

**Ministry of
Transportation**

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October 27, 2025

107-2025-2564

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

2026-27 Annual Letter of Direction

Dear Mr. Simone,

I am pleased to share our government's 2026-27 priorities for Metrolinx.

As Chair, you play a crucial role in helping Metrolinx fulfil its mandate to connect communities in the Greater Golden Horseshoe. Metrolinx's goals, objectives, and strategic priorities should continue to align with our government's direction and act in the best interests of the people of Ontario.

Your work must adhere to the principles of the *Metrolinx Act, 2006*, which establishes the framework for planning, developing, and integrating regional transit. The agency must also uphold its obligations under all applicable government legislation, directives, and policies to ensure accountability and coordinated service delivery.

Metrolinx is expected to operate within the government-approved multi-year funding allocation and provide the Ministry with timely information to support oversight and decision-making.

Pursuant to the requirements of the Agencies and Appointments Directive, this letter outlines my expectations for Metrolinx for the 2026-2027 period. These priorities include quarterly reporting to the Ministry according to the following cadence:

Quarterly Reporting Cycle

All ongoing initiatives are to be reported on the following dates each year, unless otherwise directed:

Quarter	Deadline
Q1 2026-27	June 30, 2026
Q2 2026-27	September 30, 2026
Q3 2026-27	December 31, 2026
Q4 2026-27	March 31, 2027

1. Capital Project Delivery and Funding

- Advance delivery of capital projects across the Greater Golden Horseshoe, including all initiatives under the *Building Transit Faster Act, 2020*. Provide updates on key risks, issues, mitigations, and recommended approaches affecting schedule, budget, and progress.
 - a. Deliver in-flight subway and light rail transit projects on time, and advance infrastructure works for GO Expansion and GO Extension, with regular implementation and progress reports.
 - b. Ensure full and transparent cost and schedule details.
 - c. Support MTO in federal and municipal negotiations on cost-sharing, including project cost escalations

2. Transit Planning (GO 2.0) and High-Speed Rail Integration

- Report back to the ministry on a quarterly basis, with the first quarterly report due **June 30, 2026**, on the following:
 - a. Continued analysis for GO 2.0, including assessing potential new passenger services on freight-only corridors, and an update on discussions with freight partners on implementation of service enhancements. As part of this, Metrolinx shall also deliver a Regional Ridership and Opportunities study to the ministry by **October 2, 2026**.
 - b. Updates on discussions with Alto and Transport Canada on High-Speed Rail, including implications for GO Expansion and Union Station such as potential cost impacts and requirements to access the provincially owned GO Rail network in Toronto.

3. GO Fare and Service Integration

- Work with the ministry and municipal partners to advance transit fare and service integration across the Greater Golden Horseshoe.
 - a. Present options to modernize the GO fare zone structure. Submit an implementation plan to the ministry by **November 30, 2026**.

4. 2051 Regional Transit Plan

- Work with the ministry to complete the 2051 Regional Transit Plan, setting out a long-term network vision aligned with provincial priorities and *Connecting the GGH*.
 - a. Provide the finalized draft plan to Ministry for approval by **September 1, 2026**.

5. Congestion Mitigation

- Provide the ministry with quarterly outlines of construction impacts on road conditions and traffic, along with mitigation plans.
 - a. Report back on effectiveness and adjustments **starting June 30, 2026.**

6. Tariff Risks

- Continue to monitor and report on tariff risks as part of financial reporting.
 - a. Include analysis of direct cost impacts on projects, the effectiveness of mitigation strategies, and any actions required from government to manage exposure.

7. Rail Safety

- Work with MTO, Transport Canada, and industry experts to improve and modernize rail safety.
 - a. Advance operational safety, investigations, and risk management.
 - b. Provide quarterly updates, including demonstrated improvements through Annual Safety Performance Reporting, **starting June 30, 2026.**

8. Accessibility and French Language Services

- Confirm *Accessibility for Ontarians with Disabilities Act* (AODA) compliance and provide a plan for any remaining accessibility upgrades to Metrolinx infrastructure and stations by **May 31, 2026.**
- Update the French Language Services action plan with measurable commitments on service quality and staffing by **May 31, 2026.**

9. Duty to Consult

- Continue to fulfil the duty to consult Indigenous communities in line with provincial policies.
 - a. Share engagement plans with the ministry before significant commitments and provide updates on outcomes.

10. Partnerships and Agreements

- Ensure timely delivery of capital projects through partnerships with municipalities and transit bodies, including agreements for fleet, operations, and maintenance.
 - a. Provide accurate project information directly to the federal government to support negotiations and reporting.

11. Community and Partner Engagement

- Continue to take into account the diverse needs of equity-deserving groups (i.e., women, 2SLGBTQIA+, Indigenous communities, racialized and/or vulnerable persons, older Ontarians and people with disabilities) in the planning, design, and delivery of safe, affordable, accessible, and equitable transportation services.

- a. Build on the equity analysis undertaken for the Regional Transportation Plan by ensuring equity considerations are reflected in Metrolinx's decision-making processes.
- b. Continue to take actions to combat sexual exploitation and human trafficking in accordance with Ontario's Anti-Human Trafficking Strategy and the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls.

Furthermore, this letter sets out government-wide commitments for board-governed provincial agencies as follows:

Protect Ontario

1. Expand domestic partnerships within Canada, to promote the development of supply chains and economic opportunities across Canada and support economic resilience, particularly in light of ongoing U.S. tariff threats and economic uncertainty.
2. Procure from Ontario and Canadian businesses whenever feasible.
3. Provide economic relief for Ontario families, consumers and businesses by freezing government fees and fares, unless approved by the oversight Minister.

Deliver Better Services

4. Focus on a user-centered client/customer experience by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings.
5. Identify opportunities to enhance efficiency, improve services, drive innovation, and achieve cost savings for the people of Ontario, including through the use of AI and other advanced technologies.
6. Eliminate unnecessary bureaucracy and red tape by applying lean methodologies or other modalities to achieve operational efficiency.

Drive Innovation & Value for Money

7. Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within agency's financial allocation, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.
8. Manage agency workforce with careful responsibility to stabilize expenditures and preserve long-term financial viability by:
 - Strictly adhering to the hiring control parameters, including ceasing hiring for non-business critical and non-public facing positions, including the use of consultants;
 - Operating within a defined maximum workforce size (including consultants);
 - Ensuring compliance with the *Broader Public sector Executive Compensation Act* (BPSECA); and
 - Enhancing productivity and efficiency by using technology wherever possible.

9. Create a span of control policy that recognizes different streams of work within the organization and sets minimum span of control benchmarks, and provide it to the Minister for approval by **March 31, 2026**.
10. Provide to your oversight minister by **October 1, 2025**, the amended human resource policy, guideline or directive that adheres to the OPS in-office standard of four (4) days per week effective October 20, 2025, and five (5) days per week effective January 5, 2026, and work with your oversight ministry to address any office space constraints.

Please see the attached **Government Priorities 2026-27 Chart** for further details of each priority and the accompanying performance measures that can be utilised if measurements are not currently in place.

Per the requirements of the Agencies and Appointments Directive, agencies are required to align goals, objectives and strategic direction with our government's priorities and direction. As Chair, you must ensure that Metrolinx's business plan demonstrates the agency's plans in fulfilling the expectations and government priorities and that progress and achievements are reported through your annual report. Compliance with these requirements is reported to Treasury Board/Management Board of Cabinet annually.

Thank you and your fellow board members for your continued commitment to Metrolinx. Your work and ongoing support is invaluable to our government and the people of Ontario.

Should you have any questions, please feel free to contact Megan Skinner, Chief of Staff, by email at megan.skinner2@ontario.ca.

Sincerely,

A handwritten signature in black ink, consisting of a stylized 'P' followed by a long, sweeping horizontal line that curves upwards at the end.

Prabmeet Singh Sarkaria
Minister of Transportation

- c. Michael Lindsay, President and Chief Executive Officer, Metrolinx
Jennifer Gray, Chief Financial Officer, Metrolinx
Megan Skinner, Chief of Staff, Ministry of Transportation
Felix Fung, Assistant Deputy Minister, Transportation Safety Division, Ministry of Transportation
Melissa Djurakov, Assistant Deputy Minister, Oversight and Agency Governance Division, Ministry of Transportation
Tamara Gilbert, Assistant Deputy Minister, Integrated Policy and Planning Division, Ministry of Transportation
James Pearce, Assistant Deputy Minister, Transit Division, Ministry of Transportation
Virginia McKimm, Assistant Deputy Minister, Corporate Services Division and Chief Administrative Officer, Ministry of Transportation

Attachment: Government Priorities 2026-27 Chart