



MINISTRY OF TRANSPORTATION

High Speed Rail Engagement Meetings: Final Report



Prepared by  **argyle** public relationships

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Introduction

The Province of Ontario is committed to bringing High Speed Rail (HSR) to the Windsor, London, Kitchener-Waterloo and Toronto corridor, in addition to moving forward with the Environmental Assessment process. To support the Ministry of Transportation in advancing the initiative, Argyle Public Relationships was retained to develop and implement a series of introductory engagement sessions with stakeholders and Indigenous partners in the Toronto – Windsor corridor.

Context

On October 30, 2015, the government of Ontario publicly announced the appointment of the Honourable David Collenette as Special Advisor for High Speed Rail to support the province in implementing High Speed Rail connecting Toronto and Windsor.

The Special Advisor was tasked to work with public and private sector stakeholders, as well as First Nations and Métis partners, to identify economic development opportunities associated with high-speed trains, assess international experience with HSR and provide advice on a preliminary business case and potential financing models.

Purpose

Argyle was retained to help the Ministry of Transportation (MTO) plan and deliver a series of introductory engagement sessions across the proposed HSR corridor with municipal representatives, chambers of commerce, boards of trade, elected officials and First Nation communities. In keeping with the plan set out in the Letter of Agreement (LOA), the purpose of these sessions was to:

- Facilitate engagement between the Special Advisor and relevant stakeholders;
- Provide an overview of the work planned for the HSR project; and
- Gather preliminary feedback and input on the HSR initiative.

This report provides a record of the feedback received. It organizes the information collected during these engagement sessions and highlights the most widely held views for the Ministry to consider as it advances the project.

The engagement sessions with municipalities and local stakeholders took place in February 2016 with sessions in Toronto, Region of Waterloo, London and Windsor. Argyle's role was to implement and facilitate these engagement sessions, including: event planning, onsite management of each session, facilitation of select sessions, and minute-taking and summary report writing for each session.

Separate meetings were also held with the Aamjiwnaang First Nation, a session attended by several other First Nation chiefs and band members, and with the Mississaugas of the New Credit First Nation. Local First Nations leadership was responsible for organizing, hosting and facilitating these sessions. In these cases, Argyle's role was limited to minute-taking and summary report writing.

The feedback from all six of these meetings is included in this report.

Key Learnings

The key learnings we heard were:

1. While there was enthusiasm for High Speed Rail at the meetings, stakeholders and First Nations partners want to see a business case for HSR, including economic analysis, potential benefits and opportunities, and the impact on other sectors. Especially outside of Toronto, the project was perceived to present significant economic opportunities, including job creation and deeper integration of businesses and academic institutions throughout the region.
2. Related to the above, communities expressed an interest in learning about the project design as it develops. This includes information on the choice of corridor, service levels, ridership projections, origins and destination studies, and the number and location of potential stations.
3. Mitigation of adverse environmental impacts, including impacts on the escarpment, farmland and greenbelt, was highlighted as a key consideration. Operating the service with any power source other than electricity could adversely impact support for the project.
4. Stakeholders recommended that the Ministry should ensure an integration of local transit and regional transport strategies within HSR planning. In particular, stakeholders noted that there are communities that will be served directly by the project and others that will not. The project needs to be sensitive to the unique impact on each community and their specific needs, along with the development opportunities, alignments and transportation infrastructure that need to be taken into consideration.
5. Engagement and partnership was an important theme throughout the meetings. Communities and stakeholders throughout the region want to be engaged and involved in the project. The involvement and support of the federal government could also be central to the success of the project.
6. The First Nations communities were very supportive of the province's initial engagement and are interested in moving forward in partnership on the project. Another round of broader public consultations and engagement will be important once MTO has developed a strategy and business case for HSR. Attendees also highlighted importance of engaging the next generation of workers and public transport users, and with communities outside the proposed HSR corridor.
7. Stakeholders in Windsor highlighted linkages to the Detroit – Chicago rail corridor as being a critical aspect of the business case for HSR in Ontario, and vital to positioning the city as a key

North American trade and tourism hub.

8. Stakeholders from Cambridge, Guelph and Chatham advocated for HSR stations within their communities, citing better linkages to regional economic clusters and the GTA as being vital to their long-term growth.
9. Stakeholders perceive HSR as a potentially transformative project that will spur economic growth, lead to increased labour mobility and talent attraction, reduce travel congestion and increase quality of life for all communities across the proposed corridor.
10. There was some media interest in the project. Media reports have been positive with stakeholders highlighting appreciation and support for the Special Advisor's engagement, the government's commitment to HSR, and the economic benefits of the initiative.

Meeting summaries

Greater Toronto Area

The meeting was attended by 36 people, almost all elected officials, followed by municipal staff, a few business groups, including Greater Toronto Airports Authority, and Humber College.

The connection to Pearson Airport was considered vital to the success of HSR. There was also a desire to extend the service to Québec rather than just stopping at Union Station. Congestion in Toronto and around Pearson is a significant issue and will have to be considered in situating the HSR stops and connecting to local transportation. There is existing GO service to Kitchener and UP Express service to the airport, and the HSR project should complement these services, not compete with them.

Mississaugas of the New Credit

The Mississaugas hosted, organized and chaired the meeting. Participants included the Chief, five members of council and staff and advisors.

They organized their input around three key themes: deep partnership, economic prosperity shared between First Nations and Ontario, and sustainability for community and planet. They are looking forward to working with the Ontario government as one nation to another. A desire was expressed for ongoing collaborative dialogue, and they asked to be identified as a project partner from initial planning through design and construction to maintenance and operations. This includes creating economic opportunities for youth and local businesses. They asked for more detailed information about the energy source and environmental impact of the project. There was also strong concern for the protection of settlement and burial sites along the proposed corridor.

Waterloo Region

The meeting was attended by 41 people, a few elected officials, and municipalities represented by staff. The business and advocacy groups attending including Smart Growth Waterloo and Communitech. The Universities of Guelph, Waterloo and Wilfrid Laurier were represented.

Last mile linkages and alignment with local services were noted as two key priorities because of the presence of three city centres (Kitchener, Waterloo and Cambridge) and nearby Guelph. The ION LRT project and proposed transit HUB at King and Victoria present opportunities for integration. The community's desire for interim service options – including enhanced GO service – prior to HSR development, and the missing link study of a potential freight bypass need to be considered. For technology firms and educational institutions in the region, the link with Pearson Airport and downtown Toronto was highlighted as being extremely valuable.

London

The meeting was attended by 32 people, including a few elected officials and municipal staff. Auburn Developments and the Southwestern Ontario Transportation Alliance (SWOTA) were represented as well as Western University.

The London meeting had a high proportion of participants from surrounding cities who were concerned about the loss of VIA service and emphatic about the need to make effective local connections to the HSR project. However, participants also expressed enthusiasm about the opportunity for a fast connection to Waterloo Region and Toronto. The Shift Rapid Transit initiative in London presents a significant opportunity for effective local transit integration and to shape urban growth.

Aamjiwnaang First Nation

The HSR alignment may intersect the traditional territory of the Aamjiwnaang First Nation, and First Nation communities in the area. The Aamjiwnaang First Nation coordinated an engagement session at their community centre in Sarnia, and four First Nations groups in the area west of London attended, including Aamjiwnaang, Chippewas of the Thames, Walpole Island First Nation and Kettle & Stony Point First Nation.

Reflecting the high-level nature of the engagement sessions, the meeting emphasized engagement and consultation process and values more than specific considerations around HSR technologies and route alignment. Recommendations for future engagement included: cultural sensitivity training, deep partnership, and consultation surpassing the requirements of the Environmental Assessment process. Participants proposed to consult with their communities internally to develop a framework and terms of reference for engagement before proceeding with more specific discussions. There was a desire for the First Nations groups for an economic partnership, including an equity stake in the project and career opportunities for members of their communities.

Windsor

The meeting was attended by 19 people, mostly from the municipality, as well as some elected officials. The University of Windsor was also represented.

The greater distance from Toronto makes Windsor more sensitive to the decrease in travel times possible on HSR. The connection to Waterloo Region as well as Toronto is also important and necessary. The automotive industry, for example, divides its functions between cities, with research in Waterloo and assembly in Windsor. The option for a crossing into the United States received particular attention. Redevelopment of the Windsor airport presents a unique opportunity to become a “transit hub” for the region. Attendees emphasized the importance of positioning Windsor as an international HSR hub and not just a terminus for the line.

Overview of the meetings

Logistics

The Ministry of Transportation executed the first phase of a series of 12 meetings in the Greater Toronto Area, Waterloo Region, London and Windsor. The meetings were for elected officials and a small group of key stakeholders. The sessions, including the questions that were asked, looked for insight into opportunities and challenges along the route as well as for key considerations for planning the project. More than this however, we wanted to know what individual people think and feel, and gain insight into attitudes within the affected communities through discussions with their elected officials. The approach, therefore, focused less on gathering varied input from multiple channels and more on gaining key insights from specific participants.

During the planning phase, Argyle looked for venue options that met specified criteria:

- Capacity;
- Round table set-up;
- Audio-visual;
- Accessibility for stakeholders with disabilities;
- Food and beverage;
- Accessible by local transit; and
- Available parking.

Once the venue criteria were met, the Argyle team selected three options for each consultation location to present to the ministry staff. The engagement sessions were held at the Sheraton Gateway Hotel – Terminal 3 in Toronto, Crowne Plaza Kitchener-Waterloo, Best Western Plus Stoneridge Inn + Conference Centre in London and the Windsor Public Library. The subsequent meeting near Sarnia was organized by the ministry and hosted by the Aamjiwnaang First Nation, including several other First Nations, and the meeting hosted the Mississaugas was held in New Credit.

Many of the stakeholders, including local mayors and municipal managers, received letters by email prior to Argyle being retained. In collaboration with the ministry, the invitation was extended to include other municipal representatives, educational and civil society institutions. Argyle sent invitation and reminder emails and undertook one round of phone calls to the expanded list. Argyle had staff dedicated to note-taking at each meeting. We used name tags and, for smaller meetings, tent cards to identify participants.

Feedback was invited in multiple ways:

- Plenary feedback – captured by an Argyle note taker on a laptop;
- Table workbooks – A single workbook for each table (at larger meetings);
- Comment sheet – A single sheet for each participant to share the following: name, key points relative to the community that the ministry should know about and any specific questions;
- Flipcharts were available at the front of the room and at each table (at larger meetings); and
- We encouraged participants to complete a meeting evaluation form. This feedback focused more on process and less on content.

During our facilitation work, we carefully managed participant expectations, assured them of the value of their input, balanced voices in the room to avoid any one group or individual monopolizing the narrative, demonstrated that the ministry is listening to feedback, and set up a framework to ensure candour and civility. The participants at these consultations, however, were all deeply experienced in meeting participation.

Discussion topics

The engagement sessions were designed to explore four key areas:

1. Engagement;
2. Opportunities;
3. Considerations; and
4. Other related projects that the ministry should be made aware of.

In collaboration with the ministry we developed a series of questions that would:

- Attract broader input and stimulate discussion;
- Allow us to capture concerns constructively; and
- Be accessible to all audiences (asked in plain language).

The questions posed of participants were:

11. Thinking socially, economically and environmentally, what will a high-speed rail service mean for your community?
 - What opportunities can be maximized?
 - What impacts must be mitigated?
12. Below are some examples of considerations that we presented that we need to incorporate as we plan for high-speed rail in Ontario. Are there others? Which are most important to you, and why?
 - Service, travel time and passenger experience
 - Interconnection with existing and planned infrastructure
 - Local and regional economic and social development
 - Environmental benefit and impact
 - Other
13. Are there any related projects planned in your community that we should be aware of?
14. How can we best engage with you and your community?

Attendance Summary

	MTO	Municipal	MPPs	First Nation	MPs	Other	Media	Total
Toronto	13	11	0	0	9	3	0	36
New Credit	7	n/a	n/a	9	n/a	n/a	0	16
KW Region	9	24	3	0	0	4	1	41
London	8	17	2	0	3	2	0	32
Aamjiwnaang	6	n/a	n/a	13	n/a	n/a	0	19
Windsor	7	7	1	0	1	2	1	19
Totals								147

Note: "Other" includes business, advocacy and community groups, as well as other public institutions. A complete list of attendees is appended.



Special Advisor Collette providing a summary of the discussion.

What we heard

Municipal Engagement Sessions

1. Business case, opportunity cost and economic impact in general

The economic rationale for the project was the subject of much discussion. Stakeholders were generally positive about the potential economic benefit of the proposal. They also see the essential logic of providing connections to cities with different (but complementary) economies. However, they expect a strong business case to be presented for the line before lending it more enthusiastic support. Ontario municipalities have complex funding and partnership arrangements with the Province. They expressed some concern that the opportunity cost of the project, specifically, its impact on other spending priorities. The role of the federal government was widely raised and its involvement could be critical to the success of the project. Some of the topics raised for inclusion in the business case include:

- Impact on economic productivity;
- Potential manufacturing benefits, such as bringing train manufacturing back to London or other follow-on effects;
- Opportunities to use the service as a catalyst for other economic development and diversification; and
- Talent recruitment and retention.

2. Route selection and alignment

Many questions and comments were heard about the choice of the Toronto-Windsor corridor and the potential stations and alignments. In moving forward with planning there are several issues that need to be studied in greater detail, including:

- Possible extensions to, or connections with, service to Ottawa, Quebec and across the border;
- Service level assumptions and ridership analysis;
- Origin-destination studies along the corridor, including major trip-generators such as colleges and universities;
- The impact on other existing service in the corridor (such as VIA Rail);
- Protection of the high quality farmland along the route; and
- The role of the federal government, especially in regard to possible extensions. In several cases requests were made for additional station stops as well as concern for existing service:
 - At the Waterloo Region session, participants highlighted the need for station stops in Guelph and Cambridge.
 - At the London session, certain groups of stakeholders (e.g. from St. Mary's) expressed concern about losing rail service as a result of HSR.

3. Local integration

Several critical issues were raised about integration with local services and communities. Connections to and from the line, or the “last mile” issue, were raised in every meeting. Providing parking or connecting service was an issue for communities near (but not served by) the proposed line. For those communities where a station stop is proposed, connections to the new line will have to be thoughtfully integrated with existing transit service and planning. The specific issues raised include:

- The possibility of connecting it with the airport, and the opportunity the project gives Windsor to become a “transit hub” for the region;
- The need for fast, convenient and reliable local connections for the service to compete with car travel;
- The need for local transit distributor services and parking to prevent congestion around stations; and
- Integration with local planning, such as London’s Shift Initiative, to support local development goals.

First Nations Communities

Ontario's First Nations have a unique perspective on the economic and social development of the province. Where the municipal sessions focused on technical issues and service, the aboriginal community perspective included broader environmental and social concerns as well questions of process and engagement.

1. Nation to Nation Engagement

A common and resounding theme at both meetings was the need for partnership at every step of the process. They wish to collaborate with the Province as equals and will take a leadership role in defining the process, presenting their perspectives, and engaging their communities internally. They also stressed the need for cultural sensitivity, and possibly a third party advisor, to ensure that all participants speak the same language and understand each other's perspectives. Specific topics included:

- Need for equal partnership on the project
- Engagement process developed in partnership with First Nation communities
- Broader and deeper consultations than required by an Environmental Assessment

2. Economic opportunity

At both meetings there were calls to explore the possibility of an economic partnership. This could include employment for youth, career and business opportunities, or an equity stake in the project. It was asked that all First Nations be involved and that their businesses and youth be invited to contribute to the project from conception to operations. Some of the economic opportunities identified were:

- A strong business case for the project
- Identification of business and youth employment opportunities
- A long-term partnership in building and operating the project

3. Environmental sustainability

Effective stewardship of wildlife and environmental sustainability were voiced as major concerns. This was expressed in terms of power supply, carbon reduction, and impact on other modes of travel. Specific environmental requests included:

- Protection for settlement and burial sites
- Analysis of the on other modes of transportation
- Analysis of the carbon emissions reduction

Note: MNCFN have submitted a formal proposal to MTO. Specific recommendations and feedback articulated in that report to MTO have not been captured in this report.

Future Consultations

There was some scepticism raised about the project. Some stakeholders expressed a need for more concrete details and others had seen similar proposals fail to bear fruit in the past. Moving forward, the process will have to address the scepticism and engage the public by:

- Hosting more public meetings, workshops and open houses;
- Engaging routinely over the course of consultation;
- Attracting students, as the project will enable them to travel among several Ontario universities;
- Employing online and social tools, especially for youth, to supplement in-person meetings;
- Treating indigenous communities as partners at every step;
- Going above and beyond the information requirements of the Environmental Assessment Act;
- Informing the public of the timeline, key dates and targets; and
- Engaging the federal government in the process.

In Argyle's view, there are several ways the meetings could be improved. Reframing the presentation to focus on the problem that is being addressed might help create a sense of urgency and inspire more active engagement. In this initial, exploratory phase it made sense to focus on key stakeholders. However, in the future, online engagement tools could be invaluable ways to extend the reach of the consultations. These include surveys for high-level input, to map-based platforms to explore specific details.

For the public meetings with First Nations, a key learning was that they desire ongoing engagement and consultation throughout the project, including collaboration on developing agendas. Because the stakeholders in the room represent not only their own personal interests but also those of their communities, they require time to digest the information and collaborate amongst themselves before meaningful discussions can be had with MTO representatives. Going forward, Argyle recommends that First Nations communities be invited to develop their own engagement framework.

Findings by Region

Note: This section was included in the meeting reports shared after each session.

Greater Toronto Area

- A strong connection to Pearson Airport will be vital to the success of the line. Not only would it provide fast and easy access to travelers along the route, but it would also improve access in the congested area around the airport itself.
- Stakeholders expect a strong business case to be presented for the line before lending it more enthusiastic support. This includes productivity analysis and potential manufacturing benefits.
- There is some concern about the opportunity cost of this line.
- There was also a view to connect the line beyond Windsor and Toronto, with a desire to extend it to Quebec, rather than just stopping.
- It was understood by some that this line would not automatically improve congestion and in fact, depending on the placement of the stations, it could create more traffic. It is vital that station placements keep congestion and local access in mind.
- It is important to identify the target ridership, which is affected by factors such as cost, accessibility from different communities and integration with other modes of transit.
- There were questions and concerns raised about the impact on communities nearby but not served by the proposed service. For example, would they become “bedroom” communities because of this, or would it help to stimulate those economies? The key insight is that unique solutions are needed for every community.
- A need for a plan to avoid the duplication of services and integrating with local systems and feeder service. It must supplement existing transit rather than competing with it.
- Attracting students and enabling them to travel among Ontario universities is an important opportunity.
- Given the length of time necessary for design and construction, the HSR will provide transportation for the next generation of commuters. It needs to engage them through online and social tools.

Local projects:

- The City of Toronto’s SmartTrack project;
- The TTC’s Eglinton-Crosstown LRT;
- Mississauga Transitway project & Hurontario LRT from Port Credit up HWY 10;
- Metrolinx RER projects;
- Union station capacity study;
- The Metrolinx regional fare integration study; and
- The Union Pearson Express.

Mississaugas of the New Credit

- First Nations expect to work with the Ontario government as one nation to another on transformational infrastructure projects such as this one.
- Assurances were requested that the dialogue process be collaborative and that the Mississaugas of the New Credit be identified as a project partner from initial planning through design and construction to maintenance and operations.
- It was asked that all First Nations be involved and that their businesses and youth be invited to contribute to the project from conception to operations.
- Should the project be delivered through a private partner, they ask that protection for the role of First Nations people be included in the contract.
- It was suggested, in partnership with local colleges, that a centre of excellence on high-speed rail be developed. It would promote the expansion of high-speed rail into other corridors in Canada and around the world.
- Information was requested on what the impact and demand on the energy network will be, and how much will come from renewable.
- Analysis was requested of the project's impact on other modes of transportation as well as emissions reduction targets, with a view to helping Canada meet its international requirements for reducing CO2.
- There is strong concern regarding the protection of aboriginal settlement and burial sites along the proposed corridor (there are more than 11,000 sites across the traditional territory).

Local projects:

The meeting was hosted by the Mississaugas and did not follow the same series of questions as the other sessions. While there was a strong desire expressed for business partnerships and economic activities, specific local projects were not discussed

Waterloo

- As an urban agglomeration, Waterloo Region is unique. The presence of three city centres as well as Guelph present unique challenges for the integration with local service and land use planning, and raised the issue of fairness of access to the new service.
- The question of onward travel and local connections was asked and there were calls for improved means to bringing passengers in, such as parking and busing.
- The HSR project is a long-term investment with long-term benefits. Those mentioned include economic diversification and talent recruitment and retention. The long-term impact should be considered in communications as well: We should reach out to young people who will be riding it in future.
- The HSR project was described as an opportunity of global significance. For technology firms and educational institutions in the region, the link with Toronto and Pearson Airport is extremely valuable. Waterloo Region could boom and prosper, or could “become just an average city” depending on the choices and investments we make.
- The environment came up in two ways. The risk of bisecting communities and the impact on prime agricultural land was raised. On the other side, participants mentioned getting people out of cars, air quality, less asthma, reduced health care budgets and reduced urban sprawl.
- Questions about trip times and travel costs continue to be raised. Time and service levels are very important, and planning needs balance speed and accessibility: “Everyone wants a stop in their community but with too many stops, doesn’t become high speed anymore.”
- There were calls for the study to explore secondary opportunities, such as bringing train manufacturing back to London or other follow-on effects.
- There is some skepticism due to the fact that timelines are unclear and so far into the future. It was suggested that there could be a critical path to inform the public of the timeline as key dates and targets would let people have more confidence.

Local projects:

- The ION LRT project currently under construction;
- The proposed transit HUB at King and Victoria;
- Enhanced GO service to Toronto and the missing link study of a potential freight bypass;
- Existing VIA rail service in the corridor; and
- Waterloo Region Community Car Sharing.

London

- Getting the federal government active in the process is of paramount importance for extending the line outside Ontario, something that is seen as vital for economic and social development for the region.
- The meeting was made up of an almost equal mix of Londoners and non-Londoners from surrounding regions, and the connection of those towns to the new service was a top priority.
- Those in the surrounding regions are very concerned about how this project will impact their existing Via Rail service and other local services, and believe any reduction to existing services will force more people into cars on the highway.
- Smooth connections to the line from the surrounding regions must be planned for, as the increased traffic heading towards the station stops could cause overwhelming traffic issues in the area.
- Connecting small and large communities with larger provincial, regional, national and international economies was a topic of much discussion. Connections with upstate New York and Detroit are seen as very desirable.
- The interconnection of transit was seen as the major component of this plan, and connecting the line with the city of London's Shift initiative is crucial to maintaining a good working relationship with stakeholders in that city.
- For this line to act as a viable option for commuters from London into Toronto, frequent service and quick travel times are a must.
- This corridor will be passing through a lot of high quality farmland and it is important to the region and its industry that this land be protected.
- Finally, steps should be taken to make this line valuable and easily accessible for students at Western University. Suggestions to facilitate this included a station near the university and student fares to encourage ridership.

Local projects:

- The Shift initiative exploring rapid transit investment and downtown revitalization;
- A number of upgrades to the CN corridor are being explored; and
- Surrounding communities operate ride sharing services that could be integrated with the project.

Aamjiwnaang First Nation, Chippewas of the Thames First Nation, Walpole Island First Nations, and Kettle and Stoney Point First Nation

- Attendees stressed the importance of treating consultation with their groups as a partnership of equals, as accommodation rather than notification.
- There was a statement that the environmental assessments have to go further than the Ontario government's current standards.
- Effective stewardship of wildlife and environmental sustainability were voiced as major concerns.
- The issue of cultural sensitivity training was raised several times and a request was made that all MTO staff undertake this training. There was discussion around the need to speak the same language and to understand the perspectives on both sides.
- The chiefs in attendance feel that there should be a special adviser appointed from their people, with First Nations' interests in mind. Importance was placed on including First Nations experts in the consultation process, paid positions in the interest of true partnership.
- There were several discussions that centered on the economic impact of the high-speed rail line and the desire for the First Nations groups to have an equity stake in the project, along with career opportunities for their communities. They plan to develop a terms of reference to identify their proposed equity stake.
- It is a requirement to have all parties present, including those who could not participate in this session.
- Not involving First Nations people was seen as a "show-stopper."
- The chiefs offered support for communicating with their groups and stated that no communications company would know how to effectively do this.

Local projects:

The meeting was hosted by the Aamjiwnaang First Nation in Sarnia, Ontario and did not follow the same series of questions as the other sessions. While there was a strong desire expressed for business partnerships and economic activities, specific local projects were not discussed.

Windsor

- As with previous sessions, participants in Windsor talked about how vital it is to have the federal government involved in this process.
- Co-ordinating with the smaller surrounding communities must be a standard practice as this project progresses— they are equally impacted by the project and can similarly benefit.
- The line is seen to be beneficial to businesses and business people in the Windsor area, and improved travel time is seen as a major plus.
- The connection to Toronto is important but the connection to the Waterloo Region is also necessary. There is an opportunity to connect the automotive industry in the region to the technological advancements that Waterloo Region is known for.
- Having a new option for international crossing into the United States is seen as valuable, both for consumers and commercially.
- With the investments currently being made to the airport in Windsor, this project gives the city the opportunity to become a “transit hub” for the region.
- Engagement in the region is currently low, and several participants stated this was because right now there is “nothing to show.” Engagement in the region will be higher once there are tangible plans to demonstrate to the people of Windsor.

Local projects:

- The recently expanded airport;
- The existing rail station in Chatham-Kent;
- Cabana road development; and
- Lauzon Parkway extension.

Appendix A: List of Attendees

Note: The meetings hosted by the Aamjiwnaang First Nation and with the Mississaugas of the New Credit First Nation were organized independently and the names of the specific attendees are not captured here.

STAKEHOLDER LIST	
Andrea Oliveira	Office of Mayor Linda Jeffrey
Hasneet Singh Punia	Office of Mayor Linda Jeffrey
Karen Thorburn	City Manager's Office
Arvin Prasad	Arvin Prasad, Integrated Planning (Peel Region)
Douglas Goold	VP, Policy, Public Affairs and Communication
Eric L. Flora	Mr. Eric L. Flora, P.Eng., CET; Principal Planner Infrastructure Planning & Design Transportation Division
Rani K. Dhaliwal	Rani K. Dhaliwal, Senior Vice President, Planning and Corporate Services, & CFO at Humber College

Ron Glenn	Mr. Ron Glenn, Director of Planning Services
Aman Gill	Special Assistant, Mayor's office
Helen Noehammer	Director, Transportation and Infrastructure Planning
Hilary Holden	Director, Transit & Sustainable Transportation
Jane Deeks	Toronto-St. Pauls, on behalf of Carolyn Bennett, MP
Michael Coulson	Mr. Michael Coulson, Office of Marco Mendicino, MP
Sean Kean	Mr. Sean Kean, Executive Assistant of Ms. Ruby Sahota, MP
Colin Mang	Mr. Colin Mang, on behalf of Borys Wrzesnewskyj, MP
Janet Frendian	Ms. Janet Frendian, Manager & Executive Assistant to Dr. Geng Tan, MP, Don Valley North
Stella Yu	Special Assistant, Dr. Geng Tan, MP

Paul Sandhu	Constituency Office of Raj Grewal, M.P. for Brampton East
Alexander Ross	Mr. Alexander Ross, Constituency Assistant on behalf of MP Zahid
Sarabjit Lacchar	Executive Assistant of Mrs. Sidhu
Ben Harding	Guest of Mike Brown, Greater Toronto Airports Authority
Mike Brown	Greater Toronto Airports Authority
David Wojcik	David Wojcik, President & CEO
MPP Daiene Vernile	Ms. Daiene Vernile, MPP
Dorothy McCabe	Office of MPP Vernile
MPP Kathryn McGarry	Ms. Kathryn McGarry, MPP
MPP Michael Harris	Mr. Michael Harris, MPP

Rob Willett	Mr. Rob Willett, on behalf of Mr. Michael Harris, MPP
Mike Mann	Councillor Mike Mann
Brooke Lambert	Brooke Lambert, Cambridge Director of Corporate Strategy
Mayor Guthry	His Worship Cam Guthry, Mayor
Scott Davey	Councillor Scott Davey, on behalf of Mayor Vrbanovic
Stephanie Potter	Policy and Research Associate, City of Stratford
Nancy Roulston	Manager of Engineering, City of Stratford
Mayor Jaworsky	His Worship Dave Jaworsky, Mayor
John Cicuttin	Regional Chair Ken Seiling's Office
Jeff Willmer	Mr. Jeff Willmer, CAO

Justin Readman	Director of Transportation Services
Tom Galloway	Chair of the Region's Planning and Works Committee
Kate Daley	Kate Daley, on behalf of Smart Growth Waterloo
Kevin Thomason	Kevin Thomason, on behalf of Smart Growth Waterloo
Art Sinclair	Vice President, Public Policy and Advocacy
Allan Rothwell	Planning Director
Mayor Dennis Lever	His Worship Dennis Lever, Mayor
Justin McFadden	
Stephanie Dotzert	
Todd Salter	

Aldo Salis	Manager of Development, Wellington County Planning Department
Michelle Beaupré	Michelle Beaupré, on behalf of Mr. Tabbara
Kelly Milne	Kelly Milne, on behalf of Mr. Saini
Daniel Atlin	Vice President, External Affairs, University of Guelph
Sheldon Pereira	Director, University Community Relations
Rob Esselment	Associate Vice-President, Government Relations
Chris Plunkett	Director of External Communications, Communitech
Teresa Armstrong	Ms. Teresa Armstrong, MPP
Peggy Sattler	Ms. Peggy Sattler, MPP
Neil	Constituency Assistant Deb Matthews MPP

Edward Soldo	Director of Roads and Transportation
Mayor Anna Hopkins	Acting Mayor, of Mayor Brown
Corrine Rahman	Mayor's Chief of Staff
Greg Gormick	On behalf of Town of St. Marys
Councillor Lynn Hainer	Councillor on behalf of St. Marys
Warden Wiehle	Mr. Bernie Wiehle
Warden Blackmore	Mr. Vance Blackmore, Warden
Paul Way	Paul Way, London Chamber of Commerce
Gerry Maccartney	CEO
Peter Crockett	CAO

Mayor Don McKay	Mayor of East-Zorra Tavistock
Kenneth Westcar	SWOTA
Mark McDonald	CAO
Chris Traini	County Engineer
Lila Huron-Albinger	Councillor Anna Hopkin's office
David Mayberry	
Irene Mathysen	Ms. Irene Mathysen, MP
Kate Young	Ms. Kate Young, MP
Karen Vecchio	Ms. Karen Vecchio, MP
Jamie Crich	Mr. Jamie Crich, Auburn Developments

Joanne McNamara	Executive Director, Strategic Projects, to attend on behalf of Western University
Jason Laba	Mr. Jason Laba, Constituency Assistants for MPP Gretzky
MPP Rick Nicholls	Mr. Rick Nicholls, MPP
Michael Burton	Mr. Michael Burton, Director
Rocco Lucente	Mr. Rocco Lucente, Chair of Transportation
Mark Winterton	Mr. Mark Winterton, City Engineer and Corporate Leader Environmental Protection & Transportation
Suzanne Brown	Investment Specialist, Economic Development Services, Municipality of Chatham-Kent
Councillor JoAnne Gignac	
Larry Bannon	
Cheryl Hardcastle	Ms. Cheryl Hardcastle, MP

Matt Marchand	Matt Marchand, President & CEO
Dr. Bill Anderson	Dr. Anderson, Ontario Research Chair in Cross-Border Transportation Policy and the Director of the Cross-Border Institute at the University of Windsor

Appendix B: Sample Emails

Personalized email invitations and reminders were sent to all stakeholders.

Invitation

Subject: MTO High-Speed Rail Meeting



MINISTRY OF TRANSPORTATION

Dear ,

The Province of Ontario is planning to bring high-speed rail service to the Toronto-Windsor corridor, and is looking for your input at a meeting next week with the Honourable David Collenette, special adviser for high-speed rail. You may have been invited through your mayor or head of council as they were invited separately.

Mr. Collenette will be hosting a meeting with public and private sector stakeholders in your community, as well as representatives from First Nations and Métis communities, to:

- Provide an introduction to the high-speed rail initiative, including an overview of current and future work planned on this initiative by the province;
- Engage in a facilitated discussion including considerations and opportunities associated with implementing high-speed rail.

This meeting is intended to begin a broader and long-term dialogue on high-speed rail and to explore opportunities to work together, in order to make high-speed rail a reality in Ontario.

The meeting will take place:

Windsor

February 10, 9:30am – 12:30pm

Central Library

850 Ouellette Avenue

Space is limited - please register as soon as possible.

High-speed rail will improve travel options, reduce travel times and support economic development throughout the Toronto-Windsor corridor and across the province. It will also provide an opportunity to explore new partnerships between business and government, as well as new technologies.

Please RSVP, along with any additional attendees, at highspeedrail@ontario.ca by February 1, or call us at 1-877-374-2550 if you have any questions, or require any accommodation.

Thank you, we look forward to hearing from you.

Sincerely,

Scott Pegg

Director, Transportation Policy Branch

Ministry of Transportation

Reminder

Subject: REMINDER: MTO Meeting Next Week on High-Speed Rail



MINISTRY OF TRANSPORTATION

Dear ,

The Province of Ontario is planning to bring high-speed rail service to the Toronto-Windsor corridor. You were invited to a meeting next week with the Honourable David Collenette, special adviser for high-speed rail.

The meeting will take place:

February 9, 1pm-4pm
Best Western Plus Stoneridge Inn & Conference Centre
6675 Burtwistle Lane (401 and Highway 4)

I am writing to see if you are able to attend and if not, if you would like to send someone in your place.

This meeting is intended to begin a broader and long-term dialogue on high-speed rail and to explore opportunities for us to work together, in order to make high-speed rail a reality in Ontario.

I encourage you to join us along with select staff or stakeholders, as you deem appropriate. Please RSVP, along with any additional attendees, at highspeedrail@ontario.ca by February 8 or call us at 1-877-374-2550 if you

have any questions, or require special accommodation.

Sincerely,

Scott Pegg
Director, Transportation Policy Branch
Ministry of Transportation

Ministry of Transportation
3rd Floor, Ferguson Block, 77 Wellesley St W
Toronto, ON M7A 1Z8
416-327-9200 | Toll-free: 1-877-374-2550

Thank you.

[Unsubscribe](#)

Appendix C: Meeting Workbook



Ontario Ministry of Transportation
HIGH SPEED RAIL INITIATIVE
Meeting Workbook

The Province of Ontario is planning to bring high speed rail service to the Toronto-Windsor corridor. We want your feedback into considerations and opportunities associated with implementing high speed rail.

Meeting Location _____ Date _____

QUESTION 1 – Thinking socially, economically, and environmentally, what will a high speed rail service mean for your community?

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a) What opportunities can be maximized?

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b) What impacts must be mitigated?

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Ontario Ministry of Transportation – High Speed Rail Initiative Meeting Workbook

QUESTION 2 – Below are some examples of considerations that we presented that we need to incorporate as we plan for high speed rail in Ontario. Are there others? Which are most important to you and why?

a) Service, travel time and passenger experience

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b) Interconnection with existing and planned infrastructure

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c) Local and regional economic and social development

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d) Environmental benefit and impact

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e) Other

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