

^[14] September 17, 2009 Approved by Management Board of Cabinet. Memorandum of Understanding between: Her Majesty the Queen in right of Ontario as represented by the Minister of Transportation and Metrolinx. Sections 2.3 Ministry's Role. Within the context of this MOU, the Ministry's role is to provide strategic leadership, planning and central oversight as steward of the transportation system in Ontario. The Minister, considering the advice of the Ministry, establishes strategic directions and Government priorities, and develops legislation, regulations, standards, policies and directives. The Ministry also monitors, evaluates and reports on the performance of the transportation system and the transportation of Ontarians, and establishes funding models and funding levels for the transportation system. 2.4 Metrolinx Mandate. As per section 5 of the *Act*, the objects of Metrolinx are to provide leadership in the co-ordination, planning, financing, development and implementation of an integrated, multi-modal transportation network in the Regional Transportation Area; act as the central procurement agency on behalf of Ontario municipalities with respect to their local transit systems; be responsible for the operation of the Regional Transit System and the provision of other transit services. 2.5 Agency Classification and Applicability of Government Directives. Metrolinx is an operational enterprise agency of the Crown and is accountable to the Crown through the Minister in exercising its mandate. Metrolinx is subject to the financial, human resources and administrative policies, guidelines and directives established by TB/MBC [Treasury Board and Management Board of Cabinet] and the Ministry of Finance that apply to Operational Enterprise agencies. In particular, Metrolinx is required to follow those directives listed in Schedule A, Part 1 of this MOU.

As required by the RB/MBC Agency Establishment and Accountability Directive, as an operational enterprise agency, Metrolinx is required to make decisions that are consistent with the principles of those Directives not specified in Schedule A Part 1. The Ministry agrees to share those Directives with Metrolinx. 2.6 Mutual Support. The Minister and Metrolinx shall respect each others responsibilities in the transformation and management of transportation in Ontario and shall ensure that in fulfilling their respective responsibilities, they will do so in a manner that supports and enables the other party.

^[15]J. Robert S. Prichard, Chair

Robert S. Prichard is Chairman of Torys, a leading international business law firm. He previously served as President and CEO of Metrolinx. Mr. Prichard is also past President and Chief Executive Officer of Torstar Corporation and President Emeritus of the University of Toronto where he served as president from 1990-2000 and previously as dean of law and as a professor specializing in law and economics. Mr. Prichard is Chairman of Bank of Montreal, and Director of Onex Corporation, George Weston Ltd (lead director) and Barrick Gold. He also serves as a trustee of the Hospital for Sick Children.

Mr. Prichard studied honours economics at Swarthmore College, received his MBA from the University of Chicago and earned law degrees at the University of Toronto and Yale University. He is an Officer of the Order of Canada, a Member of the Order of Ontario, a Fellow of the Royal Society of Canada and a Fellow of the Institute of Corporate

Directors.

Upkar Arora – what is his position on Metrolinx – it isn't stated???

Upkar Arora is the CEO of Purpose Capital Limited, an impact investment advisory firm that mobilizes all forms of capital to accelerate social progress. He is also CEO of Illumina Partners, a boutique advisory firm which provides operational, financial and strategic expertise to help boards, management, lenders and private equity investors successfully navigate transformational events. He is a seasoned organizational leader with an ability to effectively navigate complex, multi-stakeholder environments and a proven track record of delivering results at the board or C-Suite level. He has 30 years of experience working domestically and internationally (Canada, the US, Mexico and Europe) with public and private companies, on operations, capital markets transactions, acquisitions, dispositions, turnarounds and financings, as a senior executive, advisor or principal in a wide variety of industries.

Upkar serves on the boards of the University of Waterloo, Institute for Canadian Citizenship, Why Not Theatre and is Chair of the Advisory Council of the University of Waterloo's School of Accounting and Finance and Chair of the Advisory Board of Tok Transit. He previously served on the Board of Trustees of the McMichael Canadian Art Collection for seven years, five years as Chair, the McMichael Foundation Board and the Canadian Arts Summit Steering Committee.

Mr. Arora is a FCPA, FCA, and obtained his Independent Corporate Director (ICD.D) designation in 2011. He graduated with a Bachelor's degree and a Master's degree in Accounting and Economics from the University of Waterloo in 1985 where he also teaches as Adjunct Lecturer.

Katherine Bardswick – what is her position on Metrolinx – it isn't stated???

Following a career that spanned nearly four decades with The Co-operators Group Ltd., Katherine stepped down from her role as President and Chief Executive Officer in 2016.

Very active in the cooperative and mutual insurance movement over the years, as well as in her local community, Katherine has held professional board and voluntary roles with a wide range of organizations including: the International Cooperative and Mutual Insurance Federation, the Institute for Catastrophic Loss Reduction, the Canadian Council of Chief Executives, the United Nations Inquiry into a Sustainable Financial System, the University of Guelph, the Conference Board of Canada, Addenda Capital, and The Co-operators Group Ltd. She is immediate past Chair of the Institute for Catastrophic Loss Reduction, the International Cooperative and Mutual Insurance Federation, Sovereign General Insurance Company, and the CUMIS Group Limited boards. She currently holds director roles with the International Cooperative Alliance, the University of Waterloo, and Canatics.

Katherine holds a Bachelor of Science (Math) from the University of Manitoba and a MBA (Marketing) from McMaster University. She was appointed Honorary Chartered Insurance Professional with the Insurance Institute of Canada

Katherine lives with her husband Bernie Mutter in Burlington, Ontario. They have 4 boys.

Rahul Bhardwaj– what is his position on Metrolinx – it isn't stated???

As President and CEO of the Institute of Corporate Directors (ICD), Rahul Bhardwaj leads an organization of over 11,000 members committed to improving national outcomes by growing the leadership and governance capacities within Canadian businesses, agencies and not-for-profits.

In addition to serving on the Metrolinx board, Mr. Bhardwaj currently serves on the boards of the Rideau Hall Foundation, supporting the office of the Governor General of Canada as it connects, inspires and honours Canadians, as well as Community Foundations of Canada (Past Chair).

He was Chair of the 2012 Ontario Summer Games, the first multi-sport games to be held in Toronto, and was Co-Chair of TO2015 IGNITE, a program of the Toronto 2015 Pan Am & Parapan Am Games as well as past Chair of the Toronto Downtown Jazz Festival. Other past board commitments include Upper Canada College, George Brown College, Stratford Festival of Canada and United Way Toronto, among others.

Prior to joining ICD, Mr. Bhardwaj was President and CEO of the Toronto Foundation, where he focused on engaging philanthropy to improve the quality of life in Toronto. He was also Vice President of Toronto's 2008 Olympic Bid, and as part of the Mayor's Blue Ribbon Fiscal review panel in 2008, was involved in identifying efficiencies for the City of Toronto.

In 2012, Mr. Bhardwaj's commitment to city building was recognized as he received the Queen Elizabeth II Diamond Jubilee Medal. He has been named one of "The 50 Most Influential" people in the city by Toronto Life magazine and was recently named to the Leadership Council at the Ian O. Ihnatowycz Institute for Leadership at the Ivey Business School, the Quadrangle Society at Massey College and The Ultimate List of Social CEOs on Twitter. His vision for Toronto and Canada has made him a popular presenter and speaker locally, nationally and internationally, particularly on issues relating to leadership and governance.

Mr. Bhardwaj holds a B.A. (Honours) from the University of Toronto, and a law degree from the University of Windsor. He has completed the Ivey Executive Program at the Richard Ivey School of Business at Western University and the **ICD-Rotman Directors Education Program.**

Bryan Davies

Bryan Davies has pursued a varied career, bridging the public, private and non-profit sectors.

Most recently, he served as **Chair of the Canada Deposit Insurance Corporation**, assuming that role in 2006. Mr. Davies also served concurrently as Vice-Chair of the Canadian Securities Transition Office from July 2009 to July 2013. Prior to those federal appointments, Mr. Davies was Chief Executive Officer and Superintendent of the Financial Services Commission of Ontario from 2002 to 2005. Before then, he was Senior Vice President of Regulatory Affairs at Royal Bank Financial Group.

Mr. Davies held a number of senior positions in the Government of Ontario from 1975 and 1992, including Deputy Treasurer and Deputy Minister of Economics, and was Vice President of Business Affairs and Chief Administrative Officer at the University of Toronto from 1992 to 1994.

He has served on the Boards of both publicly traded and private corporations, and has been, and remains, active in a range of non-profit organizations, focused on the cultural, heritage and education spheres.

Mr. Davies is a graduate of Queen's University (Masters in Public Administration) and of the University of Toronto (B. Comm.). His distinguished leadership and significant contribution in the field of public administration was recognized by the Institute of Public Administration of Canada which awarded him the 2010 Vanier Medal.

Janet Ecker

Janet L Ecker is the past President and CEO of the Toronto Financial Services Alliance (TFSA), a growing public-private partnership dedicated to building Toronto region as a global financial services centre. With government and industry support, she established the Global Risk Institute in Financial Services to leverage the sector's global reputation for stability, as well as the Centre of Excellence in Financial Services Education to capitalize on Toronto region's talent advantages.

A former Ontario Finance Minister, Ms. Ecker also held the portfolios of Minister of Education, Minister of Community and Social Services and Government House Leader. Ms. Ecker currently sits on a number of corporate and non-profit boards, agencies and government advisory committees. In 2016, Ms. Ecker was appointed as a Member of the Order of Canada.

A frequent public speaker and media commentator, she was recognized in 2010 as one of the "Most Influential People in the World's Financial Centres" by Financial Centres International and received a "Canada's Most Powerful Women: Top 100 Award" from the Women's Executive Network and the Richard Ivey School of Business in 2003. She is also one of the founders of Equal Voice, a national, multi-partisan organization working to elect more women.

Janet Ecker

[CM](#) (born October 18, 1953) is a former [politician](#) in [Ontario, Canada](#). She was a member of the [Legislative Assembly of Ontario](#) from 1995 to 2003, and was a senior [cabinet minister](#) in the governments of [Mike Harris](#) and [Ernie Eves](#).
https://en.wikipedia.org/wiki/Janet_Ecker

Bill Fisch

Bill Fisch is the former Chairman and CEO of The Regional Municipality of York and held that position for 17 years until his retirement (1997 to 2014).

In his capacity as Chairman and CEO, Mr. Fisch was also an ex-officio member of all Regional Committees.

He has served as a board member for a number of organizations, including York Regional Police Services Board, Association of Municipalities of Ontario, Toronto and Region Conservation Authority, MacKenzie Health Hospital, Greater Toronto Marketing Alliance, and is the former Chair and CEO of the York Region Rapid Transit Corporation.

As a leader in the community, Mr. Fisch has been Chair of the York Region United Way Building Industry Luncheon on a number of occasions, and hosted the 2009 Chairman Dinner for the Arts to showcase and raise funds for new artists.

He has also supported a wide array of charities, including the Children's Safety Village of York Region, Ontario Special

Olympics and York Region Abuse Program. In 2013, Mr. Fisch was the Co-Chair of the Special Olympics Ontario Summer Games hosted in York Region. In 2014, he received the Community Service Award from Community Living Newmarket/Aurora District, honouring his long-standing commitment to serving the community. In 2014, he was honoured with the United Way York Region's Cornerstone Award for his long-standing support and service to the United Way that has significantly contributed to human services across York Region. In 2014, he was awarded the Queens Jubilee Medal.

Upon his retirement from the Police Service Board and in honour of his 20 years of service, the York Region Police Headquarters was renamed "The Bill Fisch Centre for Police Excellence".

A graduate of Queen's University with a Bachelor of Commerce, Mr. Fisch also holds a Juris Doctor (JD) degree from Osgoode Hall Law School and was a practising lawyer in Thornhill, Ontario for 21 years. He began his political career in 1988 as a Councillor for the Town of Markham and was elected as a Regional Councillor for the Town of Markham in 1994.

Anne Golden

Anne Golden, Ph.D., C.M., was appointed as Distinguished Visiting Scholar and Special Advisor at Ryerson University, beginning September 1, 2012. She serves as the Chair of the Ryerson City Building Institute. Dr. Golden was the President and CEO of The Conference Board of Canada, the country's foremost independent not-for-profit applied research organization, from 2001 to 2012. Previously, she was President of the United Way of Greater Toronto for 14 years. She earned national profile for her work as Chair of the Homelessness Action Task Force (1999), the Greater Toronto Area Task Force (1996), and most recently, the Premier of Ontario's Transit Investment Strategy Advisory Panel.

Dr. Golden was appointed as a member of the Order of Canada in 2003 and as a member of the Order of Ontario in 2013. She has received eight honorary doctorates – from McMaster University (2011), University of Calgary (2011), University of Western Ontario (2008), Royal Roads University (2005), University of Toronto (2002), York University (2000) and Ryerson Polytechnic University (1997), including an honorary diploma from Loyalist College (2005). Most recent awards included the Canadian Urban Institute: Jane Jacobs Lifetime Achievement Award, The Conference Board of Canada's 2012 Honorary Associate Award and Alumni of Influence Award of the Top 100 People to Graduate from University College, University of Toronto.

Marianne McKenna

Marianne McKenna is a founding partner of KPMB Architects and an Officer of the Order of Canada for crafting 'architecture that enriches the public experience'. She was born in Montreal and educated at Swarthmore College and Yale University. Marianne's award-winning projects include The Rotman School of Management at the University of Toronto, the Engineering/Computer Science & Visual Arts Complex and John Molson School of Business at Concordia University, and the Kellogg School of Management at Northwestern University. She also led the renewal of Orchestra

Hall in Minneapolis and the Royal Conservatory TELUS Centre for Performance and Learning, including the celebrated Koerner Concert Hall, which earned her a Fellowship from the Royal Conservatory in 2011.

Marianne's current projects include the revitalization of iconic Massey Hall in Toronto and a new home for The Brearley School in New York. Marianne has taught at McGill University, Laval University, the Université de Montréal, the University of Toronto, and was the 2016 Lord Norman R. Foster Visiting Professor at Yale University. In June 2017, she was awarded an Honorary Doctorate of Laws from Laurentian University.

Rose M. Patten

Rose Patten's 35 year career in Financial Services is characterized by senior leadership roles in Business Strategy, Human Resources Management, Executive Development and Succession, Corporate Communications, Public Affairs, Transformational Change and Organization Development.

Her leadership experiences have spanned the four financial sectors: banking, trust, insurance and investment banking in Canada, the United States and Asia and have consistently involved companies engaged in mergers, restructuring, acquisitions or major change. She has held senior executive positions in all instances. She also chaired the Governing Council of the University of Toronto as well as the Hospital for Sick Children.

In 2017, Ms. Patten was appointed as Officer of the Order of Canada and in 2009, she was honoured with a Doctor of Laws degree from the University of Toronto. In 2008, she was recognized with the YWCA Woman of Distinction Award for Corporate Leadership and has received numerous other recognitions for her community service contributions. She was also recognized as one of the 25 Most Powerful Women in Banking by U.S. Banker Magazine.

Bonnie Patterson

Professor Bonnie M. Patterson is a Professor of Business at Trent University and Distinguished Visiting Professor, Academic Leadership at Ryerson University. She is the Past President and CEO of the Council of Ontario Universities and previously served as President and Vice Chancellor of Trent University, and Dean of Business at Ryerson University. Currently, she is the Chair of the Board of The Roberta Bondar Foundation, a Trustee of the Canadian Associates of the Bermuda Institute of Ocean Sciences and a Founding Board member of the International Institute for Environmental Studies, a joint initiative of Nanjing University and Trent with 12 global university partners.

Professor Patterson previously served on the Board of the Ontario Chamber of Commerce, was a founding member of the Peterborough Innovation Cluster, a past Chair of Universities Canada, and Chair of the Peterborough Regional Health Centre Board on which she served for 9 years. She was selected as a Canadian University President to sit on the Council of the Association of Commonwealth Universities and served on their Audit and Risk Committee.

Professor Patterson also served as the province's representative on the founding Board of the Greater Toronto Airports Authority and participated in many provincial advisory committees.

In 2006, she was recognized by the Women's Executive Network with a Top 100 Most Powerful Women in Canada award. In 2010 Professor Patterson was appointed to the Order of Ontario and as a Member of the Order of Canada

for her contributions as a leader in postsecondary education.

She holds a BA and MLS from the University of Western Ontario and the ICD.D designation. She has received several honorary doctorates recognizing her excellence in higher education.

Howard Shearer

Howard Lincoln Shearer is the Chairman of the Board of Hitachi Power Systems Canada Ltd. and serves on the board of GE Hitachi Nuclear Energy Canada Inc. Prior to joining Hitachi, Mr. Shearer was employed in the high-tech industry by Texas Instruments and Murata Erie.

Mr. Shearer was a member of the Board of Directors of the Independent Electricity System Operator, and now serves on the board of the following non-profit and public sector organizations: the Canadian Nurses Foundation, the Principal's Advisory Council (University of Toronto at Mississauga), the Canadian Studies Advisory Committee (University College, University of Toronto), Governing Council, University of Toronto and the Board of Governors at McMaster University.

Mr. Shearer also is a member of other professional organizations including the Energy Council of Canada, Canadian Nuclear Association and Canadian Nuclear Society and serves on the special advisory council to the League for Human Rights, B'nai Brith Canada.

Mr. Shearer holds a bachelor's degree in electrical engineering from McMaster University, Hamilton, Ontario.

Sharleen Stewart

The eldest of six siblings, Sharleen Stewart grew up in Saskatoon, Saskatchewan. She credits her mother for inspiring her to be strong and independent and her father for teaching her the importance of love and respect.

Dating back to the start of her career as a frontline hospital worker, Sharleen has always been an activist. Never one to shy away from what she believes in, she has spent decades amplifying the voices of healthcare workers and advocating for equality, respect and dignity. She knows that hard work should be rewarded fairly and equally, regardless of gender, race and beliefs.

Sharleen's ability to mediate and find common ground is at the core of her solution-based personality. She sees herself as someone who supports people to get where they need to be. These are just a few of the qualities that led to her becoming the first woman elected as SEIU Healthcare President in 2003.

As SEIU International Vice-President, Sharleen is the first Canadian woman to sit on the SEIU International Executive Board. She is also the first SEIU woman to sit on the Canadian Labour Congress Executive Committee.

A proud Métis, Sharleen is humbled and honoured to represent SEIU Healthcare's 57,000 members. She believes being a leader in the labour movement was what she was born to do.

As a mother and grandmother, Sharleen understands the importance of creating innovative and sustainable solutions that not only benefit today's workers, but future generations as well.

Through hard work and innovation, Sharleen envisions SEIU Healthcare as a 21st century, solution-based union; a

union that all members know makes their lives better; a union that teaches employers and governments that the labour movement is a valued partner, not an opponent.

Carl Zehr

Carl Zehr is the former Mayor of the City of Kitchener (1997-2014), a Councillor for nine years prior to that and a Region of Waterloo Councillor for seven terms. He served on many committees and community Boards including Kitchener-Wilmot Hydro Inc., Centre in the Square, Kitchener Housing Inc. and University of Waterloo. As Mayor, he provided leadership in the creation of a transformative economic development strategy to broaden the economic base of the city and region. He played an active role in the Large Urban Mayors' Caucus of Ontario and the Federation of Canadian Municipalities' Big City Mayors' Caucus and was its Chair (2008-2011). Upon his retirement from municipal politics in 2014, the public square in front of Kitchener city hall was renamed Carl Zehr Square.

Mr. Zehr has the professional designation FCPA, FCGA and has extensive experience in both private and public sectors. He is a Past Governor & President of CGA Ontario as well as a Past Director of CGA Canada. In 2008 he was recognized by CGA Canada as one of the country's Top 100 CGAs. In 2012 he was recognized for his public service with a Queen Elizabeth II Diamond Jubilee medal. The Ontario Pharmacist Association honoured Mr. Zehr with its Visionary Award in 2006 for his assistance in establishing a new School of Pharmacy at the University of Waterloo.

Mr. Zehr is currently Co-Chair of the Southwestern Ontario Chapter of the Institute of Corporate Directors.

^[16] **Phil Verster is the President & Chief Executive Officer at Metrolinx.** Phil oversees a team committed to transforming transportation in the GTHA. With a strong community and customer service emphasis, Metrolinx is delivering quality transportation services on time and on budget, and working collaboratively with our partners – all key elements to delivering on the promise of Metrolinx's Regional Transportation Plan.

Prior to joining Metrolinx, Phil was one of the UK's rail leaders, having managed train operations, infrastructure builds and infrastructure management for passenger rail systems in England, Scotland and Ireland.

An engineer by training, Phil began his career in the electricity sector in his native South Africa. **From 2001 to 2003, he was Depot Manager and Production Director for a UK division of Bombardier Rail. In 2003, Phil moved from the supplier side to passenger rail operations at Southeastern Trains. He then spent five years at Irish Rail, where he served in different roles, including Deputy CEO.** In 2011, Phil joined Britain's Network Rail. His first assignment was Managing Director London North East and East Midlands Route, the second largest route in the Network Rail system. He pioneered a new approach to structured continuous improvement that delivered improved safety and train performance as well as an enhanced passenger experience. Phil put the same innovation and discipline to work in his subsequent assignment for Network Rail running Scotland's ScotRail passenger rail service, from 2015 to 2017. In early 2017, Phil served as Managing Director of Network Rail's East West Railway.

Phil has a Bachelors of Engineering and a Masters of Engineering, both from the University of Stellenbosch in South Africa. He has an MBA from the University of Newcastle Business School and an LLM Post Graduate Diploma

(Commercial Law) from the University of Northumbria, both in the UK.

Peter M. Zuk, Chief Capital Officer

Metrolinx is undertaking the largest transit build in Canadian history and is in the process of delivering over \$32 billion in transit projects with 31 municipalities. With a strong team in the **Capital Projects Group[17]** and transit partners at Infrastructure Ontario, municipalities and transit authorities, we are delivering and overseeing the large and growing program of transit expansion projects in the GTHA. The program includes planning and construction of five new Light Rail Transit systems, Bus Rapid Transit improvements and the GO Regional Express Rail initiative.

Peter has established an international reputation as a practitioner and subject matter expert in the planning and delivery of transformational urban infrastructure projects. He has served as Project Director of the Central Artery Tunnel Project (Boston's "Big Dig"), he oversaw the largest telecommunications project in the United States (the Level 3 Intercity fiber-optic network), and he served as Chief Programmes Officer and as a member of the Board of Directors of the London Underground, where he oversaw all construction and maintenance activities including a \$30 Billion program of infrastructure improvements called "Transforming the Tube."

Peter has a BA, English and Political Science, Colgate University, Hamilton, NY and JD, Boston College Law School, Boston, MA.

Judy Pfeifer is Chief Communications & Public Affairs Officer at Metrolinx. Judy oversees all aspects of Metrolinx's communications strategy, and is responsible for overseeing corporate reputation, communications planning, internal and external communications, media relations, as well as government, community and stakeholder engagement.

Most recently, Judy held the position of Vice-President and Practice Lead with Hill+Knowlton Canada, where she implemented integrated communications plans in support of business objectives for clients in the private, public and not-for-profit sectors.

In her previous positions with the Toronto Community Foundation, Ontario Ministry of Municipal Affairs and Housing and City of Toronto, Judy provided leadership in policy, communications and stakeholder management. Judy currently serves on the board of WoodGreen Community Services. She has previously served as the Vice-Chair of the Liveability Committee as a member of the Policy & Advocacy Committee with the Toronto Region Board of Trade, was a **board member with Environmental Defence** and was a founding member of the Emerging Leaders Network (CivicAction).

She is also a sought-after speaker on communications and stakeholder relations.

Judy holds an Honours Bachelor of Arts in Political Science from Carleton University and a graduate Certificate in Human Resources Management from Seneca College.

Mary Proc is the Chief Customer Experience and Marketing Officer (CCMO) at Metrolinx. Mary's marketing team oversees the acquisition of new customers for GO, PRESTO and UP by developing innovative products, services

and partnerships. Her Customer Experience, Research and Analytics teams ensure that the “Voice of the Customer”, and international best practices, are at the centre of all that Metrolinx plans and delivers. Her Business Development group is focused on new ways to raise non-fare revenue to help reduce the public subsidy of transit in the future. In her former role as Vice President of Customer Service Delivery, Mary developed the multi-year customer service strategy at GO Transit and had over 900 staff who supported GO Transit, Union-Pearson Express, and the PRESTO farecard system. She was responsible for all 66 rail stations including Union Station.

Mary was previously Senior Director at the CIBC for eight years.

Prior to that, Mary worked with Canadian Airlines, running the operations of their Toronto reservations office, and as an Assistant Deputy Minister in Cabinet Office and with the Ministry of Transportation. Mary was the 2015 President of the Toronto Railway Club, a founding Director of Women in Transportation Seminar, and the founding Chair of the Customer Orientation Task Force for the Canadian Urban Transit Association. She also served on the advisory board of the Conference Board Council for Customer Experience. In 2015-16, Mary was named “Outstanding Woman of the Year” by Progressive Railroading Magazine and the North American-based League of Railway Industry Women. She has published on customer service and is a frequent conference speaker.

Mary holds a Bachelor of Arts and a Master of Arts in political science from McMaster University.

Robert Siddall is Chief Financial Officer at Metrolinx. Robert oversees the long-range and day-to-day fiscal and fiduciary obligations of the organization and works closely with the Metrolinx executive group on corporate direction, strategy and financing.

Robert has over 30 years of senior management experience, covering a wide range of strategic and financial functions in both the private and public sectors.

Prior to Metrolinx, Robert **was Chief Financial Officer for Waterfront Toronto Corporation and previously held the position of Provincial Controller with the Province of Ontario.** He has taken part in two major Canadian Institute of Chartered Accountants research studies, including costing of government services, and three standard setting task forces.

He currently serves as Chair of the Task Force on the Accounting for Financial Instruments project. Robert holds a Bachelor of Commerce from the University of Toronto and is a Chartered Accountant.

Helen Ferreira-Walker, Chief Human Resources Officer

Helen Ferreira-Walker is responsible for human resources programs and services that help Metrolinx meet its strategic goals. This includes HR Strategy and execution, Employee Engagement, total rewards, health, safety and wellness, leadership and organization development, employee/labour relations, workforce planning, and staffing and employment for Metrolinx.

She has more than 20 years of HR experience in the public sector. She joined Metrolinx in 2010 as Director, Human Resources. **Prior to joining Metrolinx, she was Executive Director, Human Resources at the Corporation of the**

City of Brampton, where she had accountability for overall management, leadership, direction and support for delivering programs and services designed to enhance business performance in the areas of leadership development, health and safety and labour relations. **She has also held progressive positions at the University of Toronto and the Workplace Safety and Insurance Board.** Helen has a post graduate certificate in Industrial Relations from Queen's University, has earned both the Certified Human Resources Professional (CHRP) and Senior Human Resources Professional (SHRP) designations, and is currently working towards her MSC in Human Resources Management.

Greg Percy is Chief Operating Officer, responsible for leading GO Transit and UP Express operations, and contributing to the leadership and strategic direction for Metrolinx.

Greg was previously Vice-President, GO Capital Infrastructure where he provided leadership for the delivery of a \$1.2 billion capital plan for the design, construction and delivery of more than 250 civil engineering infrastructure projects. Previous to this, Greg was the Vice-President, GO Operations, where he had leadership responsibility for rail and bus service delivery, rolling stock acquisitions, maintenance facilities and service delivery partner contract oversight. Greg's 34 years of experience in the Canadian transportation industry spans both the private and public sectors. He spent 18 years with Canadian Pacific Railway in various marketing and operations positions, then joined GO Transit as Director, Rail Services in early 2000. He left GO Transit for two years for a post as Vice-President, Transit with an international engineering consulting firm, before re-joining GO Transit as Vice-President, Operations in 2008.

Greg is a past President of the Toronto Railway Club and Special Technical Advisor to the Board of Directors of the Ontario Northland Transportation Commission. He is on the Board of the Railway Association of Canada, the Board of the Canadian Urban Transit Association and the Executive Committee of the American Public Transportation Association.

Greg holds an Honours Bachelor of Science from the University of Ottawa and an MBA from Queen's University.

Leslie Woo, Chief Planning Officer Planning and Policy

Leslie Woo is Metrolinx's Chief Planning Officer Planning and Policy, leading Metrolinx's planning and policy.

Leslie's portfolio spans the long range vision for mobility in the region, as set out in The Big Move (2008), to detailed service planning for GO Transit rail and bus, and includes capital project pre-planning, setting scope and defining projects. Leslie ensures that the \$31 billion capital public investments are guided by good planning evidence and robust policy research. She is also a champion for driving corporate sustainability, innovation, design excellence and leads Metrolinx's network for women in management.

As a member of Metrolinx's Senior Management Team, Leslie brings her executive expertise in addressing complex urban development challenges in constrained environments to deliver results. Her leadership in tackling the integration of the \$13.5 billion GO Regional Express Rail with local transit initiatives, with challenging the status quo on transit fare structures in the Toronto region and her determination to deliver planning that is built on strong business case has been recognized nationally. She was named the 2015 Outstanding leader by Canada's Women's

Infrastructure Network.

Prior to joining Metrolinx she worked in the public, private and not-for-profit sectors. **She shaped the influential Greater Golden Horseshoe Growth Plan (2006), which over the last ten years, has resulted in urban intensification totalling over 18 per cent increase in multi-family residential development, a two-thirds reduction of greenfield lands consumption, and has conserved about 800 square kilometres of agricultural and rural land.** Amongst her many global professional associations, Leslie is a 2011/12 Fellow and member of the International Women's Forum, **a Global Trustee with the Urban Land Institute**, a member of the Scientific and Strategy Council of the Institut pour la ville en mouvement (2012-2015), and a retired member of the Ontario Association of Architects. Leslie holds many community volunteer roles including Vice Chair of the YMCA for the Greater Toronto Area and founder of shebuildscities.org.

Leslie received a Bachelor of Environmental Studies and a Bachelor of Architecture from the University of Waterloo where she also studied Urban and Regional Planning. She is also the 2015 recipient of the Renison University College Distinguished Alumna Award.

Mary Martin, Executive Vice President, General Counsel & Corporate Secretary

Mary Martin is Executive Vice President, General Counsel & Corporate Secretary at Metrolinx. Mary's 36 year legal career spans both the private and public sector.

At the Ministry of Finance and the Ministry of Public Infrastructure and Renewal Mary was the lead counsel supporting a team structuring, negotiating and finalizing transactions involving the Province's chief commercial assets. Her responsibilities included legal oversight of a transaction generating over \$5 billion of net proceeds for the Province. Mary's has over 20 years' experience in the private sector including 14 years as a senior partner in a leading national law firm. There she structured and negotiated complex commercial agreements and led multi-disciplined transaction teams on acquisition, financing, joint venture and technology transfer deals. Mary is Metrolinx's chief governance officer and supports the Metrolinx Board of Directors and its four Board Standing Committees. In carrying out this role she draws on previous experience as a board member or corporate secretary for a number of publicly traded corporations.

Mary is a graduate of the University of Toronto law school and was called to the Ontario Bar in 1982.

Robert Hollis, Executive Vice President, PRESTO

Robert Hollis has been the Executive Vice-President, PRESTO since October 2012. Robert's mandate is to deliver the PRESTO transit fare card program to our current and future partners. PRESTO's current partners include eleven transit agencies in the Greater Toronto and Hamilton Area as well as OC Transpo in Ottawa. Current work is centred on deploying PRESTO throughout the Toronto Transit Commission (TTC).

Prior to joining Metrolinx, Robert was the Chief Information Officer for the Land and Resources I&IT Cluster with the Ontario Public Service. Robert was also previously with the Ministry of Transportation, where he led

the original PRESTO project from concept through to initial launch. Previous to this, Robert held a number of executive positions in the financial services sector supporting personal banking, wealth management, wholesale banking and U.S. Brokerage business lines.

Robert is a graduate of York University, where he obtained a Bachelor of Arts in Mathematics.

^[17] **Employees, officers**

15 (1) The Corporation may hire such employees and appoint such officers as are considered necessary for the proper conduct of its business and affairs. 2006, c. 16, s. 15 (1).

Other persons

(2) The Corporation may engage persons other than those hired under subsection (1) to provide professional, technical or other assistance to or on behalf of the Corporation. 2006, c. 16, s. 15 (2).

Agreements to provide services

(3) Despite any other Act, the Corporation and any minister of the Crown or chair of a Crown agency may enter into agreements with each other providing that employees of the Crown or of the Crown agency will provide services to the Corporation. 2006, c. 16, s. 15 (3).

Pensions

(4) The Corporation may provide pensions for its permanent staff and full-time probationary staff and for that purpose the Corporation is deemed to be an employer under the **Ontario Municipal Employees Retirement System Act, 2006**. 2006, c. 16, s. 15 (4); 2006, c. 16, s. 53. **Metrolinx Act, 2006**,

[S.O. 2006, CHAPTER 16](#). **Consolidation Period:**

From January 1, 2018 to the [e-Laws currency date](#).

Municipal Act, 2001

39.2(1) Sections 249 and 273 of the Municipal Act, 2001 apply to the Corporation with necessary modifications. 2009, c. 14, s. 29.

Same(2) For the purpose of subsection (1), a reference in a provision of the *Municipal Act, 2001* referred to in that subsection to an official of a municipality shall be read as a reference to an employee of the Corporation designated by a by-law of the Corporation for that purpose. 2009,