

2017-2022

Metrolinx Five-Year Strategy

CREATING CONNECTIONS



METROLINX

An agency of the Government of Ontario



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Message from Our Chair



Ten years ago, Metrolinx was created with a mandate to improve the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area (GTHA). Since then, we have made substantial progress in connecting communities, making it easier for people to access the places where they live, work and play.

We have introduced 30-minute, all-day, two-way GO service on the Lakeshore line, launched the UP Express service connecting Union Station and Pearson International Airport, and by the end of 2016, the PRESTO fare system will be fully integrated across all transit systems within the GTHA (as well as OC Transpo in Ottawa). We completed, with our municipal partners, new sections of Bus Rapid Transit in Mississauga, York Region, and Durham Region, and made substantial progress on constructing the Eglinton Crosstown Light Rail Transit (LRT) and the Finch West LRT. We have collaborated with our municipal partners to better integrate fares, service, and wayfinding across the transit network.

The next decade for Metrolinx will change this region's transportation landscape for generations to come. Through the Province of Ontario's *Moving Ontario Forward* program, we have recently been entrusted with delivering over \$16 billion worth of infrastructure to expand and upgrade the regional rapid transit system. Metrolinx services will shift from a commuter focus to a more transit focus, and we expect a four-fold increase in the number of riders. Simultaneously, we must collaborate with partners to integrate conventional transit services, and leverage emerging transportation innovations and technology to create a seamless regional travel system. The major construction and expansion we are about to undertake must not happen at the expense of our excellent customer service, nor at the expense of good relationships with our partners and the communities that we serve, and those in which we operate.

A transportation system is not an end in itself, but a tool to enable activity and prosperity that can anchor the development of vibrant communities and cities. With this in mind, we have updated our Vision to emphasize supporting *sustainable growth*, and our Mission to reflect *connecting communities*, enabling people to easily get where they need to go. This promotes a focus on what the transportation system should enable for travellers. With this focus, we will ensure that our projects, programs and services are best positioned to align with the updated *Growth Plan for the Greater Golden Horseshoe (Growth Plan)*, and support the region's long-term success.

Sincerely,

J. Robert S. Prichard
Chair, Metrolinx

From Our CEO



Over the past ten years, Metrolinx has passed many significant milestones in moving transportation planning and transit development forward within the GTHA, and beyond. We began as a small group of planners who, with the input of municipal and community partners, created a long-term Regional Transportation Plan (RTP) in 2008, also known as *The Big Move*.

Since then, Metrolinx has grown significantly, and our mandate has grown along with us. We took on oversight of GO Transit, PRESTO, and the new UP Express airport service; we increased our collaboration with local transit providers, municipalities, and other stakeholders to integrate service; and we have worked to promote land use development which complements the transit network. The most substantial increase in our mandate came in 2014 with the announcement of the provincial *Moving Ontario Forward* program. This program entrusted Metrolinx with over \$16 billion in new projects to bring rapid transit to more people, enabling faster and more frequent connections to more communities.

This Five-Year Strategy contains four Strategic Priorities which address both what we will undertake (I and II) and how we will approach our work (III and IV).

- I. Lead the Transformation of Regional Mobility**
- II. Provide and Facilitate a Safe, High Quality, and Connected Customer Experience**
- III. Enhance Financial Stewardship and Accountability**
- IV. Earn and Maintain Public Trust**

In order to deliver these priorities successfully, Metrolinx is transforming itself. We are reshaping our internal structures in order to: be more agile; improve collaboration; be consistent in how we engage and communicate with stakeholders; and support our emerging lines of business (i.e. light rail). We are transforming our business processes to increase efficiency, and to ensure high quality outcomes for all residents of the region.

We have an amazing task ahead of us, and all eyes are watching to ensure that we deliver high quality projects and services with integrity. I am personally honoured to be trusted with this task. I am committed to leading it with the support of the whole Metrolinx team, and creating a transportation system that connects people, places and communities, and supports a sustainable future for the region.

Sincerely,

Bruce McCuaig
President & CEO, Metrolinx

Strategy at a Glance

This Five-Year Strategy is our roadmap for 2017 to 2022, bridging the RTP and Metrolinx annual business plans. It will shape our decision making, influencing the priority projects we have committed to, as well as how we go about delivering them. Through this Strategy, we aim to transform the region's transportation system, focusing on the needs of the public, in a manner that is financially responsible, and earns the trust of the people and communities we serve.

Our Vision

To link communities across the region, creating connections that support sustainable growth and prosperity.

Our Mission

To champion and deliver mobility solutions which connect people, places and communities throughout our region.

Our Values

Serve with Passion
Think Forward
Play as a Team

The Strategy includes four Strategic Priorities. Priorities I and II focus on what Metrolinx commits to achieve and deliver for the region as a whole, while III and IV focus on internal capacity building, business management, and operating principles which we believe must be in place in order to successfully deliver I and II.

The foundation connecting all four Strategic Priorities is sustainability – a concept that is defined very broadly in international best practices. Sustainability includes responsibility to the natural environment, but also to all stakeholders including communities, current and potential customers, taxpayers, businesses, institutions and non-governmental organizations. The details of Metrolinx's sustainability commitments are woven throughout this document, and we strive to make them an integral part of how we do business.

Integrate principles of social, financial and environmental sustainability across all our work

I. Lead the transformation of regional mobility



II. Provide and facilitate a safe high quality and connected customer experience



III. Enhance financial stewardship and accountability



IV. Earn and maintain public trust



About Metrolinx

Metrolinx connects people, places, and communities.

Our Mandate

Metrolinx was created to lead the transformation of mobility across the GTHA. This means expanding the regional public transit network to provide simple, sustainable, faster and more frequent connections across this diverse region. It means promoting land use patterns and excellent urban design that make transit, cycling and walking viable and appealing travel options. It means investing in innovative transportation technology for the future.

Our efforts will touch the lives of everybody in the Greater Golden Horseshoe, within the GO Transit service area and beyond. We recognize the importance of building infrastructure and providing services that are beneficial to the communities we work with, and to the region as a whole.

Our Regional Vision

Metrolinx envisions that in 2031, the GTHA will have an integrated transportation system that supports a prosperous and competitive economy, a high quality of life, and a sustainable and protected environment. This vision was built on public consensus and is the foundation of the RTP released in 2008. The RTP is currently under review, with an update to be released in 2017 in an effort to align with the updated provincial *Growth Plan*. The Metrolinx Five-Year Strategy is a key guide to the successful implementation of the RTP.

Our Role

Metrolinx is an agency of the Province of Ontario, established under the *Metrolinx Act* of 2006, and governed by a Board of Directors. Our Board is appointed by the Province, and is responsible for setting and overseeing our strategic direction, including approving this Strategy. The Board is accountable through the Chair to Ontario's Minister of Transportation. Our Board is diverse and includes members from across the GTHA.

Applying our unique, region-wide perspective, we:

- **PLAN** for regional transportation needs in the short, medium and long term, using evidence-based criteria to recommend priority projects and services, and work to connect across municipal boundaries and between modes of transportation;
- **BUILD** new regional rapid transit lines throughout the GTHA and technology such as the PRESTO fare card, and the TripLinX traveler information system;
- **OPERATE** regional transit services including GO Transit and the UP Express airport service, and programs such as Smart Commute. In the future, we will add light rail transit lines operated in conjunction with local transit agencies; and
- **CONNECT** the region by coordinating work, enabling stronger and more comprehensive solutions than could be achieved individually.

This Strategy informs how we do this. We are accountable for delivering on it, as well as our mandate (as set out by the Memorandum of Understanding between Metrolinx and Ontario's Ministry of Transportation).

We continuously seek out and analyze best practices, international trends, and future innovations. Our solutions are fueled by insight, boldness, imagination, and a relentless focus on customers and the communities we serve.

For more information on Metrolinx, its mandate, and its projects, please visit: www.metrolinx.com

*For more information on the Regional Transportation Plan update, please visit:
<http://www.metrolinx.com/theplan>*

Five-Year Strategy: A Roadmap to the Future

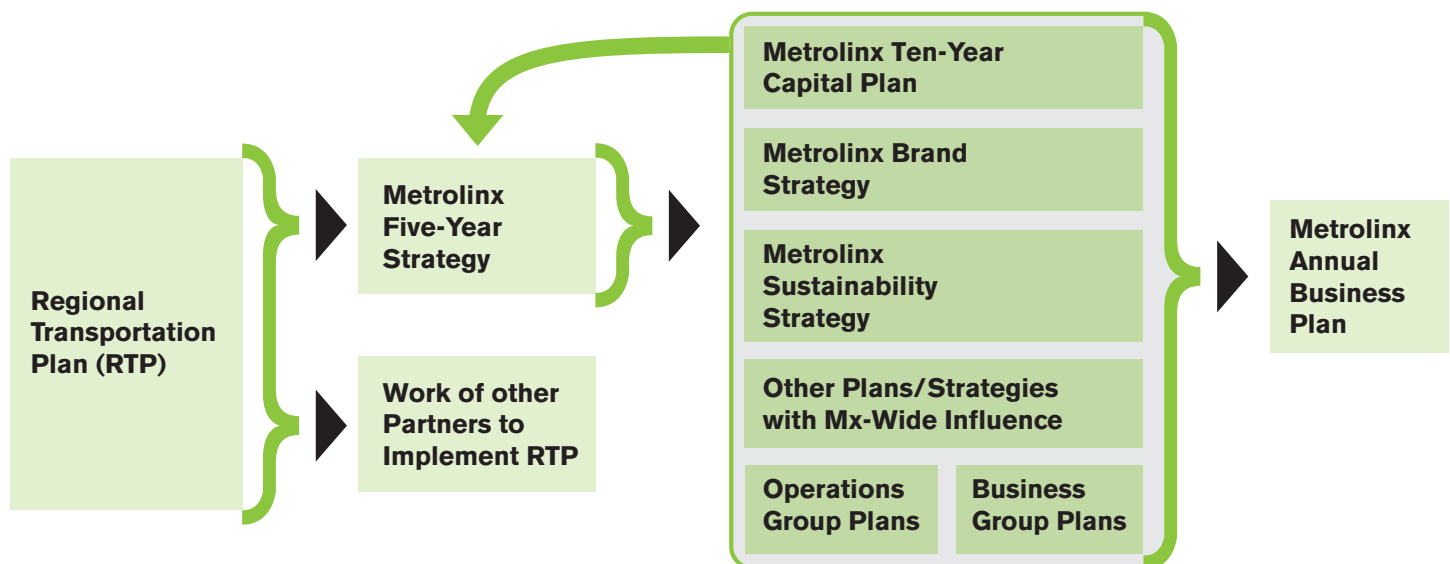
This Five-Year Strategy is our roadmap for 2017 to 2022, bridging the RTP and Metrolinx annual business plans. As with previous Five-Year Strategy documents, it will shape our decision making, influencing how we prioritize investments, as well as informing what we deliver.

This Strategy is a public document, approved by the Metrolinx Board of Directors. It will guide our annual business plans to create alignment and coordination across Metrolinx's business areas, guide more consistent decision-making, and ensure we are making steady progress to implement the RTP.

Through this Strategy update, we have brought greater focus to our Vision and Mission and updated priorities to reflect new provincial investments. We have clarified our approach and reconfirmed our commitment to build strong relationships with communities and partners, and earn the confidence and trust of the public. Together, every Metrolinx project, service and

program works to enable greater mobility by moving people throughout the region, finding solutions that make their journey easier, and delivering it all with an eye to a stronger, more sustainable future.

As the diagram below illustrates, the Five-Year Strategy informs key Metrolinx planning documents such as the Ten-Year Capital Plan, Annual Business Plans and Sustainability Strategy. These have each been developed or updated since the 2015-2020 Five-Year Strategy was released. Their priorities and approaches have fed back to influence the approach of this 2017-2022 Five-Year Strategy update. Details of the Strategy's approach, priorities, and key deliverables can be found on the following pages.



The Big Picture

No organization operates in isolation. The work of Metrolinx is influenced by a range of factors playing out within Ontario and across the globe, which present both opportunities and risks. Our success depends on our ability to recognize these factors, and to develop a flexible and forward-thinking strategy that is in step with a changing environment. The factors we believe will most impact our work are outlined below.

Population Growth and Demand for Travel Choices

Transportation is the number one public issue in the GTHA. Demand for frequent, accessible, well-integrated transportation options continues to grow, and the projected growth of population in the region will increase total demand for all forms of transportation. Investment is needed, but must be planned carefully to maximize benefits.

Land Use-Transportation Interaction

Transportation choices are closely related to which land uses are located where. The distances between point A and B, the directness of the route, and how many people want to travel there, are considerations when making a transportation choice. A beautiful, tree-lined street can make walking and cycling more attractive, especially for short trips. The *Growth Plan* mandates increased densities and transit-supportive design for new developments, but service for existing neighbourhoods configured around car travel will be a challenge for decades to come.

Cost of Living

Cost of living is closely tied to transportation, because the perceived affordability of transportation and housing impacts decisions on where people choose to live, work, and how far they travel. Longer commutes are often accepted in order to afford a home purchase. New rapid transit

can increase the attractiveness of an area but may cause rents in adjacent neighbourhoods to rise. Metrolinx and other partners in the region must consider how to mitigate these risks, and design both infrastructure and transit service in a way that enhances equity and access for all.

Lifestyles and Behaviour

Employment trends show people switching workplaces more often, continued growth in suburb-to-suburb commuting, emergence of downtown-to-suburb commuting, and overall willingness to travel farther for work. The shift from manufacturing to a service-based economy will also impact travel needs. Families have increased travel commitments related to child care, elder care, and extra-curricular activities, often with short time frames in between. The transportation system of the future must enhance access to sustainable mobility options by supporting alternatives such as tele-work, ridesharing, on-demand transit services, flexible work schedules and integrated mobility choices.

Environment and Climate Change

Transportation is the largest source of greenhouse gas emissions in Ontario, accounting for 35% of emissions in 2013. Both Canada and Ontario have made bold commitments to reducing emissions. Metrolinx can help achieve these goals by making our own fleet and facilities more energy-efficient, and providing Ontarians transportation choices that are less energy intensive. We must also ensure our infrastructure and operations are resilient, and able to adapt to the changes in weather patterns that are predicted. A robust and resilient transportation network will help ensure the economy of the region is also resilient to climate change.



Economic Growth and Competitiveness

City regions across the world are in intense competition to attract economic investment and to be cities of choice for a talented and “creative class” workforce. A flexible, efficient, and reliable transportation system is essential to demonstrate that the GTHA will enable businesses to be successful, thereby enabling us to be competitive.

Innovations in Technology and Services

New technology-enabled solutions and online social media platforms are emerging which may rapidly change the nature of travel and transportation demand. Electric and/or automated driverless vehicles, real-time information, car sharing, ridesharing, and ‘smart grid’ energy storage are some examples of these innovations. Strategic planning and on-going research on innovation can work to leverage these opportunities to forward the region’s transportation goals.

Social Responsibility and Community Impact

The public transportation industry is facing challenging times. The rising demand for more connected, higher frequency, more appealing travel experiences is placed against a backdrop of concerns over public spending, demand for greater accountability, and increased scrutiny by stakeholders. Spending to improve transportation must be transparent and publicly accountable, and must consider the future operating and maintenance costs. To reconcile the broad range of interests, we must proactively engage stakeholders to build and sustain a consensus-based transportation vision for the region, while enhancing economic and social value for communities.

Investing in Infrastructure

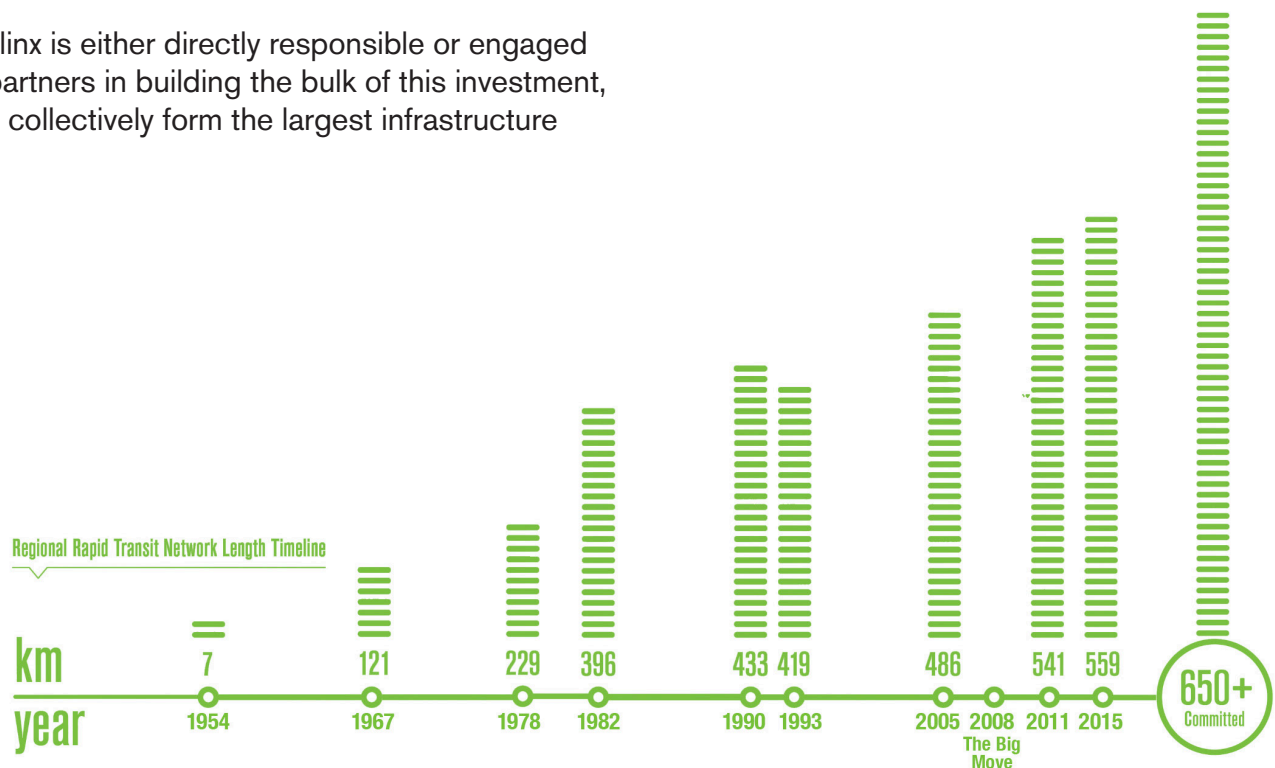
Transportation is a key enabler of economic development, housing, jobs and the quality of life where we live, work, and play. Between 1986 and 2011, the GTHA witnessed a 62% increase in population, a 71% increase in car trips, and a 46% increase in transit trips. During the same period, the region's rapid transit network expanded by just 36%, much of which was the GO Transit network that largely serves peak-period trips to downtown Toronto.

Recognizing this gap in our critical infrastructure, through the *Moving Ontario Forward* program, the Province of Ontario has committed **\$16.5 billion between 2015 and 2025** to invest in the region's transportation needs for the future. This is in addition to a first wave of \$16 billion from all levels of government, previously committed to support major projects drawn from *The Big Move*. The completion of these investments will form the foundation for access and mobility across the region as it accommodates a 43% increase in population over the next 15 years.

Metrolinx is either directly responsible or engaged with partners in building the bulk of this investment, which collectively form the largest infrastructure

investment currently happening in North America. These projects will transform Metrolinx from a commuter-focused service provider to an all-day service, addressing both regional (through Regional Express Rail) and local travel (through light rail transit and bus rapid transit). Successful delivery requires anticipating and overcoming substantial challenges which include sufficient capacity in the construction industry, tight timelines, undertaking construction on roads and rail corridors which remain in active service, and retaining the right skills and experience in our own project management teams.

To deliver on this mandate of unprecedented magnitude, Metrolinx must transform itself. We are restructuring and resourcing ourselves to ensure we can deliver on these commitments, while appropriately engaging impacted communities. We are developing and refining business processes to make us more efficient, enabling us to do more with less.



Operating Outlook

Transit nearly always requires some level of operating support. Governments fund this, recognizing the greater public good created through improved connectivity, affordability of transportation, and the related access to jobs, education, services, and recreation. Among transit systems in North America, GO Transit and the Toronto Transit Commission (TTC) have one of the highest rates of cost recovery.

The launch of new transit corridors and services increase the appeal of transit, attract new riders, and stimulate city-building. Metrolinx wants to generate these benefits by providing rapid, two-way, all-day service on major corridors in the region. The reality is that while off-peak services cost the same to operate as peak period services, off-peak travel demand does not match peak period demand, nor does it generate the same revenues. External factors such as suburbanized employment and fluctuating gas prices all affect ridership patterns, making revenue growth less predictable over the long term. We must build flexibility into our plans and clearly identify the on-going operating costs and funding requirements of new projects before implementation is approved.

Metrolinx and the Province will need to find new ways to close gaps in operating funding, at a time when government spending is constrained and under increased scrutiny. New approaches to revenue generation are needed, including increased efforts to attract riders, and further development of non-fare based revenue streams.

At the same time, Metrolinx must maintain a high quality of customer service, strong relationships with operating partners, and effective communications. Metrolinx is transforming its operations and marketing teams to ensure our services (GO, PRESTO, UP Express) are coordinated, enhance the travel experience, and meet the needs of our existing and future customers.

Parking is at or over capacity at most GO stations. Ridership growth will rely on attracting customers to access regional transit stations via local transit, cycling and walking, and by leveraging emerging on-demand transportation choices. Enabling these choices may further increase operating costs.

The time period of this Strategy will be pivotal as Metrolinx works with our municipal partners to establish agreements for new projects which will be jointly operated, and to develop a coordinated regional fare strategy. There are many yet-to-be answered questions about how these agreements and fare structures will function, how they may impact operating revenues for each individual transit system, and the extent to which the improved integration and increased service will attract new riders.



2017-2022 Strategic Framework

In the process of updating this Five-Year Strategy, Metrolinx leaders looked closely at the corporate Vision, Mission, and Strategic Priorities to ensure they continue to reflect what Metrolinx is expected to deliver for the region, and the principles and projects that will enable us to deliver it successfully.

Our Vision:

To link communities across the region, creating connections that support sustainable growth and prosperity.

The updated Vision specifically includes growth. This means economic growth, supporting business and jobs; as well as supporting social growth by accommodating a growing population, providing more equitable access to jobs and opportunities, and meeting mobility needs at all life stages of life.

The Vision clarifies that the growth must be sustainable – environmentally, socially, and economically – to ensure that the region will continue to thrive well into the future.

Our Mission:

To champion and deliver mobility solutions that connect people, places and communities, throughout our region.

The updated Mission places a greater emphasis on why we do what we do. Improving mobility is not an end in itself, but rather a means by which we create connections, and enable residents and visitors of the region to access what they need.

Strategic Priorities:

To deliver the new Vision and Mission are four Strategic Priorities, which are adapted from those in the previous Five-Year Strategy. This is not a complete rethink of our work, but instead a refinement to better identify and communicate our priorities to the public and our employees.

Priorities I and II focus on what we aspire to achieve, and commit to deliver over the next five years.

I. Lead the Transformation of Regional Mobility

II. Provide and Facilitate a Safe, High Quality and Connected Customer Experience

Priorities III and IV identify principles and approaches we will apply to ensure what we deliver is of the highest quality, undertaken with the greatest integrity, and genuinely considers the benefits and impacts of our projects at both regional and local levels.

III. Enhance Financial Stewardship and Accountability

IV. Earn and Maintain Public Trust



Metrolinx does four key things. We PLAN. We BUILD. We OPERATE. We CONNECT. The following pages provide further detail about our approach to these activities under each of the four Strategic Priorities.



Planning for Sustainability

The decisions we make today will impact how we plan, build and operate our transportation system tomorrow, and into the future. What we build will be here for generations to come. For this reason, economic, environmental and social sustainability is the foundation upon which our four Strategic Priorities rest.

As we move forward, we will seek to integrate sustainability into our policies and practices so that current and future economic, environmental and social impacts are considered when we make decisions about how we plan, build and operate. We will focus our sustainability efforts to:

- Develop and implement a **climate resilience** program to manage and mitigate risks resulting from climate change (e.g. extreme temperatures, heat wave, precipitation, flood, wind, freezing rain, snowfall and drought);
- Minimize **energy use and emissions** by adopting technologies and programs to effectively track, monitor and reduce energy consumption and the release of greenhouse gas emissions (GHGs) and criteria air contaminants (CACs);
- **Integrate sustainability** into our supply chain by considering the amount of materials that should be used and their impact throughout their life cycle – where the material has come from and where it will go after its useful life;
- Consider the **ecological impact** of new infrastructure and services and make best efforts to manage, preserve and protect ecosystem services;
- Enhance the economic and social value we provide to **communities** by creating a lasting legacy and leveraging our investments to provide impact and value;
- To achieve the efforts identified above, we will incorporate **sustainability into our procurement practices**.

Our commitment to sustainability is embedded in our Five-Year Strategy and should be considered an integral part of how we do business.



Lead the Transformation of Regional Mobility

Overview

Metrolinx was created to lead long-term transportation planning across a diverse region, and to build projects and provide services connecting people, places and communities. In this unique position, we work to facilitate change within a very complex system. We work with governments, operators, communities and other stakeholders to establish and deliver a shared vision to meet the region's evolving needs.

Our Approach

PROMOTE OUR TRANSPORTATION VISION

We will be leaders in forwarding the vision outlined in the RTP, and work to deepen understanding of the influence of transit on city-building and quality of life. We will engage others to support the vision, and collaborate with diverse partners to make it a reality. Leadership means bringing to the table the information, and international best practices as the basis of our recommendations. It means being sensitive to the needs of customers, communities and the region as a whole, and to consider how these will evolve in the future. In this way our investments yield lasting benefit.

CREATING CONNECTIONS

Most people do not consider the municipal boundaries between where they work, live, and play, and yet these boundaries heavily influence our current transit network. A fully connected

transportation system is essential to meeting our needs. We will continue to facilitate collaboration among stakeholders, working to harmonize divergent views and interests. We will pursue technology-based opportunities to further enhance integration. In this way, we create connections across political boundaries and across different modes of transit. We will also build transit in alignment with population growth and provincial planning goals.

EXPAND THE TRANSIT NETWORK

We will build the priority transit expansion projects identified in the RTP, and take advantage of new approaches and innovations to provide more efficient service.

INCREASE RIDERSHIP

The construction of GO Regional Express Rail (GO RER) assumes a four-fold increase in ridership over time. Our planning and design work must consider all that is required to attract, support and accommodate riders accessing and using Metrolinx services, and the related needs of local transit agencies.

Our Focus Areas

PLAN

We will update the RTP to reflect changing conditions and to stay in step with the *Growth Plan*.

We will seek to influence how land use is integrated with transportation, including on existing Metrolinx assets, to promote comprehensive city-building. We will advance project planning for selected new transit projects, and lead a coordinated approach with municipal and provincial planners to improve how we model and predict travel patterns and demand.

BUILD

By 2022, we will complete construction and launch service for key light rail transit projects in Toronto, including the Eglinton and Finch West LRTs. We will advance building of the electrified GO RER, and light rail in Hamilton, and along Hurontario.

OPERATE

We will expand and adapt the experience of the traveller, and work to make the service welcoming and easy to use, regardless of ability. We will seek opportunities to expand the quality, volume, safety and reliability of service to enable incremental improvement, even during construction stages. We will continue to roll-out and improve PRESTO services to enable integrated fare payment across boundaries.

CONNECT

To create a more seamless and better connected transit network, we will collaborate better with our partners to:

- further integrate the regional fare system;
- coordinate schedules;
- provide coordinated customer information and wayfinding; and
- develop new alternative services to complement conventional transit.

We will remain up to date and informed of innovations such as automated vehicles and on-demand mobility models, and leverage them to complement and enhance existing conventional transit services.



Strategic Priority II



Provide and Facilitate a Safe, High Quality, and Connected Customer Experience

Overview

Organizations that are successful over the long-term are able to exceed the expectations of their current customers, and anticipate and appeal to the customers of the future. For many people, choosing transit is a lifestyle change. To attract and retain customers, we must provide a door-to-door regional transit experience which is easy, reliable, safe, comfortable, and affordable, and which overall provides a compelling alternative to the car. This must apply regardless of which transit service or transportation modes the customer is using.

Our Approach

A CUSTOMER-FIRST MINDSET

To create an appealing travel experience, we must put the customer at the centre of everything we do, considering the needs of current customers, of potential customers, and how the needs of both will evolve in the future. Our decisions will address not only the experience of using transit, but also how that transit service should be modified to better meet specific transportation requirements for more people. We must recognize that the success of regional transit services is closely linked to quality of, and integration with, local services. For current customers, we will seek to minimize the disruptions from construction due to network expansion. Internal restructuring will reinforce our commitment to safety and security during all customer touch-points, and help maintain our strong reputation for safety and reliability.

SEAMLESS CUSTOMER EXPERIENCE

To offer a compelling end-to-end journey using alternative modes, we will provide GO Transit, PRESTO and UP Express as a package of complementary services. We recognize that parking is already over-capacity, and access to stations must be improved. We must work across the region to increase consistency, fill gaps, and avoid duplication. We will collaborate with local transit agencies and emerging third-party transportation providers to identify ways to integrate fares, services, customer experience, transportation modes, and long-term planning to create a truly multi-modal network.

Our Focus Areas

PLAN

We will define distinct customer segments for all transit riders as well as for our customers. We will understand their current end-to-end journey as a baseline so that we can identify key improvement areas for creating a more enjoyable experience. We will work with partners to establish an integrated fare structure, and other strategies to provide customers with a more seamless travel experience.

BUILD

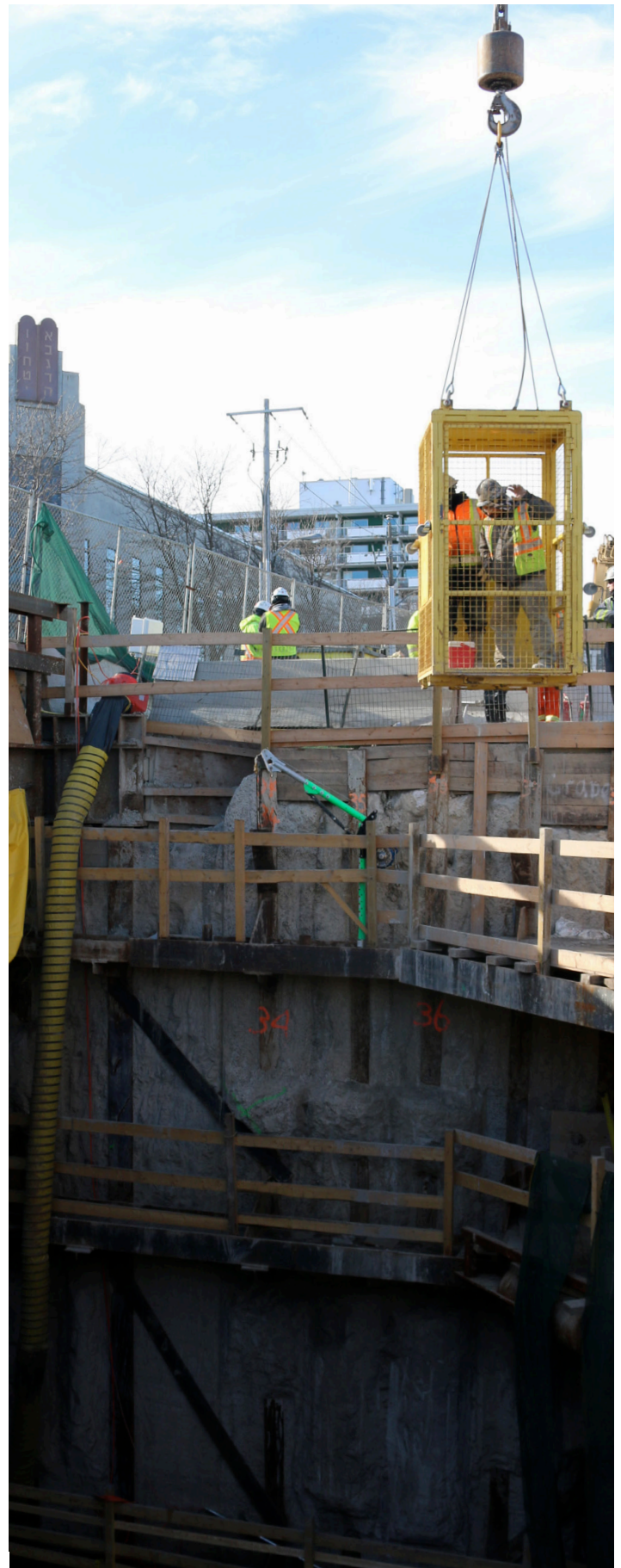
We will create products and services that have broader appeal today, but are still able to meet the needs of tomorrow's customers. Built infrastructure will be designed to optimize function, beauty, and economy, and will incorporate sustainability in its design, construction, and operation.

OPERATE

We will take advantage of technologies to improve efficiency and provide new services. Special attention will be placed on maintaining on-time performance, ease and simplicity of use, safety and quality customer care.

CONNECT

We will play a leadership role in coordinating and harmonizing standards to make it easier for customers to plan and navigate their door-to-door trips across different transit services and among transportation modes. We will look for opportunities to partner with emerging service providers to make the travel experience even better.





Enhance Financial Stewardship and Accountability

Overview

Increasing demand on government funds means that spending must be planned to maximize shared benefits across economic, social and environmental platforms. Transit is unlikely to ever operate without subsidy, but agencies must seek innovative ways to reduce subsidy levels. Transparency and accountability are critical. Metrolinx must address this while recognizing that our infrastructure investments will generate new operating costs that fare revenue alone is unlikely to cover. Transportation funding that is predictable year-over-year can help ensure long-term plans are scoped within budget, and able to be delivered and sustained.

Our Approach

INCREASE FARE AND NON-FARE REVENUE

Fares will always be our most important source of revenue. We will pursue fare structure strategies and other options to increase revenue by increasing ridership, also helping meet our transportation mandate. New non-fare revenues will also be pursued to minimize subsidy requirements.

IMPROVE EFFICIENCIES

Through innovation and rigorous process controls and audits, we will contain costs and improve our operational efficiencies and cost effectiveness. We will consider the long-term benefits, make deliberate strategic choices and allocate resources based on a clear set of priorities. Capital projects will be completed on time and on budget while meeting high standards for quality and community engagement. Efficiency will also include rigorous prioritization to invest staff resources where they will have greatest benefit, maximizing value for money, and helping sustain quality work over time.

ADAPT TO EMERGING INFLUENCES

Transportation, climate change, energy conservation and new technologies are increasing in public importance. We will explore opportunities tied to new policies and programs such as carbon trading and national infrastructure investment, and consider changing circumstances to ensure today's investments continue providing value long into the future.

INVEST IN ANALYTICS

Enhanced analytical and predictive capabilities will enable better asset management, more accurate ridership forecasting, appropriate fare pricing across the region, and ensure that our recommendations for new projects are based on more robust business case development.

Our Focus Areas

PLAN

Work will be evaluated and prioritized based on business case analyses which consider up-front costs, long-term economic and transportation benefits, and social and environmental impacts. We will explore new fare structures, ways to attract more riders, modelling to better predict ridership, adjust schedules to accommodate customers, and complementary services to enhance our offering.

BUILD

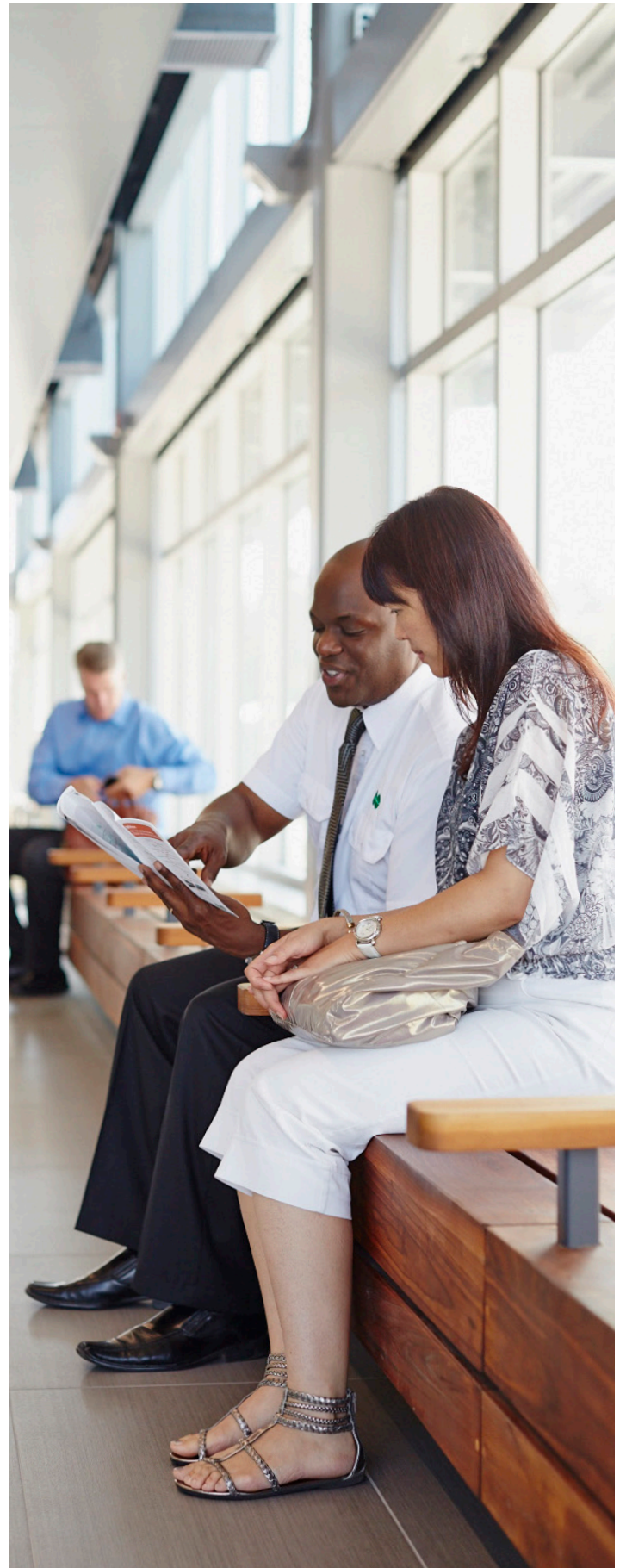
We will consolidate project management controls and ensure capital projects are completed on time, on budget, and with quality.

OPERATE

By restructuring, streamlining and standardizing key processes and taking advantage of new technology, we can improve operational efficiencies while maintaining safety and reliability. We intend to explore alternative service delivery models, and new partnerships with the private sector such as cafés and retail stores at GO stations. Communications, marketing, and operations will be aligned to improve collaboration and drive efficiencies throughout the organization.

CONNECT

We will pursue new partnerships and ventures to improve service, enhance customer experience, explore new innovation, and grow revenue.



Strategic Priority IV



Earn and Maintain Public Trust

Overview

Metrolinx must earn the trust of all our stakeholders including municipalities, local transit providers, customers, and residents in areas impacted by our projects. This involves delivering on our mandate and commitments, on time, on budget and with quality. The public expects openness and transparency in order to earn their support for our work. Truly collaborative and mutually beneficial partnerships are needed to achieve progress across the region, which could never be possible with each stakeholder acting on their own.

Our Approach

A CLEAR ENGAGEMENT PHILOSOPHY

To operate as a credible and effective government agency, we will keep our stakeholders informed and involved, and we will engage in collaborative partnerships. We will work to promote the long-term benefits of the RTP, and collaborate with the Province, municipalities, and transit agencies, to define and achieve regional transportation objectives. We will make decisions in a timely and transparent manner, and meet government commitments. We will be open and transparent with communities on the benefits and inconveniences of our projects, proactively engage in dialogue, and incorporate local input where possible. We will also explain how input was incorporated into decisions.

A COMMITMENT TO OUR COMMUNITIES

We will develop a Community Charter which defines how we will engage with communities. It will include: engaging stakeholders early in planning processes to obtain input on project options and scope; practicing timely, two-way communication; and ensuring quality processes and mutually beneficial outcomes through the lifecycle of a project.

ENHANCE INTERNAL CAPACITY

Attracting, retaining and cultivating talented staff is critical to successfully delivering our mandate. To ensure we have the right skills and approach, we will adopt best practices in organizational management, and invest in professional training and development.

Our Focus Areas

PLAN

Planning, design, communications, marketing, and operations will be aligned to improve service and project delivery. We will have a process that encourages collaboration and solicits input early on, so that stakeholders can influence decisions on project scope and final solutions. We will seek to build internal talent and expertise, and will invest in change management skills and processes to support the realignment of operations, and changes to our corporate culture. We will undertake

succession planning in a way that helps preserve corporate memory through documentation, mentoring and skills transfer so that we provide continuity over time.

BUILD

We will develop and continuously improve our approach to keeping stakeholders and communities engaged in project design, construction and service delivery. We will enhance processes for asset management, including establishing best practices for the handover from the construction phase to operations. Principles of sustainability, accessibility, design excellence, resilience, and long-term performance will be embedded in all of our projects.

OPERATE

Safety and on time performance will continue to be the key pillars of how we operate. We will be more transparent in our processes, and support *Ontario's Open Data Directive*.

CONNECT

We will continue to improve how we collaborate with municipalities and communities to understand their transportation and growth objectives and priorities. We will ensure that Metrolinx teams are connected and communicate effectively with each other to increase alignment with regional objectives, and check in regularly with employees to hear their perspectives in diverse and meaningful ways.











Key Deliverables and Foundational Projects

Metrolinx has identified two areas of work that we will undertake over the next five years to deliver on our commitments and advance the transformation of regional mobility and access. The first area identifies concrete actions, which will be tangible to the public during planning, construction,

and operations. The second area consists of foundational projects necessary to complete this work with quality, integrity, and efficiency. The table below describes the priority activities in each of these areas, and how they align with our Strategic Priorities.

This coloured background indicates work to be completed within the first years of the Strategy.

Key Deliverable	I. 	II. 	III. 	IV. 
Deliver an updated Regional Transportation Plan and related Implementation Plan	✓			✓
Complete the implementation of PRESTO across the TTC	✓	✓		
Seek private sector partners for transit-oriented development on Metrolinx properties	✓		✓	
Work towards an agreement among all transit agencies in the region that would create consistent fare structures and improve integration of transit travel across municipal boundaries	✓	✓		
Complete construction of the Eglinton Crosstown LRT and Finch West LRT, and launch services	✓	✓		
Complete and implement operating agreements with municipalities (e.g. for Crosstown, Finch, Hurontario, Hamilton)	✓	✓		
Complete construction of the Mississauga Bus Rapid Transit corridor	✓			
Complete renovation of Union Station including the Bay Street Concourse, York Street Concourse, and the Train Shed Roof	✓	✓		
Develop mobility hubs that showcase joint-development projects at two GO Stations	✓			
Build a new downtown bus terminal that relieves crowding, better integrates with other services, and meets new standards for design excellence	✓	✓		

Key Deliverable	I. 	II. 	III. 	IV. 
Conduct research on non-riders to understand the needs of potential new customers		✓		
Introduce “early wins” on the Regional Express Rail network with gradual increases in off-peak service as construction schedules allow	✓	✓		
With regional partners, develop a customer roadmap, leverage joint tools and processes, and establish a joint customer care approach		✓		✓
Improve coordination of transit services throughout the region, including harmonized wayfinding standards, and a proposed regional frequent service network	✓	✓		



Foundational Projects	I. 	II. 	III. 	IV. 
Complete internal re-organization of operations and marketing to integrate like functions, benefit from centralization, and deliver consistent and coordinated services to the public			✓	✓
Finish the update of the PRESTO agreements with municipalities		✓	✓	
Complete Enterprise Resource Planning (ERP) and automation of processes			✓	
Complete implementation of contract for new customer amenities and food services at GO Stations		✓	✓	
Continue investigation of how the cost of parking at GO Transit facilities could be unbundled from fares	✓	✓	✓	
Adopt alternative workplace strategies and a long-term office accommodation strategy			✓	
Implement a comprehensive Enterprise Asset Management system			✓	
Measure the economic, social and environmental impacts of business decisions, demonstrating value for money by incorporating these through the Business Case Development Framework			✓	✓
Establish a Community Charter				✓
Further apply new technologies to engage a broader range of stakeholders and enable more effective, two-way communications				✓
Complete and implement the Metrolinx Brand Strategy		✓		✓
Develop and promote our new Open Data platform				✓
Clarify and add rigour to decision-making with a stage-gate project review process (to ISO standards)			✓	✓

Measuring Success


To ensure we are making progress towards our vision, Metrolinx has created a set of Key Performance Indicators (KPIs) connected to our four Strategic Priorities. By closely following progress on these indicators, we will assess how well our policies, programs and projects are achieving our long-term objectives. This will enable early identification of potential shortfalls, and implementation of course correction in a timely manner.

We will:

- establish transparent reporting that is reviewed regularly and made public;
- identify areas for improvement based on evidence;
- integrate data from diverse sources to guide decision-making;
- test new performance indicators over time to better identify where improvements can be made; and
- benchmark our results to industry best practices.

The Key Performance Indicators for this Five-Year Strategy are listed on the following page. These KPIs are intended to be representative of Metrolinx's work in each of our Strategic Priorities. The KPIs will become a complement reporting of progress provided in our Annual Reports and Business Plans, as well as KPIs being developed to track progress on the Regional Transportation Plan.



KPI Name	I. 	II. 	III. 	IV. 
Metrolinx KPIs (indicators over which Metrolinx has direct control)				
Cost Recovery			✓	✓
Project Delivery Effectiveness	✓		✓	
New Regional Rapid Transit Built	✓		✓	
New Regional Rapid Transit Under Construction	✓		✓	
Increase in Transit Service Offered	✓	✓		
Economic Impact of Metrolinx Activities			✓	
On Time Reliability		✓		✓
Customer Satisfaction		✓		✓
Greenhouse Gas Emissions (Metrolinx)				✓
Regional KPIs (indicators that Metrolinx influences, but that are also impacted by multiple factors across the region)				
Working Close to Rapid Transit	✓			
Transit Trips Per Capita	✓	✓		
Mode of Transportation	✓			
Commute Times	✓			
Cross-Boundary Mode Share of Transit	✓	✓		

Further detail on these KPIs and related performance targets will be released with the Annual Business Plan for 2016-2017, and with subsequent annual business plans and annual reports.

Looking Forward

By The Year 2022

GTHA travellers will enjoy an expanded regional rapid transit network including additional off-peak GO Transit service, the Eglinton Crosstown LRT, and other improvements to mobility options in the region.

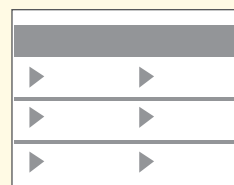


Almost 75km of new rapid transit service.

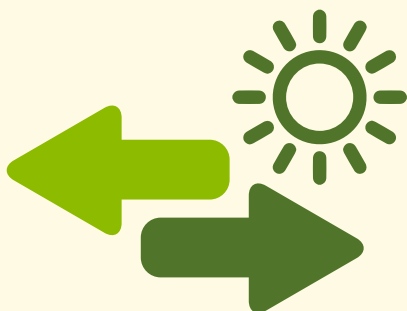
Improved coordination of local transit services, schedules and fares.



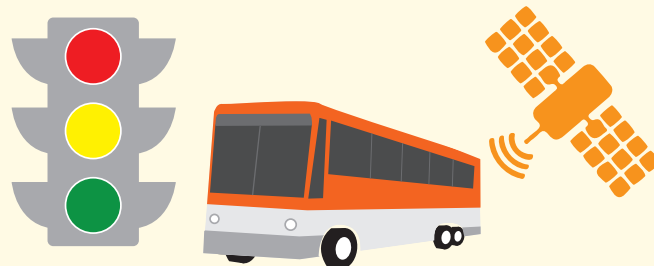
PRESTO fare payment options across all transit agencies in the GTHA, including full deployment across the TTC.



More consistent and intuitive transit wayfinding across the GTHA, including an enhanced TripLinX on-line information system, and improved signage to simplify transfers between transit providers and connections to surrounding communities.



Progress towards transforming the GO Transit rail network into an electrified, frequent, all-day, two-way, Regional Express Rail service.



Improved coordination of road operations and faster more reliable regional bus services, through use of technology and transit priority measures.



A refreshed Regional Transportation

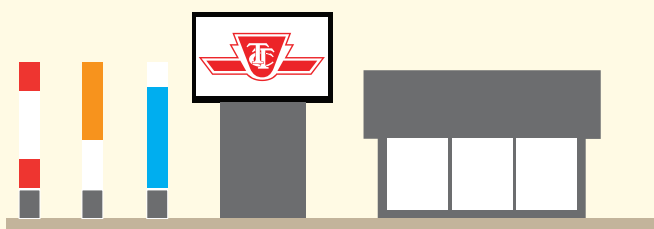
Plan and implementation plan which are clearly communicated and which reflect active participation by the region's citizens and local governments.

Improved accessibility of regional transit services, including all GO stations fully updated to enable wheeled mobility aids, enhanced infrastructure and vehicles on conventional transit, and coordinated cross-boundary travel on specialized transit.

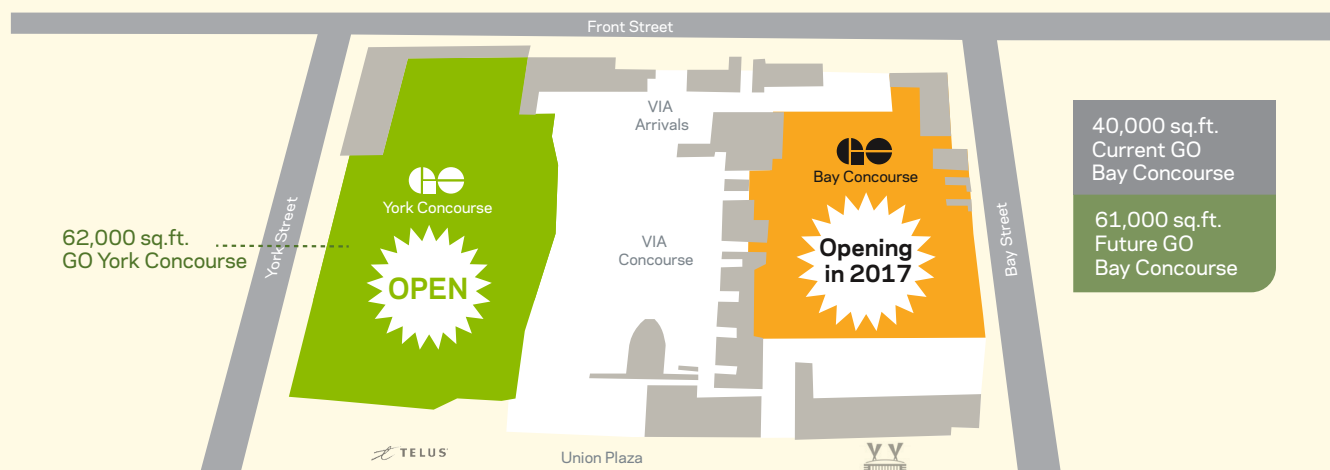
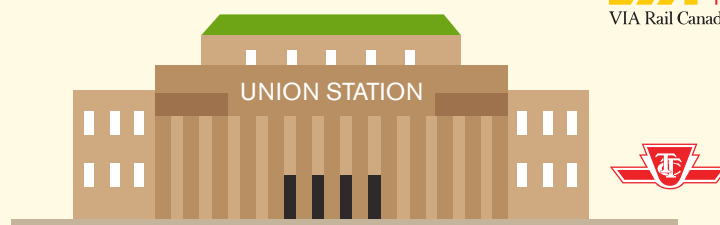


Improved access to GO stations with

enhanced walking and cycling options, Transportation Demand Management solutions, and integration with emerging technologies and business models for on-demand travel services.



Easier transfers at key stations and between bus carriers, including enhanced terminals at Highway 407/Jane, Kipling Station, and the new Union Station Bus Terminal to be built on Bay Street south of the rail corridor.



A more comfortable Union Station, featuring triple the GO Transit concourse space, a new PATH connection, and new glass atrium in the train shed roof to provide increased natural light.

The table below provides a quick snapshot of our rapid transit network, ridership, and PRESTO usage expectations for the future.

NOW (based on 2015 data)	FUTURE*
<ul style="list-style-type: none"> GTHA Regional Rapid Transit Network size is 566 km** 	<ul style="list-style-type: none"> GTHA Regional Rapid Transit Network size is 638 km (2022)**
<ul style="list-style-type: none"> 69.4 million annual GO Transit Rail and Bus Boardings 	<ul style="list-style-type: none"> 82 million annual GO Transit Rail and Bus Boardings
<ul style="list-style-type: none"> 1,516 GO Transit rail trips per seven day week 	<ul style="list-style-type: none"> 2,250 GO Transit rail trips per seven day week
<ul style="list-style-type: none"> 14,464 GO Transit bus trips per seven day week 	<ul style="list-style-type: none"> 16,800 GO Transit bus trips per seven day week
<ul style="list-style-type: none"> 1,106 UP Express rail trips per seven day week 	<ul style="list-style-type: none"> 1,106 UP Express rail trips per seven day week
<ul style="list-style-type: none"> 51% of participating transit system passenger trips are paid for using PRESTO 	<ul style="list-style-type: none"> 80% of participating transit system passenger trips are paid for using Presto

*GO Transit and UP Express ridership projections are to 2020, reflecting that 2022 ridership projections will be heavily influenced by Regional Express Rail analysis that is still underway.

**The Regional Rapid Transit Network numbers reported here differ from those in the 2015-2020 Five-Year Strategy because they now include “BRT Light” projects. To maintain consistency with publicly available Regional Transportation Plan review materials, the Network size has been updated to include BRT Light. If you wish to directly compare the Rapid Transit Network without BRT Light, the 2015 total is 481km, and the 2022 total is 557.

