

MANAGEMENT REPORT TO THE GREATER TORONTO TRANSPORTATION AUTHORITY

Board Meeting Date:

Item Class: Chair's Item
 Decision
 In Camera
 Information
 Resolution / By Law

RECOMMENDATION(S):

BE IT RESOLVED THAT:

- 1) The Board approve the work plan contained in this report for the development of the Regional Transportation Plan (RTP), and direct staff to carry out the work plan with progress reports to be brought forward to subsequent Board meetings;
- 2) The Board approve the formation of Technical Advisory Committees, made up of municipal and provincial staff to work with GTTA staff to develop the RTP;
- 3) The text appended hereto as By-Law No. 3, being a by-law relating to the establishment, composition and role of an RTP Advisory Committee to the Corporation's Board of Directors, is hereby approved and adopted as a by-law of the Corporation.
- 4) A selection committee comprised of the Chair, _____ and _____ [e.g., 2 other board members] is hereby struck with the mandate of identifying and retaining appropriate membership candidates to the RTP Advisory Committee, provided that such candidates shall meet any collective or individual qualifications or requirements specified in By-Law 3; and,

ISSUE:

The RTP will be the GTTA's flagship analysis document, and key stakeholder engagement and marketing tool, for a bold, sustainable, multi-billion dollar transit and transportation investment program in the region.

The GTTA Act and mandate statements identify the RTP as a priority deliverable in the GTTA work plan. The government's MoveOntario 2020 announcement, an unprecedented 12-year, \$17.5 billion rapid transit vision for the Greater Toronto and Hamilton Area (GTHA), sets a clear expectation for the GTTA to report back on project prioritization, sequencing and implementation details by early 2008.

BACKGROUND

The RTP is envisaged as an integrated action plan – integration across the spectrum of customer service excellence, coordinated inter-regional planning and investment, and broader socio-economic and environmental objectives. The RTP is expected to strive for integration at multiple levels:

- Integration between transit and transportation service providers, and across municipal boundaries, for a seamless, multimodal, customer-responsive network in the GTHA region
- Integration with supportive land use decisions to achieve sustainable urban form and growth management
- Integration and improved connectivity between the GTHA , other regions of the province, and our national and international trade and transportation gateways
- Integration and compatibility between passenger and freight movements
- Integration with broader regional, provincial and national aspirations for strengthened economic competitiveness and prosperity, a better and more sustainable quality of life, improvements to public health and fitness, increased public safety and security, reductions in greenhouse gas and other harmful emissions, and increased protection of our natural environment and green spaces.

To accelerate plan development timelines, avoid duplication and promote successful implementation, the RTP will recognize and build on the existing, significant planning legacy in the GTHA, including municipal official plans transportation master plans.

The RTP will be positioned to support the implementation of the Places to Grow Act and Greater Golden Horseshoe growth plan, which provide the strategic planning framework for transit, transportation and other public infrastructure investment decisions in our region.

The RTP work plan will also provide key input to other GTTA priority deliverables and mandated report-backs to the provincial government:

- Identification of potential “early win” project opportunities and initiatives that could inform the 2008-09 provincial budget planning process
- The first rolling five-year GTTA capital plan, integrated with the multi-year provincial infrastructure investment plan (ReNew Ontario)
- A long-term investment strategy that identifies sustainable funding sources, financing tools and partnership models to implement RTP recommendations
- Proposed transportation and other policy or legislative reforms that will be required to achieve the full potential of integrated, sustainable transit and transportation development

A Bold, Innovative Approach to RTP Development

The GTTA – with a multimodal transportation and inter-regional geographic mandate, strong and balanced municipal representation, public and stakeholder engagement imperative, and MoveOntario 2020 implementation role – is uniquely qualified to lead the RTP development process.

Under GTTA leadership, and coupled with the unprecedented citizen expectation for urgent action on the congestion, growth management and climate change agendas, the RTP could potentially deliver an implementation impact and results like no other transportation planning process before it.

This exciting challenge and opportunity will demand a fresh, innovative approach to mobilize public stakeholder support for new transportation strategies that could ultimately entail quantum change in personal mobility and lifestyle choices, community and urban design, and pricing of transportation infrastructure and services.

An innovative approach to developing and marketing the RTP will also be essential to ensure that GTHA transportation priorities compete effectively with (or support) other leading demands on the government policy and fiscal agendas, including health, the environment and education.

The sheer size of the GTHA market and challenges, and scope of the potential transportation planning and investment solutions, should provide opportunities for the GTTA to establish international benchmarks and profile in the RTP.

GTТА staff envisage an innovative web-based consultation process and region-wide public forums to achieve interactive citizen outreach and input beyond traditional stakeholder networks. A coordinated and representative stakeholder advisory structure will facilitate broad and early buy-in for shared problem identification and implementation solutions. The final RTP product will be supported by a dynamic and high-impact multimedia presentation aimed at achieving strong market penetration to mobilize public and decision-making support for the call to implementation action.

The GTТА is building the internal leadership capacity, access to consultancy resources and a network of expert and stakeholder advisors, in order to deliver the initial landmark RTP document, and supporting engagement and marketing strategies, by early 2008.

Proposed Integrated RTP Framework

To elevate the RTP to a more integrated framework and approach, GTТА staff propose organizing the future options, recommendations and action plans generated by the RTP process around at least three cross-cutting themes or foundation pillars:

- **People:** Improving quality of life and health for GTHA citizens by increasing personal mobility options, including walking and cycling, a seamless integrated transit web across the region, auto share and ride share initiatives, and other alternatives to single-occupancy auto dependency

- **Environment:** Reducing our carbon footprint by advancing sustainable transportation infrastructure decisions and travel mode preferences, and positioning future transit and transportation investments as key contributors to air quality improvement in the region
- **Economy:** Reducing the economic and social costs of congestion, implementing a fair and sustainable financing strategy for transit and transportation systems, and promoting the formation of a sustainable transportation economic cluster in the region

Regional Transportation Plan - WorkPlan Process

The Regional Transportation Plan (RTP) will be developed through a series of discussion papers and interactive web-based consultations, with each component linked and integrated with the key foundation pillars. Each discussion paper will cover a specific aspect of the plan, develop the supporting planning and analytical rigour, and include an opportunity for stakeholder and public input. Potential discussion topics will include:

- **Trends, Outlooks and Process:** An overview of the transportation trends and challenges for the GTHA region will provide essential background context for the remaining papers that feed into the RTP. The paper will also include fundamentals about the planning process for the RTP, and opportunities for public review and input.
- **Mobility Hubs:** The concept of community mobility hubs and inter-modal gateway hubs are key building blocks for a seamless, integrated web of local and inter-regional transit systems. As potential host sites for transit-supportive and mixed-use development, these hubs could support the development of urban growth centres, and employment and activity centres identified in the Places to Grow plan and municipal plans.
- **Transit:** This paper will focus on new and improved inter-regional and cross-boundary rapid transit corridors across the GTHA, build on Places to Grow, various municipal plans, and the \$17.5 billion vision set out in the MoveOntario 2020 vision to Growth plan.
- **Walk/Cycle/Transportation Demand Management:** Active transportation choices, integrated with transit stations and services, will play a vital role in improving mobility options in the GTHA, while promoting a healthier more physically fit population and better-designed communities. Best practices for Intelligent Transportation Systems (ITS) and transportation demand management (TDM) initiatives to promote system efficiency and optimization, and improve customer service will also be examined.
- **Highways and Roads:** This paper will examine opportunities to close inter-regional highway and road network gaps, accommodate multimodal uses such as higher-order transit services and dedicated freight movements, and reduce deaths and injuries from vehicular accidents in the GTHA.

- **Freight Strategy:** Options to improve goods movement within the GTHA and to our major domestic and international markets, and to reduce the conflict between freight and passenger demands on the transportation infrastructure will be examined. This is a multimodal strategy that will consider the role of air, marine, rail and truck modes in strengthening the GTHA's economic competitiveness.

Each discussion paper will trigger an iterative development process and input path towards the draft RTP master document.

- More detailed global and local environmental on successful best practices from comparable domestic and international jurisdictions, and supporting public policy directions.
- A suite of actions for Board consideration under each discussion topic, developed by the GTTA Technical Advisory Groups (TAG's). (See page 6 for more details on the proposed advisory committee structure.
- A “green” discussion paper prepared for Board approval. The paper will provide an overview of the trends and challenges and propose actions (policies, programs, projects) within that area or theme of the transportation system.
- An opportunity for the public to review and comment on the green discussion papers using a variety of consultation methods such as live open houses and web-based consultation, (including posting on the EBR web site for 60 days). During this consultation phase, the GTTA will also reach out to stakeholder groups such as seniors, students and youth, community groups, municipalities, transit operators, labour organizations, and business leaders to address their specific interests.
- The public comments will be shared with the Advisory Committee.
- The findings of the Advisory Committee will be forwarded to the Board for its review and consideration. The result is a Board-approved “white” discussion paper.
- The white paper, after Board approval, will be compiled into the draft RTP master document for public review and comment. This consultation phase will also rely on the broad range of live and interactive web-based outreach strategies. Once the consultation on the draft plan is completed, public and stakeholder input will be reviewed with the Advisory Committee who will recommend a final plan for Board input and approval.

This proposed work plan will result in the completion of a draft RTP by April 2008 and a final RTP for Board consideration by June 2008. The RTP work plan will generate potential “early win” projects and initiatives for Board consideration in fall 2007 and input to the 2008-09 provincial capital planning process.

Technical Advisory Groups (TAG's)

At the April 27, 2007 meeting the Board approved the following resolution under report #07-B16:

“THE GTTA BOARD DIRECT STAFF TO ESTABLISH ONE OR MORE STEERING COMMITTEES, COMPRISED OF MUNICIPAL AND TRANSIT AUTHORITY REPRESENTATIVES AND OTHERS (MTO STAFF, GTTA STAFF, ETC.), TO HELP GUIDE THE DEVELOPMENT OF THE REGIONAL TRANSPORTATION PLAN, INCLUDING ANY NECESSARY CONSULTING ASSISTANCE TO FACILITATE THE PROCESS.”

Section 13(1) of the *GTТА Act* requires that the Board establish one or more advisory committees. The purpose of this report is to outline the role and composition of the committee and seek Board approval of the attached By-law #3 to establish the committee.

The function of the technical advisory groups (TAG), formerly identified as Steering Committees, is to assist the Board in the development of policy, program and investment options that will inform the development of the RTP. Each TAG will be assigned to contribute to each component of the RTP.

TAG membership will be drawn from municipal, provincial and federal senior staff in the transit/transportation, planning, economic development, environment and social policy portfolios, as well as from a cross-section of business and industry sector experts and practitioners.

GTТА staff will manage the TAGs and supporting consultant teams. GTТА staff will work with inter-governmental and stakeholder partners to identify potential TAG members.

Advisory Committee (AC)

An Advisory Committee will be established to assist the Board in developing the RTP master document. The AC could be deployed by the Board in smaller breakout groups to perform specific or more focussed work plan functions at any point during RTP development.

The primary functions of the AC in RTP development include:

- Review discussion papers and draft RTP plans, and provide feedback and advise to the Board
- Provide input and advice to the Board on specific issues arising from the development of the RTP, as directed by the Board.
- Analyze public and stakeholder input and make recommendations to the Board

- Engage in dialogue with the public and other stakeholders to exchange views and awareness of transportation challenges and actions as necessary
- Support and promote the release, marketing and implementation of the RTP

The AC will consist of four representatives assigned to each of the three proposed RTP foundation pillars (12 members in total), to provide a balanced perspective on the challenges and proposed actions that will shape the region's transportation system of the future.

To help effectively launch the RTP process, GTTA staff recommend that the Board formally establish the AC by the August 2007 meeting. GTTA staff also recommend that the Board immediately strike a selection committee consisting of the Chair and two other Board members to identify and recruit AC members. In the interim, Board members should forward any recommend potential Advisory Committee members to the Chair.

Policy Implications:

The preparation of a GTTA-led RTP is a key deliverable under the requirements of the Greater Toronto Transportation Authority Act.

The timing and relevance of the RTP are heightened by the government's commitment to the \$17.5 billion MoveOntario vision, and direction to the GTTA to report back in early 2008 with implementation prioritization and phasing plans for a landmark rapid transit expansion plan across the region.

The proposed composition of TAGs and AC will aim to provide balanced policy expertise and direction to the development of the RTP.

Environmental Implications

The RTP will respect Environmental Assessment (EA) processes and legislation. During the RTP development process, the GTTA is expected to seek confirmation of the May 2007 provincial commitment to establish a streamlined six-month EA timeline for major transit projects.

Legal Implications

None

Human Resources Impact

The in-house staff resources and capacity required to lead the RTP development – augmented by professional consulting services – is addressed as a priority deliverable in the GTTA Transition Plan and GTTA Organizational Design recommendations.

GTTA staff will manage and provide secretariat support to the AC and TAG structure through the preparation and exchange of materials and, as required, use of facilitation services.

Financial Impact

Funding approval is required from the Board to allow for the procurement on consultant services, research, mapping and data, preparation of discussion/consultation papers, draft and final plans and consultation costs for mail outs and meeting space.

Financial impact associated with the AC is expected to be limited to meeting and travel expenses for members and document production costs. It is expected that expenses associated with the AC process will not exceed \$25,000. (The cost of facilitation services was approved under separate Board Report #07-B16).

**GREATER TORONTO TRANSPORTATION AUTHORITY
(the “Corporation”)**

BY-LAW NO. 3

**A BY-LAW RELATING GENERALLY TO THE ESTABLISHMENT AND
COMPOSITION OF AN ADVISORY COMMITTEE FOR THE CORPORATION**

Be it ENACTED as a by-law of the Greater Toronto Transportation Authority as follows:

**ARTICLE 1
INTERPRETATION**

Section 1.1 Definitions.

In the By-laws of the Corporation, unless the context otherwise requires:

“**Board**” means the board of Directors of the Corporation;

“**By-laws**” means this by-law and all other by-laws of the Corporation that may be passed from time to time;

“**Chair**” means the Chair of the Corporation designated pursuant to section 10 of the GTTA Act;

“**Corporation**” means the Greater Toronto Transportation Authority incorporated by the GTTA Act;

“**GTTA Act**” means the *Greater Toronto Transportation Authority Act, 2006*, S.O. 2006, c. 16;

“**Meeting of Directors**” includes an annual meeting, regular meetings and special meetings of Directors;

“**Director**” means a Director of the Corporation, including the Chair and Vice-Chair, appointed pursuant to section 9 of the GTTA Act;

“**Regional Transportation Area**” means the area that includes the geographic areas of the City of Toronto, the City of Hamilton, The Regional Municipality of Durham, The Regional Municipality of Halton, The Regional Municipality of Peel and The Regional Municipality of York and any additional area prescribed pursuant to the GTTA Act;

“**Regional Transportation Plan**” or “**RTP**” means a transportation plan to be prepared by the Corporation for the Regional Transportation Area.

“**Subcommittee**” means any subcommittee struck by the Board in accordance with section 3.1 of this By-Law.

- 1.01 Unless defined in this by-law, words and expressions used in this by-law have the meaning ascribed to them in the GTTA Act.
- 1.02 Words importing the singular number include the plural and vice versa; words importing gender include the masculine, feminine and neuter genders; and words importing a person include an individual, sole proprietorship, partnership, unincorporated association, unincorporated syndicate, unincorporated organization, trust, body corporate, and a natural person in his or her capacity as trustee, executor, administrator, or other legal representative.

ARTICLE 3 ADVISORY COMMITTEE

Section 3.1 Number and Selection

The Advisory Committee shall consist of between 8 and 15 members selected by the Board or by a subcommittee struck by the Board comprised of the Chair and 2 or more Board members.

Section 3.2 Composition of Advisory Committee

The Board or the Subcommittee shall identify and, to the extent available, retain Advisory Committee Members who;

(a) use or are otherwise affected by transportation in the Regional Transportation Area who may include students, seniors, persons with disabilities and representatives of labour organizations and industry; and

(b) who collectively provide a comprehensive perspective on the challenges and proposed actions that will shape the Regional Transportation Area future transportation system.

Section 3.3 Mandate

The Advisory Committee is being established to assist the Board in developing a RTP. In satisfying this role the Advisory Committee will:

- Review consultation papers and draft plans;
- Analyze public and stakeholder input;
- Engage in dialogue with the public and other stakeholders;
- Support and promote the release and implementation of the RTP;
- Provide recommendations to the Board in respect of the foregoing and any other specific issues referred to the Advisory Committee by the Board or the Subcommittee.

- Such other roles relating to the development of the RTP as may be assigned to the Advisory Committee from time to time by the Board or the Subcommittee.

Section 3.4 Limitation on Advisory Committee's Powers and Authority

The Advisory Committee's role is limited to its support as a resource to the Board and to the Corporation's staff and consultants in preparing the RTP. The Board carries ultimate responsibility for the RTP and may accept, reject or modify any recommendations proposed by the Advisory Committee.

Section 3.5 Reports to the Board

The Advisory Committee shall provide the Board with periodic reports setting out the Advisory Committee's analysis and recommendations. To the extent possible the reports to the Board shall adhere to the content and format requirements stipulated by the Chair from time to time. The reports to the Board shall reflect the collective input and recommendations of the Advisory Committee based on the consensus of the Advisory Committee members.

Neither the Advisory Committee nor the Advisory Committee members, whether individually or otherwise, shall publicly release any report or recommendations pertaining to the Advisory Committee's RTP-related work commissioned hereunder unless first discussed with the Chair and approved for public release.

Section 3.6 Remuneration and Expenses

To the extent pre-approved by the Chair the Advisory Committee and its individual members shall be reimbursed for all reasonable expenses incurred by the Advisory Committee or a member, as the case may be. In exceptional circumstances the Board or the Subcommittee may authorize additional remuneration to the Advisory Committee or its members having regard to the extensive demands of the efforts involved.

ARTICLE 4 EFFECTIVE DATE

Section 4.1 Effective Date.

This By-law shall come into force on the date of its confirmation by the Directors.

ADOPTED by the Board and confirmed by the Directors in accordance with the
GTТА Act the _____ day of _____, 2007.

Chair

Secretary

Corporate Seal