

Residents' Reference Panel on Regional Transportation Investment



Final Report

Prepared for Metrolinx by MASS LBP
May 2013

Introduction	5
A Summary of Findings: What Policy Makers Should Know	9
Meet the Members of the Residents' Reference Panel	13
In Their Own Words: The Report of the Residents' Reference Panel on Regional Transportation Investment	23
<i>Funding Scenarios</i>	31
Understanding the Reference Panel Process	43
<i>Appendix</i>	<i>i</i>

(this page is blank)

Introduction

The findings of the Residents' Reference Panel on Regional Transportation Investment are an important contribution to a debate that will do much to define the future of the Greater Toronto and Hamilton Area. The panelists' efforts demonstrate that an informed public conversation is possible and that common ground does exist. Their recommendations offer us principled, popular and feasible strategies for funding transportation investment in the GTHA.

This Residents' Reference Panel is only one of several extensive outreach and public engagement initiatives launched by Metrolinx.

Between January and February 2013, Metrolinx hosted 12 Public Roundtable meetings across the region that were attended by nearly 1000 local residents. Metrolinx launched the bigmove.ca website, which features an interactive tool where site users can choose the size of the transit system they think should be built for the GTHA and how it should be funded. This tool is also on kiosks which have been set up around the region. Metrolinx also released its popular 'Conversation Kits' —green boxes packed with maps, project cards, and funding strategies used by other world cities— so that members of the public could host their own meetings to discuss the implications of The Big Move.

Among these initiatives, the Residents' Reference Panel on Regional Transportation Investment is a centrepiece project intended to push deeper than top-of-mind opinion and to give a representative cohort of residents the opportunity to develop their own proposals for transportation investment.

This innovative initiative brought together thirty-six randomly selected residents to represent the region. Their task was to review The Big Move and over the course of four Saturdays to propose their own investment scenarios — scenarios which they believe are in the best long-term interest of the region's residents.

During the course of the Reference Panel, the members heard from more than a dozen independent experts and representatives of several of the region's transit authorities. Panelists worked conscientiously to understand the implications of their proposals for users, taxpayers and other beneficiaries alike.

Ultimately, a strong majority of panelists voted to recommend that Metrolinx propose a one percentage point increase to the Harmonized Sales Tax, raising over two-thirds of the \$2 billion dollars required annually to fund The Big Move. They recommended that the balance of the funds be raised through an increase to the corporate income tax, and either a top-up to the provincial vehicle registration fee or a 1.5 cent increase to the provincial fuel tax.

Panelists worked conscientiously to understand the implications of their proposals for users, taxpayers and other beneficiaries alike.



Importantly, all panelists believe strongly that the federal government has a role to play and should make significant long-term funding commitments for these major infrastructure projects. Panelists showed modest support for the introduction of a limited parking space levy that would raise revenues from non-residential property owners.

Among their principles, the panelists were adamant that any new revenues be dedicated to transportation infrastructure and that under no circumstances should these new revenues be used for other purposes.

The full recommendations of the Residents' Reference Panel on Regional Transportation Investment are explained in their own words in the report that follows. It deserves careful study. Members are independent; they do not represent a particular interest group or political party. They are regular people who are representative of the region and have taken significant time away from their families and friends to work as volunteers without compensation on an issue that they believe is critical to the future of the region.

Their voice brings an important perspective to this debate.



A Summary of Findings: What Policy Makers Should Know

The thirty-six members of the Residents' Reference Panel on Regional Transportation Investment want to see the region moving again. They experience gridlock everyday and know firsthand the costs and consequences of chronic congestion as well as overcrowded or inadequate public transit. They believe transportation investment is long overdue. Panelists endorse The Big Move and are adamant that any revenue generated from new tools be strictly dedicated to transportation investments. Legislation or other similarly forceful mechanisms must be used to prevent new revenues from going to other government priorities.

FINDING COMMON GROUND

Members of the Residents' Reference Panel largely agree about how Metrolinx should raise \$2 billion dollars annually for The Big Move.

- Two thirds of panelists support a one percentage point increase to the Harmonized Sales Tax that raises \$1.4 billion annually, or two-thirds of the annual cost of The Big Move. They believe everyone benefits from transportation investments, and that a sales tax is a fair, straightforward and understandable way to gather contributions from all. They recommend the tax be implemented province-wide, with proceeds from outside the GTHA used for infrastructure priorities in those other communities. They also recommend measures similar to HST tax credits to protect low-income residents.
- The panelists unanimously endorse the role of the federal government in providing the region with stable transportation funding.
- Four-fifths recommend a small increase to the corporate income tax that would raise between \$100 to 480 million annually. They favor this tax over an employee payroll tax because they believe a corporate income tax is less likely to impede job creation in the GTHA.
- Panel members gave near unanimous support to relatively modest added fees aimed at drivers to mitigate congestion. They suggest either a vehicle registration fee, a small increase to the fuel tax, or a modest parking levy, hoping that with time these fees would influence either car use or land use. Panelists were clearly sensitive to charges on drivers when they lack adequate transportation alternatives: proposals, including road tolls, that were perceived to place a heavy burden on

Two thirds of the panelists support a one percentage point increase to the Harmonized Sales Tax that raises \$1.4 billion annually, or two-thirds of the annual cost of The Big Move.



drivers found little support amongst the panelists.

ALTERNATE SCENARIOS

Three alternate scenarios were also developed by members of the panel, but failed to attract significant support. One group proposed a regional income tax instead of a sales tax. Another group focused on finding further government efficiencies and using private-public partnerships to generate funds. And a third group focused squarely on user fees that reduce congestion and improve land use.

COMMUNICATING THE BIG MOVE: SUGGESTIONS FOR METROLINX

Panelists have three suggestions that they believe will help garner public support for new transportation investment.

1. Metrolinx should take additional steps to explain The Big Move to residents of the region. Few panelists had heard of the Big Move before receiving the letter inviting them to participate in the panel. Members of the panel are concerned that the public does not know enough about The Big Move, about why new transportation investments are essential, or how Big Move projects will improve their quality of life. They believe more needs to be done—by Metrolinx and by public leaders— to explain what these new taxes, fees and tolls will build and what the benefits will be.
2. Metrolinx should show the public they are making every effort to spend current funds efficiently before requesting new revenue sources. Panel members want to pressure governments to find efficiencies and reduce costs in transportation, as well as in other government activities. High profile cases of misspending have reduced their trust that government is taking its financial responsibilities seriously, and believe information about what has been done so far to curb costs will lead to greater public support for new revenue tools.
3. Metrolinx should go above and beyond normal government standards for transparency and accountability. Panel members worry the Big Move might not be completed on time and on budget. New revenue tools will gain greater acceptance if Metrolinx commits to actively communicating real-time evidence that shows whether they are meeting their cost targets and timelines. This should be communicated in a format that is comprehensive, accessible and understandable for the average resident of the GTHA.



The 36 members of the Residents' Reference Panel

THE MEMBERS OF THE RESIDENTS' REFERENCE PANEL

Gender:

Male (18)
 Female (18)

Age:

18 to 24 years old (4)
 24 to 39 years old (10)
 40 to 54 years old (9)
 55 to 69 years old (9)
 70 plus years old (4)

Region:

Durham (4)
 Halton (4)
 Hamilton (4)
 Peel (7)
 Toronto (11)
 York (6)

Primary Mode of Transportation:

Bicycle (1)
 Automobile (20)
 Public Transit (7)
 Mixed (8)

Meet the Members of the Residents' Reference Panel on Regional Transportation Investment

The thirty-six randomly selected members of the Residents' Reference Panel on Regional Transportation Investment broadly match the demographic profile of the Greater Toronto and Hamilton Area. They were volunteers and received no compensation. You can read about each of them, in their own words.

Liaquat Ally, Mississauga: Born and raised in Guyana, I first came to Canada for my undergraduate studies in Geology, returning to Guyana afterwards. I later came back to Canada as an immigrant, and have been working and living in the GTA for thirty years. I currently work in IT for a regional government. I decided to participate in this panel because I appreciate the opportunity to meet and exchange views with my fellow GTHA residents, and I think an effective transportation system is vital for the economic future and social wellbeing of the GTHA. I have commuted by car, bus, subway, GO, and by foot. I love the outdoors and go canoeing, camping and fishing whenever I can. I like cooking, Bollywood movies and baby-sitting my two granddaughters.

Patti Bamford, Newcastle: I emigrated from Northern Ireland to Toronto when I was in my early teens. When I married, my husband and I moved to the Scarborough area. I was an early childhood educator with the Toronto Board of Education and then chose to be at home and raise my three children. I have been involved with the Christian Women's Club for many years and have also been involved with our local church. I assisted my husband, a senior police official, in his work with the community. In 2011, we moved to Port of Newcastle, on the eastern fringes of the GTHA. World travel, reading and spending time with family and friends has become our focus. I was honoured to be asked to serve on the Residents' Reference Panel. It is refreshing to see Metrolinx asking for feedback from those who are impacted by the escalating traffic congestion in our region. I believe that working together we can find solutions that will meet the needs of future generations and be the envy of the world.

Nina Barone, Woodbridge: I am 65 years old and a widow since May 28, 2011. I am the mother of four children, three girls and one boy, as well as the grandmother of six grandchildren, four girls and two boys. I have worked as a lay minister for St. Bernard Clairvau in Toronto, and as a substitute teacher for the Separate School Board. For a long stretch of time I stayed home to look after my family while my husband looked after our business, the Baroness Flower Shop. Presently my children and I run the business. I am a practicing Roman Catholic and take my faith very seriously. I have been driving a car for most of my life and only occasionally take transit. After I was chosen for the panel, I have been asking questions of people who use transit services to hear about their priorities and concerns.

Nenad Budisavljevic, Pickering: I was born and raised in West Hill, Scarborough, son of post WWII immigrants to Canada. I began my 28-year career in telecommunication sales in 1980 after graduating from the University of Toronto with an Honours degree in Commerce and Economics. I moved to Pickering, Ontario in the late 80's with my wife and our three sons. I am a BBQ gardener, avid walker and occasional cyclist in the Rouge Park (not during rush hour!). I have worked with many government clients in the GTA: on the first Internet protocol communications infrastructure at Metro Hall, the 911 system, and the City of Toronto's Traffic Signal Network infrastructure. I took daily GO train commutes into Toronto, walked the PATH system, TTCed to Queen's Park, and drove all over the region. In 2005, I joined another large telecommunications company, and worked on projects for the Ministry of Transportation for PRESTO, the Ministry of Government Services, and the Ministry of Corrections. Currently I spend my time in support of my family, personal investing and immersed in GTA current affairs.

Carol Ann Burgmann, Mississauga: I am a recently-retired human resources professional who is married, a mother of two adult daughters and I enjoy playing tennis. I have lived in both Toronto and Mississauga. Throughout my 38 year career, I commuted using streetcars, buses, the subway, drove to the GO Station, used Presto and I also walked during two transit strikes. Today, I still use public transportation to go to Toronto. With GO, the problem is parking. Happily, I have a friend who lives walking distance from a GO Station and I can park in their driveway. I am thrilled to be a member of the panel because I studied transportation issues as part of my political science degree and now have an opportunity to pursue that interest.

Katherine Carleton, Toronto: I am a walker, cyclist, transit user, and very occasional driver. I live in the Avenue Road and St. Clair neighborhood of Toronto with four cats and my fiancé, Dave, and work in the downtown core as the Executive Director of the national association of Canadian orchestras. I have a Bachelor of Music degree in clarinet performance from the University of Toronto and a Master's degree in Management from McGill through the McGill-McConnell program for national voluntary sector leaders. I grew up in Peterborough, and have also lived and worked in Kitchener-Waterloo, Mississauga, Kingston, and Halifax. I am now in the midst of a training program for the Big Sur Marathon in late April. A recently-initiated weekly trip on transit to the U of T campus in Scarborough has reminded me that Toronto is a very big place!

Michael Cooper, Toronto: Having lived in Bloor West Village for over 20 years I have had the impression that not much has been done to improve public transportation in Toronto in that time. I own a car, but use the TTC when going downtown.

Sandi Davis, Mississauga: I was born in Edmonton in 1953. My family moved to Mississauga when I was 7 years old and I have lived in and around the same neighbourhood ever since. I joined a major financial institution as a bank teller in 1973. I've held a succession of more senior positions and worked at many locations throughout the GTHA traveling by bus, car and GO train over the years. Currently, I am a manager in a head office role. I am married with two children, both in their 20s. I am a volunteer in the Emergency Department of the Trillium Hospital, and think of my hours there as an 'attitude adjustment'. I am looking forward to my planned retirement in 2014!

Throughout my 38 year career, I commuted using streetcars, buses, the subway, drove to the GO Station, used Presto and I also walked during two transit strikes.

Joe De Leo, Maple: I live in Maple with my wife and two kids. I'm also fortunate drive only 5 minutes to my office. But, being a Commercial Real Estate Broker, I do drive my car all over the GTA. The only time I use transit is when I have a conference to attend downtown or for family outings, and even then I think twice about jumping on transit with the family. I love driving for the freedom. We do need to fix transit for everyone in the GTHA. I'm a 5 minute walk to Vaughan Mills and Canada's Wonderland, and even walking sometimes is difficult since sidewalks are not in place everywhere in my neighbourhood.

Jeff Denholm, Binbrook: Born and raised in Hamilton, I'm the proud father of three children. My family enjoys camping, fishing and boating, and I'm the assistant coach of my son's hockey team. As a Project Manager I have been working in the engineering / construction industry since 1989. I have completed a wide variety of projects, including a water treatment plant, data centers, many new casinos, hotels, a parking lot and an airplane hangar. My personal highlight is the aluminum smelter fume treatment plant we built on Boyne Island, Australia in 1997. My work has meant numerous hours on the roads of southern and northern Ontario. At times, I have travelled more than 80,000 km in a year, sometimes quickly, sometimes achingly slow. I know from experience how frustrating road congestion can be for car commuters, and am looking forward to seeing improvements to our transportation system in the GTHA.

My work has meant numerous hours on the roads of southern and northern Ontario. At times, I have travelled more than 80,000 km in a year, sometimes quickly, sometimes achingly slow.

Sonia Dzura, Richmond Hill: I have lived in the Richmond Hill area all my life and I always commute to Toronto and Vaughan to work, visit family, to socialize and for appointments. I find it easier to commute to Toronto than to Vaughan. I am lucky to live off Yonge Street, which makes my commutes a lot less challenging. I wanted to be on this panel because I feel so passionately about transportation. Within the region, there has been significant progress; for example, I feel York Region has gone a long way in improving its transportation. However, there are many areas that still need improvements: Toronto, Durham, all GO transit routes, and routes from Mississauga to Hamilton still need work.

Elizabeth Gallant, Durham: I am a resident of Durham, who has lived and worked in Toronto for many years. I am interested in finding green, economically feasible solutions to our over-crowded highways, and envision an equitable transportation system for all GTHA residents.

Juanita Heber, Mississauga: As an advocate for positive change, I welcomed the opportunity to participate in the Metrolinx Residents' Reference Panel. I've dedicated some time to volunteering for the development of the Children's Charter of Rights by the Peel District School Board, Salvation Army Shelter for Women & Children, and Fashion Cares. I've enjoyed working as a System Analyst for many years and have a Bachelor's of Commerce. I'm fortunate to have the opportunity to wear many hats as an administrator, designer, coordinator, facilitator and creative thinker. My experiences commuting in the GTHA suggest that our transportation system can be improved, to reduce the cost of commuting and improve the customer experience. Compared to the growth and innovation of other transportation infrastructures around the world, we have our work cut out for us but The Big Move is the step in the right direction. I hope my experience as a commuter, resident, professional, volunteer and advocate contributed to this process.

Renée James, Oakville: I was born in Windsor and moved to Oakville, Ontario when I was 6 years old and have lived there with my family ever since. I went to the US on a tennis scholarship for University, played Division I level tennis

and graduated with a Bachelor's Degree in Business Marketing. I am a Full-Time Tennis Coordinator at a fitness & racket club, and I commute everyday by car from Oakville to Markham. Living in the suburbs and having our transportation system the way it currently is, my travelling options are restricted and I do most of my commuting by car. My commute time to work is currently an hour to an hour and a half. I'd love to see a 24/7 GO, bus and subway transportation system that better accommodates people with more frequent, convenient and efficient stops and destinations. We need to look at New York City, Paris, London and Melbourne and see why their transportation systems are so successful. We need to stop making excuses and talking about what needs to be done and what should be done and just do it!

Fahmida Kamali, Toronto: I am a student at the University of Toronto. I study Psychology & Employment Relations, work in Marketing & E-Commerce and volunteer for various not-for-profits in my spare time. At 21 years old, I have taken public transport for most of my life. The opportunity to be part of the Reference Panel was daunting, but mostly exciting – helping to redefine the future of transportation funding is no easy task, nor one that can be taken lightly, as it will impact millions now and in the future. I am hoping that as part of the panel, I have not only made my voice heard, but also that of the young people who will be using public transport for the next 20, 40, 60 years (and paying for it too). A city's public transport system really helps to define what that city is like. I want to see Toronto become a real metropolitan hotspot to rival New York, London, Tokyo... having a mediocre transit system is certainly not the way to achieve that!

Marilyn Kennedy, Brampton: I am a retired registered laboratory technologist. I trained and worked in the laboratories at Kingston General Hospital. When my husband was transferred to the Toronto area, we moved to Brampton. We chose Brampton because it was a safe, comfortable area to live and raise our family. I re-entered the workforce part-time and then full time in the laboratories at Peel Memorial Hospital and continued for 30 years. Transportation in Brampton was selective so I rode a bicycle or walked to work. I often rode the GO train or buses to Toronto. The limited schedules of the GO trains and buses were a constant annoyance and I wasted extensive time on buses, trains and subways to meet my work obligations. Brampton and the surrounding areas are home to thousands of people who drive because it is difficult and time consuming to get around otherwise. I applied for this panel because I was curious about the process, interested in the use of tax dollars and I had the time!

Geoffrey MacDonald, Oakville: Born and raised in Ottawa and living in the GTHA since 2002, I am a proud father of two girls and practice corporate/commercial law at a global corporation, having previously worked in private practice in Toronto. I was actually "encouraged" to participate in the panel by my wife... but have enjoyed the work. My hope is that the public will see that we face an unparalleled commuting challenge and that the various funding tools available are not pleasant but are necessary. I hope people understand that our recommendations are the product of considered and responsible deliberation amongst a cross-section of our community — recommendations that should not be easily dismissed or discounted by ill-considered political posturing.

Angelica McIntyre, Newmarket: I moved to the GTHA from the Ottawa Valley as a teenager. I am employed as a Senior Medical Laboratory Technologist at a large Toronto hospital and I currently reside in Newmarket. When my husband and I moved to Newmarket in the 90s, the commute to our jobs in Toronto was 90 min-

I hope people understand that our recommendations are the product of considered and responsible deliberation amongst a cross-section of our community.

utes round trip. Since then, the population of Newmarket has doubled, so today we have to leave an hour earlier and the commute by car to our jobs has ballooned to anywhere from 120 to 180 minutes round trip. When the invitation to join the Resident's Panel arrived, I was curious about the transit plans for the region. Transit in Newmarket is not as easy to navigate as the TTC in Toronto, and when I saw the full range of projects in The Big Move, I was excited about the potential to ease travel from our town into Toronto and around the region.

Kimberley McMillan, Mississauga: As a west end 905er all of my life, I committed almost two hours a day for travel between home and work. Three years ago, newly married and frustrated with the commute, I moved closer to work in Mississauga and now enjoy my daily walk to the office. However still a traveler throughout the GTHA by car and GO Train, I have seen the pressures on the transportation system and strongly agree that improvements are needed now. We need a system that provides a reliable, convenient and affordable alternative to the car. As a professional planner in the private sector, I was intrigued by the opportunity to participate on the Residents' Reference Panel because of the relationship between transportation and land use planning, to learn about the funding options, and to be a part of the discussion.

Tiago Moura, Toronto: I am a project manager in the architectural design field with more than a decade of experience designing and developing large-scale communities and custom homes. I'm a resident of Toronto's Rouge Valley area, and currently work for a firm in Durham, where I work on projects for major home builders and land developers in the GTA. I volunteered for the Residents' Reference Panel because I'm passionate about architecture and urban planning. I believe that vibrant modern cities require coordinated, efficient and accessible public transit systems in order to foster economic growth and sustainable development. I hope that through citizen, government and private sector collaboration and creativity, the GTHA can realize its potential and build the public transit system that the region deserves.

Sarah Peel, Toronto: I have spent my career organizing people around environmental work and action. For the past several years, I have been at Fashion Takes Action as Program Director promoting sustainability in the fashion industry. I am now pursuing innovative community-building in Durham Region. I started taking the TTC to school at the age of 12, and have weathered the frustrations and pleasures of alternative transportation ever since. I spent years riding The Rocket on King Street, the busiest street car line in Toronto, as well as the GO Lakeshore East train as part of my daily commute. I have also gotten around in Scandinavia and West Africa on nothing more than bikes, trains, buses, and taxis. This has given me equal experience taking public transit that works and doesn't work, which is why I volunteered to be part of the Residents' Reference Panel.

Hassan Pishdad, Richmond Hill: I am an ex civil engineer, who has previously studied transportation projects and theories (although I don't remember any of it now!). Transportation has always been one of my interests, so when I saw the Metrolinx letter, I decided to take part to acquire more knowledge, and also to be of service. I even cancelled appointments and social engagements to ensure that I was able to attend all four sessions. As an active real estate professional, transportation occupies a good portion of my time. I have been involved in many traffic jams in the GTHA and have come to accept them as a reality of life in the region. In the past four years, I have staggered my working times, but it seems that getting caught in traffic is an unavoidable feature of the GTHA. I live in Richmond Hill, which has rapidly expanded in the past several years, adding to our transportation challenges.



Aaron Postma, Georgetown: Born in Scarborough to international development workers, I spent the first seven years of my life in Bangladesh and later Tanzania. My parents got jobs in Canada, and I began second grade in Georgetown. In 2007, I entered high school in Toronto, and was exposed to the big city and the difficulties involved with getting around. Living in the suburbs of Georgetown required access to a car, since there is no local transit and limited access to GO transit. After high school, I enrolled at the University of Waterloo, studying biochemistry in a cooperative education program. On my first coop term, I worked at Weston Rd and Steeles Ave. Again, transit wasn't a viable option, forcing me to use the 401 in rush hour. This was not a pleasant experience, and is what encouraged me to take part in this Residents' Reference Panel.

Tony Schinina, Toronto: I was born and raised in Toronto and live in the east end of the city. I graduated from college with a diploma in Mechanical Engineering. I enjoy travelling to all parts of the world. I also enjoy going to the movies, being physically active, reading non-fiction historical or political books and enjoying the company of my friends and family. I worked downtown in the financial services field and used public transit very often. I accepted the invitation to join the panel to share my views on these important questions facing our region. It is my sincere hope that as a group we have provided recommendations that will continue to make Toronto and the rest of the GTHA a worldwide destination of choice for both individuals and businesses.

David Shannon, Toronto: For many years, I did operate a car in my hometown of Montreal. But, never overly confident behind the wheel, I say it was a good thing for all when I let my license lapse. That is when I became a committed BMW user — Bus, Metro, Walk. The public transit systems of London and New York were vital to my time living in those cities and I was impressed by how comprehensive and valued they are. I would like to point out that some of my closest family and friends are still drivers.

Tricia Simon, Toronto: I am a lawyer practicing both Immigration Law and Family Law on Finch Avenue West in Toronto, Ontario. Since August 2005 I have resided in very close proximity to my legal practice thus eliminating the need to own a car. I use public transit as my primary mode of transportation whether that is the Toronto Transit Commission, York Region Transit (YRT)/Viva, Brampton Transit or GO Transit. I find public transit to be a very cost and environmentally efficient travel option. The majority of my legal clients use public transit as their primary mode of transportation which links them to vital services. Thus, an expansion of public transit is vital to ensure that the GTA-Hamilton area continues to remain a sustainable and competitive area in an environmentally prudent manner.

Ian Skelton, Toronto: I am in the process of retiring as a city planning professor. For the past decade and a half I've lived in Toronto and Winnipeg, where I work in the Department of City Planning at the University of Manitoba. In my academic career I've focused on low cost housing. I am a member of the Canadian Institute of Planners and a research associate with the Canadian Centre for Policy Alternatives. A good transportation system is essential for vibrant urban areas. Transportation should enable everyone to move around easily and cheaply for access to jobs, services and many other destinations. It should be safe and convenient for users and have low environmental impact. Good transportation can create cohesion across the urban area, diminishing conflicts between the inner city and suburbs. I joined the to learn about transportation in the GTHA and explore ways to improve the system.

It is my sincere hope that as a group we have provided recommendations that will continue to make Toronto and the rest of the GTHA a worldwide destination of choice for both individuals and businesses.

Donna Stinson, Hamilton: I am a 24 year old fourth generation Canadian, and currently reside in Hamilton. I grew up in Binbrook, Ontario, on farmland that was previously owned by my grandfather. Growing up in a rural area, driving was my only method of travel. After completing a BA in Criminology, I was hired by the federal public service in Toronto. I lived in Etobicoke for two years without a vehicle, it took almost as long to travel via TTC from Etobicoke to downtown as it does now from Hamilton. My daily commute via GO is 2 to 2½ hours long. I am also a continuing education student at Mohawk College and rely on HSR to travel to and from school. I have a great desire to learn and help improve transit systems within all areas of the GTHA and I aspire to become involved in my community. This is why volunteered to join the Residents' Reference Panel.

Helena Suarez, Toronto: I was born and raised in Colombia so I prefer warm weather to cold winters. I have lived in Canada for 25 years, and in Etobicoke for 20 of them. I enjoy camping. My husband and I want to buy a house outside of Toronto, but transportation is a big problem. We don't want to spend all our time in the car. I volunteered for the panel because I like the idea that transit can make life easier for everyone. I think transit is also critical for future generations in the region. I work as a school-bus driver, so I am very familiar with problems of congestion and frustration on the roads.

I work as a school-bus driver, so I am very familiar with problems of congestion and frustration on the roads.

Shah Syed, North York: I completed my engineering degree in India, and then came to Canada in 1989. Since then I have worked various jobs, mostly in the construction field, while continuing to improve my professional engineering credentials. I was very surprised to received the letter inviting me to participate in the panel, and have enjoyed working with the 35 other panelists. I have seen congestion worsen in the GTHA, and believe that the panel has given the government our best advice regarding funding. I hope that all GTHA residents will see our report, and that it will help solve our congestion problems.

Wuchow Than, Dundas: I was born in Chegdu, China and grew up in Calcutta, India. In 1968, I immigrated to Hamilton. I have a Bachelors of Science in Physics from St. Xavier's College, University of Calcutta, a BA in Psychology from McMaster University, and an MSc (Education) from Niagara University New York. Prior to retiring in 2002, I worked as a teacher, vice-principal and principal with the Hamilton Wentworth Catholic District School Board. My current community involvement includes being President of the Hamilton Stamp Club, Vice President of McGiveny Community Home, a board member of the Grand River Valley Philatelic Association, a board member for St. Vincent DePaul Society of West Hamilton and a workshop presenter for Scientists in School. I am a world traveler, an avid stamp collector and actively involved in promoting stamp collecting and hands on science activities among today's young people.

Ronojoy (Ron) Thomas, Mississauga: I am a P&C Insurance Industry Professional with a diverse career spanning both Life and General Insurance. I am currently employed by one of the leading Direct Insurers in Canada and am working towards the C.I.P designation. I moved close to my office in downtown Mississauga to ensure a short commute since it gives me more time with my family. We love to catch rock shows in T.O and often park the car at the GO station and bus into town; it saves the trouble of driving downtown and trying to find parking. However, I wish the transit services were better connected so we wouldn't need to check the schedule or worry about missing the last bus back. I joined the panel to help find innovative ways we can improve the current transportation systems in the GTHA for everybody's sake. I strive to think outside of the box and this quote I heard once

I moved close to my office in downtown Mississauga to ensure a short commute since it gives me more time with my family.

and stuck with me captures why: 'Insanity is doing the same thing over and over and expecting different results' (Rita Mae Brown).

Marilyn Ruth Thompson, North York: I have been a resident of Toronto since I was three months old. I trained first as a nurse, and spent several years as a public health nursing supervisor in Scarborough. During that period I became interested in the emerging concerns regarding child abuse. I decided to attend Osgoode Hall Law School and have since practiced family and estate law. Through my church group, I help to support a downtown men's drop-in centre and a hostel for teens in North York. My husband was a civil engineer involved in municipal services and construction safety. I have two children, one of whom is a veterinarian, which accounts for the fact that I live with two dogs and three cats, all rescues. I used public transit to commute to work and my children used it to go to school. Many of my clients are also reliant upon these services to get to my office and to court. If Toronto is to remain a vibrant and growing city, an efficient transportation system is essential.

Shaun Wade, Acton: With a severe spinal code injury for over 20 years, I have had to develop a creative approach to engaging with a vocation and creating a marketable strategy to achieve to my own expectations. Being in a society that requires considerable transportation and commuting has its barriers for a large number of Canadians over many demographics. I believe my unique position has offered helpful insights to the Reference Panel, as I've focused on areas such as public, medical and emergency transit, fundamental rights and awareness.

Chris Walker, Ancaster: I am a professional engineer with a master's degree in mechanical science and economics from Cambridge University, with extensive experience in project planning, management, and evaluation in a wide range of sectors and locations world-wide. This has included participation in the construction of the 407 highway and the rail tunnel between England and France. I have served as President of two professional engineering societies, as a municipal councillor and on the traffic management committee of Oakville. The GTHA needs a development strategy and implementation plan that will result in an integrated transportation system with seamless interfaces and common operating system. For safety, convenience and efficiency it should seek to seamlessly interconnect the major components (road, rail, air and pedestrian) and minimize all forms of pollution. Without such an efficient and integrated transportation system, economic progress will gradually grind to a halt and the GTHA will become an undesirable place in which to live and work.

Ken Zhang, Markham: I immigrated to the Greater Toronto and Hamilton Area 15 years ago from China. I currently live in Markham with my family of five. I have a Bachelor of Civil Engineering of Shenyang University and a Bachelor of Computer Science from York University. I have also studied networking at Seneca College. I have spent seven years working as a civil engineer, five as a project manager, and ten years working as an IT specialist. I am the founder of the Tianhua Culture Organization, a Canadian non-profit organization.



In Their Own Words: The Report of the Residents' Reference Panel on Regional Transportation Investment

What follows is the Report of the Residents' Reference Panel on Regional Transportation Investment. The report was drafted by the panel members and edited by MASS LBP staff. The entire report was sent to each panel member for comment and further revision before being released to Metrolinx and the public. In this way, it has been vetted and authorized by panel members as an accurate account of their intentions and recommendations. Every panel member may not necessarily agree that each aspect of this report reflects their own personal positions, but they believe that their role on the panel is to do their best to represent the needs and interests of all residents of the GTHA and to work on their behalf. Thus, they have all agreed that this report accurately reflects the work accomplished by the panel over the four days spent together and expresses the voice of the Residents' Reference' Panel as a whole.

WHO ARE WE AND WHY DID WE VOLUNTEER?

We are thirty-six people who received one of 10,000 letters in the mail sent randomly to households across the Greater Toronto and Hamilton Region, inviting us to volunteer to help Metrolinx develop their Investment Strategy. We were randomly selected from the 410 applicants who responded, and we represent the diverse demographics and perspectives of the Greater Toronto and Hamilton Area.

We were selected to represent the gender, age and population distribution of the region. We include members who are younger than 20 and older than 75; we are transit users, cyclists, pedestrians and drivers; we walk to work and drive hundreds of kilometres to get there; we are able-bodied and we are mobility restricted. We come from communities in Hamilton, Durham, Toronto, Halton, Peel and York. We live right on the subway line and far away from the nearest bus stop. We were born right here and in countries around the world. Some of us are well to do and some of us have lower incomes. We are students, we are employees, we are business owners, and we are retired. We are citizens and we are taxpayers. We came together to provide Metrolinx with informed advice about their Investment Strategy,

and the diversity of our individual experiences, backgrounds and beliefs help us represent the 6.6 million people of this region.

We volunteered to participate for many reasons – to learn about transportation, participate in an innovative public consultation process, express our frustration with congestion, be good citizens, help build a great transportation system and make sure we are not creating unnecessary or ill-suited new taxes, fees and tolls. Ultimately, we all came together to make sure Metrolinx had the best advice from the residents, taxpayers, and transportation users of the GTHA about how to fund and move ahead with transportation improvements for our region.

WHAT WE LEARNED

Over the course of our four long Saturdays together, we all became more knowledgeable about transit and transportation. Through 15 presentations, experts and stakeholders shared their knowledge, experiences, and suggestions with us. Professors, policy makers, transit operators, and representatives of key transportation constituencies answered our questions about the economy and population of the GTHA, about provincial and local policy decisions, and about the successes and challenges of other city regions working to fund transportation investment. In between our meetings, we read articles and research papers and spoke with our friends and family. As a group working together for four full days, we also learned from each other: about the diversity of transportation needs in our region, about our different hopes and fears for transportation, and about the many priorities that we shared.

We learned about the state of transportation in our region. We already knew about congestion—we experience it almost every day— but we learned from the experts that our region has the longest commute times in North America, at an average of 82 minutes. We found out that congestion hurts our economy, costing the region six billion dollars each year. And we learned that the population of the GTHA will grow from 6.6 million to 9 million in 25 years — leading to even worse gridlock if nothing is done to improve our region’s transportation infrastructure.

We learned that Metrolinx has developed an important transportation plan for the GTHA called ‘The Big Move’, and that this plan is already being carried out, with \$16 billion in current transportation projects already paid for and underway. We also learned that there was a ‘Next Wave’ of projects in The Big Move, which are not yet funded and will only get built if two billion dollars is raised each year for transportation.

We learned a great deal about the options that the GTHA can use to fund new transportation investment. We examined the pro and cons of 26 different funding tools used in jurisdictions around the world to raise money for transportation. We heard about how much revenue they could generate in the GTHA and how they would be implemented. And we took all the

We also learned from each other: about the diversity of transportation needs in our region, about our different hopes and fears for transportation, and about the many priorities that we shared.

lessons we have learned, all the information we have gathered, and have used it to inform our recommendations.

OUR VISION FOR THE GTHA'S TRANSPORTATION SYSTEM

As the Residents' Reference Panel on Regional Transportation Investment, we believe our region should have a transportation system that:

- Is affordable for the region and for users
- Is efficient in moving people and goods to and from all parts of the GTHA
- Is accessible and easy to use for people across the whole region and to those of different physical abilities
- Is safe and secure for those moving around the region
- Is predictable, reliable, and punctual
- Is maintained, operated and administered in an efficient, cost-effective, and transparent way
- Is integrated, with car travel linked up to transit, and different transit systems matching up to provide easy and timely transfers, including a fully-integrated fare system
- Supports physically active transportation like cycling and walking
- Encourages people to choose behaviors that reduce congestion and gives them options that make it easy to do so
- Is clean, both physically (the buses, trains, stations, roads) and environmentally
- Supports our economy and helps create jobs

After learning about all the projects included in The Big Move, we believe they will take the GTHA much closer to achieving this vision.

OUR VIEW OF THE BIG MOVE

As a representative panel of GTHA residents, we believe this investment in transportation is vitally important and necessary, yet it is virtually unknown to the public.

The projects included in The Big Move are important to small families, businesses, students, single parent homes, large families, tourists, commuters, drivers and truckers- we believe it is important to everyone!

We need substantial investment in transportation in order to sustain and grow our economy, to adapt to a growing population, to improve the environment and to better our quality of life here in the GTHA.

And The Big Move is already here — shovels are in the ground. We

believe it is a great start to improving our transportation system and that the plan offers something to everyone in our region.

As members of the Residents' Reference Panel on Transportation Investment, we arrived on Day One with little knowledge of The Big Move, but with a common belief in the need for transportation improvements.

After 15 presentations from experts, policymakers and stakeholders and hours of discussions, brainstorming and learning together we believe The Big Move is:

- Broadly fair for the different regions in the GTHA. The proposed transit projects will be in all regions, will help integrate the different transit systems that are already in place, and one-quarter (25%) of the funds for The Big Move will go to improvements to roads, highways, cycling paths, walking trails, and local transit. In order for the different regions of the GTHA to see the plan as fair, they will all need to see improvements and feel the impact of these positive changes in the region and their own municipalities within a reasonable timeframe;
- A huge undertaking. It includes many projects, including bus rapid transit, light rail transit, subways, new bus routes, municipal road improvements and active transportation facilities;
- Beneficial for the whole GTHA. It will improve our quality of life, make it easier to do business here, and make the region attractive for both companies to set up business and for tourists to visit;
- An important first step. As the GTHA continues to grow, further expansion of the system will be needed to meet the region's evolving needs, and funding will be required for these future projects as well.

However it is vitally important that Metrolinx inform the public about these projects, projects that will change the future of the GTHA for the better. We believe Metrolinx needs to increase communication with the general population through a variety of channels. In order to increase public confidence that further revenues will be handled effectively, Metrolinx needs to show that it and its partners are already being efficient with the money that is collected. In order to change perceptions about whether these investments are fair to the different parts of the region and about why new funding is needed, residents of the GTHA need to hear about The Big Move through increased regional education and through better access to well-presented information.

Yes, these projects will cost a substantial amount. But this is an investment in our region's future. We need it, we support it, so let's do it now!

OUR TASK

We understood from our first day together that our task was to “learn about the current and future transportation systems of the GTHA and how we can fund them, understand the transportation needs and priorities of residents from across the region, and make recommendations that will help Metrolinx develop a strategy for raising funds to make long-term, sustainable investments in transit and transportation in the Greater Toronto and Hamilton Area.”

We understand this work is part of a broader public consultation effort by Metrolinx and expect that that it will inform the Investment Strategy that Metrolinx will present to the provincial and municipal governments of the region on or before June 1st, 2013 – we are eager to see what Metrolinx puts forward.

We hope readers of this report will agree that, given the time available and the difficult decisions we faced, we have largely accomplished our task and have offered Metrolinx a useful and informed public perspective.

OUR FUNDING PRINCIPLES

We reached agreement on seven funding principles that we believe should guide the selection of funding tools and the overall design of the Investment Strategy. In each of our funding scenarios, we highlight the values that are most important to the development of these proposals. We place particular emphasis on the principle of dedicated revenue, while the rest are presented in no particular order.

Dedicated Revenue

We believe funds raised through new revenue tools must be directed to Metrolinx by legislation or other strong mechanisms for investment in public transportation infrastructure now and into the future. Funds must be transferred in a transparent manner so that the public can track how much money is collected and how it is spent.

Dedicated revenue is vital to the successful implementation of The Big Move. It is essential for public and business support. Not only does dedicated revenue assure taxpayers that they will see substantive transportation improvements from any new fees, it will also encourage businesses to invest in our region long-term since they can have confidence that future plans will be implemented. And importantly, dedicated funding assures predictable, reliable funding for current and future projects, making it easier to plan and implement transportation projects and to obtain financing from lenders at competitive rates.

Sustainability

We believe that new revenue tools should be able to produce adequate

We believe funds raised through new revenue tools must be directed to Metrolinx by legislation or other strong mechanisms for investment in public transportation infrastructure now and into the future.

funding over time. Sustainability is important because the GTHA needs a reliable and continuous funding program for transportation investment over the long term.

Sustainability may require adapting the tools to changing conditions so that the full suite of funding tools generate the necessary \$2 billion per year, including changes to the rates used or the revenues generated by particular revenue tools.

Accountability and Transparency

We believe that individuals and organizations involved in handling and spending funds generated through new revenue tools should be obligated to account for their activities, to accept responsibilities for their actions and to disclose hard and soft metrics about their progress in a transparent and timely manner. We also believe funding tools should be easy for the public to understand.

Real accountability and transparency are required for the success of The Big Move. Without them, there will be little trust or citizen support for transportation investment and for new revenue tools to fund them. In order for the public to agree to new tools, Metrolinx needs to take extra steps to show how money is already being used and how new money will be collected. They must show that they are taking a rigorous and disciplined approach, and that they will be able to prevent projects from running over budget.

We believe a number of strategies could be used to achieve this, including: more effective use of existing communication channels such as the Metrolinx website; communication of easy-to-understand project benchmarks that keep the public informed on a continuous basis of project progress; the use of independent, 3rd party-verified estimates, projections, and evaluation; and ongoing public consultation on important decisions.

Ease of Implementation

We believe that, if possible, funding mechanisms should be easy to implement, operate and collect revenue from. Tools that are easiest and most efficient to implement are ones that use existing administrative infrastructure and require small amounts of new administration.

Ease of implementation builds public confidence because it allows funds to be raised quickly, efficiently, and transparently. It keeps the funding system simple and reduces the risk of complications and unexpected outcomes. Although ease of implementation is an important consideration, tools that are more difficult to implement should not be excluded if they offer other advantages.

Public Fairness

For us, public fairness means that everyone contributes to funding transportation, including the users of the transportation system as well as others who benefit from reduced congestion. Public fairness also means that

Real accountability and transparency are required for the success of The Big Move. Without them, there will be little trust or citizen support for transportation investment and for new revenue tools to fund them.

everyone benefits from transportation improvements, and that everyone is provided with transportation choices and options.

Public fairness allows us to take shared responsibilities as a region for these investments. In order to get public support and buy-in for The Big Move, fairness needs to be considered when deciding how to build, fund, operate and maintain the transportation system.

Regional Fairness

We believe it is important that Metrolinx strive to make sure residents of all six municipal regions believe that costs and benefits are fairly distributed throughout the GTHA. All residents of the GTHA will benefit, directly and indirectly, from the full suite of Big Move projects. More than ever before, people of the GTHA are moving around the entire region for work and play.

When residents of the region understand that we all benefit from these improvements, we believe they will agree that it is fair for all the GTHA's residents to pay for projects across the GTHA.

We also believe residents will see that The Big Move is fair if the sequencing of projects compensates for the sometimes larger investment in some areas by building smaller projects in areas with less investment first.

Innovation

We believe Metrolinx, and other organizations involved in regional transportation, should think 'outside of the box' in regards to designing, constructing, operating and funding the transportation system. The public expects the transportation system to keep up with change. This could involve funding for research and development; being the first in the world to develop and use a new funding tool; and sourcing ideas from the public, academia and industry. Innovation should lead to real improvements, meaning that over the years GTHA residents should receive better value for the money they spend on transportation.



Funding Scenarios: How We Propose to Raise \$2 Billion each Year for Transportation Investment

We developed five distinct funding scenarios to put forward to Metrolinx. In order to do so, we examined 26 different revenue tools used in jurisdictions around the world to raise funds for transportation investments. These scenarios represent our best thinking on the ways to combine revenue tools to raise the two billion dollars each year that is required to complete The Big Move.

SCENARIO 1: “MOMENTUM”

Revenue Tools: Sales Tax, Corporate Income Tax, Vehicle Registration Fee, and Federal Funding

Panelist Endorsement: 1st choice scenario of 15 panelists
2nd choice scenario of 7 panelists

We recognize that inefficiencies in our current transportation system are impeding the social and economic potential of the region, and we believe The Big Move will address this challenge. The Big Move should be funded through dedicated investment from all of us, including all levels of government, business and the public at large.

Our scenario consists of:

A one percentage point increase to the Harmonized Sales Tax that raises \$1.4 billion each year

The public, who benefit from improved transit, movement of goods across the region, decreased congestion, stimulated economic growth and an overall better quality of life, should make a contribution through a one percentage point increase in a province-wide sales tax. By making the sales tax province wide we reduce the number of people who will travel outside the region to make purchases to take advantage of lower sales tax elsewhere.

The revenues from this sales tax would be distributed to different areas of the province proportional to population, and would be dedicated to transportation systems. The sales tax would follow current formulas concerning tax exceptions for certain products. Tax credits or other measures should be implemented in order to prevent placing a heavy

burden on those with low incomes.

A 1% corporate income tax that raises \$480 million each year

Businesses in the GTHA have identified six billion dollars a year in lost productivity due to congestion, and have said that transportation issues are a priority. We believe a one percentage point corporate income tax increase in the region would be an appropriate investment from businesses in the region's infrastructure development and economic growth.

A \$50 per year vehicle registration fee that raises \$160 million each year

Motor vehicle owners benefit from the improved roads and reduced congestion that are part of The Big Move plan. We believe a fifty-dollar per year increase to the vehicle registration fee is a fair contribution for motor vehicle owners to make for these improvements. This fee could also be implemented province-wide, with proceeds redistributed to communities across the province, if there were serious concerns about residents moving their car registration to a property outside of the region.

A long-term, substantial commitment of federal funding

We believe that the success of The Big Move requires the continued cooperation of federal, provincial and municipal governments over the long-term. The federal government shares responsibility for the economic health of this vital region – this is why we believe the federal government should make a substantial long-term commitment of capital funding for transportation infrastructure in the GTHA. This revenue will accelerate the implementation of The Big Move's Next Wave projects.

Our Main Funding Principles:

Dedicated Revenue

The foundation of our proposal is that all revenue is 'dedicated', through legislation, to transportation infrastructure.

Public Fairness

We believe this scenario is fair since everyone, including government, businesses, motor vehicle owners and the public, contributes.

Sustainability

This scenario is sustainable since funding is predictable year over year.

Transparency

We believe this scenario is transparent since you can see the tools and people will understand what they are and where they are going.

Ease of Implementation

We believe this scenario is easy to implement since it uses existing administrative systems.

SCENARIO 2: “A FAIR RIDE”

Revenue Tools: Sales Tax, Corporate Income Tax, Fuel Tax, and Federal Funding

Panelist Endorsement: 1st choice scenario of 9 panelists
2nd choice scenario of 7 panelists

We have developed a funding scenario that shares the responsibility for generating revenue fairly among users, beneficiaries and the GTHA region as a whole. Our scenario raises funds for transportation, encourages behaviour changes that will get residents out of their cars, and supports businesses to become more efficient. Our proposal is easy to understand and quick to implement. It leverages existing revenue collection mechanisms to ensure that funds are collected and distributed in a way that is transparent and accountable to the public.

An improved transportation system will benefit all of us and improve our quality of life. It is always difficult to ask residents to pay higher taxes but it is time we make The Big Move!

Our scenario consists of:

A one percentage point increase to the Harmonized Sales Tax that raises \$1.4 billion each year

Since everyone in the GTHA region will profit from improved transportation infrastructure, our scenario asks everyone to contribute a small amount. A one percentage point increase to the Harmonized Sales Tax will raise \$1.4 billion for the GTHA without unfairly targeting any group. Because we already pay a provincial sales tax, this revenue tool is easy to understand, easy to implement, and easy to dedicate to transportation investment.

Even with a one percentage point increase, the total sales tax paid in the region will still remain lower than the sales tax paid in the recent past, and we think it will seem fair and manageable to residents and businesses of the region.

An increased sales tax requires contributions from drivers, cyclists and transit users, and spreads costs among individuals, businesses, and visitors to our region. This revenue tool should be made safe for low-income individuals in the GTHA region by implementing new tax credits to protect low-income families from taxes they cannot afford.

A 1.5 cent/L fuel tax that raises \$100 million each year

We think it is fair to ask drivers to pay some additional share of the costs of improved transportation. A 1.5 cent/L additional fuel tax is a small fee. It does not prohibit people from driving when necessary, but creates an additional incentive for drivers to walk, bike, or take public transit where possible. This tool encourages cycling and walking, protects the environment,

and reduces gridlock.

A fuel tax will encourage business to be more efficient with the movement of goods and services by cutting out unnecessary transport, but it will not have a strong negative impact on business or consumers. Because it is connected directly to driving patterns and not just car ownership, this revenue tool has greater potential to influence how much people drive.

A 0.2% corporate income tax that raises \$100 million each year

The business community is a major beneficiary of improved transportation in the GTHA. Improved transportation will make the region an even more attractive destination for investors, and stimulate growth in the region. The increase in the corporate income tax rate is low, and is a fair contribution from the business community to an improved transportation system. This investment will increase productivity and improve labor mobility, benefiting businesses of all sizes within the province's largest economy.

Federal funding that raises \$400 million each year

The federal government has a responsibility to the GTHA, the country's economic engine, and has a critical role to play in transportation infrastructure. The federal government must commit to maintaining its current transportation funding of \$400 million annually. For The Big Move to be successful, this funding must be predictable from year to year, and specifically allocated to transportation infrastructure in the GTHA.

Our Main Funding Principles:

Dedicated Revenue

We have chosen revenue tools that are simple to understand and easy to separate from general revenues. We believe that predictable, dedicated funds are a critical part of a successful funding strategy.

Ease of Implementation

Each of the revenue tools we have recommended use collection methods that exist already, and none require new infrastructure or expensive capital investment.

Regional Fairness

Our approach requires taxes to be implemented equally across the region, as opposed to toll roads or other mechanisms that target specific parts of the region disproportionately.

Accountability and Transparency

The revenue tools we have chosen are easy for residents to understand, and it will be easy for Metrolinx to inform residents of the tools and their impact.

SCENARIO 3: “F.O.R.T.E. (FUNDING OUR REGIONAL TRANSPORTATION EQUITABLY)”

Revenue Tools: Income Tax, Corporate Income Tax, Parking Space Levy, and Federal Funding

Panelist Endorsement: 1st choice scenario of 5 panelists
2nd choice scenario of 8 panelists

We recommend a funding scenario that focuses on fairness and collective responsibility. Since everyone benefits from improved transportation, we have developed a plan that balances the responsibility for funding transportation investment amongst individuals, government and businesses.

We strongly believe that a fair funding plan should consider the ability of both individuals and corporations to contribute. Nobody enjoys paying more taxes. But we believe The Big Move is worth the investment, and that a larger investment should be made by those most able to pay. We believe that everyone should contribute to funding The Big Move, however we do not think new revenue tools should place undue burden on residents of the region who struggle to make ends meet.

Our funding scenario also encourages people to choose transportation options that reduce congestion, and leads to smarter land use planning. It includes a mix of tools that, if dedicated to transportation, will provide sustainable funding over the long term. This plan is not overly reliant on any single constituency, and can be applied transparently and accountably.

Our scenario consists of:

A 20¢ per day parking space levy that raises \$300 million each year

We recommend a small parking space levy because it will help change behaviors. We believe that this levy is a straightforward and transparent way to raise awareness that driving creates costs for the public system. We see a small levy on all non-residential parking spots as a way to encourage land use planning that optimizes the use of space without hurting businesses. Land-use benefits may require cooperation with municipalities to adjust planning requirements in order to allow for reductions in parking spaces where they are not needed.

A federal contribution of \$400 million each year

There is an established track record of federal contribution to significant transportation infrastructure projects. We believe we all have a stake in the success of other parts of Canada, and infrastructure is important to the national interest. We contribute (and should be contributing) to the success of other regions of the country, and believe the federal government should contribute to the success of the GTHA.

A 0.5% corporate income tax that raises \$240 million each year

Corporations will be major beneficiaries of improved mobility, thus they should be required to make a contribution. Improved transportation will increase the productivity, efficiencies and competitiveness of businesses in the region. We recommend a corporate income tax because it taxes profits instead of adding a per-employee operating expense as under the employee payroll tax.

A regional income tax that raises \$1.06 billion each year

We recommend using a personal income tax for residents of the GTHA, administered through the provincial income tax system, because we believe it is fair and easy to implement. A regional income tax is fair and progressive because residents who earn higher incomes pay a larger proportion of their income in taxes, while people with lower incomes pay smaller amounts and those with the lowest incomes are exempt from paying this tax. An income tax is easy to implement because a provincial income tax system is already in place, people understand how this tax system works and they are accustomed to paying it.

Our Main Funding Principles:

Public Fairness

We believe this plan is fair since the majority of revenue tools in this scenario are progressive. Though everyone contributes, those who can afford to pay make larger contributions, while those who have trouble making ends meet are not asked to contribute more than they can manage.

Sustainability

This scenario will produce sustainable funding for transportation because it is not overly reliant on any one group. It includes contributions from individuals, businesses and governments.

Ease of Implementation

Many of the proposed revenue tools draw on existing mechanisms for collecting public revenues. This means this scenario will be easy to implement and administer.

Regional Fairness

We recognize that new transportation investment will not (and should not necessarily) create a situation where every part of the GTHA receives the exact same level of transportation services. But everyone will benefit from an improved transportation system in the region, which is why we believe our funding scenario distributes the burden of new revenue tools across the region in an equitable manner.

Accountability, Transparency and Dedicated Revenue

We believe that all three of these values are important to ensure the success

of this, and other, funding scenarios. For the plan to remain accountable and transparent, it is important the Metrolinx actively inform the public throughout the entire project.

SCENARIO 4: “A NEW LEAF”

Revenue Tools: Municipal and Provincial Efficiencies, Public Private Partnerships, Innovative New Revenue Tools, and Federal Funding

Panelist Endorsement: 1st choice scenario of 4 panelists
2nd choice scenario of 4 panelists

Our model includes four revenue sources, most of which intentionally go beyond the conventional revenue tools being used by other jurisdictions to raise revenues for transportation. We recognize the importance of improving transit and transportation in the GTHA. However, we strongly believe that it is possible to fund The Big Move without introducing new taxes. We believe the GTHA should maintain low levels of taxation in order to maintain and improve the region’s economic competitiveness and keep cost of living as low as possible. We see ourselves as advocates for others who may oppose the introduction of conventional taxes, charges and levies to fund transportation investment in our region.

Our scenario consists of:

A federal contribution of \$500 million each year

We would like to see \$500 million from the federal government. The federal government has an important role to play in improving Canadian infrastructure and should therefore participate in The Big Move. Further, the entire country benefits from the economic success of the GTHA. We are an economic driver of the country, and the federal government benefits from GTHA success through increased income tax revenue. As such, the region deserves significant federal government support.

Municipal and provincial contributions of \$1 billion each year

We believe that a large amount of the funding for The Big Move must come from existing municipal and provincial budgets. Repeated misspending of public dollars, including recent examples, shows that current tax revenues are not being spent efficiently. We believe that other government departments can and must reduce unnecessary expenditures without reducing services, freeing up public funds to invest in transit and transportation. Before citizens are asked to pay further taxes, we want much stronger evidence that both provincial and municipal governments have exhausted every effort to rein in spending in their current budgets in order to free up funds for transportation investment.

We do not believe that a lack of new revenue tools will force government to cut services in order to invest in transportation. We believe efficiencies can be found by making changes to the management and delivery of public services. Any saving achieved through efficiencies should be dedicated to Metrolinx for transit and transportation improvements. Given that the provincial budget is approximately \$100 billion per year, we believe 1% efficiencies can be found to direct towards transportation investment in the GTHA. We also believe more efficient management of current transportation infrastructure and transit can reduce congestion somewhat, thus reducing the need for new investments.

Public-private-partnerships that contribute \$500 million each year

We believe that each year, \$500 million in revenue and efficiencies can and should come from public-private partnerships. We believe that an additional \$500 million can be generated by using private partners, who build and operate new transit lines more efficiently and more affordably than public providers. These private partners would invest in transit projects exchange for the right to operate and collect revenues on certain new transit lines. We have seen examples of public services outsourced to private companies, such as garbage collection, where public services are operated at lower costs than public providers.

We recognize this type of partnership may not be a viable source of revenue and efficiencies for Big Move projects that require the largest capital expenditures, such as subways and light rail transit. However, we believe that \$500 million can be generated by signing partnerships for The Big Move's bus rapid transit lines in York, Durham, Peel and Halton.

Innovative new revenue tools that will raise \$500 million each year

We would like to see, in future years, \$500 million generated from revenue tools not currently found in the menu of taxes and charges used by other regions around the world. We feel that the current revenue tools are flawed because they place unmanageable costs on the residents and business of the GTHA. Many people are already struggling to pay their bills; adding additional taxes may push them underwater. We believe that introducing new taxes will also negatively impact our regional economy. Taxes discourage job growth, reduce competitiveness, encourage businesses to relocate elsewhere, and raise the cost of goods.

Developing innovative revenue tools that do not place burdens on residents and businesses will require all levels of government to work with transportation policy experts as well as members of the public. We do not believe that innovative revenue tools can be developed overnight. But by setting goals and targets for future years, we believe Metrolinx, provincial, and municipal governments can be strongly encouraged to find new ways to raise revenues. We believe the Ontario Lottery and Gaming Commission may be a potential first source of revenue that does not create new tax burdens for the GTHA.

Our Main Funding Principles:

Public Fairness

We believe this is a fair approach to the funding challenge for transit in the GTHA. This scenario requires governments to do everything they can to find the necessary funds for The Big Move from within their own spending and budgeting before imposing any new revenue tools or taxes upon citizens and businesses. We think it is unfair to ask middle and low-income earners to subsidize The Big Move when our current tax contributions are being used in wasteful and inefficient ways, and efficiencies from involving private businesses in construction and operation have not been maximized. This is why we believe it is fair to all tax paying citizens and businesses for revenues to be restricted to existing budgets, private public partnerships, and new innovative revenue tools.

Dedicated Revenues

We believe that transportation investment should be a top priority for governments. Transportation investment has been neglected in the GTHA, and transit and transportation improvements in the region will bring economic benefits throughout the province and the country. Though there are other important areas of need in the province, we believe that any new federal dollars, any savings created by government through efficiencies, and any new revenues generated by government needs to be dedicated to transportation investment in the GTHA.

Innovation

Our scenario is built on the belief that innovative new revenue tools can improve upon the limitations of existing options. We live in a constantly evolving world. As such, we believe we must stay focused on discovering new revenue opportunities that may arise, opportunities that place little burden on the residents and businesses of the GTHA.

SCENARIO 5: "FARE PLAY"

Revenue Tools: Parking Space Levy, Highway Tolls, Vehicle Registration Tax, Development Charges, and Government Funding

Panelist Endorsement: 1st choice scenario of 3 panelists
2nd choice scenario of 1 panelist

Our scenario is built from funding tools that are best suited to the interest of commuters today and encourage behavior change for tomorrow.

We believe that we must try a new approach in order to improve transit and transportation in the GTHA. We recommend funding tools that will influence and change people's behaviors more significantly than have

been used in the past. By selecting tools that encourage people to choose transportation options other than driving, we will significantly reduce congestion in the region, which is in the best interests of all commuters. We believe that our tools will optimize land use.

While this proposal will primarily raise revenues from those who can afford to pay, it also provides viable options to those who cannot.

Our Scenario consists of:

A 50¢ per day parking space levy that raises \$700 million each year

We believe that introducing a parking space levy will encourage more efficient use of land in the GTHA. Healthy businesses that need parking spots will be able to absorb this additional cost. Businesses that do not require parking spots will convert them to alternative uses, encouraging higher density development.

A \$100 per year vehicle registration tax that raises \$320 million each year

We believe that, when compared to the total cost of vehicle ownership, a \$100 annual vehicle registration tax is a minimal additional cost for most drivers. We believe this tax should charge lower rates to commercial vehicles compared to private vehicle, and discounts should be given to vehicles that are environmentally friendly.

Development charges that raise \$100 million each year

Property values will increase as a result of Big Move transportation investments. We believe that it is fair to use development charges to capture these increases and use them to cover some of the costs of the transportation improvements. The use of development charges should also be used to encourage better land use and ensure that new communities and amenities are developed where infrastructure exists.

Highway tolls that raise \$500 million each year

We recommend implementing highway tolls in the region because we believe they are a fair and equitable way to raise funds while also reducing congestion by changing people's travel behavior. There is no such thing as a free lunch: highway tolls will help to better reflect the costs that driving incurs on governments because you pay as you go. Drivers have the option to use transit and we believe that implementing highway tolls will encourage them to do so. A system of tolls can be designed to minimize negative impacts: for example, businesses that use highways frequently to transport goods and services should be given discounts in order to assure that highway tolls do not harm businesses unnecessarily. We believe highway tolls can be implemented fairly easily, without tollbooths, because new technologies, such as GPS, are widely available and widely used.

Government funding for \$400 million each year

We believe the municipal, provincial and federal governments can and

should provide funding to support The Big Move. We believe the \$400 million per year should come from these three sources:

Federal Funding: The GTHA is the economic engine of Ontario and makes a significant contribution to the GDP of the country. We believe that it is only fair that we receive a fair share of federal government revenues.

Efficiencies: We encourage all governments to find funds for transportation investment through a combination of belt-tightening measures and increased operational efficiencies.

Innovation: Governments could explore innovative ways of raising new revenues that minimize costs to residents and businesses. For example, the provincial government could work with the Ontario Lottery and Gaming Corporation to raise money for transportation investment.

Our Main Funding Principles:

Public Fairness

People have the choice to use transit rather than drive their cars. By increasing the cost of driving, people will be encouraged to make decisions that reflect their ability to pay. Also, different rates of tax can be applied to different user groups to support and protect business. For example commercial vehicles can be charged a reduced highway toll.

Dedicated Revenue

We believe these revenue tools should provide a dedicated source of funding for The Big Move. Metrolinx should ensure the funds raised are not ploughed back into general government revenue and spent on other priorities.

Sustainability

This scenario ensures a sustainable funding stream because all revenue tools are scalable and adjustable to respond to changing behaviors and conditions. If revenue generated by one tool decreases because of changing behaviours, other tools can be increased to compensate. For example, if revenue from the vehicle registration tax decreases, Metrolinx can increase the parking space levy to make up the funding deficiency.



Understanding the Reference Panel Process

The Residents' Reference Panel on Regional Transportation Investment is a body of 36 impartial, randomly selected residents from across the GTHA. Over four Saturdays in February and March 2013, the panel met to accomplish its stated task, which was to “learn about the current and future transportation systems of the GTHA and how we can fund them, understand the transportation needs and priorities of residents from across the region, and make recommendations that will help Metrolinx develop a strategy for raising funds to make long-term, sustainable investments in transit and transportation in the Greater Toronto and Hamilton Area.”

This is no easy task. Time was extremely short, and panelists quickly realized they had a great deal to learn and discuss if they were to reach broad agreement on their recommendations for Metrolinx.

Over the course of four Saturdays, the panel worked through three distinct phases. A learning phase was designed to ensure that each panelist had the opportunity to become better informed about the transportation system, about The Big Move, and about the taxes, fees, and tolls that could be used to generate revenue for transportation investment in the GTHA. Fifteen distinguished experts agreed to participate as guests and offered panelists a wealth of insight into the issues facing the transportation system, the transit projects that have been identified as priorities, the considerations that should be kept top of mind when exploring funding options, and the approaches used to raising funds for transportation investment in other city regions around the world.

A deliberation phase asked panelists to identify funding principles they felt should guide the development of the Investment Strategy, to evaluate the different revenue-generating tools available, and to combine tools into funding scenarios that raise adequate revenues. In the deliberation phase, panelists are asked not only to come up with a personal position, but to develop a rationale for their positions and to engage with the rationales of others as they work towards common proposals that address the needs of the region as a whole. A final recommendations phase required panelists to work together to explain and justify in detail their agreed-to recommendations.

Fifteen distinguished experts agreed to participate as guests and offered panelists a wealth of insight into the issues facing the transportation system.

THE CIVIC LOTTERY

The 36 members of the Residents' Reference Panel on Regional Transportation were selected by civic lottery. Ten thousand invitations were sent to randomly selected residences across the region in early January 2013. The invitations were transferable to anyone over the age of 18 who lives in that residence.

Each part of the GTHA received a number of invitations roughly proportionate to its population. The letter invited residents to volunteer four full Saturdays of their time to learn about transportation funding in the GTHA, to share their perspectives and experiences as commuters and residents of the region, and to work with others to represent the 6.6 million residents of the GTHA by developing recommendations on how to fund investment in our transportation system. Employees of Metrolinx and other public transit and transportation agencies, as well as currently elected municipal, provincial and federal representatives were ineligible to apply.

More than 400 people responded to the invitation, either volunteering to be part of the panel or regretting their inability to participate but requesting to be kept informed about the process. From the pool of 184 eligible volunteers, 36 panelists were randomly selected in a blind draw that balanced for three criteria. The selection guaranteed gender parity, matched the age profile of the GTHA, and broadly reflected the geographic distribution of the region's population, based on Canadian census data from 2011.

Special selection was not made for ethnicity, income, educational attainment or other attributes. These supplemental characteristics have been found to emerge proportionately within the pool of lottery respondents and are carried forward to the membership of the panel. In short, the panel was composed in such a way as to deliver good demographic diversity and to ensure that it was broadly representative of the residents of the GTHA.

The selection guaranteed gender parity, matched the age profile of the GTHA, and broadly reflected the geographic distribution of the region's population...

DAY ONE: SATURDAY FEBRUARY 23, 2013

The panel met for the first time at the Li Ka Shing Knowledge Institute in downtown Toronto. As panelists arrived, they were welcomed by the facilitation team and given a binder with background readings from experts and journalists on transit and transportation in the GTHA. Each panelist brought a signed Public Service Pledge, a one-page document that affirms his or her commitment to work diligently on behalf of all residents of the region throughout the panel process.

Once everyone had arrived, Peter MacLeod, principal of MASS LBP and the panel's moderator, welcomed the group and thanked them for coming in from across the region to take part in the panel. He introduced the members of the facilitators team, who would be working closely with panelists throughout the four weekends to help guide the discussions and capture the panel's perspectives. Then he introduced Bruce McCuaig, President

and CEO of Metrolinx.

McCuaig welcomed the panelists, thanking them for their generosity and dedication, and reiterated the importance of the work the panel was undertaking. He then introduced Metrolinx and The Big Move. He explained that Metrolinx was responsible for presenting an investment strategy to the provincial and municipal governments at the beginning of June and that this panel was one way Metrolinx was gathering public input for that report. As McCuaig said ‘we have a lot of experts, but we also need the opinions of people in the region. You represent the 6.5 million who can’t all be here today.’

Following McCuaig’s presentation, panelists were asked to spread out across the lobby as if they were a map of the Greater Toronto and Hamilton Area and stand in the approximate location of their home. Not surprisingly, panelists came from every corner of the region. The panelists then introduced themselves.

In their introductions, many panelists expressed frustration with the congestion the region faces and how it impacts their lives through long commutes, wasted time and delays. Others said they chose to take part in the panel process to ensure future generations do not have the same congestion and transportation issues that plague the region today; as one panelist said ‘I’m here for my children and grandchildren’. Many expressed a belief that an improved transportation system was essential to maintain the economic prosperity and quality of life in the region. Other panelists shared a desire to contribute to the region, as one said ‘I don’t always do enough to contribute to this great society, this is my way of giving back.’

Feeling better acquainted, the panelists sat down to an intensive learning session on the region’s transportation and transit system.

The first presenters were Victor Severino, Assistant Deputy Minister at the Ontario Growth Secretariat, and Josh Hjartarson, Vice President, Policy & Government Relations from the Ontario Chamber of Commerce.

Severino provided a comprehensive overview of Places to Grow, the growth plan for GTHA. Hjartarson’s presentation focused on the economic impact of transit and transportation sharing that ‘we do not have a fully functional transit system and it’s one of the biggest drags on our economy.’

After the presentations, the floor was opened to questions. The panelists showed their interest immediately and engaged the two speakers on several issues. Among a wide variety of questions, panelists asked for details on the implementation of a growth plan and how the plan was predicted to change densities. They also discussed revenues tools, asking which ones businesses had shown the greatest support for and why certain tools have or have not been successful in other regions.

Afterwards, panelists were instructed to write down their ‘Vision for Transportation in the GHTA’ — what they would like to see in an ideal transportation system in the region. Working in small groups with facilitators, panelists then discussed their hopes for the system. The facilitation team took careful notes through the discussion, for use later in the panel

...we have a lot of experts, but we also need the opinions of people in the region. You represent the 6.5 million who can’t all be here today.’

process. After a busy morning, the panel took lunch.

After lunch, John Howe, Metrolinx Vice President, Investment Strategy and Project Evaluation, joined the panel. Howe gave a detailed presentation about how the system currently operates and how the multiple providers in the region work together. He discussed where funding currently comes from, delving into issues around government involvement, fare box recovery, and the difference between funding capital costs and operational ones. When Howe finished his presentation, panelists engaged in an in-depth question and answer period with him, discussing everything from Metrolinx's accountability to the public to the role of governments and the private sector in funding transportation.

Afterwards panelists had the chance to learn about the regional transit systems through a moderated conversation with Mary Frances Turner of VIVA/York Region Transit, Chris Upfold of TTC, Gary McNeil of GO Transit and Martin Powell from the City of Mississauga. Each guest briefly spoke about the specific transit agency that they represented and its current growth challenges. They then engaged in a lively discussion with each other and the panelists as they answered questions about fare integration, maintaining ridership, funding breakdowns, private-public sector partnerships, and potential revenue tools for transportation investment.

The final presentation of the day was from Leslie Woo, Vice President of Policy, Planning and Innovation at Metrolinx. Woo gave a detailed presentation about The Big Move's Current Projects – the \$16 billion in transportation investment already paid for and underway.

She explained the difference between 'Current Projects' – those with funding secured and shovels in the ground – and 'Next Wave Projects' – those which Metrolinx has planned for the future. After Woo's presentation, panelists asked about how to catch up from 20 years of underfunding, how to create an equitable funding plan, whether they could make the system self-sustaining and how Metrolinx was ensuring they were getting the best value for its money.

After a very full first day, the Reference Panel ended at 5 pm. On their way out panelists were given a copy of Metrolinx's Conversation Kit, and asked to review it over the week.

DAY TWO: SATURDAY MARCH 2, 2013

Grey skies and wet snowflakes greeted members of the panel as they arrived at the Toronto Centre for the Arts in North York for Day Two on the Residents' Reference Panel. Yet the panelists did not let the weather dampen their enthusiasm. Over coffee and breakfast, the panelists greeted each other warmly and shared reflections from their week apart and hopes for the day ahead.

The moderator and facilitation team welcomed back the panel and started the day by checking in with panelists about any insights or questions

that had occurred to them over the past week. It quickly became apparent the panel had taken to heart their responsibility to ‘think on behalf of others’ and had made an effort to consult with family, friends, neighbors and co-workers. A common theme in many of the panelists’ anecdotes was the lack of awareness of The Big Move in the Greater Toronto and Hamilton Area. One panelist explained ‘I showed my wife the project cards in the Conversation Kit. She was really interested, but hadn’t heard of most of them.’ Others agreed and many felt that Metrolinx should take steps to address the lack of general awareness of The Big Move by engaging in a large public education campaign.

After sharing their stories from the week, the panel welcomed back Bruce McCuaig, President and CEO of Metrolinx. McCuaig had returned to give the panel a detailed presentation on The Big Move’s Next Wave — the currently unfunded projects planned to be completed before 2031. He explained the evaluation process Metrolinx went through for each new project; ‘For every project, we do a benefit case analysis. We look at social, economic and environmental benefits and then we tweak routes to see if benefits go up or down and compare. This lets us decide what plans are best for the region.’

McCuaig introduced panelists to the Next Wave projects, highlighting the expected benefits from each project. After his presentation, panelists took the opportunity to ask for detailed information on a number of aspects of Next Wave Projects.

Once all their questions were answered, the panel moved into the first activity of the day. The moderator asked panelists to take out their Vision Cards from last Saturday. ‘Now that you’ve heard about The Big Move in detail, we want you to assess whether you think your visions will be achieved,’ he told panelists. Working in small groups, panelists shared their visions for the GTHA transportation system. Facilitators then led the groups in a discussion about which of these visions The Big Move would, would somewhat or would not achieve. Throughout the discussion, facilitators took detailed notes for future use.

After engaging in their first substantive small group discussion, the panel welcomed back John Howe, Vice President, Investment Strategy and Project Evaluation at Metrolinx. Howe returned to give panelists a presentation on how Metrolinx was developing its Investment Strategy. He explained that Metrolinx has built a list of 26 potential revenue tools for the investment strategy by looking at best practices from other jurisdictions around the world. These revenue tools were different taxes, fees, and tolls that could be used to raise money for transit expansion.

Howe went on to explain that Metrolinx’s study of best practices had also led the organization to outline four principles they felt should guide the selection of revenue tools for the Investment Strategy. These principles are Fairness, Regional Equality, Transparency, and Dedication of Revenues. Following Howe’s presentation, panelists engaged him in an in-depth discussion around the impacts of the different funding tools. After a

lengthy exchange, panelists took a break for lunch.

After lunch, the panel welcomed Richard Joy from the Toronto Region Board of Trade, Teresa Di Felice from the Canadian Automobile Association (CAA) South Central Ontario, Eleanor McMahon from Share the Road Cycling Coalition, and John Best from the Southern Ontario Gateway Council. Each guest was invited to share the perspective of a specific constituency; Joy to speak about business, Di Felice about automobile drivers, McMahon about cyclists and Best about the goods movement industry.

They each gave a brief presentation discussing funding strategies and/or revenue tools that had received support in their community. Afterwards, the panel asked the speakers about how to select publically supportable tools and about the potential for innovative new tools that have not been used in other jurisdictions.

Matti Siemiatycki, Assistant Professor of Geography and Planning at the University of Toronto, was the last presenter of the day. He began his presentation stating that: ‘There is no silver bullet, There is some pain in each of these revenue tools. We need to ask ourselves how can we create a fair revenue generating system that will minimize and share the burden so we can have a strong transportation system.’

He presented a set of criteria to use when evaluating revenue tools and engaged in a thorough discussion with the panel about the ramifications, both positive and negative, of the different methods to generate revenue for The Big Move.

After spending the better part of the day hearing from experts and stakeholders about transit and transportation, potential revenue tools and various funding considerations, the panel started their own discussions in earnest. This was the panel’s first major opportunity to process what they had heard and begin to debate the principles that would guide their deliberations going forward. In groups of six or seven, panel members worked with a facilitator to brainstorm the principles they believed were important for Metrolinx to consider when selecting revenue tools.

Once the panelists had finished brainstorming, they were asked to decide which funding principle interested them the most. At each of the six tables in the room, a member of the facilitation team would help guide a discussion on one specific principle. Four of the tables would focus on the funding principles Howe had introduced earlier in the day- Fairness, Regional Equality, Transparency, and Dedication of Revenues. The two other tables would take the ideas the panelists had come up with in the brainstorm and determine which should be carried forward for their report. Working together, panelists wrote up a definition of each principle and explained why they believed it was important for Metrolinx to consider when selecting revenue tools.

In the day’s final wrap up, the moderator asked the panelists to find time throughout their two week break to carefully review a booklet of the 26 revenue tools used in other jurisdictions. Panelists left feeling tired, but well equipped to start developing their recommendations and motivated to delve further into the funding tools.

We need to ask ourselves how can we create a fair revenue generating system that will minimize and share the burden.

DAY THREE: SATURDAY MARCH 16, 2013

Day three began with panelists sharing conversations they had had during the week with family and friends about The Big Move. One panelist observed: “If we say we’re a world class city, we have to show we have a world class transportation system like Paris, London, New York or Rome.” Others had questions about independent oversight mechanisms in place to keep tabs on spending activities during The Big Move.

Panelists then broke out into their working groups from Day 2, where each group had chosen different funding principles. Groups re-drafted short statements explaining why their group’s principle was an important one for The Big Move. These statements were then shared back with the entire room.

The panel then turned its attention to the 26 funding tools identified by Metrolinx as possible revenue generators for The Big Move. Panelists broke out into groups of two, and each group volunteered to work on one tool. Each two person team identified the most important benefits and drawbacks of their tool. One member was responsible for the pros of the funding tool, the other the cons, and through one-minute presentations panelists presented the most persuasive arguments for and against each tool to the rest of the group, in order to inform the day’s discussions. There was a lot of energy and laughter in the room as panelists added humour and flair to their presentations.

Over lunch, panelists took in their last guest presentation, this time from Professor Enid Slack, the Director of the Institute on Municipal Finance and Governance and an adjunct professor with the University of Toronto’s Munk School of Global Affairs. Professor Slack’s presentation covered how to give strong policy recommendations, and she shared insights from her work before a longer question and answer period. Panelist questions ranged from how revenues from the gas tax are allocated to municipalities, to the mechanics of dedicated revenue generation.

After thanking Professor Slack for her time, the moderator introduced an activity where panelists would construct their first draft of a funding scenario for The Big Move. Each panelist was given a sheet with an empty “thermometer”, with increments marked between zero and \$2 billion. They were also given an envelope with cutouts of each of the revenue tools, sized according to how much revenue each would generate each year for the region. The revenue tool cutouts were also colour-coded according to who bears the cost of the tool — the user, the beneficiary, or everyone. Participants were asked to create their own preferred funding scenario by taping their chosen revenue tools onto the template until they reached the \$2 billion target.

After a quick coffee break, panelists were asked to organize themselves into groups based on the similarities and differences in their individual funding scenarios. Some panelists, after hearing why others had chosen particular tools over others, were persuaded to change their own funding scenarios. The panel ended up divided into five working groups.

Panelist questions ranged from how revenues from the gas tax are allocated to municipalities, to the mechanics of dedicated revenue generation.

The final task for the day was for each group to come up with one funding scenario that integrated the funding scenarios of each individual in the group. Each group landed on a group funding scenario that reflected a consensus or compromise, and a quick check-in gave each group the opportunity to briefly present their scenario to the room, and hear a bit about the scenarios of other groups. At the end of the day participants left feeling optimistic about the ground that had been covered over the course of the three days, and ready to roll up their sleeves to do the work of finalizing their recommendations in the fourth session.

Each group landed on a group funding scenario that reflected a consensus or compromise...

DAY FOUR: SATURDAY, MARCH 23, 2013

After Day Three, panelists received a typed up version of the work they had done thus far developing and describing their seven funding principles and draft funding scenarios. The panelists were instructed to carefully review both the principles and funding scenarios in preparation for Day Four. Having diligently completed their homework, members of the panel arrived for Day Four full of ideas, suggestions and questions to share with the other panelists.

The moderator welcomed back the panel saying, 'We've travelled a great distance. We have the beginnings of a vision, of funding principles, of funding scenarios, but we still have plenty of work to do.' Day Four's focus would be filling in a series of large paper templates in order to explain the panel's recommendations and create an outline of their report.

Returning to their funding scenario working groups, panelists, with help from the facilitators, dove into their work. Working groups were asked to complete a series of tasks: to give their funding scenario a name, list the selected revenue tools, explain why they had chosen each specific funding tool, write a precise rationale for why they had chosen their mix of tools and note how key funding principles applied to their scenario.

Once an hour had passed, the panel gathered together to hear what each working group had accomplished and to provide each other with feedback. Each working group presented what they had written so far, and the other members shared their reactions, questions and suggestions for improvements.

Following the plenary session, each scenario working group spent time carefully refining and elaborating on their work while also addressing and incorporating what they had heard from the rest of the panel. Some panelists moved from one group to another having realized that their personal viewpoints were more closely aligned with a different funding scenario.

A small group of volunteers broke off from their scenario working groups to write up sections of the report that described the panel's vision for the GTHA's transportation system, how the panel viewed The Big Move, and the panel's funding principles. This volunteer group was provided with summaries of work completed by the panel during the first

three days to help them accomplish their task.

Many panelists chose to work right through lunch, as they added details to their recommendations and worked to explain as clearly as possible why Metrolinx and the residents of the region should support their combination of tools.

The panel reconvened for one more feedback session, with each working group presenting their revised and expanded funding scenarios. Once again, the rest of the panel had the opportunity to share their reactions, offer constructive criticisms, and make suggestions to other working groups. They also had the opportunity to hear from and provide guidance to the volunteer group that was working on the introductory sections.

As the afternoon progressed, panelists rushed to articulate as clearly as possible all aspects of their funding scenario, conscious that their work would form the backbone of the report that would be presented to Metrolinx.

And before long, time was up. The tables worked up until the last moment to put finishing touches on their recommendations. Then the facilitators collected the template sheets and bound them together to create an oversized book entitled the 'Draft Report from the Residents' Reference Panel on Regional Transportation Investment'.

With Bruce McCuaig, President and CEO of Metrolinx, and other senior staff present, a representative from each working group took the podium and read their section out loud. A warm round of applause from Metrolinx staff and the rest of the panel followed each section.

Once the draft had been presented, Bruce McCuaig thanked the panel for their impressive work. McCuaig assured panelists that their recommendations were extremely important and would be read carefully by Metrolinx staff and the Board of Directors. On behalf of Metrolinx, McCuaig presented each member of the panel with a 'Certificate of Public Service' and thanked them individually for their dedication. The moderator, in his closing remarks, reminding panelists that their work would be edited by the facilitation team and sent out to them for final commentary and approval before being released. Any panelist who had comments that they felt were not reflected in the report were invited to submit a 'supporting opinion' to be included in the final report.

And then the panel was complete. The panelists said their goodbyes and headed for their homes across the region, feeling exhausted but proud of what they had accomplished together.

And before long, time was up. The tables worked up until the last moment to put finishing touches on their recommendations.



Appendix

SUPPORTING OPINIONS

I worked on Scenario # 2, 'Fare Play', and support what my group has accomplished. That said I believe that instead of using a fuel tax to raise \$100 million per year, Metrolinx should increase transit fare prices by 15% and introduce fare-by-distance in transit systems where it does not already exist. For short trips this added fee would be relatively small, and for longer trips it would entail a larger increase in transit fare prices. I believe this will generate over \$100 million per year, which should be contributed towards the \$2 billion per year necessary for transportation investment in the GTHA. —*Renée James*

I am really pleased with the work we have accomplished as a Panel. Transit and transportation systems create and maintain the essential flow of goods and services, just like the heart pumps vital oxygen and proteins throughout the human body. The Next Wave will help us better care for our cities. I hope Metrolinx can work more on communicating about the improvements we are making and will make. It's not just about the addition of new lanes, and routes. These projects will change the appearance of our transit system and of our communities for the better. The public needs to be shown, visually, how different locations will be changed for the better. The next wave should have a graphic drawn up, of what the roads of the future will look like.... We should have illustrations of 'before and after' advertised around the region. In this way, people will see what is being paid for with any new fees, and they will better understand how they will benefit directly from the Next Wave of projects. —*Shaun Wade*

The five scenarios represent varied opinions on what funding tools to use, and I believe they are important contributions to the debate. That said, I think they have all missed some very important considerations which I would will enumerate here:

Each of the three categories of interested parties (Citizens of the GTHA, Users of the Transportation System and Beneficiaries of the Improved System), should make a substantial contribution to the cost of implementation. This is in the interest of Fairness, and also ensures that all categories remain committed and interested in seeing that the expected results are indeed reported transparently and finally achieved.

No one tool should be relied on to provide more than 50% of the funds needed. This should help to ensure that, if circumstances change during the duration of The Big Move and anticipated funding falls short of committed and dedicated expectations, established alternatives that already make substantial

contributions are available and can be adjusted to make up any shortfall. Private partners in Private Public Partnerships should be considered as a member of the 'beneficiary' category since they would be expecting to obtain a profit from their investment, and any Government Grant would be considered a contribution from the citizens in general because it ultimately come from general tax revenues. —*Christopher Walker*

PRESENTERS

Bruce McCuaig President and CEO Metrolinx

Bruce has worked in areas involving land use planning and policy, municipal policy, and transportation planning, policy and operation. He served in various capacities at the Ontario Ministry of Municipal Affairs and Housing for 10 years, as well as serving 15 years at the Ontario Ministry of Transportation. In his final role at the Ontario Ministry of Transportation as Deputy Minister he was responsible for leading the 4,000 public servants dedicated to ensuring Ontario's transportation is efficient in safely moving people and goods across the Province. As President and CEO of Metrolinx, Bruce is focused on building a customer service emphasis throughout the organization, delivering quality transportation services on time and on budget, and working collaboratively with our partners. Bruce graduated from Ryerson University in 1984 with a Bachelor of Applied Arts (Urban and Regional Planning) degree, and from Queen's University in 2000 with a Master of Public Administration degree.

Victor Severino Assistant Deputy Minister Ontario Growth Secretariat

Prior to joining the Ministry of Infrastructure, Victor worked at the Ministry of Finance, where he directed the development of Ontario's budget and managed fiscal relations with the federal government and other

provinces. During his time with the Ministry of Finance, Victor served as Director of Communications and Corporate Affairs, where he helped deliver five Ontario Budgets and four Fall Economic Statements. He also held senior positions as the manager responsible for budget production and federal-provincial relations. Victor was also seconded to Cabinet Office Communications as manager of operations.

Josh Hjartarson Vice President, Policy and Government Relations Ontario Chamber of Commerce

Prior to joining the OCC, Josh served as Policy Director at the Mowat Centre, where he helped build one of Canada's most prolific and respected think tanks. He has emerged as one of Canada's foremost thought leaders on the pressing policy challenges facing Canada and Ontario. Josh received a Ph.D. in Political Science from the University of Toronto in 2005. He has written and lectured extensively on Ontario politics and government, public sector transformation and regulatory reform. He was appointed to the faculty at the School of Public Policy & Governance at the University of Toronto in 2012. Josh has extensive policy and management experience in the public sector, having held positions at Intergovernmental Affairs, Cabinet Office, and the Ministry of Finance in the Government of Ontario.

John Howe
Vice President, Investment
Strategy and Project Evaluation
Metrolinx

John performs Benefits Case evaluations of major Metrolinx projects and is responsible for the Metrolinx Investment Strategy. John has 20 years of infrastructure policy and planning experience in Ontario, including working at the ministries of Public Infrastructure, Finance and Transportation. John is a member of the Greater Toronto Marketing Alliance board of directors, dedicated to attracting direct foreign investment to our region. He is also an executive-in-resident at the Ivey School of Business, University of Western Ontario. John holds a Masters in Public Policy and Administration from Carleton University. He also completed the public executive development program at Queen's University.

Mary-Frances Turner
President

Viva/ York Region Transit

Mary-Frances Turner is President of York Region Rapid Transit Corporation, a unique share capital corporation mandated to plan, design and deliver rapid transit and help shape transit-oriented development in York Region. Mary-Frances has been central to the implementation and continued development of rapid transit in York Region. With the project since its inception in 2001, Mary-Frances led the public/private partnership team that launched the award winning Viva rapid transit service and is now implementing vivaNext – the next generation of rapid transit in York Region, which includes two subway extensions, two light rail transit lines, and dedicated bus lanes on key corridors. Under her leadership, vivaNext has grown from a vision to a reality, generating public interest and support and securing over \$3 billion in funding from all levels of government.

Martin Powell, P. Eng
Commissioner of Transportation
and Works
City of Mississauga

Martin Powell began his career with the City of Mississauga in 1988, and was promoted to Commissioner of Transportation and Works in October 2001. As Commissioner of the Transportation and Works Department, Martin is responsible for (Mi-Way) Mississauga Transit, Enforcement, and the design, construction, maintenance and operation of the road network and water courses in the City. Prior to his current position, Martin held various management and directorial positions at the City, including in the traffic engineering, maintenance and planning sections of the Transportation and Works Department. Martin attended the University of Waterloo and graduated with a degree in Civic Engineering in 1979.

Gary McNeil
President
GO Transit

As President of GO Transit, a division of Metrolinx, Gary McNeil is responsible for leading GO Transit and contributing to the overall leadership and strategic directions for Metrolinx. Gary has over 35 years of experience in the transportation industry in both the public and private sectors. His management experience includes the planning, designing and management of construction projects, such as the Toronto Transit Commissions Sheppard Subway and Rapid Transit Expansion Program, the SkyTrain in Vancouver, British Columbia, the planning and design of the Vancouver Rapid Bus service, and Terminal 3 at Lester B. Pearson International Airport. He has also managed international assignments.

Chris Upfold
Chief Customer Service Officer
TTC

Chris Upfold is the TTC's first Chief Customer Officer with the key

responsibility of ensuring that the voice of the customer is at the centre of the TTC's decisions. Chris' group — Strategy and Customer Experience — defines the customer proposition, measures its delivery and then adjusts the service offering based upon lessons of daily delivery. Prior to joining the TTC in June 2011, he worked for London Underground for 10 years, where he led a variety of teams and initiatives relating to smartcards, accessibility, customer information and customer safety.

Leslie Woo

Vice President, Policy, Planning and Innovation

Metrolinx

As Metrolinx's Vice President of Policy, Planning and Innovation, Leslie is a driving force behind the region's first ever regional transportation plan — The Big Move. Leslie is also the executive champion for driving innovation corporately and leads Metrolinx's network for women in management. Leslie played a leadership role in the provincially legislated Greater Golden Horseshoe Growth Plan (2006). Formally trained in architecture, environmental studies and urban planning at the University of Waterloo, Leslie's career portfolio includes senior roles with the Toronto 2008 Olympic Bid and Toronto Waterfront Regeneration Trust.

Richard Joy

Vice President, Policy and Government Relations

Toronto Region Board of Trade

Richard Joy joined the Toronto Region Board of Trade in 2008. His extensive public policy knowledge and experience comes from years of service at Queen's Park and Toronto City Hall. Richard was the Senior Policy Advisor to the Minister of Municipal Affairs and Housing, responsible for the public policy development for the City of Toronto Act. He also served as executive assistant to MPPs George Smitherman and Michael Gravelle, as well as two City Council-

lors over a period that straddled the pre and post amalgamation of Metro Toronto. Richard received his BA from Carleton University.

Eleanor McMahon

Founder

Share the Road Cycling Coalition

Following a family tragedy in a cycling collision in June 2006, Eleanor has worked to engineer legislative change in Ontario and is leading the development of a provincial, grassroots cycling advocacy organization in Ontario — the Share the Road Cycling Coalition. Her efforts saw Greg's Law tabled in the Ontario legislature as part of a larger Road Safety Bill, Bill 126 in November 2008 and passed on April 22nd, 2009. Ms. McMahon is a frequent speaker on active transportation. She continues to visit a number of jurisdictions in the United States and Europe to study best practices in cycling accommodations, law enforcement approaches, legislative, and education and awareness programs.

Teresa Di Felice

**Director, Government & Community Relations and Driver Training
CAA South Central Ontario**

Teresa is responsible for the overall direction and execution of government and community relations strategies, operations and driver education throughout the South Central Ontario region. Teresa oversees advocacy programs such as the annual Worst Roads survey while representing the interests of SCO's 1.8 million and Ontario's 2.2 million members to municipal and provincial governments. Teresa works in partnership with other CAA clubs and CAA National government relations strategies. Prior to joining CAA, Teresa worked as an executive assistant at the City of Toronto where she managed public relations both on city-wide and local constituency issues.

John Best**Executive Director****Southern Ontario Gateway Council**

John Best was appointed executive Director of the Southern Ontario Gateway Council in August 2005. The Southern Ontario Gateway Council is a goods movement oriented transportation forum representing the road, rail, marine and air modes of goods movement. SOGC works with government at all three levels to promote good transportation policy and development of appropriate infrastructure. John was educated at the University of Western Ontario and is the author of a book about T.B. McQuesten, an Ontario transport minister who was responsible for the construction of the Queen Elizabeth Way and the Rainbow Bridge.

Matti Siemiatycki**Assistant Professor, Department of Geography and Program in Planning****University of Toronto**

Matti's teaching and research focuses on infrastructure planning, financing and project delivery. His work in the transportation sector examines project planning at a diversity of scales, ranging from multi-billion dollar subway, light rail, bridge and highway mega-projects, to the implementation of bicycle lanes and pedestrian facilities. He also explores the governance arrangements, policy approaches and politics of developing regional transportation strategies and managing travel demand. He has carried out studies on transportation plans, governance arrangements,

and projects in cities around the world, including Toronto, Vancouver, London, Los Angeles, Sydney, Bilbao and Delhi. Professor Siemiatycki holds a Ph.D in urban planning from the University of British Columbia and a Master's in Geography from Oxford University.

Enid Slack**Director, Institute on Municipal Finance and Governance; Adjunct Professor, Munk School of Global Affairs University of Toronto**

Dr. Enid Slack is one of Canada's foremost experts in municipal finance and is respected nationally and internationally for her research. Enid has advised governments and the private sector in Canada and abroad on property taxes, intergovernmental transfers, the division of expenditures and revenues among levels of government, municipal boundary restructuring, and other local finance issues. Enid has co-authored or co-edited five books and has published numerous articles on urban public finance. She currently chairs the Intergovernmental Committee for Economic and Labour Force Development in Toronto (ICE). Among her many past advisory roles, Enid was appointed Special Advisor to the Greater Toronto Area Task Force in 1995, a member of the City of Toronto's Business Reference Group on tax policy in 1999, a member of the Working Group of the Toronto City Summit Alliance in 2003, and a Commissioner on the Property Tax Policy Review Commission for the City of Vancouver in 2006-07.

ABOUT METROLINX

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. Metrolinx launched The Big Move, a Regional Transportation Plan, in September 2008.

ABOUT MASS LBP

MASS LBP is a new kind of advisory firm that works with forward-thinking governments and corporations to make better decisions while deepening and improving their efforts to engage and consult with citizens. Fundamentally we believe in people. Given the opportunity to participate in a thorough, fair and inclusive process, citizens are ready to provide constructive advice, offering officials the intelligence, perspective and sensitivity that difficult public issues require.

Since 2007, MASS LBP has led some of Canada's most original and ambitious efforts to engage citizens in tackling tough policy options while pioneering the use of Civic Lotteries and Citizens' Reference Panels on behalf of a wide array of clients. MASS LBP is based in Toronto.

Residents' Reference Panel on Regional Transportation Investment

Final Report

Prepared for Metrolinx by MASS LBP