The Ontario Transit Journey and Governance Structure

Shannon Lundquist | November 13, 2017
Metrolinx
Overview

Legislative Mandate

“Metrolinx, an agency of the Government of Ontario under the Metrolinx Act, 2006, was created to improve the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area. The organization’s mission is to champion, develop and implement an integrated transportation system for our region that enhances prosperity, sustainability and quality of life.”

Operating Divisions

GO Transit
GO Transit is an interregional public transportation service for the Greater Toronto and Hamilton Area (GTHA). It has been in operation since 1967, evolving from a single train line along Lake Ontario’s shoreline into an extensive network of train lines and bus routes, and delivering over 65 million passengers a year.

UP Express
UP Express is North America’s first dedicated express rail train, providing reliable, predictable service between Union Station and Toronto Pearson in 25 minutes. Trains depart every 15 minutes for 19.5 hours a day.

PRESTO
The Government of Ontario, GO Transit, and nine transit systems in the GTHA and Ottawa partnered to introduce PRESTO, an electronic fare card that allows riders to transfer seamlessly across multiple transit systems.

THE BIG MOVE
The Big Move was developed through intensive public consultation and collaboration with key stakeholders, municipal leaders and professionals throughout the region and adopted by the Metrolinx Board in 2008.

The Big Move is a record $30B investment in a bold and visionary plan that outlines a common vision for the GTHA’s transit network, one of the largest and fastest-growing urban regions in North America.
The Metrolinx Board of Directors includes up to 15 members, who are appointed through Order in Council under the Metrolinx Act, 2006.

They are responsible for:
- Setting Metrolinx’s strategic direction
- Identifying, managing and monitoring key risks
- Providing oversight to operations

The Chair of the Board is accountable to the Minister of Transportation.

**Board Subcommittees:** To enhance the overall Board effectiveness and efficiency, the Board has established five subcommittees:

- **Metrolinx Executive Committee** exercises the full authority of the Board for approving routine business matters and approvals that are above a certain financial threshold, such as routine construction tenders and consulting agreements over $10 million. This Committee's work allows the Board to focus on bigger-picture objectives by taking care of day-to-day business.

- **Metrolinx Governance Committee** works to ensure that the right processes, structures and information necessary for effective Board oversight and direction are in place. This includes reviewing the mandate and composition of the Board standing committees and assessing their performance.

- **Audit, Finance and Risk Management Committee** assists with Board oversight of finance and financial reporting, internal controls, enterprise risk management and ethical and legal compliance.

- **Human Resources and Compensation Committee** reviews human resources strategies and principles, including compensation, employee business conduct and ethical behaviour.

- **Customer Experience Committee** oversees customer strategies, initiatives and standards, including design excellence, service performance monitoring and other matters impacting the customer experience.
Organization

Planning & Policy

Legal

HR

CFO

Controller

Strategic Planning

Procurement

Internal Audit

Realty Services

IT

Capital Projects Group

Regional Express Rail

Program Management

Rapid Transit

Operations

Rail Operations

Rail Fleets and Facilities

Rail Corridors

Bus Services

Customer Service

Strategic Communications

Community Relations

Stakeholder Relationships

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The accelerated device rollout is completed with PRESTO available at one priority entrance at all TTC subway stations, and on all busses, streetcars, and para-transit vehicles December 2016.

Metrolinx was asked to build, own, and operate the UP Express, MI 2010.

As part of the Government of Ontario’s Moving Ontario Forward plan, Metrolinx will implement the Regional Express Rail (RER) service across the GO rail network. April 2015

UP Express opened on time and on budget June 2015.

Metrolinx finalized an agreement with the PRESTO contractor, resulting in Metrolinx owning the Canadian rights to the PRESTO IP and the contractor owning the global rights. November 2012

The Government of Ontario established the Greater Toronto Transportation Authority (GT T A) April 2006.

The GTTA became known as Metrolinx December 2007.

GO Transit merged with Metrolinx and became an operating division of Metrolinx May 2009.

PRESTO became an operating division of Metrolinx July 2011.

Metrolinx, the City of Toronto, and the Toronto Transit Commission signed a master agreement for the implementation of the Toronto Light Rail Transit Program November 2012.

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The RER program is a portfolio of programs that will provide new and enhanced infrastructure to grow the regional transportation system by over 150km of new track and 12 new stations.

The program will reduce travel times, provide passengers with a greater choice of travel times, improve reliability, and increase capacity for its estimated 127 annual passengers.

In addition, the program will transform GO Transit’s existing diesel commuter railway to meet the needs of the Toronto region into the future through electrified services, increased frequency and two-way service.

**GO RER will reduce travel times and give people more ways to get where they want to go with:**

- Trains up to every 15 minutes
- Service in both directions
- More all-day service
- Faster electric trains
Other Jurisdictions
BC Transit

**Background and Mandate**

BC Transit was formed in 1972 and carries out overall planning and delivery for all of the different municipal transit systems in British Columbia.

BC Transit has a mandate to “plan, acquire, construct or cause to be constructed public passenger transportation and rail systems that support regional growth strategies, official community plans, and the economic development of transit service areas, to provide for the maintenance and operation of those systems, and with the approval of the minister, to pursue commercial opportunities and undertake or enter into commercial ventures in respect of those systems and the authority’s assets and resources.”

BC Transit moves over 50 million riders annually across 130 communities

**Key Facts**

- BC Transit and the Ministry of Transportation and Infrastructure (MoTI) staff agree to “Contribution Agreements” that facilitate funding for specific projects.

**Governance Structure**

- Province of BC
- MoTI
- Audit, Finance & Risk Management Committee
- BC Transit Board of Directors
- BC Transit CEO
- Community Regional Transit Manager
- Reporting Relationship
- Audit Relationship
- Funding Relationship

**Commitments**

BC Transit is legislated by the British Columbia Transit Act, which outlines the required activities that BC Transit needs to accomplish.

BC Transit’s Letter of Expectations establishes governance guiding principles and records a joint understanding between the government and BC Transit over its mandate, public policy issues, strategic priorities and performance.

**Key Insights**

- BC Transit links its KPIs to its current performance and future goals such that its KPIs must be measurable in future years to enable it to improve its results through actions and track back.
- BC Transit also reviews the performance of its service providers through KPIs based on their data such as annual performance summaries.
- BC Transit is very open with sharing data requests with MoTI and this fosters a culture of collaboration.
- BC Transit receives limited feedback from MoTI following submission of certain reports.

**Funding Sources**

BC Transit receives funding from the following sources:

- Provincial contributions, which include operating contributions (transfer payments) and amortization of deferred capital contributions, the Provincial Health Authorities and the BC Bus Pass Program
- Local governments contributed property taxation (transfer payments)
- Revenue from passenger fares, advertising, investments and fuel tax
**Background and Mandate**

TransLink was formed in 1998 and overseen by its Board of Directors and the Mayor’s Council on Regional Transport.

The Board is responsible for delivering on its mandate. The purpose of TransLink is to provide a regional transportation system that moves people and goods, and supports the regional growth strategy, provincial and regional environmental objectives, including air quality and greenhouse gas emission reduction objectives, and the economic development of the transportation service region. TransLink moves about 234 million passengers annually.

**Commitments**

TransLink is governed by The South Coast British Columbia Transportation Authority Act which outlines TransLink’s purpose and responsibility amongst other things.

TransLink’s Transportation Plan is a three year fully funded plan with a seven year outlook on the transportation related commitments that TransLink has to meet.

**Key Facts**

- TransLink has no direct involvement from the province and is fully responsible for planning, financing and managing public transportation.
- TransLink governance structure, comprising TransLink, the Mayor’s Council and the Commissioner of Regional Transportation is unique when compared to other transit organizations.

**Key Insights**

TransLink has learned that accountability can be improved by:

- Assignment of transportation governance to a Metro Vancouver Board (or its Committees)
- Assignment of the full range of “policy” functions to the Mayor’s Council
- Creation of a new transportation governance entity of workable size appointed by either the Metro Vancouver Board of the Mayor’s Council

**Governance Structure**

- **Top Level**
  - Metro Vancouver
  - Province of BC
  - TransLink Board of Directors
  - TransLink CEO
  - Mayor’s Council

- **Hierarchical Relationships**
  - Reporting Relationship
  - Advising Relationship
  - Funding Relationship

**Funding Sources**

TransLink receives funding from the following sources:

- Taxation revenue which comes primarily from fuel, property and parking taxes
- Transit revenue which consists of fare, fare infraction and advertising revenues
- Bridge tolling program
- Emissions testing programs on consumer vehicles
- Government transfers from senior government
- Interest income
- Gain on disposal of assets for any properties sold
Thank You