CONNECTING PEOPLE

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SEPTEMBER 2019
Toronto Region Population in 2017: 7.3m

Projected Population in 2041: 10.4m

Developments “in the pipeline”
2,964 development projects in the works
363,859 residential units
29.2 million m² of residential GFA
9.53 million m² of non-residential GFA
• 4 levels of government
• 30 municipalities
• 9 municipal transit agencies + Metrolinx
THEN AND NOW: GO TRANSIT

1967

2017
FIVE BUILDING BLOCKS
A PLAN
2041 Regional Transportation Plan

1. Complete Delivery of Current Regional Transit Projects
2. Connect more of the Region with Frequent Rapid Transit
3. Optimize the Transportation System
4. Integrate Land Use and Transportation
5. Prepare for an Uncertain Future
GO PASSENGER CHARTER

We promise to:

• Do our best to be on time
• To always take your safety seriously
• To keep you in the know
• To make your experience comfortable
• To help you quickly and courteously
**Engagement**

- **Seamlessness:** calls for improved fare and service integration.
- **Station Access:** A need for more parking and better alternatives to stations.
- **Delivery:** impatience with the perceived slow pace of decision making and delivery.
- **Decision Making:** support for greater transparency and accountability in decision making related to transportation projects, as well as more stable funding and new revenue tools.
CHAMPIONS
LEADERSHIP BUY-IN
ANALYTICAL RIGOUR
PROJECT EVALUATION

STAGE-GATE PROCESS

0. STRATEGIC PLANNING
1. FEASIBILITY AND OPTIONS ANALYSIS
2. PRELIMINARY DESIGN
3. DESIGN & PROCUREMENT PREPARATION
4. PROCUREMENT
5. CONSTRUCTION, COMMISSIONING & DELIVERY
6. IN SERVICE

GO Expansion Full Business Case
November 2018

Identifies problem statement and defines benefits that the project needs to deliver.
Evaluates options and determines a preferred option. Typical point at which funding for planning and preliminary design is secured.
Refines prefered option, further clarifying scope and cost. Typical point at which funding for procurement and construction is secured.
Develops project framework, designs and requirements used as the basis for procurement.
Procures the project.
Delivers and commissions the project.

After the asset is in service, monitors the benefits and costs to identify opportunities for enhancements and lessons learned.
TRANSIT BUSINESS CASE

- Consistent across projects
- Balance between different lenses
- Evolves with the project lifecycle
- Supports project decision-making and procurement
GO Expansion
Financial and Economic Cases

**COST (NPV)**
- Incremental Capital Costs: $12.2 billion
- Incremental Operating Costs: $4.4 billion
- Incremental Revenue: $12.3 billion
- Incremental Investments: $4.3 billion
- Terminal Value: $340 million (Cost Effect)

**ECONOMIC BENEFITS (NPV)**
- With faster and more frequent service, travellers on the GO Rail network will realize time benefits of $35.4 billion
- $1.9 billion
- GO Expansion will make travel safer and less congested by diverting travelers to the railway, realizing safety and decarbonization benefits of $3.9 billion
- $330 million
- With GO Expansion, increased walking and cycling to access GO Rail will realize a health benefit of $565 million

**BENEFITS EXCEED COSTS BY 2.6X**
- GO Expansion has an economic Benefit Cost Ratio of 2.6
- $42.2 billion benefits
- $16.2 billion costs

**FINANCIAL BENEFITS (NPV)**
- Total Revenue: $34.6 billion
- Total Operating Margin: $3.2 billion
- LifeCycle Operating Cost Ratio: 110%

**PROVINCIAL BENEFITS**
- GO Expansion requires an incremental investment of $4.3 billion
- This incremental investment will realize a benefit of $5.8 billion to road users in Ontario

This means, for every dollar invested in GO Expansion, the region benefits by $2.60
PRIORITIZATION

ANNUAL PROJECT EVALUATION PROCESS

PHASE 1 EVALUATION

High and Medium Scoring Projects: To Phase 2 (43 Projects)
Refine & Monitor Projects: Complete (27 Projects)

Review Annually

PHASE 2 EVALUATION

High Scoring Projects (~7-14 Projects)
Medium Scoring Projects (~29-36 Projects)

Report Status Annually

BENEFITS MANAGEMENT LIFECYCLE

On-Going Business Case Work Planning

Through Benefits Management, business cases will be developed for Metrolinx Investment Panel review and consideration of submission to the Ministry of Transportation for Treasury Board approval.
KEY CHOICES
What is GO Expansion?

**TODAY**
- 30-60 MINUTES, LIMITED WEEKEND SERVICE, MIXED FREIGHT AND PASSENGER
- PEAK DIRECTION ONLY
- RUSH HOUR
- A COMMUTER SYSTEM
- DIESEL SERVICE

**FUTURE**
- EVERY 15 MIN
- TWO WAY
- ALL DAY, EVERYDAY
- CONNECTING COMMUNITIES
- FASTER, CLEAN, ELECTRIFIED SERVICE
Network Choice

- Corridor ownership
- Deliverability
- Ridership
- Regional coverage
- New stations in Toronto

~70 km/45mi
**Technology Choice - Electrification**

- Electrification as an enabler
  - Faster service drives time savings benefits
  - GHG emissions reduction
  - Operating cost
Market sounding

- Determine scope
- Assignment of risk
- Clarity of outcomes
QUICK WINS
Making it Happen

- Key initiatives that could advance each strategy
- Four themes:
  - Collaborative regional decision-making
  - Setting priorities
  - Funding mobility
  - Monitoring and reporting
- Proposed ways forward
- Questions for further discussion
MORE TRAIN TRIPS.
MORE REASONS TO GO.

New midday and evening service along the Stouffville GO Train line.
EMBRACING DISRUPTION
COMMERCIAL APTITUDE
SO WHAT? ERGO BOSTON
TORONTO SUCCESS FACTORS FOR GO EXPANSION

• Public Policy Consensus about Enhanced Service
• High level of Customer Satisfaction with GO service---and a focus on it
• Internal Leadership
• External Stakeholder Support
SIMILAR STATIONS CHALLENGES

• In Toronto, Union Station Capacity is a key issue in GO Expansion

• In Boston, similar issues and the potential for similar approaches exist (number of platforms at Union actually being reduced)
GO EXPANSION IS COST-EFFECTIVE

• In Toronto, GO Expansion will provide service to more customers at a better ROI
• There is no reason to believe the same results cannot be achieved in Boston
• A Global Lesson Learned is that improved farebox recovery will be a result
WHAT CAN BOSTON LEARN FROM TORONTO

• GO Expansion observes the five principles which are aspirations for Boston Rail Expansion:
  – Frequent All-day Service
  – Electrification
  – High Platforms (Level Boarding)
  – Infrastructure Improvements
  – Free transfers and Fare rationalization
THANK YOU
MERCI