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**BOARD OF DIRECTORS**

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<b>DATE OF MEETING:</b>	September 12, 2024
<b>TIME OF MEETING:</b>	8:00 a.m.
<b>PLACE OF MEETING:</b>	Video & Audio Conference
<b>CHAIR:</b>	Donald Wright
<b>PRESIDENT &amp; CEO:</b>	Phil Verster
<b>MEETING SECRETARY:</b>	Alba Sandre Taylor, Vice President & Corporate Secretary
<b>MEMBERS PRESENT:</b>	Bryan Davies James Dodds Luigi Ferrara Tony Marquis Mark McQueen Reg Pearson Robert Poirier Karen Tam
<b>REGRETS:</b>	Paul Tsaparis Deb Hutton
<b>OTHERS PRESENT:</b>	Ramneet Aujla, Chief Human Resources 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 Steven Hobbs, Chief of Staff to the President & CEO Paul Judge, Deputy Chief Capital Officer, Delivery and Program Integration Steve Levene, Chief Operating Officer (Rapid Transit) Heather Platt, Chief Legal Officer  Remaining Attendees noted in Schedule "A"

## **CLOSED SESSION**

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

Chair Donald Wright called the meeting to order at 8:00a.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 Privacy.]**

No other conflicts of interest were declared.

### **2. Safety Briefing**

The Chair reviewed safety and security measures and the group held a safety moment.

### **3. 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.]**

### **4. Ontario Line Commercial Strategy**

**[Redacted: Solicitor Client Privilege, Advice to Government, Economic and Other Interests.]**

### **5. Business Items**

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

## **PUBLIC SESSION**

### **6. Call to Order and Land Acknowledgment**

The Chair called the meeting to order at 10:05 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 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.

On behalf of the Board, the Chair acknowledged outgoing Board Member Emily Moore and thanked her for her service to Metrolinx and Ontario. The Chair also welcomed new Board Member, Karen Tam.

## **7. Safety Moment**

Richard Walker reviewed safety and security measures and led the group in a safety moment, reflecting on the loss of a member of the broader construction community in July. While this accident did not occur on a Metrolinx worksite, it is a reminder that every task conducted by Metrolinx on operational railways and construction sites have risk. Routine tasks need to be risk assessed and emergency plans need to be put in place to ensure safety. Metrolinx's primary responsibility is the safety of people - customers, railway operators, and construction crews. Metrolinx will continue to share best practices across the industry, and be receptive to feedback, to ensure safety.

## **8. Chair's Remarks**

The Chair provided an overview of today's meeting agenda , and acknowledged receipt of the following correspondence, which has been distributed to the Board:

1. A letter from Chris Ritsma received September 12, 2024 regarding the timing of the Hamilton LRT project. The Chair invited Mr. Ritsma to review the quarterly reports provided which contains information on the project.

## **9. CEO's Report**

Phil Verster, President and Chief Executive Officer, highlighted recent Metrolinx activities and achievements. Mr. Verster began by highlighting upcoming significant days that Metrolinx will observe - Rail Safety Week in September, to raise awareness about rail safety, and the National Day of Truth and Reconciliation, to reflect on the tragic history, legacy, and impacts of Residential Schools and Metrolinx's commitment to advance Indigenous relations.

The CEO also formally recognized the following individuals for their contributions and achievements:

1. Casimir D'Souza - A GO Bus Driver who has gone above and beyond in delivering caring customer service.
2. Nabeel Mirza - A Manager from Lean Centre of Excellence who assisted customers attending the Canadian National Exhibition with exceptional customer service.
3. Josh Allen - A Station Ambassador who spotted a trespasser on a rail corridor and worked to prevent an accident.
4. Wayne Pereira, Jeremy Schulz, Tabatha Vali, Rodney Singer - A group of contractors, unknown to each other before the incident, who assisted a customer experiencing a

medical emergency and responded until emergency services arrived, saving the customer's life.

Highlights from the quarter include the rollout of PRESTO for Apple Wallet, the success of contactless payment methods, high uptake on the One Fare program, and enhancements to customer service devices and machines. Service has been increased in response to special and regional events as well as the return of students to classes across the region. The organization continues to seek operational excellence sees high customer satisfaction scores, hitting above 90% for all services.

On the capital side, construction was characterized as relentless. The Eglinton Crosstown LRT is nearing the end of physical construction. A major stress test was completed in late July which enabled the start of training for TTC drivers in August. Major construction on the Finch West LRT is practically complete and Metrolinx is satisfied there is a clear action plan to progress to the next stage of testing. Construction activities are underway on the Ontario Line, Scarborough Subway Extensions, and Eglinton Crosstown West LRT. Community offices have been opened in Hamilton for the Hamilton LRT. Finally, construction at Union Station and East Harbour continue as part of GO Expansion.

## **10. Rapid Transit Capital Projects Progress**

Stephen Collins, Executive Vice President, Subway Extensions Project Delivery, presented an overview of construction progress on the rapid transit capital projects portfolio.

Piling has been completed at several stations on the Ontario Line, including King-Bathurst, Queen-Spadina, Moss Park, and Corktown. Excavation has also begun at Moss Park and the north entrance of Queen-Spadina Station, with further work commencing at King-Bathurst Station. Work continues at Pape Station including work to prepare the site for major construction.

For the Eglinton Crosstown LRT, all 29 trainers have completed their training, and a successful 28-day train stress test was conducted. The training of 95 TTC operators is currently underway.

For the Finch West LRT project, 10 out of 15 TTC trainers have completed their training, with construction nearing completion.

Progress on the Hazel McCallion LRT continues, including installing girders across Highway 403.

For the Eglinton Crosstown West Extension, the last tunnel boring machine was retired in July, and work continues on the extraction shaft and tunnel portal foundation. Sites are being prepared for the elevated sections of track.

Lastly, the Progress Avenue Bridge was successfully demolished to make way for the Scarborough Subway Extension, with site preparations for future station construction underway across the extension.

## 11. GO & UP Capital Projects Progress

Richard Walker, Deputy Chief Capital Officer (GO & UP), presented an overview of the construction progress on various GO Transit capital projects including: OnCorr Logistics Hubs and LiDAR Surveys, Kitchener Corridor Expansion, Union Station Enhancement Project, Bloor GO Station, Eglinton GO Station and Burloak Drive Underpass.

The first OnCorr Logistics hubs is now operational. Five hubs are planned to pre-assemble and manage specialized track work and equipment, enhancing mobilization for the OnCorr program. LiDAR scanning is being used to create high-quality, 3D visualizations of the GO rail network and its elements which will improve design processes.

Kitchener Corridor track upgrade works between Guelph and Breslau have also concluded, including the installation of a new passing track, a second platform, and a new storage track for maintenance vehicles.

At Union Station, progress continues as slabs are being poured. Archeological discoveries have caused minor delays. Collaboration with city officials is ongoing to address these findings.

Significant excavation work is underway to connect Bloor GO and Dundas West stations via a pedestrian walkway. This project is progressing on schedule and aims to enhance connectivity between the transit systems while improving passenger experience.

Eglinton GO Station has now opened, featuring complete accessibility enhancements, including ramps and lifts. The project also included new signage and pedestrian tunnels, greatly improving community access.

Finally, piling has begun for the Burloak Drive grade separation project. Extensive consultations are being conducted to ensure the safety and success of this significant infrastructure upgrade. The Board inquired on the road closures associated with the Burloak Drive underpass. Staff are evaluating extending the road closure to accelerate work required and reduce risks and costs to construction.

## 12. Enjoy the Ride

Mark Childs, Chief Marketing Officer, presented an overview of Metrolinx's marketing activities and upcoming priorities including support for increased service frequencies, and demand generation campaigns for various sports, concerts and cultural events, boosting recovery momentum into the Fall.

Staff reported strong ridership recovery over the summer: GO Transit reached 90% of pre-pandemic levels, while UP Express surpassed 100%. Tourist and leisure ridership was strong on weekends in regions like Niagara, Burlington, and Barrie. UP Express was voted the top

choice for travelers from Pearson Airport. Business and commuter travel aligned with office occupancy trends, and partnerships are in place to drive further growth as fall events ramp up.

Looking ahead, staff expect ridership will continue to rise, driven by special events and partnerships with regional tourism organizations. Transit services will also support major sports events like the Leaf's and Raptors' seasons. Staff will continue strengthening regional partnerships, promoting PRESTO offers, and adjusting services for key Fall events.

The Board asked about continued service to the Niagara region. Staff confirmed they are collaborating with Niagara Parks Commission and tourism team to ensure year-round service, rather than seasonal service.

### **13. Connecting Communities Through Engagement**

Kelly Hagan, Vice President, Community Engagement and Greg Medulun, Vice President, Strategic Communications highlighted recent community engagement activities, focused on helping communities navigate construction including notices to inform residents of upcoming local traffic impacts and building stronger ties with residents and neighbourhoods.

Staff reported on efforts to give communities greater visibility into the capital program and enhance outreach across multiple channels. Staff have intensified communication efforts, providing insights into construction projects, such as subway station builds, and educating residents on how to navigate construction impacts. Their goal is to make travel easier and more affordable across the region while keeping the public informed.

During the summer, the community engagement team participated in over 750 events and interacted with more than 56,000 residents, sharing updates about ongoing projects.

On Metrolinx's broader communications initiatives, digital campaigns were a key strategic element, particularly for the promotion of PRESTO on Apple Wallet. This campaign garnered over 500,000 impressions, more than 100,000 video views, and a 3.3% engagement rate. Educational content, such as "how-to" videos and step-by-step guides, were also shared widely to help customers understand the new payment options.

Moving forward, the Communications and Community Engagement team plans to continue developing innovative ways to engage with the public, provide timely updates, and improve outreach to support ongoing projects.

### **14. PRESTO Transformation**

Barclay Hancock, Chief Payments Officer, highlighted the success of the July launch of PRESTO in Apple Wallet and PRESTO's continued focus on customer experience enhancements and client fare policy flexibility.

Customers now have multiple payment options, including PRESTO cards, debit and credit cards (both plastic and digital), and digital PRESTO cards available in Google and Apple wallets. Recent launches of new payment methods have been successful, with over 90% of all transit payments now made through PRESTO. On the TTC, this rate has reached 92%. Customer satisfaction has also improved, reaching a record high of 83%.

The adoption of PRESTO contactless payments has grown significantly, making up 20% of all boardings, and over 100 million boardings using this method. The recent launch of PRESTO in Apple Wallet has also been well-received, with 225,000 users converting their PRESTO cards to digital, and 200,000 new digital cards issued.

PRESTO is also the backbone of the One Fare program, which allows seamless travel between the TTC and regional transit agencies. This program has provided over 15 million free transfers, resulting in nearly \$50 million in savings for riders.

Looking ahead, PRESTO is transitioning to a new payments system that will provide instant card loads, real-time account updates, and a better digital experience. This system will offer more flexibility for transit agencies to implement discounts, fare capping, and loyalty programs.

The Board inquired on the impact of the One Fare program and the almost \$50 million saved by customers. Staff noted that the program has been successful and uptake has been higher than expected. While the program has impacted the whole region, riders transferring between TTC and GO have made up the majority of trips under the program. Overall, this means more savings for customers and a more interconnected region.

## **15. Quarterly Reports**

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

### **CLOSED SESSION**

After a short break, the meeting reconvened at 11:26 a.m. for the closed session.

## **16. Consent Items**

### **FOR APPROVAL**

The Board asked that the June 27, 2024 meeting minutes be revised to include the following under the OOI Transition Update (Item 5) discussion: "recruitment of key resources has been positive to date, [Redacted: Economic and Other Interests]."

**RESOLVED:**

**THAT** Consent Agenda items 16.1 is approved as follows:

**16.1 Approval of June 27, 2024 Minutes**

**THAT** the minutes of the Board of Directors meeting of June 27, 2024 be approved, subject to those revisions discussed.

**Carried, as amended.**

**16.2 2023-24 Environmental, Social and Governance Annual Report**

**THAT** as described in the Chief Financial Officer's September 12, 2024 report (the "Report") and subject to any comments received from the Board and any other minor, non-material revisions required by staff, the Board endorses the 2023-2024 Environmental, Social and Governance ("ESG") report attached as Appendix 1 to the Report, outlining organizational accomplishments for the corresponding fiscal year;

**AND THAT** as described in the Report, staff are authorized to publish the 2023-24 ESG report alongside Metrolinx's 2023-24 Annual Report.

**Carried**

**16.3 Durham Scarborough BRT (DSBRT) Project**

**THAT**, as further set out in this report prepared by the Chief Planning Officer, Vice-President, Transit Planning, and Vice-President, Rapid Transit Head Sponsor dated September 12, 2024, (the "Report"), the Board of Directors endorses the completion of the Durham-Scarborough Bus Rapid Transit (DSBRT) Preliminary Design Business Case (PDBC);

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

**Carried, as revised.**

**FOR INFORMATION**

**16.4 SmartTrack Review - Progress Update**

This report was received for information in follow-up to the June 27, 2024 report to the Board.

**17. Report of the Board Standing Committees**



### 17.1 Executive Committee

Donald Wright, Executive Committee Chair, reported on the Committee's meetings since June 27, 2024. The Committee met twice since the last Board meeting and twelve transactions were considered **[Redacted: Economic and Other Interests.]**

### 17.2 Audit, Finance & Risk Management Committee

Bryan Davies, Audit, Finance & Risk Management Committee ("AFARM") Chair, reported on matters discussed at the Committee's September 10, 2024 meeting.

The Board requested that a broker-led session on Director's & Officer's Insurance be held for Board Members.

### 17.3 Capital Oversight Committee

Robert Poirier, Capital Oversight Committee ("COC") Chair, reported on matters discussed at the Committee's meetings held on August 12 and 13, 2024.

**[Redacted: Advice to Government.]** At the COC's request, staff have organized a special session on progressive contracting models, open to all Board Members.

**Redacted: Advice to Government.]**

### 17.4 Customer Experience Committee

Luigi Ferrara, Customer Experience Committee ("CEC") Chair, reported on matters discussed at the Committee's September 11, 2024 meeting.

### 17.5 Governance Committee

Don Wright, Governance Committee Chair, reported on matters discussed at the Committee's September 10, 2024 meeting.

A Board Strategy Session will be held in the fall that will focus on two or three topics from the list presented by Senior Management. The Chair also highlighted the feedback received through the Directors Survey and 1:1 interviews **[Redacted: Labour Relations and Employment Related.]**

**Redacted: Advice to Government.]**

#### 17.5.1 Board Committee Appointments

**RESOLVED**, on recommendation of the Governance Committee:

**THAT** Edmund J. Martin be reappointed as a non-director member of the Capital Oversight Committee for a term of three years, effective September 9, 2024 and ending September 30, 2027;

**AND THAT** in light of recent and upcoming Board member term expiries and new potential appointments, the Board Chair is authorized to make adjustments to the Board Standing Committee memberships, including appointing such additional members and new committee chairs, as necessary to enable the continued functioning and effectiveness of those committees, subject to the Board Chair's discussions with affected Board Members and current standing committee chairs and provided that such appointments and adjustments are made before the November 2024 quarterly Board and Committee meetings.

**Carried**

#### **17.6 Human Resources & Compensation Committee**

Reg Pearson, Human Resources & Compensation Committee ("HRCC") Chair, reported on the Committee's September 11, 2024 meeting.

**[Redacted: Labour Relations and Employment Related.]**

#### **17.7 Payments (PRESTO) Committee**

The Payments (PRESTO) Committee met on August 1, 2024, the written report was received by the Board.

#### **17.8 Real Estate Committee**

Real Estate Committee ("REC") Chair met on July 15, 2024 and August 19, 2024, the written report was received by the Board.

#### **18. Other Business**

There was no other business to discuss.

### **EXECUTIVE SESSIONS**

#### **29. Executive Session**

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

**20. Executive Session**

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

**21. Adjournment**

There being no further business before the Board of Directors, the meeting was adjourned at 12:39 p.m.

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Donald A. Wright, Chair

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Alba Sandre Taylor, Secretary

c/s

**Schedule "A"**  
**September 12, 2024 Board Meeting - Other Attendees**

Other Attendees:

- Sharyn Bryne-Nearing, Vice President Brand Digital & Product Marketing
- Kanivanan Chinniah, Vice President Rapid Transit Head Sponsor
- Stephen Collins, Executive Vice President Subway Extensions Project Delivery (Rapid Transit)
- Antonio DiFebo, Senior Manager & Advisor to the Chief Operating Officer
- Ben Doadt, Director, Legal Services
- Kent Evans, Legal Counsel & Corporate Commercial Services
- Samantha Gursaud, Board Coordinator
- Kelly Hagan, Vice President Community Engagement
- Adam Hasham, Manager & Senior Advisor to the Chief Capital Officer
- Steven Hobbs, Chief of Staff to the President & CEO
- Rajesh Khetarpal, Vice President Community Engagement
- Greg Medulun, Vice President, Strategic Communications
- Adam Miller, Manager and Senior Advisor to the Chief Planning Officer
- Meghan Mulligan, Executive Vice President Commercial-RT Capital Projects Group (Rapid Transit)
- Fay Pittman, Chief Engineer, Operations - Rapid Transit
- Lora Pontoni, Corporate Law Clerk
- Rick Radovski, Vice President, Sales Non-Fare Revenue and Partnerships
- Kaya Sabag, Manager Board & Governance Strategy
- Laizabelle San Gabriel, Senior Advisor, Board Governance
- Jake Schabas, Vice President GO Expansion Head Sponsor
- Rob Sherrin, Vice President, E&AM Fleet & Electrification
- Jocelyn Short, Chief of Staff to the President & CEO
- Karen Thompson, Senior Advisor Office of the CCOs
- Richard Walker, Deputy Chief Capital Officer (GO & UP)