now in line with customer expectations;
- While **remaining focused on implementing enhanced cleaning and hygiene measures**, Metrolinx has also continued activities to **improve service reliability for our customers** by exceeding on-time performance targets for GO train, GO bus and UP Express services;

- A continued focus on **making the customer journey easier** has been a central focus for Metrolinx. To help deliver on this, Metrolinx has installed revised signage in the York Concourse for better navigation, implemented initiatives to increase platform information and safety at Union Station and at Bus loops; and,
- Furthermore, Metrolinx has also leveraged the Customer Change Readiness team, which **focuses on assessing impacts to customers as a result of service changes**, while ensuring GO Bus customers are informed of real-time schedule changes by using improved digital screens.

Building on strong customer satisfaction from previous year, in 2021-22 Metrolinx will continue:

- **Implementing station modernization projects**, providing improved access to stations, parking capacity, customer amenities such as platform canopies, and elevator rehabilitation;
- **Enhancing station maintenance** by maintaining high standards of cleanliness & condition of customer facilities, as well as ensuring that stations are scalable with network and service expansion;
- **Preparation for Bay Concourse Opening** - Bay Concourse construction and readiness activities continue to progress towards an anticipated opening in early Summer 2021;
- **Optimizing customer service contact centres** by reducing call volumes, through first-call resolution and offering alternate contact channels;
- **Helping customers pay fares effortlessly**. Metrolinx is modernizing payment methods that provide fast and efficient options to customers as well as limit person-to-person contact for a safer experience. This includes the installation of new payment devices, introducing additional fare options and exploring new fare choices to improve the customer experience;
- **Proceeding with its plans to ensure compliance with *Accessibility for Ontarians with Disabilities Act, 2005*** by or before 2025. That means working to remove existing barriers to access, avoid creating new barriers and address gaps hindering the safety and customer experience of persons with disabilities; and,
- Metrolinx will be **performing a comprehensive review of the Service Guarantee Program** and its application to GO Transit and UP Express. The Policy review will evaluate the business objectives, the intent of the program and provide recommendations for enhancing the Service Guarantee Program to improve customer experience and business outcomes. The review will assess the cost and benefits of harmonizing the Service Guarantee Program for GO and UP Express, considering the unique customer value proposition that both services provide.

Metrolinx will continue to monitor customer feedback on the new health and safety measures in place, apply insights from customer feedback to inform customer service improvements, while also aligning these measures and improvements according to Public Health recommendations.

6.0 PRESTO

6.1 PRESTO Highlights

PRESTO is Metrolinx's fare payment system with a mission to enable and encourage greater transit ridership. Currently, 11 transit agencies utilize PRESTO across the Greater Toronto and Hamilton Area and in Ottawa. At the onset of the COVID-19 pandemic, ridership was down 90% on average for PRESTO's partner agencies and PRESTO was also impacted by changing policies implemented by the transit agencies that included stopped or reduced fare collection and front-door boarding for several months. PRESTO boardings and unique riders were continuing a slow but steady rebound prior to the January Stay-at-Home Order. January boardings were approximately 17M, down over 70% from the same period in 2019.

In 2021-22, to support ridership recovery and further advance its progress in implementing long-term strategy, PRESTO will focus on key priorities to further modernize its fare system and encourage greater transit ridership, including:

- **Furthering customer strategy and supporting ridership recovery** through continued implementation of new fare payment methods and customer experience improvements;
- **Building stronger client engagement model** with more dedicated and focused client support for each transit agency to address PRESTO client satisfaction scores and client feedback; and,
- **Striving for long term sustainability** through the Procurement Program, strategic step reductions in the total cost of ownership and exploring additional partnership revenue streams.

6.2 Customer Strategy

Metrolinx is committed to ensuring an excellent PRESTO customer experience and has continued to invest in customer products and services improvements to enable recovery of transit ridership impacted by COVID-19.

Over the last year, Metrolinx has achieved major milestones, including:

- **Partnering with industry leaders to implement major updates through PRESTO App** allowing smartphone users to tap their PRESTO cards to their phones to instantly reload funds;
- **Accelerated PRESTO E-Tickets App** which offers customers another safe and convenient way to pay their fare to aid transit agency pandemic recovery plans. E-Ticket features also help customers with traveling and allow for occasional promotion and discount codes. Over 38,000 E-Tickets have been sold on Durham Region Transit and Hamilton Street Railway since September 2020; and
- **Delivered significant PRESTO customer enhancements**, helping to achieve an 81% Customer Satisfaction score
 - Immediate balance protection to registered PRESTO users whose card has been reported as lost or stolen, removing the up to 24 hour wait time.
 - Removal of 25 cent overdraft fee charged each time a registered PRESTO user reached a negative balance, as well as reduction of minimum card load on PRESTO customer website and App from \$10 to 5 cents.

- Website and App enhancements (i.e. faster and simpler registration, transfer window display on App), resulting in increased likelihood to recommend the PRESTO App from 69% to 78% and overall web satisfaction from 75% to 78%.
- Free Wi-Fi service on GO Transit through GO Wi-Fi Plus for users with a registered MyPRESTO account, 50 MB of data per trip; non-registered users receive 10 MB.

In 2021-22 Metrolinx will continue to build on its success over the last year and focus on several areas to further improve the customer experience, such as:

- **Expanding on the delivery of contactless payment** including launching contactless credit or debit fare payment on UP Express in early 2021 before a broader transit agency rollout throughout the year. Through the implementation of contactless payments, Metrolinx is ensuring safe transit operations to re-build customer confidence and attract customers back to services impacted by COVID-19; and
- **Focusing on continuous improvements in our customer-facing channels** including our contact centre, online self-serve portal (website) and mobile app. Our contact centre is focused on first contact resolution and preparing to welcome back our customers. We will continue to improve the website experience by getting better at proactively serving customers through the online journey.

6.3 Building Stronger PRESTO Client Engagement

Metrolinx continues to work together with municipal transit agencies and partners to implement customer and client centric initiatives to support PRESTO's long-term strategy to reach for higher adoption, greater customer reach and modernized technology. PRESTO will also strive to deliver value to client agencies through enabling increased ridership, enhanced customer utility, lower cost of fare collection and better transit planning through data and analytics.

In 2020-21, Metrolinx has achieved significant progress on PRESTO client engagement, including:

- **Continued implementation of the PRESTO device refresh program** across 905 transit agencies, GO Transit and UP Express to leverage new, modern features that will support enhanced forms of payment such as PRESTO Contactless credit or debit fare;
- **Supporting clients in their transition during the pandemic** by aiding the TTC in issuing over 200,000 customer refunds, providing remote device training to all client, and delivering on over a dozen new client requests for updating passes and concessions through the PRESTO Vouchers program; and,
- **Improving accessible transit to customers with disabilities** by equipping 2500 new Wheel-Trans Service vehicles across the TTC to accept PRESTO, and supporting Ottawa's EquiPass.

In 2021-22, Metrolinx will continue to work together with municipalities on key initiatives including:

- **Enhancing PRESTO features** that allow for smartphone users to pay transit fares directly from their smartphones;
- **Enabling customers to pay using PRESTO regardless of the vehicle type** - conventional, specialized, contracted taxis;
- **Increasing customer access and equity** by expanding fare payment options for universities, school boards and social services;
- **Supporting service integration** by enabling 905 and TTC buses to pick up passengers and collect fares in each others region;
- **Continuing to replace end of life equipment** with updated modern fare payment equipment; and,
- **Improving the quality of PRESTO data** so clients can optimize routes and do enhanced capacity modelling for ridership recovery.

6.4 Striving for PRESTO Long-Term Sustainability

Metrolinx is committed to improving PRESTO's long-term financial sustainability by reducing the total cost of ownership and through revenue generation opportunities.

Levers to improve financial sustainability include:

- **Continuous improvement:** This includes identifying cost savings through a variety of initiatives, such as process improvements that drive operational efficiencies, vendor consolidation, optimizing contracts, and leveraging alternative procurement mechanisms to source at lower costs;
- **PRESTO Procurement Program:** October 2022 marks the expiry of PRESTO's primary technology and operational supplier agreement. The expiry of the master agreement presents both an opportunity to achieve improved value for money from the market, as well as an opportunity to fundamentally shift PRESTO's technology and operational model. In alignment with recommendations from the 2020 Auditor General Annual Report, Metrolinx has been advancing a Procurement Program to get to new contracts following the expiration of the current agreement with Accenture. The successful program would result in reduced total cost of ownership, improved outcomes for PRESTO's customers and clients, and improved future agility; and,
- **Commercial partnerships:** Metrolinx has been exploring commercial partnership opportunities for PRESTO to increase non-fare revenue and enhance our capabilities.

Over the last year, Metrolinx has achieved significant progress, including:

- **Identifying key partnership opportunities to diversify revenue** by conducting rigorous market research, utilizing a comprehensive partnership framework and receiving direction from industry experts. Over 150 ideas were explored, refined and tested by customer interviews for feasibility.

Refining our procurement strategy for retendering outsourced functions to align contracts to the evolution of the business model to better serve customers, transit agencies, and stakeholders, as well as reduce the total cost of ownership of the provincial transit payments business. In early 2020, Metrolinx conducted market soundings with 25+ industry players across five different sectors. The responses were used to develop and refine PRESTO's procurement strategy. In early 2021, Metrolinx issued a Request for Information (RFI) to seek out details of proposed costs, opportunities, risks, and transition approach from the market

7.0 Capital Projects

7.1 Capital Projects Highlights

Metrolinx continues to advance the largest transit expansion program in Canadian history, which will transform the way the region moves. The three major flagship programs are:

- **GO Expansion**, which will bring two-way, all-day, service to the core segments of our network through various packages of early works, off-corridor and on-corridor works;
- **Subway projects**, which will see extension of the existing subway network, as well as the new Ontario Line through the Toronto downtown core and extension of the Eglinton Crosstown LRT westward towards Renforth Drive with potential future connection to Pearson Airport; and,
- **Rapid Transit projects**, which are well under construction to bring Light Rail Transit (LRT) and advancing potential future Bus Rapid Transit (BRT) projects to the Greater Toronto Area .

Further details of each program are described in their respective sections.

7.2 GO Expansion

Metrolinx is committed to transforming the existing GO Transit rail system to offer a frequent all-day, two-way electrified service on core segments of the network through the GO Expansion program. Capital costs associated with the GO Expansion program are estimated to be \$26.8 billion (\$ Year Of Expenditure), which includes investments for State of Good Repair (SOGR) and Optimization and Expansion for existing assets and expansion of the rail network and passenger facilities.

In the 2021-22 fiscal year, Metrolinx will be investing approximately \$2.0 billion in the GO Expansion program which includes investments in SOGR and optimization and expansion to advance numerous projects. The implementation of the GO Expansion Program is divided into different packages of work, based on when and how the infrastructure is required.

Early Works

Early Works is a \$10.5 billion suite of projects that will prepare the rail network for the implementation of the subsequent Off-Corridor and On-Corridor packages. These works include utility relocations, grade separations, track work and modifications, grading, retaining structures, noise mitigation measures, and upgrades to bridges, stations, and signaling and communications infrastructure. Work will continue in 2021-22 to deliver this program through both public-private partnership contracts and traditional procurement methods:

- **Public-private partnership contracts:** Metrolinx will continue to make progress in delivering nine of the GO Expansion Early Works projects using this approach, working with Infrastructure Ontario as the procurement advisor through an integrated team model. As of April 1, 2021, two contracts—Cooksville GO Station and Kipling Station Bus Terminal—have reached substantial completion and are delivering benefits to customers; work will continue in 2021-22 to advance them through to close-out. Four contracts are in the implementation phase (design and construction): Davenport Diamond Rail Grade Separation, Highway 401/409 Tunnel, Stouffville Stations and Grade Separations, and Rutherford Station and Grade Separation. The remaining three—Milton Station, Lakeshore West Station Upgrades and Burloak and Kerr Grade Separations, and Lakeshore East Central Corridor Expansion and Grade Separations—are in the late stages of procurement.

- **Traditional procurement methods:** Metrolinx will continue to deliver other early works through Design-Build (DB) and Design-Bid-Build (DBB) contracts, including but not limited to: Stouffville Second Track and Signals, Lakeshore East West Corridor Expansion, Barrie Corridor Expansion, Lincolnville Station Replacement, Bloor Station TTC Connection and the new Caledonia Station on the Barrie corridor. Metrolinx is also undertaking modernization and improvement of passenger facilities at more than 29 existing stations through a DB contract for Early Stations Improvements that was executed in January 2019 with work continuing through 2021-22. Ongoing work will also incorporate routine annual maintenance investments of fixed assets, like surface parking, stations, and operating facilities.

In 2021-22, Metrolinx will also continue advancing Union Station Rail Corridor and Signaling Enabling Works. The majority of the projects within this category are being delivered through traditional contracts. However, the Union Station Enhancement Project, which includes a new platform and concourse, will be the first major public-sector transportation project in Canada to be delivered using the Alliance procurement model. The Project Alliance Agreement, which is anticipated to be concluded by the end of the year, will be the basis for an innovative partnership between Metrolinx and its contractors.

Off-Corridor Works

Throughout 2020, procurement planning of the Off-Corridor Works Program continued for renovations at existing stations on the GO network, including upgrades to station buildings, platforms, signage, bus loops, parking, accessibility, and passenger pick-up and drop-off facilities. These projects are anticipated to enter construction as the variety of station improvements in the Early Works package wind down.

On-Corridor Works

A key component of the delivery of the GO Expansion Program are the on-corridor works required to deliver the enhanced service levels outlined in the Full Business Case for GO Expansion. On-Corridor works are being planned to be delivered as a Design-Build-Operate-Maintain contract based on a qualitative analysis, considering feedback from the market, capacity, program interfaces, project size, flexibility for future change and experience on local and international projects.

Procurement of on-corridor works was initiated in spring 2018 through the release of a Request for Qualifications (RFQ) and Request for Proposals (RFP) in spring 2019. In 2021-22, Metrolinx will continue working with Infrastructure Ontario and advancing the procurement, which includes the following scope:

- Operation of train services;
- Timetable planning, train control and dispatch for all operators across the GO-owned network;
- Servicing and cleaning, refurbishment, maintenance, and lifecycle renewals of all rolling stock and procurement of new rolling stock;
- Design, build, integration and maintenance of the railway corridor (civil infrastructure, tracks, electrification, signalling);
- Construction of new maintenance and train storage and/or layover facilities;
- Reconstruction of Union Station track and platforms; and,
- Compliance with Metrolinx safety, security and emergency management policies.

7.3 GO Extensions and SmartTrack Stations Program

In 2021-22, investments of approximately \$283 million are planned towards GO Transit improvements beyond the core GO Expansion Program that will, subject to successful negotiation with freight rail partners where needed, bring greater access to regional rail services to new markets. For example, the initiative to extend two-way service to Kitchener will move into the next phase of work, with tenders for the first

construction contracts of this package of work being issued. In addition, Metrolinx is moving forward with the SmartTrack Stations Program in partnership with the City of Toronto that will see infill stations added to inner portions of the GO network, leveraging the frequency and capacity improvements of GO Expansion to bring new transit options to more communities.

7.4 State Of Good Repair (SOGR)

To ensure GO Transit assets remain in a safe and reliable condition, Metrolinx continues to invest in infrastructure rehabilitation. Approximately \$477 million of the capital plan for 2021-22 will be dedicated to SOGR projects, including GO Transit and enterprise IT initiatives.

In 2021-22, Metrolinx is aiming to deliver its SOGR Program within 5% of its approved capital budget, as part of achieving the organization's strategic objectives. In 2021-22 Metrolinx will be focusing on projects such as: Maintenance and rehabilitation work to GO owned structures, track and signals;

- Train Control System Program - Union Station Rail Corridor;
- Fare systems program;
- Bi-level vehicle refurbishment; and,
- Customer Digital Transformation and other enterprise I&IT work

7.5 Subway Projects

In 2021-22, Metrolinx, in partnership with Infrastructure Ontario and in collaboration with municipalities, will continue to advance the delivery of four new priority transit projects. The projects identified in the Province's New Subway Transit Plan for the GTA are:

- **Ontario Line** - A Preliminary Design Business Case has been completed for this new subway line running 15.6 km from Ontario Science Centre to Exhibition/Ontario Place, and Requests for Proposals (RFPs) were issued to prequalified bidders for the first two P3 contracts in December 2020. Planned activities in 2021-22 include advancing those procurements through the in-market phase and awarding contracts for the first Early Works projects;
- **Yonge North Subway Extension** - Work underway in 2021-22 for this extension of the TTC's Line 1 Yonge-University Subway Line from Finch Station to the City of Richmond Hill includes further planning and design refinement and the initiation of Early Works projects;
- **Eglinton Crosstown West Extension** - An advance tunnel contract is anticipated to reach financial close in 2021-22, a significant milestone for this 9.2 km extension of the Eglinton Crosstown LRT from the future Mount Dennis Station to Renforth Drive. Work will continue in parallel to advance the remainder of the project scope, including stations and rail systems; and,
- **Scarborough Subway Extension** - This approximately 8 km long extension will be a three-stop continuation of the existing TTC's Bloor Danforth Line 2 from the existing terminal at Kennedy Station. An analogous advance tunnel contract is also planned to reach financial close in 2021.

7.6 Rapid Transit Projects

The Eglinton Crosstown LRT project is being delivered through a Design-Build-Finance-Maintain (DBFM) contract, which was awarded to Crosslinx Transit Solutions (CTS) in July 2015. Construction by CTS has been underway since March 2016 and overall construction has progressed to approximately 75% complete. For 2021-22, with underground station work having shifted from heavy civil construction to the installation of

finishes and equipment, CTS forecasts stations will begin to reach final completions. CTS will continue final installation of track, overhead catenary and systems, while critical testing and commissioning activities proceed across the alignment.

The Finch West LRT project is being delivered through a DBFM contract, which was awarded to Mosaic Transit Group in May 2018. In 2021-22, work on the trackway is expected to begin in several sections of the corridor, including the completion of a “burn-in” track section that will be critical to readying the fleet of light rail vehicles (LRVs), most of the LRVs will be delivered to the Maintenance and Storage Facility (MSF) and the MSF construction will be significantly completed. Construction work will further progress at Finch West station and the Humber College terminus, as well as at stops and traction power substations along the alignment.

The Hurontario LRT project is being delivered through a Design-Build-Finance-Operate-Maintain (DBFOM) contract, which was awarded to Mobilinx in October 2019. The most visible progress in 2021-22 will be at the Operations, Maintenance and Storage Facility (OMSF) and at various structures where the alignment crosses creeks, highways and railways. Construction of traction power substations and stops will also commence.

7.7 Advancing Other Future Projects

In addition to the rapid transit projects already underway, in 2021-22 Metrolinx continues to partner with municipalities in advancing the planning and preliminary design work of several other potential future projects, including:

- **Durham-Scarborough Bus Rapid Transit** - Transit Project Assessment Process (TPAP) and Preliminary Design Business Case for 36km of Bus Rapid Transit linking Scarborough Centre with Pickering, Whitby, Ajax and Downtown Oshawa;
- **Dundas Street Bus Rapid Transit and Priority Bus** - TPAP and Preliminary Design Business Case for 45km of enhanced bus infrastructure linking Toronto, Mississauga, Oakville, Burlington and Hamilton; and,
- **Brampton Queen Street/Highway 7 West Extension Bus Rapid Transit** - TPAP and Preliminary Design Business Case for 20km of Bus Rapid Transit linking Downtown Brampton and Vaughan Metropolitan Centre;

8.0 Transit Oriented Communities Program

8.1 Transit Oriented Communities Program Highlights

In delivering major capital infrastructure projects, including Ontario's new Subway Transit Plan for the GTA, Metrolinx is working together with Infrastructure Ontario and third parties to adopt a market-driven approach to station infrastructure through the Transit Oriented Communities (TOC) Program. This approach enables Metrolinx to leverage benefits from third-party investments to reduce public funding for transit expansion and offer new opportunities to deliver more transit services faster and at a lower cost to taxpayers.

With the COVID-19 pandemic and the public health restrictions in place, the benefits from TOC partnerships will continue to be reviewed in alignment with developments in the commercial real estate market (please refer to Section 11.1 Operating Budget for details of revenue generated from TOC). Going forward, Metrolinx is committed to looking at more innovative approaches to lower expenses and increase revenue in the outer years.

8.2 Advancing Transit Oriented Communities Program

The Province of Ontario has committed to a multibillion-dollar expansion of the transit network across the Greater Golden Horseshoe. As part of this historic opportunity, Metrolinx is creating partnerships to deliver Transit Oriented Communities (TOC) at new and existing transit stations.

TOC is higher density, mixed-use development that is connected, next to or within a short walk of transit stations and stops. The TOC program will leverage the experience of third-party partners to make it easier and faster for our customers to get to the places that matter most -- bringing jobs, destinations, and housing closer to transit.

Metrolinx has identified an opportunity to leverage the Province's investment in transit infrastructure and work with third parties to reduce the costs to taxpayers. Transit Oriented Communities encourage the following:

- Increase transit ridership and reduce traffic congestion;
- Increase housing supply and jobs with access to transit;
- Catalyze complete communities based on good planning principles;
- Positive value capture for the Province to maximize transit investment while reducing taxpayer burden; and,
- Stimulate the economy through major projects for years after COVID-19

The TOC Program creates opportunities to work with the private sector to generate value as a result of public investment in transit. By achieving the Program goals, Metrolinx is achieving the overall strategic objective of pursuing a more market-oriented approach to the delivery of the Metrolinx broader mandate. Metrolinx and Infrastructure Ontario together have put in place the processes and systems that can enable more responsiveness and have demonstrated the capability to be a trusted business partner with the development industry.

The TOC Program has enabled the development, expansion, and execution of TOC real estate deals and transactions, including fee simple and land lease dispositions, for Metrolinx-owned or managed lands, on the

commercial viability of all development partnerships. Mimico and Woodbine GO stations are current projects that are being delivered using this strategy.

- For Mimico GO Station, Metrolinx has partnered with a private sector developer who would cover all the costs and construction related to new main station building, dedicated GO Parking and greenway in front of the station.
- For Woodbine GO station, a private sector partner has committed to finance and deliver the development of the GO station to unlock the value of adjacent properties that will house major commercial and employment.

In addition, Metrolinx has also published the updated business case for the delivery of a new Park Lawn GO Station June 2020 and the New Station Initial Business Case Milton-Trafalgar in October 2020.

9.0 Regional Transportation Planning

9.1 Regional Transportation Planning Highlights

Metrolinx is mandated to coordinate, plan, finance, develop and implement an integrated transit network in the Greater Golden Horseshoe (GGH). The 2041 Regional Transportation Plan (RTP), which was published in March 2018, serves as Metrolinx's guiding document and blueprint to meeting this wide-reaching regional mandate. In addition to the specific key initiatives already identified in this document, in 2021-22 Metrolinx will also be advancing the implementation of the 2041 RTP through the following activities:

- Continuing to work with MTO to **finalize the transit components of the multimodal Greater Golden Horseshoe (GGH) Transportation Plan for 2051**;
- **Progressing the 2041 RTP's transit-related priority actions, in coordination with the development of the GGH Transportation Plan**, including the Frequent Rapid Transit Network (FRTN) and other transit-supportive actions;
- **Simplifying fare payments and improving the integration of transit services in the region** to provide a seamless transit experience for travellers;
- **Delivering commitments towards a sustainable transportation system for the region** to ensure Metrolinx's long-term viability as a business and as an organization, while enhancing our responsibility to our customers, communities and employees; and,
- **Improving customer access to stations** to encourage greater public transit ridership in the region and to enhance the customer experience.

9.2 Overall Progress Towards Implementing 2041 Regional Transportation Plan

Over the last year, Metrolinx has achieved a number of milestones towards key 2041 RTP goals, including:

- **Implementation of the Frequent Rapid Transit Network (FRTN) Prioritization Framework and Annual Review**, with municipal stakeholders and MTO, to evaluate and inform Metrolinx business case analysis sequencing of unfunded projects;
- **Completion of initial engagement with planning and transit staff** in over 10 outer-ring municipalities in Metrolinx's expanded Greater Golden Horseshoe (GGH mandate area to support development of the GGH Transportation Plan and identification of transit needs and candidate projects for expansion;
- **Convening stakeholders and partners through our regional consultation forums**;
- **Developing a better understanding of priority bus options** in the region by developing planning guidelines and by conducting a proof of concept micro simulation modelling; and,
- **Advancing key rapid transit network expansion projects through the business case lifecycle**, including the Dundas St BRT, Durham-Scarborough BRT, Brampton Queen Street/Highway 7 West Extension BRT, Downtown Mississauga Transitway, Bowmanville GO Rail Extension, Ontario Line, Yonge North Subway Extension, Scarborough Subway Extension, and Eglinton Crosstown West Extension.

In 2021-22, Metrolinx continues to move forward to achieve the transit goals of the 2041 RTP, while also expanding our transit planning work to the GGH. Key actions related to advancing the regional transit plan in 2021-22 includes:

- **Continuing to work with the Ministry of Transportation to finalize the transit components of the multimodal Greater Golden Horseshoe Transportation Plan for 2051** and subsequently

incorporating the Plan's findings into Metrolinx's RTP related work where appropriate. This will include a consideration of the appropriate scope and timing of any changes to the 2041 RTP that would be presented to the Minister of Transportation for review and approval;

- **Researching, collecting data, and developing an understanding of the COVID-19 impact** on travel behaviour and transit mode choice decisions that may impact transit ridership and choices in the medium- to longer-term (i.e. 2031 and beyond). This will include considering planning scenarios that examine long-term changes in telework, auto ownership, and firm and residential location decisions;
- **Documenting, measuring, and taking a 'pulse check' on the progress of 2041 RTP**, including a detailed accounting of the status of each priority action, measuring key performance indicators and identifying opportunity areas;
- **Proceeding with the 2021 Annual Review phase of Metrolinx Prioritization Framework**, which is expected to include additional projects in the expanded GGH mandate area and the GGH Transportation Plan;
- **Delivering robust and rigorous evidence-based business cases for major public transit infrastructure investments** that meet industry best practices to support decision-making, in line with recommendations from the 2018 Auditor General Annual Report;
- **Advancing micro-transit and on-demand transit across the region** by supporting MTO in determining opportunities and piloting programs;
- **Completing the Airport Area Transportation Study Update** with the Greater Toronto Airports Authority (GTAA), and working with the MTO to plan for and prioritize study recommendations;
- **Developing first-mile / last-mile solutions** with MTO, municipalities and other partners to provide additional transit opportunities and connections to GO facilities, including through automated shuttle pilots;
- **Developing options and a business case informed analysis of a regional Priority Bus program**; and,
- **Identifying planning strategies to improve transit access, equity and security for vulnerable users**, and improving outcomes for Black, Indigenous and People of Colour.

In conducting these works, Metrolinx will continue to collaborate with municipal planning and municipal transit stakeholders across the region. This includes supporting MTO in identifying a recommended transit network and transit related policies through the GGH Transportation Plan, providing transit related technical support, including sharing information with the ministry from Metrolinx's ongoing transit planning work, and participating in the ministry's engagement with municipalities and Indigenous communities on the plan.

9.3 Simplifying Fare & Integrating Service in the Region

The 2041 RTP focuses on providing a seamless transit experience for travellers through integrated fares, payments, services and schedules. In consultation with municipal transit agencies and MTO, Metrolinx is undertaking work to support improved fare and service integration in the GTHA both individually and as part of regional working groups.

Fare and Service Integration continue to be an important part of the Metrolinx mandate and is vital to the creation of a seamless regional transit network. In the post COVID-19 context, Metrolinx recognizes the potential that fare and service integration offers for ridership recovery and the opportunity for structural change. Metrolinx will work with MTO and local transit agencies to support fare and service integration goals and identify opportunities for improved integration across the region.

Fare and service Integration Initiatives being implemented in the immediate term include:

- **Working with local transit agencies to identify integration gaps** and pilot improved approaches to cross boundary service operation;

- **Supporting local transit agencies across GGH with harmonization concession** definitions and of concession setting policies, with a goal of creating a consistent concession experience for customers across the region;
- **Developing a set of recommended approaches for a long-term regional fare integration structure.** A robust analysis of the current opportunities for integration and system efficiencies is in process and options to advance positive opportunities are being modelled; and,
- **Working with local transit agencies to coordinate service planning processes,** for example through better alignment of service change board periods.

In alignment with recommendations from the 2020 Auditor General Annual Report, Metrolinx will continue working in partnership with MTO, municipalities and transit agencies through public transit and regional forums to raise critical and strategic issues and work at the staff level to coordinate and implement policy and operational changes.

9.4 Implementing Metrolinx Sustainability Strategy

Sustainability at Metrolinx is a key organizational priority and is embedded throughout our core functions. Our sustainability efforts put people first, and our approach is to consider all stakeholders, including future generations, in our business decisions. By putting people first, we ensure our long-term viability as a business and as an organization by reducing our environmental footprint, strengthening our economic bottom-line and enhancing our responsibility to our customers, communities and employees.

Over the last year, Metrolinx has made progress towards ensuring sustainability, including:

- **Enhanced transparency of sustainability performance** by publishing sustainability reporting included in the 2019-20 Metrolinx Annual Report, in accordance with the Global Reporting Initiative framework that allows for the organization to manage and report on their Environmental, Social and Governance (ESG) impacts, mitigating risk, building trust, and publicizing successful initiatives. This includes independently verified greenhouse gas emissions reporting, which will help Metrolinx to generate insights on consumption patterns and drive the reduction of energy use;
- Achieving an award for one of *Canada's Greenest Employers*, for a 4th year in a row;
- Consistent with our letter of mandate and our 'people-centred' approach to sustainability, an **Anti-Racism Coordination Committee** has been established to coordinate efforts in bringing an anti-racism lens to Metrolinx services, plans, designs;
- PRESTO transitioned to **paperless tickets**, reducing waste; and,
- An **Indigenous Relations strategy** was developed to promote partnerships and meaningful engagement with Indigenous partners, communities and individuals.

Throughout 2021-22, work to implement Metrolinx Sustainability Strategy will be further progressed by:

- **Finalizing the development of a 2021-2026 Sustainability Plan.** This plan will outline how Metrolinx will identify strategic priorities in meeting economic, social, and environmental objectives. The plan will include a vision for sustainability at Metrolinx in 2026, specific goals, targets and benefits, as well as a roadmap with specific actions the organization will undertake over the next five years to achieve these goals;
- Publishing a **5-year sustainability performance report**, to enhance transparency and reaffirm our commitment to sustainable objectives;
- Developing an **Energy Management Strategy** to identify opportunities to minimize energy costs and emissions;
- Developing **sustainable design standards**, which will provide metrics and reporting requirements through design, and construction on a variety of topics, including water and energy use, GHG

emissions and waste diversion, in support of corporate reporting and the development of future sustainability requirements; and,

- Initiating a **Sustainable Procurement Program** including a Vendor Code of Conduct, and a Supplier Diversity component to help increase Diverse-Supplier participation in Metrolinx procurement opportunities.

Metrolinx has always championed a responsible and inclusive approach for connecting and engaging to achieve a sustainable transportation system for the region. Metrolinx recognizes the importance of working together and is committed to making connections and integrating sustainability into how we plan, build, and operate a world-class public transportation system.

9.5 Improving Customer Access to Stations

As part of the 2041 RTP's focus to plan for the first- and last-mile solution for transit riders, Metrolinx is committed to providing multimodal options for the first- and last-mile of every passenger trip. The 2016 GO Rail Station Access Plan was developed with a focus on improving access to public transit by providing options for customers to get to GO stations, such as by walking, using local transit, cycling, passenger pick-up and drop-off (PPUDO) and carpooling, and to reduce dependency on single-occupancy vehicles.

Over the last year, significant progress is being made towards improving customer access to stations, including:

- To date, just over half of the **on-site infrastructure improvements** identified in the 2016 Station Access Plan are now either completed or in delivery;
- **Launched the Way to GO carpooling tool** to allow GO customers to find a carpool partner when they are travelling to a GO station, bus terminal, or carpool lot;
- **Implementing a suite of small but impactful, rapid station access improvements** at five pilot stations with a focus on walking, cycling and wayfinding. Insights and lessons learned from the pilots may inform future station improvements across the network; and,
- **Launching a Wayfinding pilot project at the York Concourse at Union Station** to improve wayfinding and signage in partnership with the City of Toronto. As part of the pilot, customer feedback will be gathered to inform any necessary refinements before rolling out the design to the full station.

In 2021-22 Metrolinx will also continue evolving the Station Access Plan by:

- **Updating the Station Access Plan** to 2041, incorporating new policies and current data and will outline an implementation framework;
- **Developing first-mile/last-mile technologies and solutions:** Metrolinx will work with local transit agencies to identify opportunities for improved station access. This includes a new Mobility Testing Program where Metrolinx is partnering with a number of local transit agencies to understand whether on-demand service can encourage customers to take transit by improving access to GO rail stations. In 2021-22, Metrolinx will work with Durham Region Transit to pilot a new on-demand service pilot program serving the Pickering GO station;
- Supporting MTO to **developing strategies to improve access, equity and security outcomes of vulnerable transit users** within the Metrolinx transit network related to broad government priorities such as accessibility, addressing Anti-Black Racism, and improving outcomes for Indigenous peoples;
- Providing new reserved **parking options for a safe return** of customers with a new type of temporary parking deck being piloted at Whitby GO;
- Installation and programming of **new secure bike parking** structures at 14 GO Stations;
- **Station access upgrades** at 9 GO Stations will be completed; including new walkways and plazas, new bus loops, bike and car parking, and new PPUDO locations;

- **Installing consistent signage** at the new Bay Concourse and the new Union Station Bus Terminal to ensure a seamless and cohesive customer experience; and,
- **Leveraging the new Way to GO carpooling tool** in the post-COVID recovery strategy to attract new and existing GO customers to carpooling to their station as ridership rebounds.

10.0 Metrolinx Internal

10.1 Metrolinx Internal Highlights

Over the last year, Metrolinx internal support functions have driven efficiencies and organizational improvements that help promote ridership recovery, deliver large and complex capital projects, and prepare for a new public transit environment post COVID-19. In 2021-22, Metrolinx's internal support functions will continue to find efficiencies and improvements to help the organization fulfil its strategic objectives. These efforts include:

- **Building a strong and capable workforce** in delivering the organization's vision, mission and strategic priorities;
- **Advancing information systems and technology** that are capable of effectively supporting the delivery of transit services to its customers; and,
- **Developing an effective communication plan** that supports all teams across Metrolinx in maintaining and improving Metrolinx's reputation as a trusted business and community partner.

10.2 Human Resources & Enterprise Centres of Excellence Profile

Metrolinx is ensuring that the capacity and capability of our workforce is consistent with the organization's vision, mission and strategic priorities. To achieve this, in 2021-22 Metrolinx will focus on key areas for workforce improvements that consist of:

- **Developing engaged, competent and confident people** who are satisfied with their training and development and information, tools and resources.
- **Improving gender balance** in senior managers as well as across the organization.
- **Fostering a diverse, inclusive, accessible and respectful workplace** in compliance with AODA requirements, by developing anti-racist, anti-harassment and anti-discrimination competencies through education, allyship and leading across difference. Includes reviewing and enforcing workforce policies, practices and processes and allocating resources to enable and monitor progress (including a Cultural Census).
- **Developing fundamental competencies in Lean methodology across the organization** that enable and empower employees to identify and remove waste and with an eye to current and future cost savings.
- **Building on the project management maturity of our people** to help them succeed at delivering capital and operational initiatives, projects, and programs on time, budget, quality and benefit.
- **Supporting our workforce through the pandemic** by providing mental health, childcare and back-to-school resources, while playing an active role in developing and implementing a COVID-19 strategy to ensure Metrolinx as an organization is well prepared for changing environment during and post pandemic.
- **Working towards a safe and successful return to the workplace plan** for Metrolinx staff that follows safety guidelines and accommodates individual requirements and implemented within the approved timeline.

As of December 31, 2020, total headcount of active unionized and non-unionized employees on the payroll was 4,479; consisting of 4,072 regular full-time ("FT"), 283 regular part-time ("RPT"), 67 long-term contract ("CLT") and 57 short-term contract ("CST") employees. In addition, there are 183 employees on leaves of absence (including medical, parental, maternity, Workplace Safety & Insurance Board "WSIB" and other leaves) and 10 students (comprised of co-op students, summer students, interns, research fellows and articling students). Metrolinx respects the role of bargaining agents as representatives of its employees and

meets frequently with its officers to share information and proactively resolve potential disputes. Collective agreements have been negotiated freely and without any history of work stoppages and with a view to ensuring that employees are compensated fairly.

Informal benchmarking surveys are conducted regularly on specific benefit elements and recent results indicate Metrolinx is competitive among the participating comparator groups. Our salary range structure is reviewed on an annual basis against our approved comparator group and compensation philosophy, which is at the 50th percentile. The approved comparator group is a total of 36 organizations. This group of comparators reflects the comparable broader public sector organizations (including more commercially oriented public sector enterprises) and ensures that we have all referenced jobs covered by our comparator group of organizations. This comparator group is used to review Metrolinx's position to market and inform any changes to the salary structure and compensation programs.

Metrolinx is actively committed to supporting its people while navigating a continually evolving work environment. Specifically, Metrolinx will continue working towards building an inclusive and respectful workplace with the development and implementation of diversity and inclusion initiatives; managing compensation, implementing performance management and employee engagement programs, monitoring effectiveness and competitiveness of these programs with external benchmarks to attract, retain and motivate talent, while also managing benefits, pension, health and wellness programs for its employees.

10.3 Innovation and Information Technology Profile

Metrolinx utilizes advanced information systems and technology to deliver transit services to its customers. Many different types of projects - small, medium and large - are deployed to deliver value-added service for internal groups of the organization in support of the commuters who use Metrolinx services as part of their daily lives.

Metrolinx uses advanced design and delivery techniques to deliver new business solutions, products, and services while operating customer facing IT solutions and field equipment. This includes managing 400 applications and services across over 164 offices and 3 data centres while using advanced technology delivery capability to effectively align with priority business needs, keeping pace with technological breakthroughs (e.g. cloud computing, automation) to reap benefits of industry capability and opportunities.

Over the last year, Metrolinx has continued to advance technology initiatives related to enterprise resource planning, enterprise-wide portfolio management, program and project management, and cybersecurity and risk management. A game changing enterprise asset management platform was launched as a major enabler for service and safety of Metrolinx assets, including buses, trains and facilities.

Building on the progress achieved over the last year, Metrolinx is pursuing a number of key business technology deliverables in 2021-22, including:

- **Continuing to implement a transformative technology program** that will support readiness for transition to the GO Expansion On-Corridor project partner, which includes providing information management and data analytics to guide and align the strategic decisions for the Transit Operation OnCorr program;
- **Continuing to deliver functionality to support Union Station Bus Terminal (USBT)** in a phased delivery approach. This highly automated system for terminal management, traffic control and platform allocation is using industry best practices where needed, as needed;
- **Continuing to implement Transit Operations Technology Modernization Program** that will upgrade or replace existing core services such as schedule changes, equipment assignments, real-time

schedule arrival and departure information that support Transit Operations to increase On-Time Performance;

- **Modernizing digital signage** that will use dynamic content management to increase usefulness of digital signage on all Metrolinx assets and the mobile equivalent;
- **Re-engineering product delivery projects** by providing supporting technologies that enable rapid development, testing and deployment of new systems and applications;
- **Further enhancing Metrolinx cybersecurity program / disaster recovery** to secure all technologies which control or monitor the safe and reliable operation of the transit system, its assets and the movement of our customers;
- **Enhancing delivery / operations risk identification and resolution excellence** through the implementation of design first project methodology and simple risk tools. This will help us continue to deliver projects on time, on budget and to scope;
- **Transforming resource planning to deliver IT projects to always use the optimal mix of internal and external talent**, thus reducing heavy reliance on contractors and building core internal capabilities in critical areas of our IT division in alignment with the recommendations from the 2020 Auditor General Annual Report; and,
- **Fast and cost-effective acquisition of best of breed technologies and services** to support value for money and to keep our organization at pace with technical industry trends.

10.4 Communication Plan

Metrolinx is committed to engaging and building positive partnerships with our communities, our customers, the media, elected officials, our employees and other stakeholders. This Communications work supports all teams across Metrolinx in maintaining and improving Metrolinx's reputation as a trusted business and community partner.

The communications mandate for this year builds on the 'Satisfied Customer' strategic priority. New communications business objectives for 2021-22 are anchored in building our reputation with both our customers and residents, as well as our positive impressions with stakeholders. This will include the broader regional measure of trustworthiness, as well as media sentiment, to supplement existing stakeholder satisfaction metrics. Through our work, we will seek to demonstrate transparency, develop meaningful relationships to help tell our story, build a network of champions among residents, stakeholders and employees, and support organization-wide efforts to connect with customers and rebuild revenue as service and ridership levels return over the course of the year.

We will use new, dynamic tools to track and report real-time sentiment to better gauge impacts of earned media, social media, stakeholder and community plans. Our mission for the coming fiscal year is to:

- **Build on the success of our digital engagement** efforts in 2020 to advance meaningful online connections with the public and our stakeholders;
- **Listen, get feedback and take action to better support communities** as we deliver transit projects across the region; and,
- **Share the exciting Metrolinx story** with all of our audiences.

Metrolinx's communications objectives for 2021-22 are to:

- **Build confidence** among our customers, residents, business partners and our employees in the efforts we continue to make to keep everyone safe and healthy as they return to transit and the workplace;
- Support the organization in **adopting a digital-first approach to content** and storytelling to deliver on the digital transformation strategy;

- Mobilize our **community engagement and community support** strategy to keep communities and stakeholders informed about Metrolinx projects while communicating its benefits, and provide meaningful mitigation options to local businesses and stakeholders impacted by transit builds; and,
- Refine our strategic plan and key performance indicators as they relate to corporate reputation.

11.0 Multi-Year Corporate Performance

11.1 Operating Budget

Metrolinx's 2021-22 operating budget includes a planned operating subsidy requirement of \$1,001.8 million, which includes projected total expense of \$1,269.5 million, one-time capital infrastructure operating expense and bid fees of \$114.6M, total revenue of \$336.6 million and proceeds from sales of assets of \$45.6 million. This planned operating subsidy requirement takes into account the forecasted impact of COVID-19 in the form of lower ridership and additional costs associated with the implementation of health and safety measures at Metrolinx vehicles and stations.

For 2022-23 and 2023-24, Metrolinx is projecting a lower operating subsidy requirement of \$822.3 million and \$702.9 million respectively, mainly driven by forecasted improvement to ridership and the corresponding fare revenue. Total revenue is forecasted to increase to \$582.9 million in 2022-23 and \$689.7 million in 2023-24, representing year-over-year increases of 73.2% and 18.5% respectively. Ridership is anticipated to strengthen in the outer years and recover to 2019-20 levels by 2025-26. Proceeds from sales of assets is estimated at \$40.0 million annually in each of 2022-23 and 2023-24.

Metrolinx is projected to maintain low growth in operating expenditures over the outlook period, primarily as a result of continued implementation of business improvement plans across the organization. Total operating expense is projected at \$1,364.0 million and \$1,407.2 million respectively in 2022-23 and 2023-24, mainly to support adjustment of rail and bus services to meet customer demand, as well as continued investment in health and safety measures. One-time capital infrastructure operating expense and bid fees is estimated at \$81.1 million and \$25.5 million respectively.

Exhibit 7: Multi-Year Operating Budget Plan and Outlook

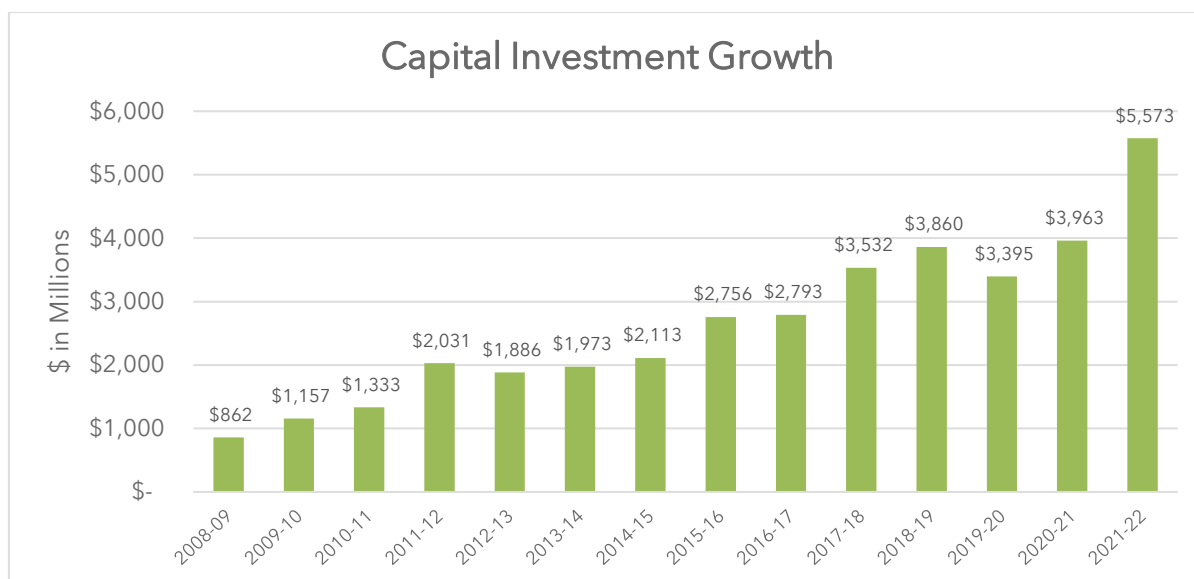
(\$M)	2021-22 Plan	2022-23 Outlook	2023-24 Outlook
Total Revenue	336.6	582.9	689.7
Total Expense	1,269.5	1,364.0	1,407.2
Net Operating Requirement	932.9	781.1	717.5
Capital through Operating	8.1	8.3	8.6
Bid Fees	106.5	72.8	16.9
Proceeds from Sale of Assets	45.6	40.0	40.0
Planned Subsidy Requirement	1,001.8	822.3	702.9

11.2 Capital Investment

Metrolinx has a capital budget in 2021-22 of approximately \$5.6 billion, with the majority of the required funding provided by the Province of Ontario. Other funding sources include GO Growth related municipal contributions. With the Province's investment in the GO Expansion and Subway's Program, growth in the capital plan has been significant in recent years. The capital budget has grown from less than \$1.0 billion in 2008-09 to approximately \$5.6 billion in 2021-22. Exhibit 8 shows the growth in capital investment since 2008-09.

Significant portions of the 2021-22 budget are related to rapid transit expansion projects (such as the Eglinton Crosstown LRT, Finch West LRT and the Hurontario LRT) and the advancement of the GO Expansion Program.

Exhibit 8: Capital Investment Growth



Note: Amounts prior to 2020-21 represent actual incurred costs. 2020-21 figures are interim actuals (Q3) and 2021-22 are budget outlook.

Exhibit 9 provides a five-year rolling capital plan.

Exhibit 9: Metrolinx Five-Year Capital Plan

(\$ Millions)	2021-22	2022-23	2023-24	2024-25	2025-26
Total	5,573	6,685	6,696	5,880	6,485

11.3 Performance Measures and Targets

Our Corporate Key Performance Indicators (KPIs) measure and report the organization’s performance to the public and MTO. These Corporate KPIs are reported against targets which are a product of the Annual Business Planning process. A more detailed set of KPIs are used internally to manage day-to-day business operations. The Corporate KPIs measure both our operations performance in delivering service and our capital infrastructure build performance. The corporate KPIs are developed in alignment with the budget endorsed by our Board of Directors and submitted to MTO as part of the provincial budgeting process.

Capital Infrastructure

New Rapid Transit Corridors

New Rapid Transit Corridors KPI measures the number of kilometres of Rapid Transit Corridors that are under construction and built and in-service. Metrolinx has built and placed in service 21.5 kms of Rapid Transit since 2013-14. Metrolinx has begun construction on 48 kms of Rapid Transit corridor as of 2020-21. This includes 18 kms on the Hurontario Corridor, 19 kms on the Eglinton corridor, and 11 kms on the Finch corridor. More kilometres of rapid transit will be under construction as the priority subway projects advance through the design phase into procurement and construction.

Exhibit 10: New Rapid Transit Corridors (Kms)



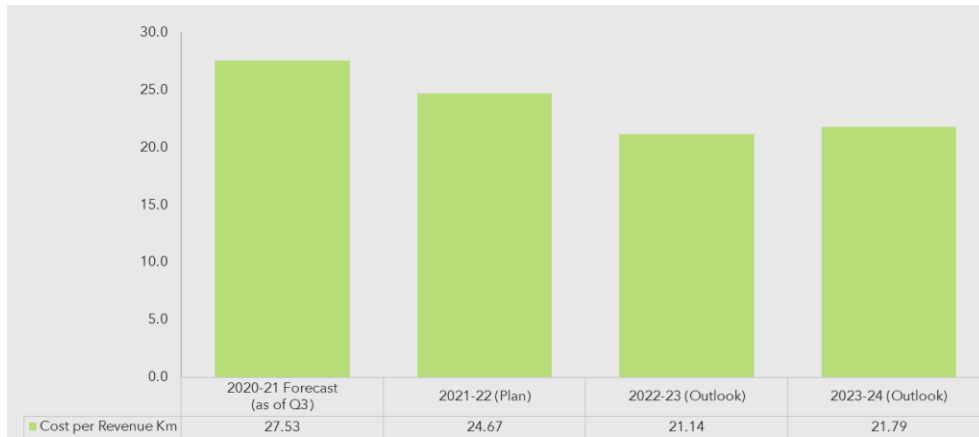
Notes: 6.5 km that was built and placed into service in 2020-21 is for the vivaNext BRT Y2.1(3.6 km) and Y2.2 (2.9 km) segments which were completed in December 2020.

Operations Delivery

Cost Per Revenue KM

Cost per revenue KPI is a measure of cost-effective service delivery across all services (GO Rail, GO Bus and UP Express) and factors in direct costs to applied to rail and bus against revenue kms delivered. Cost per revenue KM is an indicator of the effectiveness of business improvement plans and service adjustments implemented across Operations throughout the COVID-19 pandemic. Against a baseline of April 2021, Metrolinx is expected to deliver 20% reduction in cost per revenue KM by the end of 2023. This metric replaces the previously reported Revenue Seat Miles target, which was a measure of service frequency and capacity growth.

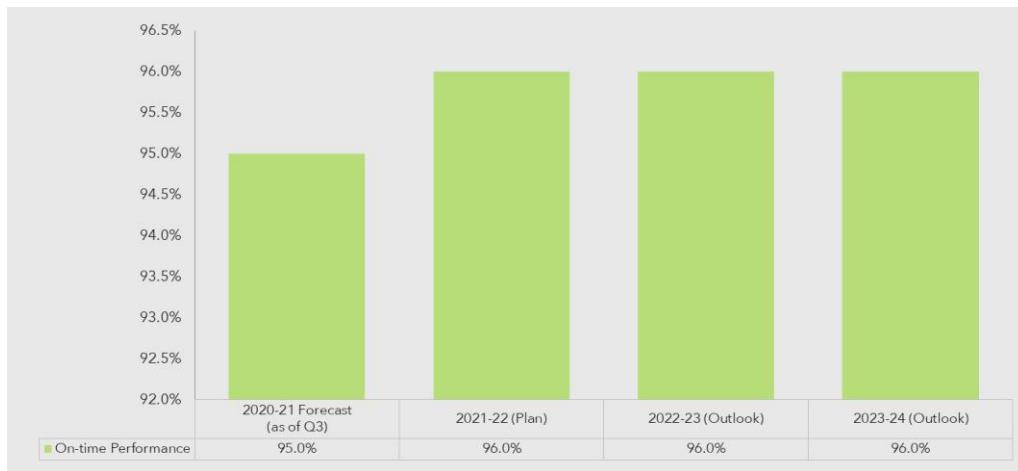
Exhibit 11: Cost Per Revenue KM



On-time Performance

The On-Time Performance KPI measures the number of scheduled trips arriving at their destination on time for the period reported. On time is defined as within five minutes of scheduled arrival time for rail trips and within 15 minutes of scheduled arrival time for bus trips. The 2021-22 weighted average target for rail (including Union Pearson Express) and bus service is 96%. Metrolinx will strive to achieve the 96% target during the COVID-19 pandemic period while taking measures to ensure customer health and safety.

Exhibit 12: On-time Performance



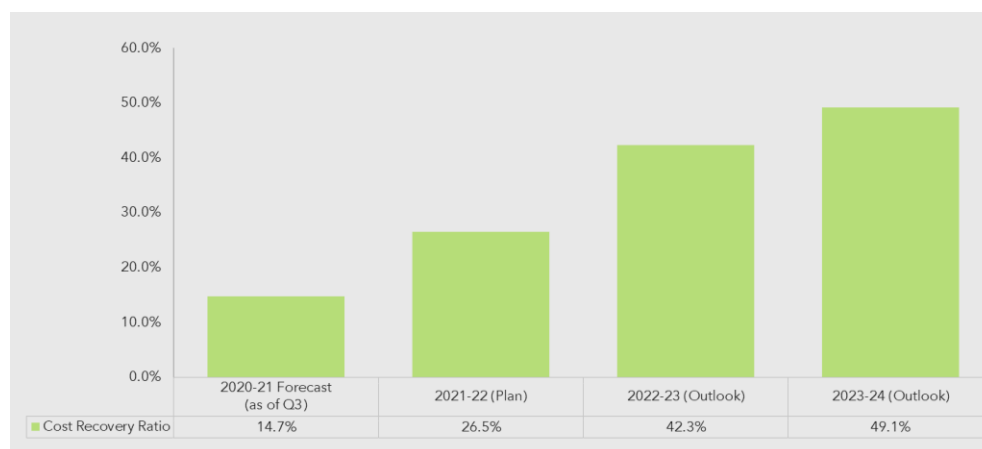
Financial Stewardship and Accountability

Cost Recovery Ratio

The cost recovery ratio (CRR), measured as the ratio of total revenues to total operating costs (excluding capital adjustments and procurement bid fees due to accounting policy changes), represents the extent to which the organization's operations are self-funded.

For fiscal year 2021-22, Metrolinx is budgeting for a cost recovery ratio of 26.5% reflecting the organization’s commercial mindset to manage operating expenses. COVID-19 has impacted fiscal year 2020-21 CRR and will significantly impact budgeted numbers moving forward. Revenue forecasts continue to be fine-tuned to reflect the government informed COVID-19 staged recovery, anticipated customer change behaviours and planned operational health and safety measures. Operating expenses are being scrutinized to maximize cost efficiency during this pandemic time period.

Exhibit 13: Cost Recovery Ratio



Notes: The chart above exclude expenses such as long-term interest expense for capital projects, write-offs, pension adjustment and bid fees associated with capital project procurement. Revenue excludes proceeds from sale of assets from Transit Oriented Communities program.

11.4 Enterprise Risk Management

Metrolinx continues to enhance its Enterprise Risk Management (ERM) Program to support risk-informed decision-making, assess opportunities and ensure that the organization complies with the Government of Ontario Enterprise Risk Management Directive for all provincial agencies to use a risk-informed approach in managing their business. The identification, assessment, management, monitoring and reporting of risks is vital to the successful ongoing achievement of the organization’s strategic objectives.

The COVID-19 pandemic has challenged organizations in unprecedented ways. In response, Metrolinx has adapted its business to address the evolving demands COVID-19 has brought in 2020. Agile, focused mitigation of risks at both strategic and tactical levels will continue through 2021 and outlying years. In 2020-2021, Metrolinx reviewed our risks at the enterprise, program and project level, considering the new environment of the pandemic including but not limited to safety measures, new legislation, changes to the workplace. Metrolinx has also refined risk appetite statements that guide the decision-making and strategic planning processes and worked with senior leaders to better imbed them in decision-making.

In 2021-22 Metrolinx will continue to review all appropriate risks on a monthly basis and actively manage risks by ensuring that appropriate mitigation plans are developed and in place. The mitigating strategies to address those risks have been reflected throughout the business plan strategic priorities and key organizational initiatives. Risks reported fell within the following risk categories:

- **Safety** which includes risks related to employee fit for duty, climate resiliency, rail crossings, bus station pedestrian areas, business continuity and pandemic planning. For organizational initiatives

associated with this risk, please see Sections 5.2 Further Enhanced Customer Safety in Response to COVID-19 and 5.3 Providing a Secure Journey to Customers;

- **Customer Experience** which includes risks related to PRESTO customer experience. For organizational initiatives associated with this risk, please see Section 6.2 Investing in PRESTO Business Improvements Plans;
- **Financial** which includes risks related to ridership, revenue forecasting and data governance. For organizational initiatives associated with this risk, please see Section 4.0 Ridership and Revenue Strategy;
- **Operations** which includes risks related to on-time performance. For organizational initiatives associated with this risk, please see Section 5.0 Operations;
- **Technology** which includes risks related to cybersecurity risk. For organizational initiatives associated with this risk, please see Section 10.3 Information Technology Profile; and,
- **Projects** which include risks related to delivery of capital projects such as Eglinton Crosstown, Union Station Enhancement Project, On-Corridor GO Expansion and GO extensions, as well as market capacity to deliver capital projects. For organizational initiatives associated with this risk, please see Section 7.0 Capital Projects.

Metrolinx will also continue to focus on delivering on its ERM maturity plan. The risk education plan will continue to expand to different areas of the organization using different modalities. The risk reporting tool will be upgraded to improve key reporting functions and enable better reporting across the enterprise. The integration between business units, program and project risks will continue to be an area of focus. The ERM function will continue to identify, assess and report on current and emerging risks and ensure ongoing discussion of risks at all levels of the organization.