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October 1, 2020

Donald Wright
Chair of the Board of Directors
Metrolinx
97 Front Street West, 2nd Floor
Toronto, ON M5J 1E6

Dear Mr. Wright:

I am pleased to write to you in your capacity as Chair of Metrolinx. Pursuant to the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for Metrolinx for the 2021-22 fiscal year.

Ontario's board-governed agencies are vital partners in ensuring the delivery of high-quality service to Ontarians. The people of Ontario depend on you to provide leadership to your agency's Board of Directors, management, and staff. Ontarians rely on you and your fellow board members to establish the goals, objectives, and strategic direction for the agency consistent with Metrolinx's mandate, government policies, and my directions. I thank you for your willingness to serve.

As you know, pursuant to the *Metrolinx Act, 2006*, your agency is mandated to provide leadership in the co-ordination, planning, financing, development and implementation of an integrated transit network in the Greater Golden Horseshoe (GGH). Your ongoing commitment to fulfilling this mandate is critical to our ability to build a world-class transit and transportation system in the province, which we are committed to as a government.

Over the last year, Metrolinx has made significant progress in delivering on its mandate, including increasing rail service throughout the GO Transit Network, advancing the delivery of several initiatives, including the GO Rail Expansion program, Ontario's New Subway Transit Plan for the Greater Toronto Area (GTA), and rapid transit projects. Furthermore, Metrolinx continues to implement a fare strategy and make improvements to the PRESTO customer experience.

However, there is no doubt that the COVID-19 pandemic has presented unique and profound challenges to all Ontarians. While Metrolinx has shown leadership and resiliency in its response, we must continue to find ways to ensure that together we support our made-in-Ontario plan for growth, renewal and economic recovery. Metrolinx continues to be a vital partner in delivering on these government priorities.

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As part of the government of Ontario, agencies are expected to act in the best interests of Ontarians by being efficient, effective, and providing value for money to taxpayers. This includes:

Competitiveness, Sustainability and Expenditure Management

- Operating within your agency's allocations
- Identifying and pursuing opportunities for revenue generation, innovative practices, and/or improved program sustainability
- Identifying and pursuing efficiencies and savings
- Complying with applicable direction related to supply chain centralization, Realty Interim Measures and Agency Office Location Criteria

Transparency and Accountability

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting
Adhering to requirements of the Agencies and Appointment Directive, and responding to audit findings, where applicable
- Identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability

Risk Management

- Developing and implementing an effective process for the identification, assessment and mitigation of risks, including planning for and responding to emergency situations such as COVID-19

Workforce Management

- Optimizing your agency's workforce to enable efficient and effective fulfilment of government priorities, while enhancing customer service standards
- Streamlining back office functions to ensure that all available resources are redirected towards the critical front-line services that Ontarians depend upon

Data Collection

- Improving how the agency uses data in decision-making, information sharing and reporting, including by leveraging available or new data solutions to inform outcome-based reporting and improve service delivery.
- Supporting transparency and data sharing with the ministry and other partners, as appropriate.

Digital Delivery and Customer Service

- Exploring and implementing digitization or digital modernization strategies for the provision of services online and continuing to meet and exceed customer service standards through transition
- Using a variety of approaches or tools to ensure service delivery in all situations, including COVID-19

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In 2021-22, Metrolinx's specific priorities include the following:

Supporting Economic Recovery and Ensuring Customer Safety

- Continue to work with the provincial government and monitor development of the COVID-19 pandemic to inform short- and long-term economic recovery efforts, including those to:
 - Ensure safe transit operations to re-build customer confidence and attract customers back to services;
 - Address customer convenience, over-crowding and reliability issues to increase public transit ridership and revenue.
 - Ensure and promote the safety of public transit systems by supporting the coordinated procurement of new safety materials, as required.
Drive service sustainability through innovation in route planning and technology.
- Leverage partnerships, programs and technology to meet new travel demands, enhance the customer experience and build an even stronger regional transportation system for the future.
- Continue to work with the provincial government to explore potential public-private partnerships for intercommunity bus delivery, as a way to enhance province-wide intercommunity bus service.
- Work with the provincial government and Transport Canada on a new Memorandum of Understanding on the inspection framework for Metrolinx transit infrastructure and operations.

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

- Consistent with previous direction, continue to act as the "Project Sponsor" for the projects identified in Ontario's New Subway Transit Plan for the GTA, by working in partnership with Infrastructure Ontario (IO) and municipal partners (e.g., City of Toronto and York Region) to implement the projects on an accelerated basis, specifically the Ontario Line, the Yonge North Subway Extension, the three stop Scarborough Subway Extension and the Eglinton Crosstown West Extension. This includes implementation of the *Building Transit Faster Act, 2020* which expedites the planning, design and construction process for the four priority subway projects.
- Provide technical support to IO for that agency's areas of lead responsibility for the new subway projects, including advancement of transit-oriented communities (TOC) opportunities.

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- In partnership with IO and/or respective municipalities, continue to advance the delivery of other regional rapid transit projects in the GTHA, including the Eglinton Crosstown Light Rail Transit (LRT), the Finch West LRT and the Hurontario LRT.
- Work to advance a transit project in the City of Hamilton from the \$1-billion provincial capital commitment for transportation infrastructure projects in Hamilton.

Expanding and Enhancing GO Transit Service

- Continue to move forward with enabling works and critical procurements, including additional infrastructure works along corridors and at stations, to support the transformation of the GO Transit rail network into a comprehensive, all-day rapid transit network through the GO Rail Expansion program.
- Continue to work with freight rail partners to achieve further GO rail service options to Kitchener and Niagara and advance the planning and delivery of the GO rail extension to Bowmanville.
- Maintain high quality GO Transit and Union Pearson Express service, while continuing to monitor and adjust GO Transit's rail and bus services to ensure customers receive the service they need while managing costs.

Supporting Government Initiatives to Optimize Transit Investments and Regional Transit Planning

- Support policy work being led by the Ministry of Transportation to advance fare and service integration in the GTHA (and Ottawa) and the potential for micro-transit solutions, where appropriate. As part of this support, work with municipalities and municipal transit agencies both individually and as part of regional working groups, such as the Regional Roundtable and the Fare Integration Forum.
- Continue to work with the Ministry of Transportation to develop and complete the multimodal Greater Golden Horseshoe (GGH) Transportation Plan, including supporting the ministry in identifying a recommended transit network and transit related policies, 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.

- Work with the Ministry of Transportation to determine the appropriate timing and scope of any proposed changes or updates to the 2041 Regional Transportation Plan (RTP), reflective of government-approved transportation priorities for the region. The scope and timing of any proposed changes would be presented to the Minister of Transportation for review and approval.
- In consultation with MTO, complete the Airport Area Transportation Study Update with the Greater Toronto Airports Authority (GTAA), and work with the ministry to plan for and prioritize study recommendations.
- Work in a collaborative partnership with MTO to support the actions outlined in *Connecting the Southwest: A draft transportation plan for southwestern Ontario*, by completing technical rail planning studies in southwestern Ontario and identifying opportunities to enhance passenger rail train speeds and service levels on existing railway corridors. To support this work, Metrolinx will share with MTO information, data, and expertise through participation in joint project teams. In addition to southwestern Ontario rail planning studies, work with MTO for other rail studies as needed.
- Continue to provide leadership in the co-ordination, planning, financing, development and implementation of a unified fare payment system to achieve an integrated transit network within the regional transportation area.
- In consultation with MTO, review opportunities to introduce PRESTO improvements through system enhancements, implementing new forms of payments and continuing to work with municipalities to roll out new PRESTO devices.
- Work with municipalities, transportation companies and agencies, and other partners to develop trip planning tools.
- Work with MTO and other partners to develop first-mile/last-mile technologies and solutions, including through automated shuttle and other mobility pilots, and connections for active transportation users through safe, accessible and secure active transportation access to GO facilities.
- Support MTO in developing strategies to improve access, equity and security outcomes of vulnerable transit users within the Metrolinx transit network related to broad government priorities around accessibility, Anti-Black Racism, and improving outcomes for Indigenous peoples.

Deliver Partnership and Non-Fare Revenue Initiatives


- Continue to support the work of the provincial Value Creation Task Force to identify and review innovative opportunities to generate non-fare revenues.

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- Continue to increase non-fare revenue through the expansion and transformation of your advertising network by way of digital infrastructure, entering into partnerships and commercialization of key customer amenities.

Now more than ever, Ontario needs a safe and reliable transit and transportation system that gets people moving to where they need to go. The ministry and Metrolinx will work together to support this government in building a world-class transit and transportation system that meets the needs of Ontarians today and for generations to come.

Sincerely,


Caroline Mulroney
Minister of Transportation

- c. Kinga Surma, Associate Minister of Transportation – GTA
Laurie LeBlanc, Deputy Minister, Ministry of Transportation
Phil Verster, President & Chief Executive Officer, Metrolinx
John Lieou, Associate Deputy Minister, Ministry of Transportation
James Nowlan, Assistant Deputy Minister, Ministry of Transportation
Ian Freeman, Assistant Deputy Minister, Ministry of Transportation
Ramneet Aujla, Chief Administrative Officer, Ministry of Transportation