

PEARSON CONNECTS:

A Multi-Modal Platform for Prosperity

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The recent Greater Toronto Airports Authority (GTAA) white paper titled “Growth, Connectivity, Capacity” described the remarkable passenger growth and economic significance of Toronto Pearson International Airport. It also highlighted the interdependence of that growth with the continuing economic and population expansion of Southern Ontario. By 2043 the population of Southern Ontario will reach 15.5 million and the provincial GDP will surpass \$1 trillion.

It is important for regional planners and policy makers to appreciate where population and economic growth has taken place, and where growth is likely to continue. Downtown Toronto remains the region’s—and the country’s—population and jobs anchor, with a working population of almost half a million. Toronto CMA generates 18.1% of Canada’s GDP but is home to 16.0% of its population.¹

The region’s, and the nation’s, second largest employment zone with 300,000 jobs is clustered around Toronto Pearson. This relatively suburban zone straddling the borders of Brampton, Mississauga, and Toronto now outperforms all Canadian downtown cores except Toronto’s in terms of employment and economic significance. This area, described in this report as the Airport Employment Zone,² has emerged as the physical

and economic gateway between Toronto’s downtown core and other major areas of job growth in the Greater Golden Horseshoe (GGH), in part due to its location at the convergence of five 400 series highways and its economic and functional connections to Toronto Pearson. Most of this employment zone is located in Peel Region, itself the fastest growing in the GGH, with a population in excess of 1.4 million and total employment of 730,000.

This substantial employment cluster indicates the mutual re-enforcement of strong highway connectivity, the strength of surrounding communities and the increasing importance of Toronto Pearson, which served 41 million passengers in 2015. It is the place where that global air network—67% of the global economy is accessible from Toronto Pearson by daily, non-stop scheduled flights—touches the regional ground transportation network.

But what is notable, and distinguishes the Airport Employment Zone from the nation’s other major employment clusters, is its very limited transit connectivity. The 465,000 jobs within Downtown Toronto are supported by Union Station, a very significant transit hub that connects 65 million passengers a year to buses, commuter trains, the subway, airport express trains, and national rail

¹ Statistics Canada.

² This paper defines the Airport Employment Zone according to the “Airport megazone” employment cluster identified in the 2015 report “Planning for Prosperity: Globalization, competitiveness and the Growth Plan for the Greater Golden Horseshoe” written by Pamela Blais and Metropole Consulting and published by the Neptis Foundation. The Airport Employment Zone is a 15,230 hectare area straddling the borders of Toronto, Mississauga and Brampton. It is roughly bound by Highway 10 to the north, Islington Avenue to the east, Burnamthorpe Road to the south, and Hurontario Street to the west. This area includes the Airport Corporate Centre, a defined employment area within the Mississauga Official Plan that is bound by Highway 401 to the north, Highway 427 to the east, Eglinton Avenue and Centennial Park Boulevard to the south, and Eastgate Parkway and the Etobicoke Creek to the west.

services, representing the nature and scale of regional transit infrastructure required to connect people to the largest concentrations of employment.

Toronto Pearson and the surrounding employment zone offer just such a challenge and opportunity. This area has extremely limited transit options connecting its 300,000 workers to their jobs in the burgeoning Airport Employment Zone, or between it and the other key employment nodes in the region. As a consequence, traffic congestion is reaching critical levels, adding to commute times, threatening economic opportunity, and creating air pollution that affects local communities and impacts climate change strategies.

At the core of this area, Toronto Pearson's operations are increasingly compromised by congestion and lack of transit connectivity, particularly the absence of "last kilometre" connections from adjacent existing or planned transit lines.

This paper will argue there is an urgent need for a new regional multi-modal transit hub, Pearson Hub, in this key area of the western GTA comparable in scale and economic impact to Union Station and to the transit services characteristic of comparable globally-competitive airports. While a key component of demand for that connectivity is located at Toronto Pearson itself, properly planned and with the appropriate distributed connections to the surrounding employment zone, a Pearson Hub can become an important region-building initiative. This paper outlines the case for the strategic investment in this regional transport hub and network connectivity, drawing on lessons from global airports and airport experts.

It demonstrates that a **multi-modal hub at Toronto Pearson would:**

- Take advantage of the high concentration of travel demand generated by the airport and surrounding zone;
- Provide an economically critical "missing link" in the regional transit system;
- Connect people to economic opportunities in the country's second largest concentration of employment;
- Provide networked transit service to many of the region's most disadvantaged communities;
- Stimulate on-going, high-value economic activity in the Airport Employment Zone and beyond; and,
- Support the reduction in greenhouse gas emissions and other pollution within a concentrated area.

The best long-term public investments are those that fill existing needs while leveraging existing assets for broader social, economic and environmental benefit. The creation of a new regional transit hub serving Toronto Pearson and the surrounding employment area would represent potentially one of the most effective, efficient and productive of transit investments in the region.

The GTAA is well positioned to provide both a physical solution and much-needed leadership in advancing this important investment. As a not-for-profit transportation authority with direct ties to all local jurisdictions and all transportation authorities it can help to bring together stakeholders with mutual interests.



What is an airport-related multi-modal hub?

Multi-modal transit hubs are a common component of the world's largest airports providing travel options for the millions of people who travel to, from, and through the airport and its adjacent employment zone. These hubs serve a triple purpose:

- They connect air travel passengers to and from the airport;
- They serve as major regional transportation hubs in their own right, providing key links between regional locations and transportation modes; and
- They connect employees to jobs at the airport and to those in the surrounding employment zone.

In preparation for this paper, the transit hubs and associated networks of a number of the world's airports were examined. Toronto is unique in its function and urban location but there are many lessons to be learned from other cities, lessons highlighted throughout this paper.

First among these lessons is Toronto Pearson's relative paucity of integrated transit service compared to other global airports.

Toronto Pearson is already a major transportation destination, but operates without an integrated transit hub. Its growing role as an international connector is well established: 41 million air passengers used the Airport in 2015 and numbers are projected to surpass 60 million by 2032. The Union-Pearson Express train, a limited stop, link to downtown, is the only access by higher-order transit. All other service is by buses operating in general traffic.

Such service does not achieve the potential of a full-service airport multi-modal hub. Only 8% of air passengers at Toronto Pearson use transit, more than 90% of employees in Airport Employment Zone drive to work, and available ground modes are neither fast, direct nor well-integrated to allow connections through the airport to reach other local and regional destinations.

Airport	Total Annual Passengers (2014)	Distance to Downtown	# of Highways	Air Passenger Transit Mode Share	Airport Express Train	Metro/Rapid Transit	Regional/National Train
London Heathrow Airport	73,408,442	24km	2	36%	✓	✓	
Charles de Gaulle/Roissy Airport	63,808,796	24km	3	40%		✓	✓
Frankfurt Airport	59,566,132	10km	4	33%		✓	✓
Düsseldorf Airport	~21,850,000	7km	2	22%		✓	✓
Amsterdam Airport Schiphol	54,978,023	9km	3	39%	✓	✓	✓
Shanghai Pudong International Airport	51,651,800	29km	3	51%	✓	✓	
Shanghai Hongqiao International Airport	37,971,135	13km	3	N/A		✓	✓
Hong Kong International Airport	63,148,379	34km	1	63%	✓	✓	
Toronto Pearson International Airport	38,569,088	22.5km	4	8%	✓		

* Mode shares for all airports except Toronto Pearson and Amsterdam Schiphol are taken from the 2008 Airport Cooperative Research Program (ACRP) report, "Ground Access to Major Airports by Public Transportation" and retrieved from: http://onlinepubs.trb.org/onlinepubs/acrp/acrp_rpt_004.pdf. Mode share figures for Toronto Pearson and Amsterdam Schiphol were retrieved from the respective airport authorities.



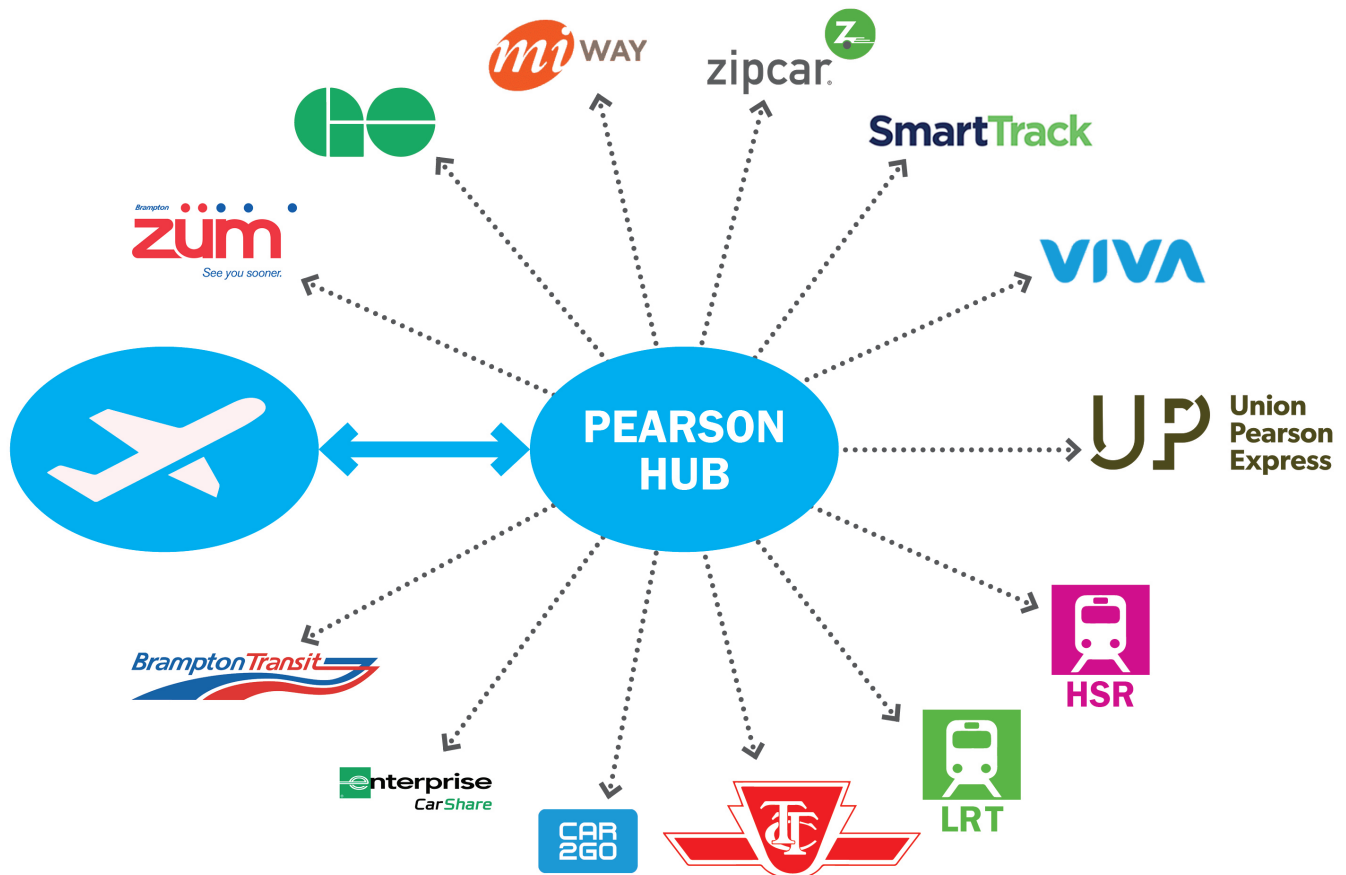
Provide an economically critical “missing link” in the regional transit system

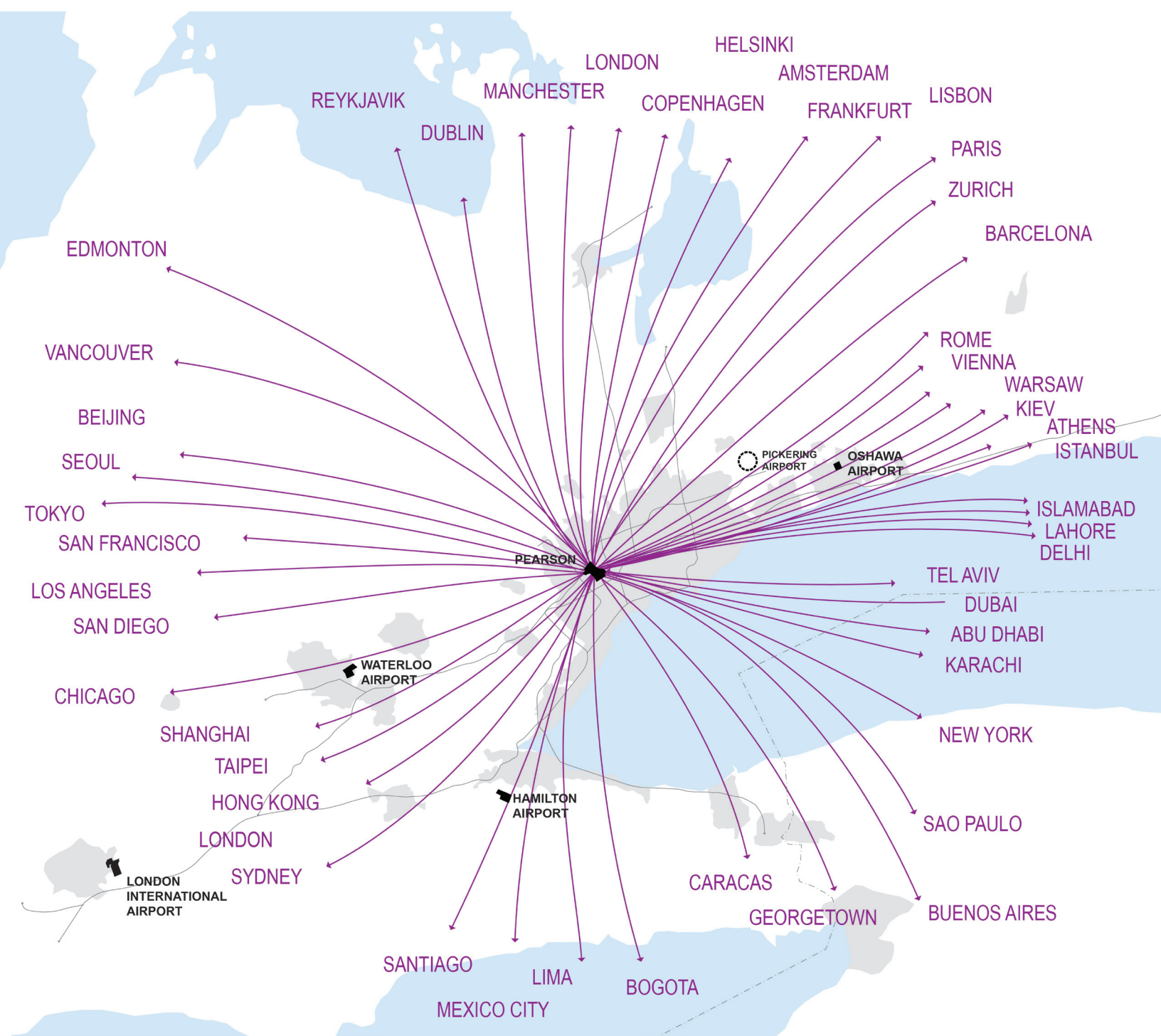
Fortunately, Toronto Pearson is well situated to evolve into something much more functional and valuable for the region.

The Greater Golden Horseshoe needs another regional hub that complements Union Station and provides equivalent connectivity for a region experiencing job and employment growth well outside Toronto's downtown core. A new hub west of Downtown Toronto could provide better local connections between Toronto and the “905” municipalities, and facilitate the creation of larger-scale connections between

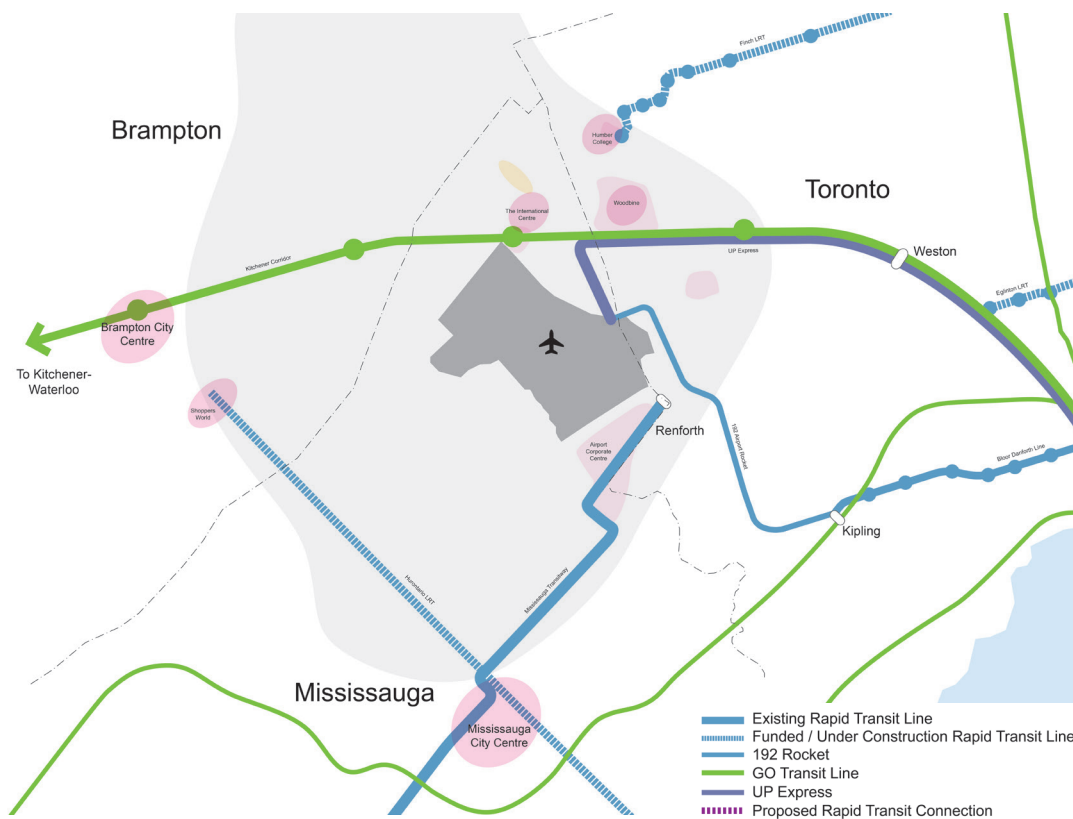
key regional economic nodes such as Brampton, Kitchener-Waterloo, Guelph, Mississauga, Vaughan, and Markham. Such a hub would mirror in transit facilities the remarkable vehicular connectivity currently provided to this part of the urban region by the 400 series highway system.

Pearson Hub could provide a strategic link between the various existing and planned transit services serving the broader region, ideally located because of the Airport's existing role as a major destination and because so many existing and planned transit lines come tantalizingly close.



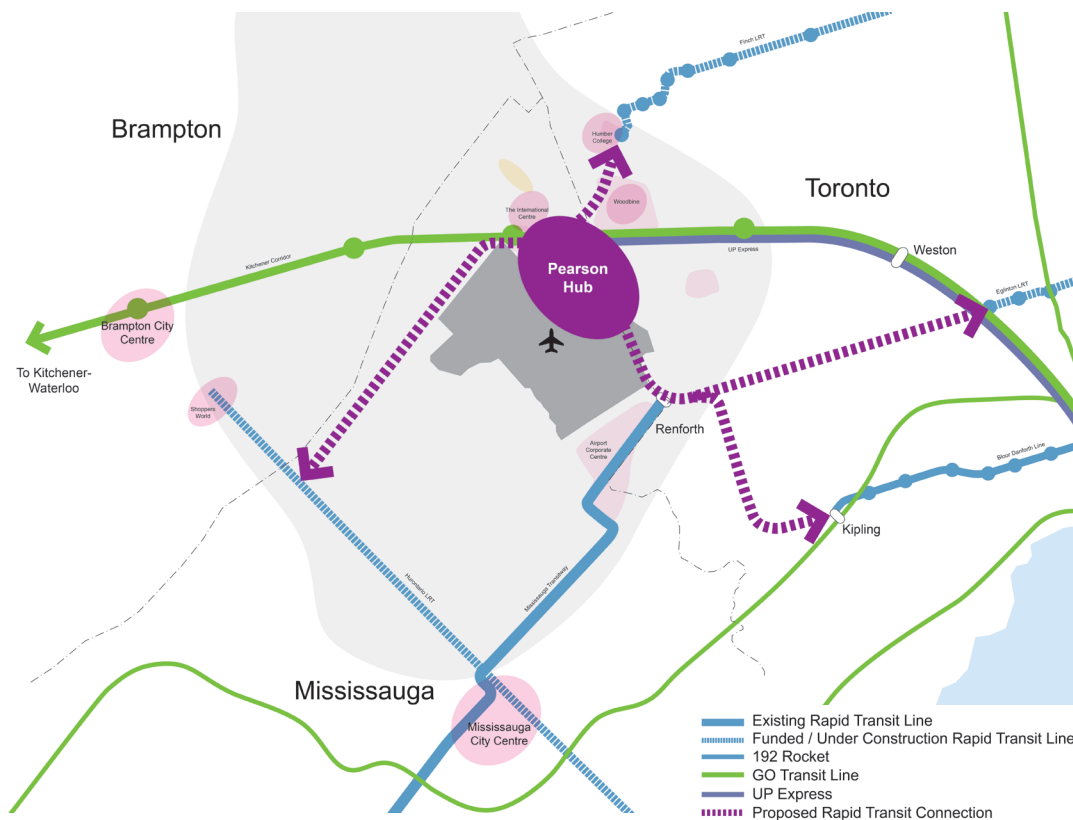


 Toronto Pearson is a globally-competitive international airport, connected to 67 per cent of the global economy through non-stop, scheduled direct flights.



Though it provides excellent international connectivity, there are few direct local and regional transit transport connections to the Airport.

Many existing and planned rapid transit routes approach Toronto Pearson, but only the UP Express connects directly.



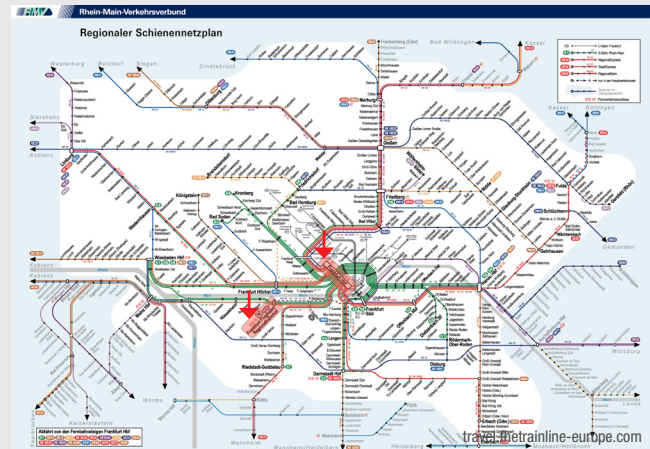
Pearson Hub would fill the missing gap in the regional ground transportation system, linking the existing and planned transit routes and providing multi-modal, networked transport options connecting the region to the world.

Pearson Hub can become a unifying stop where Georgetown Corridor RER GO Service, Smart Track, Crosstown LRT, the Finch LRT, the Mississauga BRT and the Derry Road Corridor could all join by completing the 'last kilometre' of each of these routes to a central transit station.

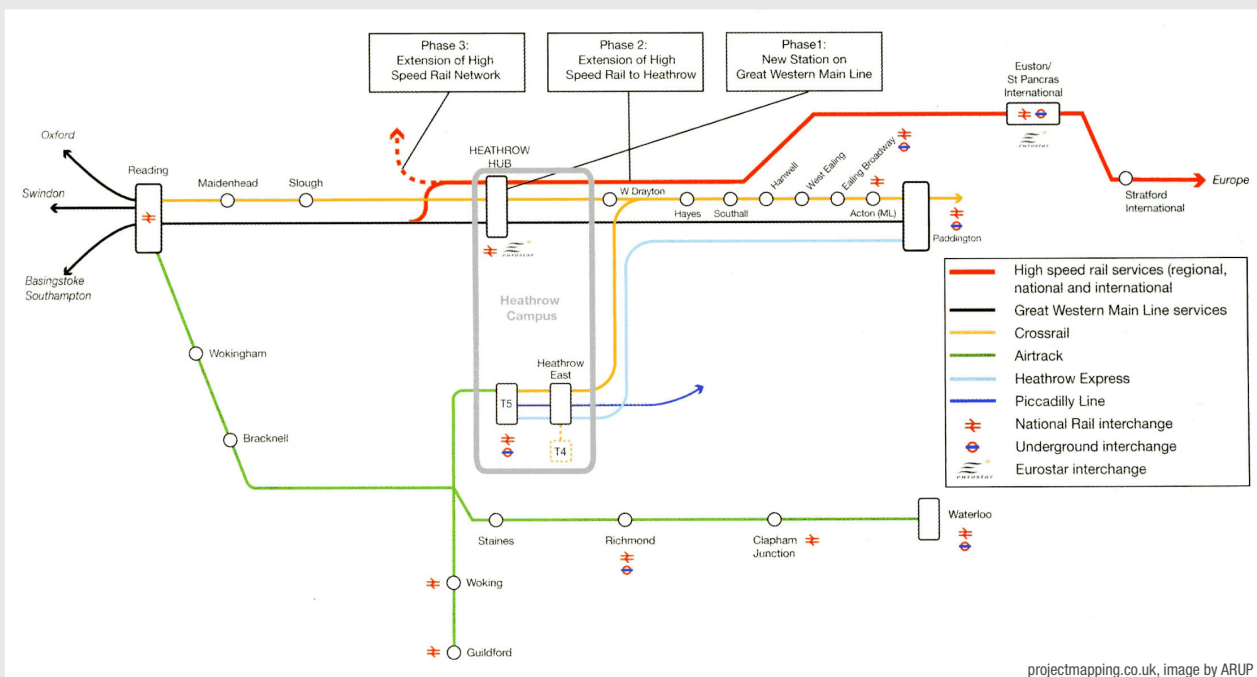
That connectivity is not just local. Toronto Pearson is the point of contact between the GGH, Canada and the world.

Toronto Pearson is currently an exceptional air-side connector, but locally its extensive land requirement constitutes a barrier both in terms of its physical size and the congestion that it generates directly and indirectly. Pearson Hub would transform the Airport's functional relationship with the surrounding population and employment zone, facilitating movement to and through it.

The benefits of this new connective relationship are explained in the following sections.



The Frankfurt region has two key transit hubs: one in the city centre and one at the airport



The ambitious plans for the expansion of London's Heathrow involve a complete range of transit service focused on a new Heathrow hub.



Connect people to economic opportunities

Pearson Hub west of Downtown Toronto would greatly improve access to jobs and opportunities for residents of the region, a critical objective of transit infrastructure investment.

Improving Transit Options for Communities in Need

The connective potential of a new regional hub is especially important for the socio-economic health of the many lower-income neighbourhoods that surround the Airport Employment Zone. These include the Finch West and South Hurontario corridors, Malton and Weston/Mount Dennis.

“The Transportation system will respond efficiently and equitably to the needs of the Ontario Economy... Residents will have access to a greater number of jobs.”

- The Big Move

Jobs and training opportunities within these neighbourhoods are scarce, so residents must travel to other urban areas to work or improve skills. However, the existing transportation systems do not facilitate such connections. The car-oriented environments of these suburban areas are typically devoid of efficient transit, creating distances and conditions that prevent walking and cycling from being viable options. Driving is by design the only option, adding more financial strain to people who are already on tight budgets.

It is for this reason that increasing access to transit is a stated priority of all economic development and poverty reduction strategies in the region, and a primary focus of the region's transportation plan, The Big Move.



Schiphol Airport City now attracts the highest office rentals in the Netherlands, a testament to the positive economic impact of airport-related business activity

Pearson Hub can contribute to employment connectivity in two ways:

- 1 By improving access to the hundreds of thousands of jobs in the Airport Employment Zone, including job opportunities at Toronto Pearson itself. The hub would connect people to the broad mix of jobs contained within the Airport Employment Zone and particularly to jobs which can benefit the surrounding lower income areas and the many new immigrants to Canada who settle and live in those communities. Toronto Pearson is already an important source of employment for many of Toronto's Neighbourhood Improvement Areas (NIAs) west of Yonge Street. For example, 3% of the workforce in Jane-Finch is employed at the Airport, compared to a city-wide average of 1%;³ and,
- 2 By providing access to an integrated network of higher-order transit systems, the hub would provide workers faster and more affordable access to greater employment opportunities throughout the region.

³ GTAA and City of Toronto

Increasing choice and congestion relief for all commuters

Workers in the Greater Golden Horseshoe need transport options because they often work outside of their home municipality. Only Toronto, Mississauga and Hamilton have workforces where more than half of workers stay within local boundaries each day. Otherwise, each day in the region sees dense driving activity between municipalities, primarily along the 400 series highways.

The resulting **traffic congestion is reaching critical levels around the Airport Employment Zone, not surprising since 93% of Airport Employment Zone workers drive to work**,⁶ while huge numbers of other daily commuters move through the area as they connect to and from Highways 401, 427, 27, 403, 409, and 407.

For employees working within the Airport Employment Zone and people living in the surrounding communities, this congestion directly affects their quality of life. As congestion increases in and around the airport, employees of the second largest employment cluster in the country face increasingly longer commute times. While employees in the downtown have the ability to pursue alternative modes of transport to get to work, those options are much more limited in the primarily auto-dependent environment of the Airport Employment Zone.

Road congestion and the lack of effective transit options are creating an alarming drag on the regional economy as a whole. Toronto is the 47th most congested city in the world, eighth most congested among North American cities and the second most congested in Canada, behind Vancouver.⁴ The C.D. Howe Institute estimates that the full cost of congestion in the region is \$7.5 to \$11 billion annually after accounting for unproductive time spent in traffic and lost opportunities for people to access jobs that better match their skills, share knowledge face-to-face, and generate demand for more business, entertainment and cultural opportunities.⁵

The negative effects of congestion on the operations of Toronto Pearson could represent one of the greatest threats to its continued successful growth. The Toronto Pearson area represents one of the largest concentrations of congestion in the region – and thus one of the most significant opportunities for its reduction. A well-integrated regional transport hub at Toronto Pearson would create a virtuous cycle for commuters: new transit services and connections creating an effective travel alternative for many current drivers, freeing up road capacity and improving road travel times for longer-distance travel and commercial vehicles.



⁴ Toronto Foundation. (2015). Toronto Vital Signs Report: One Peace T.O. Retrieved from: <https://torontofoundation.ca/sites/default/files/OP-TVS%202015-Full-Report-PRINTING.pdf>.

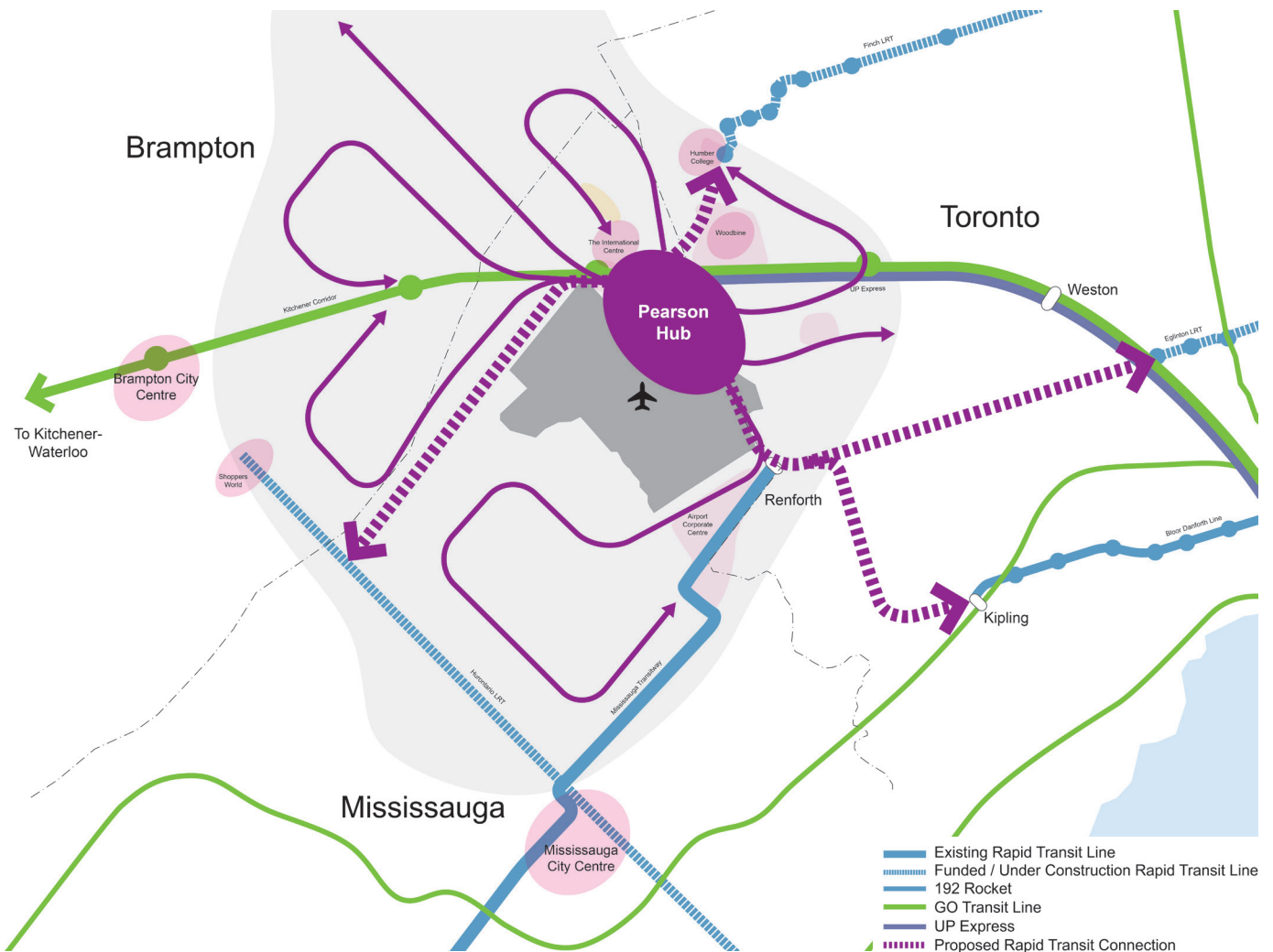
⁵ C.D. Howe Institute. (2013). Cars, Congestion and Costs: A New Approach to Evaluating Government Infrastructure Investment. Commentary No. 385. Retrieved from http://www.cdhowe.org/pdf/Commentary_385.pdf.

⁶ Blais, Pamela and Metropole Consulting. (2015). Planning for Prosperity: Globalization, competitiveness and the Growth Plan for the Greater Golden Horseshoe. The Neptis Foundation.

Connecting people to jobs requires ‘capillarité’: A vast and fine-grained web of transit services

For Pearson Hub to provide the greatest benefit to local workers and the surrounding communities, it must provide both higher-order, longer-reach transit services and a range of smaller, locally-oriented services that branch out to reach local neighbourhoods and businesses. The Airport Employment Zone is dispersed and has low density; it is difficult to serve by conventional transit. A “Pearson Network” of fine grained transit connections would solve this.

The characteristic pattern of dispersed employment and adjacent communities creates a challenge to providing fast and frequent last-kilometre connections is shared by other global airports, often addressed with creative transit solutions. For instance, Paris Charles de Gaulle Airport has augmented its high-speed and regional rail train service with the “capillarité” of a fine-grained local on-demand bus service called Filéo. The service connects airport workers to



 A “Pearson Network” could connect dispersed jobs in the Airport Employment Zone to higher-order transit.



Paris Charles De Gaulle is connected to its airport zone and the surrounding city region by a high quality hierarchy of transit services, with a lot of attention on capillarity of local transit service around Paris CDG.



Atlanta has recognized the importance and difficulty of local airport zone connectivity by partnering with UBER

public transit services any time of day or night, connecting along six lines to sixteen towns in the region. Amsterdam Schiphol has an express bus service circling the airport zone, linking in turn to local feeder services.

Other opportunities include the utilization of newer on-demand digital technologies to serve the needs of local populations and provide a feeder system to the Airport Employment Zone. Atlanta's Hartsfield-Jackson Airport is leading the way in this regard; it has, along with MARTA, the regional transit provider, partnered with UBER to provide critical connectivity.

Facilitating higher-value use of road and air transport infrastructure

Air, rail and road capacities are related, and changes to one system will affect the others. The region can maximize the benefits of each asset by ensuring that they are put to their best and highest-value uses.

As noted above, road congestion is enormously costly to the region in terms of lost productivity and opportunity. It is also a highly expensive method of moving individual workers through the region. Drivers and governments in Ontario pay more than \$7 billion each year to operate and maintain the road network,⁷ only to see congestion increase commuting times and slow the movement of valuable goods and the delivery of services.

Road travel is not the best, most valuable, or even the most preferred mode of commuting—workers are simply ‘voting with their cars’ in the face of inadequate transit options. Investing in transit services and the connections between them could shift drivers to transit, freeing up valuable road capacity for higher-value uses such as logistics and other road-dependent services.

Logistics and logistic-related industries are a critical component of the regional economy. The 2004 Peel Region Goods Movement Strategy estimated that Ontario highways carry more than \$2.5 billion worth of goods each day. The highest volume link is Highway 401 between Toronto Pearson and Highway 427, which carries around \$560 million in goods per day.

Toronto Pearson is an essential component of this supply chain—it is the link between the national ground network and global sources and markets. Toronto Pearson handles an estimated 50% of Canada's air cargo, roughly 450,000 tonnes annually, expected to increase to 1,000,000 tonnes by 2035.⁸

This capacity is also crucial for our region's key employment clusters—such as the “Pill Hill” pharmaceutical cluster in Meadowvale—which rely on seamless connections between their loading bays and international markets, with little tolerance for delays on the air or ground side.

However, concerns about road congestion are increasing simultaneously with increased emphasis on time-sensitive delivery, and local industries and transportation companies perceive major congestion-related challenges looming in the future along highways and major intersections. Addressing this congestion will be critical to maintaining and enhancing the region's vitality and its attractiveness as a location for logistics-related business.

A similar opportunity exists to realize the full potential of regional air capacity.

Valuable landing slots at Toronto Pearson are currently utilized to service Southern Ontario destinations with smaller planes. The opportunity cost is significant when one considers that direct international flights from Toronto Pearson equate to \$10 billion in GDP.⁹

Their replacement by high-quality transit service would free that capacity for higher-value international flights. By way of example, many connections from Frankfurt Airport to significant cities like Cologne are made by train, with the cost of the train ride included in the airfare.

A key component of a Pearson Hub would be direct connections by high quality regional transit service. The specific mode of such connections would need close study and would evolve over time. In the long-term, consideration should be given to the role of the Metrolinx-operated Kitchener GO train line, which runs approximately 3 kilometres to the north-east of the Toronto Pearson terminals, and could provide heavy rail integration either directly at a transit hub or through an airport-controlled people mover.

Many international airports have similarly close by rail lines that provide higher-order rail service and support the opportunity of a mixed-use hub. At Frankfurt Airport and Amsterdam Schiphol the rail station is right under the terminal complex and has spawned associated office and retail development. At Manchester and Paris Charles de Gaulle the heavy rail line is within the airport campus.

The proposals for the expansion of London Heathrow include connections to main rail line by a 5 - 8 minute shuttle connection to a full-service hub. New Jersey's Newark Liberty Airport is connected by a monorail service to the main north-east rail line. These precedents all indicate the emphasis global airports are placing on greatly improving their transit connectivity and their increasing focus on a central hub.

⁷ Conference Board of Canada. (2013). Majority of Road Infrastructure Costs Paid by Motorists. News Release 14-41. Retrieved from http://www.conferenceboard.ca/press/newsrelease/13-10-17/majority_of_ontario_road_infrastructure_costs_paid_by_motorists.aspx.

⁸ Region of Peel. (2004). Study of Goods Movement in Peel: Strategic Overview. Prepared by Wilbur Smith Associates and IBI Group.

⁹ Frontier Economics. (2014). Global Hub Economic Impact Study. Retrieved from the Greater Toronto Airports Authority.



Catalyze high-value employment activity in the Airport Employment Zone and beyond

Top-quality airport transit hubs not only connect people to existing opportunities, they introduce high-value economic opportunities that will only locate in regions with well-connected airports. Pearson Hub would be a platform for prosperity.

The world's most valuable companies place a premium on locations that combine easy access to vibrant city regions and international airports. Airports and governments in other countries have taken note and are increasingly leveraging their airport and transport assets to attract economic activities that strengthen the regional and local economies.

The associated development pattern – sometimes characterized as ‘airport city’ or ‘aerotropolis’ – is expressed very differently in different cities. In some cases, concentrated clusters of airport-related uses have agglomerated tightly around or near the airport, while other regions have seen the evolution of a more dispersed constellation of airport-related activity areas.

There are however some important commonalities:

- **the zone around the airport is characteristically the second largest employment concentration in an urban region;**
- **the zone attracts high-value enterprises that would not otherwise locate in the region;**
- **the zone depends on simultaneous access to world markets via the airport and regional opportunities via fast and convenient ground transportation options and,**
- **airport zones seek to balance a critical mix of time, cost and convenience necessary for the efficient conduct of their business.**

As a result, different businesses organize themselves differently in relationship to the airport, the geography of this relationship forming the particular ‘aerotropolis’ of each world city. In many cases, airports and municipalities are taking advantage of available land near airports to create distinct, high-quality employment clusters with superb connectivity. These well-defined and promoted airport cities are designed to attract high-value employers from around the globe and provide new opportunities for the local knowledge work force. The air connectivity is crucial for the globally-oriented companies, while local transit and high-quality urban design help attract and retain local talent.

It is important to appreciate that the ‘aerotropolis’ and ‘airport city’ configurations of all global city airports do not compete with other regional employment nodes, nor do they need to be limited to airport lands. They are distinct airport-related, value-added employment areas that compete with similar districts near other global airports.

European airports in particular have typically taken advantage of unique air and land accessibility to accommodate higher-value office and hospitality uses in more walkable, active, ‘soft’ working environments that are increasingly important in attracting a skilled workforce and promoting hotel and tourism activity. Amsterdam Airport City, developed by Schiphol Airport, is an excellent example of this. The connectivity and high profile of the airport city has attracted international companies such as Microsoft, Cargill, and Citibank on a campus with train and bus services, a bike share program, modern office buildings, sports facilities, and restaurants. Some buildings within the airport city now command the highest rents in the nation.



Manchester Airport City is developing a complex mixed-use urban airport destination, served by the full-range of transit modes in a complex catchment area

Catalyzing higher-value economic activity in the Airport Employment Zone

The Airport Employment Zone is strategically important to the region. However, the logistics, manufacturing, office, and service jobs that are vital to the economy and to the success of the surrounding communities could be even more successful.

The current urban environment around the Airport Employment Zone is grim and unconnected, its major streets un-welcoming traffic arteries. Potentially valuable land is dedicated to surface parking lots.

Through creative place and building design the Pearson Hub and the surrounding employment zone could provide a very different environment and maximize its economic advantage. Improved place-making and transit connectivity would contribute to the economic competitiveness of these areas by enabling existing high value employment centres such as the Airport Corporate Centre to intensify and provide space for new jobs and amenities. A hub would support investment in underutilized areas such as the corridor between the Georgetown GO train line and the Airport, the Woodbine Racetrack site and the International Centre, increasing their potential to emerge into higher- value,

airport-oriented employment and activity districts. The extensive hotel district along Dixon and Airport Roads could provide a more attractive hospitality environment. Humber College would also benefit from connections in both directions if the Finch LRT extended to the Pearson Hub.

Manchester's Airport City—a key component of the city-region's economic development plan—demonstrates that a successful airport city must provide a mix of transportation and development options to meet a broad range of needs. The patterns of travel demand, in terms of regional geography, time of travel and cost sensitivity are very different for the area's distinct user groups. Travellers accessing the airport will depend on heavy rail services, while local employees will require light rail or bus services. As would be the case with a Pearson Hub, Manchester is facing the challenge—and opportunity—of serving both an essentially 360° catchment area and the immediate airport terminal demand. Such a full-service transit hub is the only way to unlock the potential for higher-value and intensified economic activity surrounding Toronto Pearson.



Support the reduction of greenhouse gas (GHG) emissions and other pollution

Abating climate change and improving air quality are now global priorities.

Vehicle trips are major contributors to GHG emissions and other air pollutants, and these priorities are reflected in the regional transportation policies for the Greater Golden Horseshoe.

The Airport Employment Zone generates approximately 500,000 vehicular trips a day,¹⁰ the greatest single road movement concentration in the country. The resultant emissions pose a risk to both global climate conditions and the health of the surrounding communities and natural systems. The environmental challenge is therefore significant, but so too is the opportunity for coordinated improvement.

Pearson Hub could play a critical role in shifting regional transportation behavior towards more sustainable modes. The creation of Pearson Hub would allow the Airport to become a committed

partner in managing the effects of ground-side surface transportation by facilitating a transformational step-change in transit behaviour towards more energy-efficient and sustainable forms of transportation.

The mode-shifting potential of Pearson Hub is threefold. It would:

- 1 Reduce private and low-occupancy trips among air passengers;
- 2 Provide sustainable transit options for Airport Employment Zone workers; and,
- 3 Allow inter-regional commuters to connect to their destinations via integrated transit services.

The intensification of the Airport employment zone around the hub would concentrate additional urban activity in what could become one of the most environmentally efficient, transit- and pedestrian-friendly new urban districts in the Toronto region outside the downtown.



The highways in the vicinity of Toronto Pearson are among the most congested in Canada

¹⁰ Blais, Pamela and Metropole Consulting. (2015). Planning for Prosperity: Globalization, competitiveness and the Growth Plan for the Greater Golden Horseshoe. The Neptis Foundation.



Realizing the regional benefits of a new transport hub at Toronto Pearson

Pearson Hub would effectively and efficiently create stronger regional linkages, facilitate access to jobs, attract high-value economic activity, and support the reduction of GHG emissions and other pollutants.

As important, Pearson Hub would build on and tie together regional assets, including the country's second largest employment zone, a series of existing and planned transit services, a vast regional workforce, and a global and regional gateway at Toronto Pearson.

The realization of a full-service Pearson Hub would be a strategic investment with significant benefits at all scales—from local households to the national economy—but the opportunity is time-sensitive. Construction and planning of the very transit lines that Pearson Hub would integrate are moving forward. To deliver the potential benefits of a new transit hub for the region at Toronto Pearson, careful consideration and coordination are required immediately.

Coordinated planning for regional connectivity surrounding Toronto Pearson has not occurred, in large part due to the complexity of jurisdictions. The area straddles three regions and three municipalities, there are four transportation authorities responsible for providing transit access, and the Province oversees the highway network. The GTAA can play a much-needed leadership and coordination role, thanks to its composition as a community-based, not-for-profit transportation authority with direct physical and operational links to all of the area stakeholders.

To advance the Pearson Hub, the GTAA will detail the case and build the constituency for this critical regional asset by:

- 1** Articulating a more detailed concept and critical path for Pearson Hub that identifies the functional integration of transit services, the routes of last kilometre connections and associated development opportunities;
- 2** Developing the social, economic and environmental case for Pearson Hub, identifying employment growth, economic impacts, modal shifts and environmental benefits;
- 3** Ensuring the seamless integration of Pearson Hub within the region's emerging transit planning through structured coordination with area governments and agencies; and,
- 4** Reaching out to local and regional business, community and interest groups to develop a constituency of support for this bold concept of a Pearson Hub.

URBAN STRATEGIES INC .

Joe Berridge, Partner
URBAN STRATEGIES INC.
197 Spadina Avenue, Suite 600
Toronto, ON Canada M5T 2C8
tel 416 340 9004 x231
fax 416 340 8400
www.UrbanStrategies.com