
BOARD OF DIRECTORS

DATE OF MEETING:	March 29, 2023
TIME OF MEETING:	8:00 a.m.
PLACE OF MEETING:	J. Robertson S. Prichard Boardroom 4 th floor, 97 Front Street West, Toronto, Ontario M5J 1E6 Video & Audio Conference
CHAIR:	Bryan Davies (<i>Acting Chair</i>)
PRESIDENT & CEO:	Phil Verster
MEETING SECRETARY:	Alba Sandre Taylor, Vice President & Corporate Secretary
MEMBERS PRESENT:	James Dodds Janet Ecker Luigi Ferrara Deb Hutton Michael Kraljevic Tony Marquis Emily Moore Reg Pearson Robert Poirier Sylvie Tessier
REGRETS:	Paul Tsaparis Donald Wright
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
Sarah Armstrong, Vice President, Legal Services
Tom Aylward Nally, Senior Manager & Advisor to the Chief Capital Officer
Marcy Burchfield, Vice President, Planning
Sharyn Byrne-Nearing, Vice President, Brand and Marketing
Daniel Cicero, Sponsor, Ontario Line
Antonio DiFebo, Senior Manager & Advisor to the Chief Operating Officer
Ben Doadt, Legal Counsel
Vesna Dobric, Senior Advisor
Ifath Fatima, Senior Advisor Office of the CCOs
Rob Genoway, Director, Legal Services
Ryzwana Hafiz, Corporate Law Clerk
Kelly Hagan, Vice President, Community Engagement
Adam Hasham, Senior Advisor Office of the CCOs
Angeline Hawthorn, 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
Mishaal Hussain-Surani, Chief of Staff to the President & CEO
Richard Inglis, Executive Vice President, Subway Project Delivery - Ontario Line
Rajesh Khetarpal, Vice President, Community Engagement
Ken Kuschei, Vice President, Insights Data and Fare Strategy
Laura Kutisker-Jacobson, Executive Vice President, OnCorr
Chris Lansley, Chief Risk Officer
Malcolm MacKay, Program Sponsor Ontario Line
Marcia Medrano, Vice President, GO Stations Capital Delivery
Greg Murphy, Vice President, Audit Regulatory Compliance & Controls
Nadine Navarro, Head Sponsors Station
Michael Norton, Chief Development Officer
Jason Ryan, Executive Vice President, Pre-Construction Services
Ligia Saatgian, Director, North Civils
Laizabelle San Gabriel, Senior Advisor, Board Governance
Jake Schabas, R ER Head Sponsor
Teddy Tang, Director, Intergovernmental Finance Policy
Justyna Witek, Deputy Chief Financial Officer
Meghan Wong, Vice President, Development - Heavy Rail
Arsalan Zargar, Senior Vice President of Project Delivery, Infrastructure Ontario

CLOSED SESSION

1. Call to Order, Land Acknowledgement, and Conflicts

As the Board Chair was unavailable, the Vice-Chair served as meeting Chair.

The Chair 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.

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.

[Redacted: Personal Privacy.]

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.

3. Safety Moment

Staff joined the meeting in progress at 9:11 a.m.

The Chair reviewed safety and security measures and the group held a safety moment, reflecting on fire safety.

4. Consent Agenda

RESOLVED:

THAT Consent Agenda items 4.1 and 4.2 are approved as follows:

4.1 Approval of February 16, 2023 Minutes

THAT the minutes of the Board of Directors meeting of February 16, 2023 be approved.

4.2 Approval of February 27, 2023 Minutes

THAT the minutes of the Board of Directors meeting of February 27, 2023 be approved.

Carried

5. Community Engagement

David Jang, Chief Communications Officer, Kelly Hagan, Vice President, Community Engagement and Rajesh Khetarpal, Vice President, Community Engagement, presented an overview of Metrolinx's community engagement program.

Work is ongoing throughout Metrolinx to embed community engagement throughout the organization. [Redacted: Advice to Government.]

6. 2023/24 Strategic Objectives and Key Success Factors

The Senior Management Team presented the fourteen key success factors and sixteen strategic objectives for the 2023-2024 fiscal year. Staff noted that the key success factors are broadly consistent year to year, but are updated as appropriate, with certain factors combined together, targets adjusted, and new factors added as the strategic objectives are met and advanced year over year.

[Redacted: Advice to Government.]

The Board also asked about progress on Metrolinx's commercial strategy. Staff noted work done to date to build out the function, and planned activities over the coming year to advance Metrolinx's commercial maturity, such as by integrating the function across business units.

RESOLVED,

THAT, as described in the Senior Management Team's March 29th, 2023 report and subject to any additional considerations proposed by the Board:

- 14 Key Success Factors described in the report be adopted to guide Metrolinx's business over the next 3-5 years, including key behaviours to identify how we work
- 16 Strategic Objectives be adopted for fiscal year 2023/24

AND THAT staff monitor and report back on progress including through regular updates on business performance at appropriate Board standing committees and the full Board, as appropriate.

Carried

7. Indigenous Relations

Karla Avis-Birch, Chief Planning Officer and Jason Ryan, Executive Vice President, Pre-Construction Services presented an update on Metrolinx's Indigenous Relations program. The CEO noted the challenges in this space, as earlier discussed by the Board, and that this is an area of active work for Metrolinx.

[Redacted: Advice to Government.]

[Redacted: Advice to Government, Relations with Aboriginal Communities, Economic and Other Interests.]

8. OnCorr Progress

Laura Kutisker-Jacobson, Executive Vice President, OnCorr, presented an update on OnCorr Development Phase progress.

Staff highlighted development phase activities and key risks, [Redacted: Advice to Government.].

[Redacted: Advice to Government.]

Staff confirmed that the Capital Oversight Committee will receive an OnCorr update at a future meeting to provide additional feedback. [Redacted: Advice to Government.]

9. Light Rail Transit Update

9.1 [Redacted: Advice to Government, Economic and Other Interests.]

9.2 [Redacted: Advice to Government, Economic and Other Interests.]

10. [Redacted: Advice to Government, Economic and Other Interests.]

11. [Redacted: Advice to Government, Economic and Other Interests.]

12. [Redacted: Advice to Government, Economic and Other Interests.]

13. Hwy 7/Concord New GO Station Initial Business Case

Nadine Navarro, Head Sponsors Station, Marcy Burchfield, Vice President, Planning, and Meghan Wong, Vice President, Development - Heavy Rail, presented a request to endorse the initial Business Case for the new Hwy 7/Concord New Station. Given development density and planning, the business case Benefit Cost Ratio is 0.99. Staff indicated that approval and

publication of the business case are necessary next steps for continued engagement with interested developers and other stakeholders.

RESOLVED:

THAT, as described in the Chief Planning Officer, Head Sponsor Stations and Chief Development Officer’s March 29, 2023 report, the Metrolinx Board endorses the Highway 7/Concord New Station Initial Business Case (February 2023) and authorizes staff to release it for publication as appropriate during the decision-making process.

Carried

14. Woodbine [Redacted: Cabinet Records, Advice to Government, Economic and Other Interests.]

15. [Redacted: Advice to Government, Relations with Other Governments, Economic and Other Interests.]

16. Other Business

There was no other business to discuss.

17. In Camera Meeting of the Board

The Board held an *in camera* session in the absence of staff.

19. Adjournment

There being no further business before the Board of Directors, the meeting was adjourned at 12:30 p.m.

Donald A. Wright, Chair

Alba Sandre Taylor, Secretary

c/s