
BOARD OF DIRECTORS

DATE OF MEETING:	December 1, 2022
TIME OF MEETING:	8:00 a.m.
PLACE OF MEETING:	J. Robert S. Prichard Boardroom 4 th floor, 97 Front Street West, Toronto, Ontario, M5J 1E6 Video & Audio Conference
CHAIR:	Donald Wright
PRESIDENT & CEO:	Phil Verster
MEETING SECRETARY:	Alba Sandre Taylor, Vice President & Corporate Secretary
MEMBERS PRESENT:	Bryan Davies James Dodds Janet Ecker Luigi Ferrara Deb Hutton Michael Kraljevic Tony Marquis Emily Moore Reg Pearson Robert Poirier Sylvie Tessier Paul Tsaparis
REGRETS:	None
OTHERS PRESENT:	Ramneet Aujla, Chief Human Resources Officer Karla Avis-Birch, Chief Planning Officer Mark Childs, Chief Marketing Officer Stephanie Davies, Chief Capital Officer - GO & UP Martin Gallagher, Chief Operating Officer (GO & UP) and Chief Safety Officer Jennifer Gray, Chief Financial Officer Barclay Hancock, Chief Payments Officer Karima Hashmani, Chief Inclusion Officer Andrew Hope, Chief Capital Officer - Rapid Transit

David Jang, Chief Communications Officer
Steve Levene, Chief Operating Officer - Rapid Transit
Heather Platt, Chief Legal Officer
Lindsay Allison, Vice President, Capital Finance
Tom Aylward Nally, Senior Manager & Advisor to the Chief Capital Officer
Sharyn Byrne-Nearing, Vice President, Brand and Marketing
Steve Cavanaugh, Director, Rail Fleet E&AM
Jonita Delaney, Vice President, E&AM Train Control
Antonio DiFebo, Manager & Senior Advisor to the COO
Sabrina Dinicolantonio, Manager and Senior Advisor to the Chief Planning Officer
Vesna Dobric, Senior Advisor, Board Governance
Sarah Farooq, Senior Advisor to the Chief Communications Officer
Ifath Fatima, Senior Advisor, Office of the CCOs
John Flynn, Director, Operations Finance
Naren Garg, Program Sponsor, Systems Integration
Rob Genoway, Director, Legal Services
Kelly Hagan, Vice President, Community Engagement
Adam Hasham, Senior Advisor, Office of the CCOs
Angeline Hawthorne, Senior Advisor Office of the CCOs
Steven Hobbs, Chief of Staff to the President & CEO
Michael Hodge, Executive Vice President, Subway Project Delivery - Ontario Line
Natalie Horrell, Director, Lean CoE
Mishaal Hussain-Surani, Chief of Staff to the President & CEO
Sadaf Khorsand, Manager & Senior Advisor Marketing
Michael Kitagawa, Vice President, Legal Services
Laura Kutisker-Jacobson, Executive Vice President, OnCorr
Audrey Lemieux, Senior Manager & Advisor to the Chief Financial Officer
Malcolm MacKay, Program Sponsor, Ontario Line
Paul Manhire, Executive Vice President, Light Rail & Bus Project Delivery
Trina Melatti, Director, Capital Communications - GO & Rapid Transit
Rick Radovski, Vice President, Sales Non-Fare Revenue and Partnerships
Scott Sams, Sponsor, Fare Experience
Allison Wendt, Vice President, Strategy & Transformation
Karen Williamson, Board Coordinator
Francis Wolfram, Senior Advisor
Liviu Cannanau, BLG

CLOSED SESSION

1. Call to Order, Remarks by Chair, and Conflicts

Chair Donald Wright called the meeting to order at 8:00 a.m. The Chair confirmed there was quorum and that the required notice of meeting as stipulated under the By-Law of the Corporation had been sent.

[Redacted: Personal Information]

No other conflicts of interest were declared.

2. CEO/Board In Camera Session

The Board met in the absence of staff other than the President and Chief Executive Officer.

[Redacted: Economic and other interests, Advice to Government, Cabinet Records, Personal Information]

[Redacted: Economic and other interests, Advice to Government]

3. Indigenous Relations Program Implementation

Staff joined the meeting at 9:18 a.m.

[Redacted: Advice to Government]

4. Regional Fare Structure Review

[Redacted: Advice to Government]

[Redacted: Economic and other interests, Advice to Government, Cabinet Records]

Finally, the Board discussed the alignment with the PRESTO system procurements and considered how the different fare options (including necessary related behaviors such as tapping on/off) might be implemented through PRESTO.

[Redacted: Advice to Government]

5. Continuous Improvement Cases

Steve Cavanaugh, Director, Rail Fleet E&AM, Meredith Sumner, Senior Manager, Partnership Strategy & Account, and James Lawrence, Senior Manager, Operations Finance, highlighted

various continuous improvement cases that demonstrate application of LEAN principles, methodologies, tools and techniques in day to day practices.

In particular, staff highlighted analysis undertaken and changes made to coach door systems practices as a recent example of a continuous improvement project with impacts on on-time performance. Staff measured, tracked and implemented individual corrective actions which resulted in a reduction in train delays. The Board encouraged staff to bring back more continuous improvement examples to the Board in the future, and to find ways to communicate them publicly.

6. Finch West Light Rail Transit

[Redacted: Solicitor-Client Privilege, Economic and other interests, Advice to Government, Cabinet Records]

7. OnCorridor Works

Laura Kutisker-Jacobson, Executive Vice President, OnCorr, and Naren Garg, Program Sponsor, Systems Integration, presented the updated GO Expansion Full Business Case results including related impacts and strategies for advancing the full scope of the GO Expansion On-Corridor Works Package ("OnCorr") with ONxpress.

[Redacted: Economic and other interests, Advice to Government, Third Party Information]

Staff confirmed that the business case analysis incorporates a range of varying inputs including revenue and ridership forecasts **[Redacted: Economic and other interests, Advice to Government]** Staff described how various program aspects will support the service frequency (such as signal system improvements and electrification). While there will be variability throughout the network (i.e. specific route frequency and journey time will vary across the network), **[Redacted: Economic and other interests]**.

[Redacted: Economic and other interests, Advice to Government, Cabinet Records]

8. Ontario Line Property Requirements and Relocation

Michael Hodge, Executive Vice President, Subway Project Delivery - Ontario Line, and Malcolm MacKay, Program Sponsor, Ontario Line, presented a request for approval to issue a tender for the construction and fit-out of the new Islamic Centre at 20 Overlea Boulevard to accommodate the relocation of the Islamic Society of Toronto's ("IST") current mosque at 4 Thorncliffe Park Drive.

Staff confirmed that the transaction has been reviewed by the Real Estate Committee ("REC") across two meetings. **[Redacted: Solicitor-Client Privilege, Economic and other interests, Advice to Government]**

[Redacted: Economic and other interests, Advice to Government]

RESOLVED, as revised:

THAT, as described in a report from the Chief Capital Officer (Rapid Transit), the Deputy Project Delivery Lead, Ontario Line, the Program Sponsor, Ontario Line, and the Chief Legal Officer dated December 1, 2022 (the "Report"), Metrolinx is authorized to issue a tender for the construction and fit-out of the new Islamic Centre at 20 Overlea Boulevard using a Design-Bid-Build procurement model to four pre-qualified proponents;

AND THAT, as described in the Report, Metrolinx will report back to the Board of Directors on the results of the tender and to seek approval to award the contract to the successful bidder.

Carried

PUBLIC SESSION

9. Call to Order and Land Acknowledgment

The Chair called the meeting to order at 10:37 a.m.

On behalf of the Board, the Chair acknowledged that the Board was meeting on lands traditionally occupied by Indigenous Peoples, including the Anishnabeg, the Haudenosaunee and the Huron-Wendat peoples, and affirmed Metrolinx's commitment to conducting business and building meaningful relationships with Indigenous communities upon the foundation of trust, respect and collaboration.

10. Safety Moment

Karla Avis-Birch reviewed safety and security measures and led the group in a safety moment.

11. Chair's Remarks

On behalf of the Board, the Chair congratulated staff on being recognized with three separate safety awards from Canadian Occupational Safety including an excellence award for being one of Canada's Safest Public Transportation Employers and for having one of Canada's Best Health & Safety Culture. Phil Verster was also recognized with the Workplace Safety & Prevention Services CEO of the Year Award. Finally, the Chair congratulated fellow Board member Robert Poirier on being appointed to the Order of Ontario.

The Chair acknowledged receipt of the following correspondence, which has been distributed to the Board:

1. A letter from Rick Ciccarelli received September 8, 2022 regarding Mount Dennis and Eglinton Crosstown West Extension;
2. A letter from Build the Park received September 26, 2022 regarding the Don Valley Layover Facility;
3. A letter from John Stillich received November 1, 2022 regarding transit plans for the GTA;
4. A letter from Dev Chopra received November 18, 2022 regarding the Yonge North Subway Extension Project;
5. Letters from Davis and Rhonda Costas-Mirza received November 24 and 27 regarding trees located at Osgoode Hall;
6. A letter from Christopher Collins received November 24, 2022 regarding plans for the Don Valley Layover;
7. A letter from Carolyn Heath received November 24, 2022 regarding plans for the Don Valley Layover;
8. A letter from Lucy Aveling received November 24, 2022 regarding plans for the Don Valley Layover;
9. A letter from Bill Whitbread received November 25, 2022 regarding plans for the Don Valley Layover;
10. A letter from Dilin Baker received November 25, 2022 regarding plans for the Don Valley Layover Facility;
11. A letter from James Gibbins received November 25, 2022 regarding plans for the Don Valley Layover;
12. A letter from Johna Janelle received November 25, 2022 regarding plans for the Don Valley Layover Facility;
13. A letter from Julia Ouellette received November 25, 2022 regarding plans for the Don Valley Layover;
14. A letter from Kathy Nicolay received November 25, 2022 regarding plans for the Don Valley Layover;
15. A letter from Lise Hendisz received November 25, 2022 regarding plans for the Don Valley Layover Facility;
16. A letter from Lora Senechal received November 25, 2022 regarding plans for the Don Valley Layover;

17. A letter from Marlene Goldman received November 25, 2022 regarding plans for the Don Valley Layover;
18. A letter from Laura Schwartz received November 28, 2022 regarding plans for the Don Valley Layover Facility;
19. A letter from Karen Walsh received November 28, 2022 regarding plans for the Don Valley Layover Facility;
20. A letter from Grant Barrett received November 28, 2022 regarding plans for the Don Valley Layover Facility;
21. A letter from David Mason received November 29, 2022 regarding plans for the Don Valley Layover Facility;
22. A letter from Tom Connell received November 30, 2022 regarding plans for the Don Valley Layover; and
23. A letter from Tanya Connors received November 30, 2022 regarding the Eglinton Crosstown West Extension
24. A letter from Chris Williams received December 5, 2022 regarding plans for the Don Valley Layover;

12. CEO's Report

Phil Verster, President and Chief Executive Officer, highlighted recent Metrolinx activities and achievements, starting with the successful negotiations of a new collective agreement with the Amalgamated Transit Union representing approximately 2,200 Metrolinx employees.

The CEO celebrated progress on implementing PRESTO contactless payment with almost 334,000 taps made from customers across the four transit agencies using the tap payment feature. In addition, Metrolinx continues to form new partnerships including an official e-book launch with Legible, renewed agreement with Purolator, and partnerships with Visa and American Express to support PRESTO's contactless payment program.

The CEO noted that ridership continues to grow alongside new services with the addition of two additional two-way rush hour trips on the Lakeshore West Milton and Barrie line along with the year-round service to Niagara Region.

The CEO shared that progress continues on capital projects including the awarding of contracts for the Ontario Line, the release of request for proposals for the elevated guideway and the launch of the Tunnel Boring Machine Tracker for Eglinton Crosstown West Extension, and progress made on the GO Expansion program including construction for the Confederation GO station. In addition, staff continue to work with Crosstown Transit Solutions to ensure testing, commissioning and documentation is complete to open the Eglinton Crosstown LRT once staff are satisfied that it is safe and reliable for public use.

The CEO highlighted Metrolinx's commitment to community engagement, which was recently demonstrated in the communication effort that went out notifying residents and local businesses about the installation of the QEW push box for the new underpass on Hurontario Street for the Hazel McCallion Line.

Metrolinx continues to engage and build stronger partnerships with Indigenous Nations including through the development of framework agreements and through facilitating various site visits. Metrolinx is also forging partnerships with municipalities and transit agencies across the region to develop long term fare and service integration across the broader transit network.

Finally, the CEO also provided a safety update, which included rail safety education efforts that are underway for both staff and local communities

The Board inquired about the recently released Ottawa LRT report and asked if there are any recommendations that could be instructive to the successful completion of future Metrolinx projects. Staff confirmed that they are currently reviewing the report and will bring back recommendations to the Board.

13. Rapid Transit Capital Projects Progress

Andrew Hope presented an update on construction progress on various Rapid Transit capital projects including the Ontario Line, Scarborough Subway Extension, Finch West LRT, Eglinton Crosstown West Extension, and Hurontario LRT (including the installation of the QEW Push Box).

The Board asked staff for an update on when the Lakeshore East push box for the Hurontario LRT will be undertaken. Staff confirmed that final preparations are being made now. Staff also confirmed that platform barriers will be constructed on Ontario Line stations.

14. GO & UP Capital Projects Progress

Stephanie Davies, Chief Capital Officer - GO & UP, provided an update on construction progress on various GO & UP capital projects including Confederation GO Station, Eglinton GO Station, the Union Station Enhancement Project, Early Station improvements, and the Davenport Diamond installation of the Wallace Bridge.

The Board discussed the frequency of service to Pearson Airport. Staff confirmed that they are working with OnCorr on future rail frequencies to optimize ridership, which will include a review of routes to Pearson. Staff confirmed discussions are also underway to develop connections to Pearson through the Eglinton Crosstown West Extension. Finally, staff discussed opportunities to improve customer amenities within the GO Concourse such as wayfinding lighting, signages, and washroom availability.

15. Let's Get Ready to Ride

Sharyn Byrne-Nearing, Vice President, Brand and Marketing, and Rick Radovski, Vice President, Sales Non-Fare Revenue and Partnerships, summarized the results of Metrolinx's summer marketing activities and promotions, including ridership recovery results, non-fare revenue partnerships and an update on PRESTO perks.

Staff highlighted increases leisure, sports and event trips that were driven by the GO Beyond campaign. Staff also noted the results of various multicultural and multilingual marketing campaigns, targeting ethnic markets within the region and promoting various multicultural events. Finally, the Board discussed the success of Metrolinx's Return to Office program for employers. Staff are working on evolving this program to meet the unique needs of participating organizations.

16. Community Engagement

Kelly Hagan, Vice President, Community Engagement, and Trina Melatti, Director, Capital Communications - GO & Rapid Transit, highlighted recent key community engagement activities including the Hazel McCallion Line push box communications strategy and outcomes.

The Board encouraged staff to find opportunities to provide more information to the public about Metrolinx's projects, particularly where project disruptions are being communicated such as through Waze. Staff shared progress on this front being made with the launch of On The GO alerts and the recent launch for the Customer Relations Management system, which will provide enhanced information and analytics on opportunities to better communicate to customers where and when they need it. Finally, staff commented on efforts underway to improve the Wi-Fi experience for customers on trains and buses.

17. Quarterly Reports

Quarterly Reports for PRESTO, Operations, Planning, Capital Projects, Marketing and Communications were taken as read.

CLOSED SESSION

After a short break, the meeting reconvened at 11:46 a.m. for the closed session

18. Consent Items

FOR APPROVAL

RESOLVED:

THAT Consent Agenda items 18.1, 18.2 and 18.3 are approved as follows:

18.1 September 8, 2022 Minutes

THAT the minutes of the Board of Directors meeting of September 8, 2022 be approved.

18.2 October 6, 2022 Minutes

THAT the minutes of the Board of Directors meeting of September 8, 2022 be approved.

18.3 November 14, 2022 Minutes

THAT the minutes of the Board of Directors meeting of November 14, 2022 be approved.

Carried

19. Report of the Board Standing Committees

19.1 Executive Committee

Don Wright, Executive Committee Chair, reported on the Committee's meetings since November 17, 2022. The Committee met three (3) times since the last Board meeting and fifteen (15) transactions were considered.

19.2 Audit, Finance & Risk Management Committee

Bryan Davies, Audit, Finance & Risk Management Committee ("AFARM") Chair, reported on matters discussed at the Committee's November 29, 2022 meeting, including: successes and challenges with respect to certain safety matters, the rollout of a decentralized approach to enterprise risk management through the Board standing committees, the results of recent internal audit reviews, operating and capital budget results for Q2, and AFARM approval of the external auditor's audit scope for 2022/23.

19.3 Capital Oversight Committee

Emily Moore, Capital Oversight Committee (“COC”) Chair, reported on matters discussed at the Committee’s meetings held since November 4, 2022, including an update on risks and mitigation plans for capital projects (communicated through the Health Check report), along with reviews of the estimating processes for projects, capital project’s talent strategy and recruitment efforts, and the Ontario Line delivery strategy with Bechtel as the delivery partner.

19.4 Customer Experience Committee

Luigi Ferrara, Customer Experience Committee (“CEC”) Chair, reported on matters discussed at the Committee’s November 30, 2022 meeting, including **[Redacted: Advice to Government]**, non-fare recovery, digital transformation, indigenous relations and communication plans involving traffic disruptions. The Committee has recommended staff consider developing a ‘hot issues’ report to help report on and manage issues over the next few years, **[Redacted: Advice to Government]** and explore using 3D visualization tools more to help communicate projects.

[Redacted: Advice to Government]

19.5 Governance Committee

Janet Ecker, Governance Committee Chair, reported on matters discussed at the Committee’s November 29, 2022 meeting including the annual review of the Board code of conduct and other annual governance practices (such as the committee self assessment and review of proposed changes to its Terms of Reference to reflect oversight of governance risks). **[Redacted: Advice to Government]**

19.6 Human Resources & Compensation Committee

Reg Pearson, Human Resources & Compensation Committee (“HRCC”) Chair, reported on the Committee’s November 30, 2022 meeting, including: an OMERS update, benefits procurement update, settlement of the ATU collective agreement, employee engagement survey results **[Redacted: Labour Relations and Employment Related, Economic and Other Interests]**.

[Redacted: Labour Relations and Employment Related, Economic and Other Interests]

19.7 Payments (PRESTO) Committee

Paul Tsaparis, Payments (PRESTO) Committee Chair, reported on matters discussed at the Committee’s meetings held since October 27, 2022, including an update on contactless payment, successes in readability of devices, procurement update for the replacement of the fare management system, and an update on TTC **[Redacted: Economic and Other Interests]**

updates from the joint advisory group.

The Chair confirmed that staff will set up an introductory meeting with the TTC given that there are new members on the TTC Board following the recent municipal election results.

19.8 Real Estate Committee

Robert Poirier, Real Estate Committee (“REC”) Chair, reported on the Committee’s meetings held since November 14, 2022. The Committee has met four (4) times (September 19, 2022, October 17, 2022, November 14, 2022 and November 29, 2022) and discussed various transactions, however none require Board approval at this time.

The Chair encouraged Board members to attend future meetings where external parties with particular realty expertise are present.

20. Other Business

There was no other business to discuss.

EXECUTIVE SESSIONS

21. Executive Session

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

22. Executive Session

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

23. Adjournment

There being no further business before the Board of Directors, the meeting was adjourned at 12:45 p.m.

Donald A. Wright, Chair

Alba Sandre Taylor, Secretary

c/s