

Championing Change

*A Corporate Strategic Plan for the
Greater Toronto Transportation Authority*

October 26, 2007

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1. *Introduction*

The Greater Toronto Transportation Authority (GTTA) was established under the Greater Toronto Transportation Authority Act, 2006 to address the significant transportation challenges in the Greater Toronto and Hamilton region.

The GTTA is the final piece in a three-part approach by the Provincial government to prepare the Greater Toronto and Hamilton region for growth and sustained prosperity. Building on the goals and policy frameworks of the Greenbelt and Places to Grow, the GTTA's mandate is to improve the coordination and integration of all modes of transportation in the region.

A major responsibility of the GTTA is to develop a regional transportation plan for an integrated, multi-modal transportation system for the Greater Toronto and Hamilton region that will be renowned internationally.

THE GTTA BOARD

The Provincial legislation that created the GTTA prescribes its governance structure. The board is comprised of 11 members, two of whom are appointed by the Province. The others are recommended by the regional and municipal councils within the region.

Board members are:

- ❖ Rob MacIsaac, Chair
- ❖ Peter Smith, Vice-Chair
- ❖ Roger Anderson (Durham)
- ❖ Paul Bedford (Toronto)
- ❖ Gary Carr (Halton)
- ❖ Fred Eisenberger (Hamilton)
- ❖ William Fisch (York)
- ❖ Adam Giambrone (Toronto)
- ❖ Norm Kelly (Toronto)
- ❖ Hazel McCallion (Peel)
- ❖ David Miller (Toronto)

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ABOUT THIS PLAN

This corporate strategic plan was developed by the GTTA board with support from senior staff and outside facilitators. The plan sets out the mission, goals and strategic directions for this new organization.

The corporate strategic plan will provide an overarching framework to guide the work of the GTTA over the next few years, and to shape the agency's work plans, organizational development, and resource allocation. It is both an internal governance and management tool for the organization as well as a framework for communicating the agency's goals and measuring and reporting on its progress to external stakeholders.

The Regional Transportation Plan (RTP), a separate document to be developed over the next few months, will set out a vision and detailed plan for the transportation system itself. As a key public policy tool, it will be developed through extensive consultation with the general public and stakeholder organizations across the region.

2. Mission of the GTTA

As a new organization, it is important for the board and staff of the GTTA to have a clear and common view of the organization's mission. The mission stems from the organization's legislative mandate and the governing board's view of the unique purpose and role that the GTTA can fulfill in carrying out its legislative mandate.

LEGISLATIVE MANDATE

The GTTA's authorizing legislation defines the objects of the corporation as being:

- ❖ To provide leadership in the coordination, planning, financing and development of an integrated, multi-modal transportation network that conforms with transportation policies of growth plans prepared and approved under the Places to Grow Act, 2005, and complies with other provincial transportation policies and plans
- ❖ To act as the central procurement agency for the procurement of local transit system vehicles, equipment, technologies and facilities and related supplies and services on behalf of Ontario municipalities; and
- ❖ To be responsible for the operation of the GO Transit system and the provision of other transit services.

GTТА MISSION

A mission statement is a brief, clear statement of an organization's role and purpose. The GTТА's mission is:

GTТА Mission
To champion, develop, and implement an integrated transportation system for our region that enhances prosperity, sustainability, and quality of life.

3. Goals and Strategic Directions

The GTTA's corporate strategic plan sets out five key goals and a series of strategic directions to achieve those goals.

Goal A: An Integrated Transportation Plan by Early 2008

The GTTA will develop a regional transportation plan for an integrated, multi-modal transportation system by 2008.

Three strategic directions will lead the GTTA to this goal:

A1. Identify and Implement Quick-Hit Projects

The GTTA needs to build credibility and support and establish itself quickly through implementation of some quick-hit projects. This also will help to build on the momentum of the Province's MoveOntario Project 2020 announcement and the commitment to invest in public transit.

The board defined quick-hit projects as those that:

- ❖ Have a visible positive impact for customers in the relative short-term
- ❖ Can be initiated now
- ❖ Enhance the credibility of the GTTA
- ❖ Align with the provincial plan and announcement
- ❖ Are system-wide in their impact

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A2. Assess Transit Initiatives

The Province's MoveOntario Project 2020 announcement provided a template of proposed investments in public transit for the next 12 years. In terms of transit investments, the Province is looking to the GTTA for guidance on project selection, prioritization and timing, as well as any desired modifications to this list.

The GTTA recognizes the need to respond to this significant opportunity and to fast-track the implementation of transit investments, while ensuring that these investments are compatible with a long-term vision and plan for an integrated transportation plan for the GTA and Hamilton region.

The GTTA will take a criteria-based approach to this prioritization and will involve the regions, cities and other area municipalities in this process.

A3. Develop An Integrated, Multi-Modal Transportation Plan

The GTTA will fulfill a core mandate of the organization – the development of a long-range plan for an integrated, multi-modal transportation system in the GTA and Hamilton region – by early 2008.

The plan will be bold, visionary and strongly tied to the Places to Grow policy framework and related land use planning goals. The plan will define the regional transportation area.

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Goal B: A Funding Model for a Sustainable Transportation System by Early 2008

A transportation plan is not viable if the system it proposes is not financially sustainable. The GTTA will develop a funding model for the integrated transportation system to ensure that funding related roles and accountabilities are clear and effective moving forward.

Two strategic directions will be undertaken in support of this goal:

B1. Develop a Funding Model

The GTTA is committed to developing creative models to fund the development and operation of the proposed transportation system. A wide range of possible models will be examined, including the role of the private sector in helping to finance the system.

The province's funding commitment as part of Move Ontario Project 2020 needs to be clarified, particularly as it relates to current commitments and projects currently being funded in part through development charges. The GTTA also recognizes the importance of helping to secure federal funding support.

The GTTA's role as the funding administrator, the accountability requirements on projects, and the GTTA's relationship with Infrastructure Ontario, will also be addressed as part of this plan.

B2. Clarify Funding Roles and Accountabilities

The GTTA will be the Province's authority for funding transportation system investments. The GTTA will ensure that these investment decisions are strategic and fulfill the objectives of the Regional Transportation Plan.

To enact this role, the GTTA will ensure that the roles and responsibilities of partners such as the Ministry of Transportation, Infrastructure Ontario and municipal governments are clear relative to the GTTA. The GTTA will develop performance criteria and reporting requirements for monies flowing from the GTTA to projects.

Goal C: Assume Other Mandated Leadership Roles

The GTTA's leadership role is about more than developing and funding the implementation of a transportation plan. The GTTA will assume an active, ongoing leadership role in other mandated areas to support the ongoing operation of an integrated, regional transportation system.

The GTTA will pursue five strategic directions to support this goal:

C.1 Facilitate Resolution of Inter-Regional Transportation Problems

Beyond developing and implementing an integrated transportation plan, the GTTA is an excellent forum for resolving ongoing inter-regional transportation problems. For example, operational issues preventing regional travellers from moving between systems and across boundaries could be resolved through the authority and unique governance composition of the GTTA.

In playing this overarching and mediating role, however, the GTTA will keep its focus on inter-regional transportation issues, and will not prescribe internal transportation solutions within particular municipalities.

The GTTA should not attempt to become an integrated operator of existing transit systems involving local operational issues. However, in the future, the GTTA may wish to assume greater operational responsibility for key inter-regional transit routes.

C.2 Assume Responsibility for GO Transit Operations Over Time

Go Transit is a key asset as a regional transit provider. Its role going forward will likely become even more significant as it is fundamental to the implementation of an effective regional transportation plan.

However, the GTTA does not want to become distracted by GO Transit operational matters given the immediate priority of developing the transportation plan and funding models. It is prudent to delay rolling GO into the GTTA's operations at least until the Regional Transportation Plan, capital plan, and investment strategy are developed and approved.

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There is an immediate need to set a projected date of transfer for this legislated responsibility so as to allow a well planned, smooth and coordinated transition of GO to the GTTA.

Further, the GTTA wants to ensure that any planning being undertaken by GO is integrated with the GTTA's development of the integrated transportation plan. As well, the GTTA needs to better understand GO Transit's operations and best practices in order to develop a future strategy and plan for GO Transit.

C3. Assume Role in Coordinating Procurement

The legislation gives the GTTA a mandate for coordinating procurement of equipment, material and services needed by transit systems across Ontario.

The GTTA sees some potential opportunities in this role. However, it is of lesser importance and impact than other aspects of the GTTA's mandate initially. The GTTA will promote cooperative, voluntary approaches to coordinating procurement wherever possible.

A new procurement challenge that will have to be addressed is the availability of contractors, trades people and staff to carry out a large-scale system enhancement such as the proposal in the Province's Move Ontario 2020 Project.

C4. Develop an Integrated Fare Card System

The integrated fare card (Presto) will be a mandated responsibility of the GTTA, requiring the transfer of resources and functional responsibilities from the Province. The GTTA sees the fare card as an important means of facilitating interregional travel via public transit.

The capital, implementation and ongoing operating costs of the fare card system will need to be covered in order for this to be a successful initiative. Looking beyond a fare card system, the GTTA should develop a long-term vision for an integrated system of fares. The GTTA could be helpful in addressing the issues and opportunities such a fare system would present.

The potential to engage private sector partners in the integrated fare card system is something that the GTTA wishes to pursue. For example, there may be opportunities for affinity marketing and multi-purpose uses of Presto to promote

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wider acceptance and to generate supplementary revenues to reduce the operating costs associated with implementation.

C5. Play a Leadership Role in Transportation

The GTTA will work to build public awareness and support for transportation needs and proposed solutions, including, the relationship between land use planning and transportation. It will be important for the GTTA to have recognition and profile as the agency leading the Province's efforts to address these needs.

Part of this leadership role will include a real consumer focus on transportation matters. As an example, the GTTA will develop web-based tools to help people plan inter-regional transit trips.

Goal D: Good Governance and Organizational Excellence

The GTTA recognizes that to be successful, it must demonstrate good governance and excellence in its internal operations as an agency.

At this start-up stage, three strategic directions will be pursued relative to this goal:

D1. Develop a Strategic, Lean Organization Structure

In order to fulfill its role effectively, the GTTA will require expertise in key areas such as finance and financial modeling, planning, project management, contract management, procurement of consulting services, engineering, technology, marketing and communications. The GTTA organization should also lead and coordinate transportation policy research, data collection and modeling across the Greater Toronto and Hamilton region.

In developing these capabilities the GTTA will take best advantage of available expertise among municipal staff and the consulting industry and avoid becoming a large bureaucracy.

A relationship between the GTTA and Infrastructure Ontario is a condition of the MoveOntario 2020 announcement. In the near term, this will likely involve the Chair and the CEO entering into a letter of engagement between GTTA and Infrastructure Ontario, addressing cost of services and interim reimbursement to

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Infrastructure Ontario from either GTTA's budget or deferred revenue from subsidized project costs.

D2. Develop a New Brand

The organization needs a strong brand reflective of its leadership role as the Province's lead transportation agency. The desired attributes of that brand need to be defined.

The name GTTA is awkward and confusing. As part of the branding of the GTTA, a new name, and appropriate visual identity will be developed. This exercise will be done economically as some branding initiatives can be hard to justify in terms of value for money.

D3. Develop Board Operating Principles

Principles need to be developed to guide how the board and organization will operate. Key values and behaviours will include co-operation, facilitation, consultation, best practice, a focus on inter-regional issues, visionary thinking and a focus on the customer.

Goal E: Successful Partnerships and Stakeholder Relations

To be successful, the GTTA will require effective partnerships and stakeholder relations. The GTTA will pursue five key directions relative to this goal:

E1. Work with the Province as a Key Partner

The GTTA is a provincial agency and needs to ensure that it is working effectively with the Province as a key partner. This partnership involves a number of ministries including Transportation, Public Infrastructure Renewal, Municipal Affairs and Housing and Environment among others. As an arms-length provincial agency, the GTTA will be of great value in such areas as policy development and commenting on major projects and initiatives of the provincial government from a transportation perspective. The Environmental Assessment process for transit projects is an example of such an issue.

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E.2 Collaborate with Municipal Partners

The municipal governments and local transit agencies are also key partners in this process. They develop regional land use plans that are supported through transportation systems and operate the local transit systems. They will also implement many of the system improvements funded by the GTTA.

The GTTA is committed to collaborating closely with municipalities and transit authorities in the region as it moves forward through the planning and implementation process.

E.3 Proactive Communication with all Partners

The GTTA will be highly proactive in its communications, both internally and with its customers and partners.

A key ingredient for success will be to go beyond the GTTA's institutional partners, to engage those it ultimately serves: the Ontario citizen, whether that is the local and regional transit commuter, the motorist, the traveller, the shipper or the taxpayer, as well as specific clienteles, such as seniors, those with disabilities, cyclists, etc.

Proactive communication with the Province, other partners, and among board members with respect to developments in their own municipalities, will help to ensure a "no surprises" environment.

E.4 Pursue Federal Involvement with the GTTA

The GTTA recognizes that the federal government has a key role to play in the creation of an integrated, multi-modal, and sustainable transportation system. The federal role should span involvement in plan development, policies and funding. It could also include a representative on the GTTA board.

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E.5 Broaden the GTTA's Partnership Base

The GTTA will need to establish partnerships beyond the provincial, municipal and federal governments in order to fulfil its mandate. Many other partners will be engaged as part of the plan development process and on an ongoing basis, including the business community, academia, other transportation providers, stakeholder group associations, etc.

4. Summary of Goals and Strategic Directions

In summary the GTTA’s goals and strategic directions for the next few years are:

Goals	Strategic Directions
A. An Integrated Transportation Plan by Early 2008	A1. Identify and Implement Quick-Hit Projects A2. Assess Transit Initiatives A3. Develop An Integrated, Multi-Modal Transportation Plan
B. A Funding Model for a Sustainable Transportation System by Early 2008	B1. Develop a Funding Model B2. Clarify Funding Roles and Accountabilities
C. Assume Other Mandated Leadership Roles	C1. Facilitate Resolution of Inter-Regional Transportation Problems C2. Assume Responsibility for GO Transit Operations Over Time C3. Assume Role in Coordinating Procurement C4. Develop an Integrated Fare Card System C5. Play a leadership role in transportation
D. Good Governance and Organizational Excellence	D1. Develop a Strategic, Lean Organization Structure D2. Develop a New Brand D3. Develop Board Operating Principles
E. Successful Partnerships and Stakeholder Relations	E1. Work with the Province as a Key Partner E2. Collaborate with Municipal Partners E3. Proactive Communication with all Partners E4. Pursue Federal Involvement with the GTTA E5. Broaden the GTTA’s Partnership Base

GTТА staff will be developing work plans to implement these goals and strategic directions, as well as performance measures with which to assess and report on the organization’s progress in meeting its goals.

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Attachment: Goals, Strategic Directions and Actions

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Goal A – An Integrated Transportation Plan by Early 2008

Strategic Directions	Actions
A1. Identify and implement quick-hit projects	a1.1 Identify quick-hit opportunities by the end of the summer a1.2 Promote quick-win projects to build momentum, credibility and support
A2. Assess transit projects	a2.1 Develop criteria and assessment process a2.2 Invite presentations from regions/cities/ area municipalities a2.3 Identify announced and alternate/new projects a2.4 Assess all projects against criteria a2.5 Ensure that projects are costed realistically a2.6 Prioritize projects by early 2008
A3. Develop an integrated, multi-modal transportation plan	a3.1 Assess key transportation issues a3.2 Develop long-term vision for the transportation system a3.3 Integrate with Places to Grow and land use planning goals a3.4 Integrate regional development planning principles into the transportation planning process a3.5 Examine ways to reduce OMB influence over development related to key nodes and corridors, or ensure, in keeping with the new OMB legislation, that the OMB enforces consistency with the plan objectives a3.6 Develop a prioritization scheme for transportation projects, particularly focusing on transit projects as a near-term priority, with well defined, rational criteria which embrace the premise that we are planning for a regional transportation area a3.7 Develop a multi modal plan addressing capacity, utilization, connectivity and customer service needs for the movement of people, goods and services by early 2008

Goal B – A Funding Model for a Sustainable Transportation System by Early 2008

Strategic Directions	Actions
B1. Develop a funding model	b1.1 Develop an investment strategy considering all funding tools (e.g. development charges, road pricing, design, build, operate and maintain models (DBOM), concession arrangements, bonds, etc.) b1.2 Examine how to capture the “up value” of lands affected by improved transportation b1.3 Establish a mechanism to fund corporate overhead and project related costs b1.4 Prepare capital and operating models, including operating subsidy arrangements b1.5 Develop a strategy for federal funding b1.6 Prepare a capital reinvestment plan to replenish existing stock b1.7 Communicate benefits of improved transportation service/value for the costs involved
B2. Clarify funding roles and accountabilities	b2.1 Establish performance criteria for monies flowing from the GTTA to projects b2.2 Negotiate relationships, roles and responsibilities with Infrastructure Ontario b2.3 Clarify role of municipalities relative to funding (e.g. development charges, no increases to property taxes without tax relief in other areas)

Goal C – Assume Other Mandated Leadership Roles

Strategic Directions	Actions
C1. Facilitate resolution of inter-regional transportation problems	c1.1 Identify transportation challenges that prevent easy movement across regions and facilitate their resolution through the authority of the GTTA c1.2 Maintain a strong focus on inter-regional transportation challenges and needs c1.3 Identify networks of regionally significant routes with a view to ensuring their functionality c1.4 Develop operating and funding models to best provide service on these regionally significant routes
C2. Assume responsibility for GO Transit operations over time	c2.1 Working with the Minister, establish a date for the transfer of GO Transit to the GTTA over the next eighteen months – 2 years c2.2 Establish a joint GTTA - GO committee to plot out and implement an orderly transition from the current state to the future governance model c2.3 As a first priority, direct the transition committee to integrate GO Transit's planning with the GTTA's transportation plan development process
C3. Assume role in coordinating procurement	c3.1 Working with the Minister, establish a date for transfer of this responsibility and the associated resources from the province c3.2 Identify future procurement needs across the province c3.3 Explore coordinated procurement opportunities for buses and light rail with interested municipalities c3.4 Coordinate to ensure adequate availability of staffing and contractors to implement the plan c3.5 Explore opportunities to standardize light rail transit and Intelligent Transportation Systems (ITS) with interested municipalities
C4. Develop an integrated fare card system	c4.1 Working with the Minister, establish a date for transfer of this responsibility and the associated resources from the province c4.2 Develop a long-term vision for an integrated fare card and system c4.3 Ensure sustainable and creative funding models are put into place for capital and operating costs associated with the integrated fare card system

Strategic Directions	Actions
	<p>c4.4 Recognize the importance of enlisting TTC passengers and meeting essential TTC operating and financial requirements in order to ensure Presto meets its potential as a vehicle for both system integration and system planning</p>
<p>C5. Play a leadership role in transportation</p>	<p>c5.1 Build public awareness and support of transportation needs and proposed solutions, including the relationship between land use planning and transportation</p> <p>c5.2 Create a recognizable brand for the GTTA that stands for a consumer oriented approach to transportation and a dedication to meeting the needs of the regional traveler</p> <p>c5.3 Facilitate regional travel through best practice measures such as trip planning for people through use of web-based tools</p>

Goal D – Good Governance and Organizational Excellence

Strategic Directions	Actions
D1. Develop a strategic, lean organization structure	d1.1 Hire staff to operate the GTTA organization d1.2 Hire expertise in key areas (e.g. finance and financial modelling, planning, project management, engineering, technology, marketing and communications, contract management, procurement of consulting services) d1.3 Involve local municipal staff with transportation and transit experience d1.4 Determine the role of Infrastructure Ontario in terms of staff resources to support the GTTA d1.5 Lead and coordinate transportation policy research, data collection and modelling across the GTAH
D2. Develop a new brand	d2.1 Develop a branding strategy including renaming the GTTA d2.2 Consider ways in which GTTA can be renamed within an appropriately modest budget and which engage the public
D3. Develop board operating principles	d3.1 Develop principles to guide the behaviours of Board and staff d3.2 Communicate and incorporate these into operational practices

Goal E – Successful Partnerships and Stakeholder Relations

Strategic Directions	Actions
E1. Work with the province as a key partner	e1.1 Review GO practices as they provide a good model for a positive working relationship e1.2 Establish strong working relationships with all provincial areas that affect transportation and transit in the GTAH e1.3 Engage MTO in policy development
E2. Collaborate with Municipal Partners	e2.1 Develop effective working relationships with cities, regions and area municipalities
E3. Proactive communication with all partners	e3.1 Adopt a philosophy of “no surprises” within the Board and with other partners e3.2 Engage customers in discussions of their needs and position the GTTA as the champion of the interests of commuters across the GTAH
E4. Pursue federal involvement with the GTTA	e4.1 Develop a role for federal participation in GTTA e4.2 Meet with the Minister of Finance (Chair of the federal GTA Caucus) to explore opportunities for federal involvement e4.3 Identify ways to simplify federal guidelines for financial accountability e4.4 Examine current relationships of the federal government in collaboration with sister agencies including the regional transportation authorities in Vancouver and Montreal
E5. Broaden the GTTA’s partnership base	e5.1 Identify opportunities to engage the business community e5.2 Involve VIA Rail as a potential partner e5.3 Develop relationships with academia and think tanks e5.4 Sponsor symposiums e5.5 Establish working relationship with the associations representing developers and homebuilders e5.6 Foster relationships with the airport, port authorities and other sectors involved in the movement of goods and people