

**MANAGEMENT REPORT TO THE  
GREATER TORONTO TRANSPORTATION AUTHORITY**

<b>Report Title:</b>	CEO Report to the Greater Toronto Transportation Authority Board				
<b>Report Number:</b>	BR-07-B61	<b>Date to Board:</b>	October 26, 2007	<b>Date to Committee:</b>	N/A
<b>Report To:</b>	BOARD				
<b>Report Referred From:</b>	N/A				
<b>Author(s):</b>	W. Michael Fenn	<b>Telephone:</b>	416-874-5906		
		<b>E-mail:</b>	Michael.Fenn@gtta.com		
<b>Item Class:</b>	In Camera	<input type="checkbox"/>	Decision	<input type="checkbox"/>	Information <input checked="" type="checkbox"/>

**RECOMMENDATION:**

*RESOLVED:*

**THAT** Report BR-07-B61 CEO Report to the Greater Toronto Transportation Authority Board be received and filed.

**ISSUE:**

1. Budget Presentation to the GTTA Board and Ministry of Transportation (MTO)
2. Strategic Plan: Action Plans and Performance Measures
3. Developing Stakeholder Relationships
4. Organizational Design and Staffing Strategy
5. Provincial Environmental Assessment Process for Transit Projects
6. Other Business

## **1. Budget Presentation to the GTTA Board and Ministry of Transportation (MTO)**

Staff will be presenting the revised budget for 2007/08 to the GTTA Board today for its consideration and approval. This approval follows the direction provided to the CEO in July 2007. The revised budget takes into account the Corporate Strategic Plan directions, the approved Organizational Design and Staffing Strategy and any Provincially imposed requirements for Crown Agencies, as well as firmer estimates for the Regional Transportation Plan process and other project expenditures.

The GTTA operates on an April 1 fiscal year and is funded 100% by the Ontario Government, so staff will prepare a draft 2008/09 GTTA Budget for the Board's consideration following the release of the 2008 Spring Ontario Budget.

As the Board will be aware, the provincial budget cycle is underway for the 2008/09 fiscal year. Crown Agencies are required to meet Treasury Board deadlines for submission of materials related to the current fiscal year (ending March 31, 2008) and for the 2008/09 fiscal year for both operating and capital funds allocated to the GTTA. These submissions use templates and processes applicable to most Crown Agencies and do not readily accommodate the Board Committee Schedule.

The Board is being asked to provide direction to GTTA staff to work with the Ministry of Transportation to complete the necessary Treasury Board templates for the next provincial budget cycle. In addition, given that Treasury Board deadlines do not accommodate the Board Committee schedule, staff proposes that the Audit Committee conduct a review of the draft budget proposals submitted to the Provincial government, and make its recommendations or amendments to the GTTA Board for its consideration. Following this review and adjustments to the draft budgets by the GTTA Board, the Chair and CEO will communicate such adjustments to the Ministry of Transportation and Treasury Board as soon as they are available.

## **2. GTTA Strategic Plan: Action Plan and Performance Measures**

In anticipation of the Board's consideration of the GTTA Strategic Plan at its October meeting, and pursuant to its directions at the September meeting of the Board, action plans for staff and consultants, and performance measures for all Strategic Goals were developed; see attached Schedules 1 and 2. These action plans and performance measures will help to determine the allocation of resources, the sequence of hiring of staff and consultants, and the development of staff work plans and performance contracts for the same period. These action plans will also assist management and the Board to determine the performance of staff against corporate and personal objectives.

### **3. Developing Stakeholder Relationships**

GTTA staff continues to participate in a growing range of discussions with stakeholders that share our goal of a seamless, integrated regional transportation system. Highlights from our recent networking activities include:

- The Chair and CEO have accepted an invitation to participate in Mayor McCallion's Peel Region GTTA Advisory Group meeting (scheduled for Oct 22).
- The Chair and CEO have accepted an invitation to participate in the City of Vaughan's Council Working Session, in support of that municipality's plans to promote transit-supportive land-uses and multi-modal transportation corridors and "hubs" (scheduled for Oct 23).
- The CEO addressed the annual conference of the Transportation Association of Canada in Saskatoon, coincident with the meeting of Deputy Ministers of Transportation, focusing on urban transportation perspectives related to the Greater Toronto and Hamilton area. The session dealt with the conference theme of making productive transportation investments and maximizing return on assets. (Monday, October 15, 2007).
- The Chair, CEO and staff continue to engage public and private entities in the land-development sector regarding the most productive way to reconcile contemporary transportation priorities and land-use development opportunities.
- At the request of the GTTA CEO, the Ministry of Public Infrastructure Renewal convened a meeting of the wide range of Ontario Government agencies involved in the management of the hydro corridor system throughout the GTTA region and beyond. The GTTA urged Ontario government agencies and ministries to recognize and identify opportunities, given the great potential for using hydro corridors and other utility and transportation corridors to meet transit and transportation priorities.
- GTTA staff continues to explore the options available for using technology to enhance customer choice and system integration in the transit and transportation field, using technological solutions already in place in Canada and across the world. This has included welcoming presentations and submissions from Canadian and European firms.
- The GTTA recognizes the legitimate interest of our neighbouring municipalities in the work of the GTTA, including exploring opportunities for collaboration. For example, GTTA staff met with staff of the Regional Municipality of Waterloo, in Waterloo region, on October 12, 2007.
- Progress is continuing on the Board's direction to explore the concept of an inter-regional bus terminal in the Union Station precinct, with meetings scheduled with commercial bus system operators and other stakeholders beginning October 16, 2007.

- The GTTA continues to respond to proposals to identify potentially productive areas for research, to support its mandates. In response to requests of the GTTA, discussions have been planned with the Neptis Foundation, the CD Howe Institute, the Southern Ontario Gateway Council and the proposed McMaster Institute for Transportation and Logistics.

#### **4. Organizational Design and Staffing Strategy**

At its September meeting, the Board approved the organizational structure for the GTTA and authorized engaging an executive recruitment firm to assist in recruiting executives to manage the business units of the GTTA. The Board also issued an invitation to the Board of GO Transit to work with the GTTA, as we jointly begin to consider the administrative and organizational issues and options that might be associated with an eventual proclamation of those parts of the *Greater Toronto Transportation Authority Act 2006*, which call for the GTTA to assume overall responsibility for GO Transit.

In the outline that follows, we summarize the business units and staffing approach that was approved by the Board. We also include the position advertisements developed by the executive recruitment consultant for the initial two executives: General Manager of Transportation Planning and Policy; and, General Manager of Service Improvement and Research.

As the Board will recall, it has been decided to move ahead with filling the most senior executive positions, with the expectation that those executives will, in turn, refine the organizational structure within their business units, including detailed position descriptions, and then proceed to fill those positions in keeping with the Board-directed organization model and salary structure.

While such an orderly, sequential process will serve the GTTA well in the long-term, it creates the need to make interim arrangements, in order to deliver on the Board's near-term priorities. With that in mind, the CEO proposes to circulate information to our municipal, provincial and transit authority partners, outlining the career opportunities available to their staff or professional colleagues, in the short and medium term. Some interim staffing measures have already been taken. In addition to the staff team provided by the Ontario Public Service, we have recently engaged several senior professional staff on a contract basis. The CEO has also asked Executive Lead John Howe to assume interim responsibility for the Strategic Initiatives and Investments Unit, as Acting General Manager.

Following Board direction, recommendations on permanent appointments to executive positions will be presented to the Board's Human Resources and Compensation Committee for its prior consideration, whenever the CEO is in a position to make an offer of employment.

Organization Summary:

The GTTA will be a lean, non-bureaucratic structure employing permanent staff, secondments and consulting support. The GTTA's resources will focus on four key business units, with the necessary corporate support from other units.

The GTTA's main organizational units are styled as follows:

- Executive (Offices of Chair and CEO)
- General Counsel and Corporate Secretary
- **Transportation Planning & Policy** (reports directly to the GTTA Chair)
- **Strategic Initiatives & Investments**, ultimately including the transportation procurement cooperative
- **Service Improvement & Research**, including Public Affairs & Communications, and soon to include Smart Commute
- **Strategic Technology**, ultimately including the FareCard System (Presto)
- Corporate Services and the GTTA/GO Transition Project
- GO Transit (at a future date, yet to be named; with the final organizational relationship being open to consideration)

For the near term, the GTTA's organizational structure also includes an "Executive Lead" position for Environment Policy and Planning, who is with the GTTA on temporary secondment from the Province (James O'Mara, formerly Director of the Ministry of Environment's Environmental Assessment Program.)

Within the four main business units of: Transportation Planning and Policy, Strategic Initiatives and Investments, Service Improvement & Research, and Strategic Technology; professional staff will be engaged using the following position categories, based on experience and expertise:

- General Manager
- Senior Associate (Director-level)
- Associate (Manager-level)
- Senior Analyst
- Analyst

Information on compensation ("hiring rates") for these positions will be available to applicants.

In attached Schedules 3, 4 and 5 are:

- An organizational chart reflecting the GTTA at its mature state
- Brief descriptions of GTTA functional areas

- Content of the position advertisements for the initial two executive recruitments: General Manager of Transportation Planning & Policy and General Manager of Service Improvement and Research.

## **5. Provincial Environmental Assessment Process for Transit Projects**

When Premier McGuinty made his June 15, 2007 MoveOntario 2020 announcement in Mississauga, he indicated the government's intention to implement a six-month maximum time period for environmental assessments for public transit projects in Ontario. Responsibility for developing the legislation, and processes for achieving the Premier's commitment, lies with the Ministries of Environment and Transportation. However, the Greater Toronto Transportation Authority (GTTA) is showing leadership in this area by examining ways in which it can propose policy, regulatory and legislative changes that continue to protect the environment, but result in a significantly more streamlined environmental assessment process for public transit projects, and potentially for sustainable, transportation-related projects generally. As mentioned above, the GTTA has established a time-limited "Executive Lead" position for Environment Policy and Planning, filled by James O'Mara, formerly Director of the Ministry of Environment's Environmental Assessment Program.

The first step in developing the GTTA's recommendations is to engage in consultations with key stakeholders, while keeping the responsible ministries apprised of the GTTA's activities. These consultations include municipalities and transit authorities that plan and carry out environmental assessments. In addition to these public sector stakeholders, there will be consultations with key ministries and agencies, such as the Ministries of Environment (MOE), Transportation (MTO), Public Infrastructure Renewal (PIR), Municipal Affairs and Housing (MAH), Infrastructure Ontario (IO), and the Office of the Provincial Facilitator (OPF). The goal is to complete these consultations by the end of October 2007.

There are other important stakeholder groups with whom we will consult. Environment non-government organizations, the consulting community, the Ontario Association of Impact Assessment, and the legal community all play significant roles in how the environmental assessment operates today.

The goal in speaking to ministries, agencies, and other key stakeholder groups is to take advantage of their insights on improving the timeliness of environmental assessments and to determine with them potential approaches for using the Regional Transportation Plan to make environmental assessment obligations more transit-friendly. The consultations with municipalities, transit authorities, and agencies will be complete by the end of October 2007. Consultations with the other important stakeholders will be complete by November 2007.

Recommendations will not be limited to just provincial environmental assessment. Given federal involvement in the future of transit projects in the GTHA, especially if the Government of Canada agrees to fund its proposed share of the MoveOntario 2020 initiative, it will be important to consult on the potential for more fully integrating

provincial and federal environmental assessment, which is triggered by federal funding among other criteria.

Key partners for consultation include the Canadian Environmental Assessment Agency, Transport Canada, the working group tasked by the Canadian Council of Ministers of the Environment to identify ways to improve the coordination of federal and provincial environmental assessments, and other regional transportation authorities. These consultations will be complete by the end of November 2007.

The final set of recommendations will involve improving the interaction between environmental assessment and other planning tools and approvals. Environmental assessment is one planning process which affects transit projects. There are other equally significant processes under the *Planning Act*, the *Places to Grow Act*, and the *Green Belt Act*. There is an opportunity, therefore, to make recommendations for eliminating duplication and overlap in the planning of transit projects. The stakeholders in this area include: the GTHA planning and public works commissioners; MOE, MTO and MAH; and the Ontario Professional Planners Institute and the Municipal Engineers Association. These consultations are also to be complete by the end of November 2007.

A synthesis of all of the consultations with a tentative list of recommendations for process, regulatory and legislative change will be complete by mid-December 2007, and subsequently reported to the Board and to the responsible ministries.

## **6. Other Business**

GTТА staff met with the Smart Commute Steering Committee and discussed GTТА support of the Smart Commute Initiative. We asked them for a proposal respecting GTТА's support for the Smart Commute Initiative, which we have now received. The Steering Committee's proposal is currently under consideration by the GTТА. At the meeting, the GTТА confirmed it would replace the Federal funding portion of the Smart Commute initiative. Federal funding will expire in December 2007 and the GTТА will pick up the federal portion of the funding for the remainder of the 2007/08 budget. With respect to future years, GTТА staff asked the Smart Commute Steering Committee to provide input into the GTТА budget.

**Respectfully submitted to the Board,**



---

W. Michael Fenn, Chief Executive Officer

## **CONTACT INFORMATION**

W. Michael Fenn, CEO  
416-874-5906 or Michael.Fenn@gtta.com

SCHEDULE 1

***Championing Change***

***Corporate Strategic Plan for the GTTA***

---

***ACTION PLANS  
AND ACCOUNTABILITIES***

---



**Goal A – An Integrated Transportation Plan by Early 2008**

<b>Strategic Direction</b>	<b>A1. Identify and implement quick-hit projects</b>	<b>Senior Staff Group Lead Accountability:</b> Strategic Initiatives and Investments Unit
----------------------------	--	--

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
a1.1 Identify quick-hit opportunities by the end of the summer	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit	July 07	August 07
a1.2 Promote quick-win projects to build momentum, credibility and support	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit	July 07	November 07

**Goal A – An Integrated Transportation Plan by Early 2008 (cont'd)**

<b>Strategic Direction</b>	<b>A2. Assess transit projects</b>	<b>Senior Staff Group Lead Accountability:</b> Strategic Initiatives and Investments Unit
----------------------------	------------------------------------	--

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
a2.1 Develop criteria and assessment process	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit	July 07	July 08
a2.2 Invite presentations from regions/cities/ area municipalities	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit	July 07	March 08 and Ongoing
a2.3 Identify announced and alternate/new projects	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit	September 07	July 08
a2.4 Assess all projects against criteria	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit	September 07	July 08
a2.5 Ensure that projects are costed realistically	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit	September 07	July 08
a2.6 Prioritize projects by early 2008	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit	September 07	February 08 for initial MO-2020 priorities

**Goal A – An Integrated Transportation Plan by Early 2008** (cont'd)

<b>Strategic Direction</b>	<b>A3. Develop an integrated, multi-modal transportation plan</b>	<b>Senior Staff Group Lead Accountability:</b> Transportation Policy and Planning Unit
----------------------------	---	---

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
a3.1 Assess key transportation issues	Transportation Policy and Planning Unit	GTТА Technical Advisory Groups	October 07	March 08
a3.2 Develop long-term vision for the transportation system	Transportation Policy and Planning Unit	Strategic Initiatives and Investments Units	October 07	March 08
a3.3 Integrate with Places to Grow and land use planning goals	Transportation Policy and Planning Unit	GTТА Technical Advisory Groups	October 07	July 08
a3.4 Integrate regional development planning principles into the transportation planning process	Transportation Policy and Planning Unit	GTТА Technical Advisory Groups	October 07	July 08
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	Transportation Policy and Planning Unit		January 08	July 08

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
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	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit	July 07	November 07 for 2008-09 budget priorities; February 08 for MO-2020 initial priorities
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	Transportation Policy and Planning Unit	GTTA Technical Advisory Groups Service Improvement and Research Unit Strategic Initiatives and Investment Unit	October 07	July 08

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

<b>Strategic Direction</b>	<b>B1. Develop a funding model</b>	<b>Senior Staff Group Lead Accountability:</b> Strategic Initiatives and Investments Unit
----------------------------	------------------------------------	--

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
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.)	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit	October 07	July 08
b1.2 Examine how to capture the “up value” of lands affected by improved transportation	Strategic Initiatives and Investments Unit		October 07	November 08
b1.3 Establish a mechanism to fund corporate overhead and project related costs	Strategic Initiatives and Investments Unit	Corporate Services /GO Transition Unit	October 07	November 07
b1.4 Prepare capital and operating models, including operating subsidy arrangements	Strategic Initiatives and Investments Unit	Corporate Services /GO Transition Unit	October 07	November 07
b1.5 Develop a strategy for federal funding	Strategic Initiatives and Investments Unit	Chair/CEO's Offices	August 07	February 08
b1.6 Prepare a capital reinvestment plan to replenish existing stock	Strategic Initiatives and Investments Unit	Corporate Services /GO Transition Unit	October 07	July 08

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
b1.7 Communicate benefits of improved transportation service/value for the costs involved	Service Improvement and Research	Strategic Initiatives and Investments Unit	As part of the public consultation process, to begin in November 2007 and to continue until the final release of the completed plan	April 08

**Goal B – A Funding Model for a Sustainable Transportation System by Early 2008 (cont'd)**

<b>Strategic Direction</b>	<b>B2. Clarify funding roles and accountabilities</b>	<b>Senior Staff Group Lead Accountability:</b> Strategic Initiatives and Investments Unit
----------------------------	---	--

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
b2.1 Establish performance criteria for monies flowing from the GTTA to projects	Strategic Initiatives and Investments Unit	Corporate Services / GO Transition Unit	October 07	February 08 for interim criteria; July 08 for final criteria
b2.2 Negotiate relationships, roles and responsibilities with Infrastructure Ontario	Strategic Initiatives and Investments Unit	Legal Services	August 07	November 07
b2.3 Clarify role of municipalities relative to funding (e.g. development charges, no increases to property taxes without tax relief in other areas)	Strategic Initiatives and Investments Unit		October 07	July 08

**Goal C – Assume Other Mandated Leadership Roles (cont'd)**

<b>Strategic Direction</b>	<b>C1. Facilitate resolution of inter-regional transportation problems</b>	<b>Senior Staff Group Lead Accountability:</b> Transportation Policy and Planning Unit
----------------------------	--	---

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
c1.1 Identify transportation challenges that prevent easy movement across regions and facilitate their resolution through the authority of the GTTA	Transportation Policy and Planning Unit	GTТА Technical Advisory Groups	October 07	Ongoing
c1.2 Maintain a strong focus on inter-regional transportation challenges and needs	Transportation Policy and Planning Unit	GTТА Technical Advisory Groups	October 07	Ongoing
c1.3 Identify networks of regionally significant routes with a view to ensuring their functionality	Transportation Policy and Planning Unit	GTТА Technical Advisory Groups	October 07	July 08 & Ongoing
c1.4 Develop operating and funding models to best provide service on these regionally significant routes	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit Corporate Services/ GO Transition Unit	January 08	July 08



**Goal C – Assume Other Mandated Leadership Roles**

<b>Strategic Direction</b>	<b>C2. Assume responsibility for GO Transit operations over time</b>	<b>Senior Staff Group Lead Accountability:</b> Corporate Services/GO Transition Unit
----------------------------	--	---

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
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	Chair/CEO's Offices	Corporate Services /GO Transition Unit Legal Services	December 07	TBC
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	Corporate Services /GO Transition Unit	Legal Services	November 07	November 07
c2.3 As a first priority, direct the transition committee to integrate GO Transit's planning with the GTTA's transportation plan development process	Corporate Services/GO Transition Unit		November 07	December 07

**Goal C – Assume Other Mandated Leadership Roles (cont'd)**

<b>Strategic Direction</b>	<b>C3. Assume role in coordinating procurement</b>	<b>Senior Staff Group Lead Accountability:</b> Strategic Initiatives and Investments Unit
----------------------------	--	--

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
c3.1 Working with the Minister, establish a date for transfer of this responsibility and the associated resources from the province	Chair/CEO's Offices	Corporate Services /GO Transition Unit Strategic Investments and Initiatives Unit Legal Services	December 07	April 08
c3.2 Identify future procurement needs across the province	Strategic Technology Unit	Legal Services	January 08	July 08
c3.3 Explore coordinated procurement opportunities for buses and light rail with interested municipalities	Strategic Initiatives and Investments Unit	Legal Services	January 08	July 08
c3.4 Coordinate to ensure adequate availability of staffing and contractors to implement the plan	Corporate Services /GO Transition Unit	Strategic Initiatives and Investments Unit	January 08	July 08
c3.5 Explore opportunities to standardize light rail transit and Intelligent Transportation System (ITS) with interested municipalities	Strategic Technology Unit	Transportation Policy and Planning Unit Legal Services	January 08	July 08

**Goal C – Assume Other Mandated Leadership Roles (cont'd)**

<b>Strategic Direction</b>	<b>C4. Develop an integrated fare card system</b>	<b>Senior Staff Group Lead Accountability:</b> Strategic Technology Unit
----------------------------	---	---

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
c4.1 Working with the Minister, establish a date for transfer of this responsibility and the associated resources from the province	Chair/CEOs Offices	Corporate Services /GO Transition Strategic Technology Unit Legal Services	December 07	April 08
c4.2 Develop a long-term vision for an integrated fare card and system	Strategic Technology Unit	Strategic Initiatives and Investments Unit Transportation Policy and Planning	October 07	April 08
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 Initiatives and Investments Unit	Strategic Technology Unit Corporate Services /GO Transition Unit	November 07	April 08
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	Strategic Technology Unit	Strategic Initiatives and Investments Unit	November 07	April 08

**Goal C – Assume Other Mandated Leadership Roles** (cont'd)

<b>Strategic Direction</b>	<b>C5. Play a leadership role in transportation</b>	<b>Senior Staff Group Lead Accountability:</b> Strategic Initiatives and Research Unit
----------------------------	---	---

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
c5.1 Build public awareness and support of transportation needs and proposed solutions, including the relationship between land use planning and transportation	Service Improvement and Research Unit	Transportation Policy and Planning	October 07	October 07
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	Service Improvement and Research Unit	All Units	September 07	January 08
c5.3 Facilitate regional travel through best practice measures such as trip planning for people through use of web-based tools	Strategic Technology Unit	Transportation Policy and Planning Unit Legal Services	October 07	October 09

**Goal D – Good Governance and Organizational Excellence**

<b>Strategic Direction</b>	<b>D1. Develop a strategic, lean organization structure</b>	<b>Senior Staff Group Lead Accountability:</b> Corporate Services/GO Transition Unit
----------------------------	---	---

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
d1.1 Hire staff to operate the GTTA organization	Corporate Services /GO Transition Unit	CEO's Office	October 07	April 08
d1.2 Hire expertise in key areas (e.g. finance and financial modeling, planning, project management, engineering, technology, marketing and communications, contract management, procurement of consulting services)	Corporate Services /GO Transition Unit	CEO's Office	October 07	April 08
d1.3 Involve local municipal staff with transportation and transit experience	Corporate Services /GO Transition Unit	CEO's Office	October 07	April 08
d1.4 Determine the role of Infrastructure Ontario in terms of staff resources to support the GTTA	Strategic Initiatives and Investments Unit	Corporate Services /GO Transition Unit Legal Services	August 07	October 07
d1.5 Lead and coordinate transportation policy research, data collection and modeling across the GTHA	Transportation Policy and Planning Unit	Strategic Initiatives and Investments Unit	August 07	December 08

**Goal D – Good Governance and Organizational Excellence** (cont'd)

<b>Strategic Direction</b>	<b>D2. Develop a new brand</b>	<b>Senior Staff Group Lead Accountability:</b> Strategic Initiatives and Research Unit
----------------------------	--------------------------------	---

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
d2.1 Develop a branding strategy including renaming the GTTA	Service Improvement and Research Unit	All Units	September 07	January 08
d2.2 Consider ways in which GTTA can be renamed within an appropriately modest budget and which engage the public	Service Improvement and Research Unit		September 07	January 08

**Goal D – Good Governance and Organizational Excellence (cont'd)**

<b>Strategic Direction</b>	<b>D3. Develop board operating principles</b>	<b>Senior Staff Group Lead Accountability:</b> Legal Services and Corporate Secretary
----------------------------	---	--

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
d3.1 Develop principles to guide the behaviours of Board and staff	Legal Services	Chair's Office	July 07	Ongoing
d3.2 Communicate and incorporate these into operational practices	Service Improvement and Research Unit	Chair's Office Legal Services	July 07	Ongoing

**Goal E – Successful Partnerships and Stakeholder Relations**

<b>Strategic Direction</b>	<b>E1. Work with the province as a key partner</b>	<b>Senior Staff Group Lead Accountability:</b> Corporate Services/GO Transition Unit
----------------------------	--	---

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
e1.1 Review GO practices as they provide a good model for a positive working relationship	Corporate Services/GO Transition Unit		October 07	June 09
e1.2 Establish strong working relationships with all provincial areas that affect transportation and transit in the GTHA	Transportation Policy and Planning Unit	All Units	October 07	Ongoing
e1.3 Engage MTO in policy development	Transportation Policy and Planning Unit (Transportation Issues etc) Strategic Initiatives and Investments Unit (Finance Issues etc)	Chair/CEO's Offices	August 07	November 07



**Goal E – Successful Partnerships and Stakeholder Relations (cont'd)**

<b>Strategic Direction</b>	<b>E2. Collaborate with Municipal Partners</b>	<b>Senior Staff Group Lead Accountability:</b> Service Improvement and Research Unit
----------------------------	--	---

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
e2.1 Develop effective working relationships with cities, regions, and area municipalities	Transportation Policy and Planning Unit	Strategic Initiatives and Investments Unit	August 07	Ongoing

**Goal E – Successful Partnerships and Stakeholder Relations (cont'd)**

<b>Strategic Direction</b>	<b>E3. Proactive communication with all partners</b>	<b>Senior Staff Group Lead Accountability:</b> Service Improvement and Research Unit
----------------------------	--	---

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
e3.1 Adopt a philosophy of “no surprises” within the Board and with other partners	Chair's Office	All Units	October 07	Ongoing
e3.2 Engage customers in discussions of their needs and position the GTTA as the champion of the interests of commuters across the GTHA	Service Improvement and Research Unit	Joe Perrotta	November 2007	April 08

**Goal E – Successful Partnerships and Stakeholder Relations** (cont'd)

<b>Strategic Direction</b>	<b>E4. Pursue federal involvement with the GTTA</b>	<b>Senior Staff Group Lead Accountability:</b> Strategic Initiatives and Investments Unit
----------------------------	---	--

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
e4.1 Develop a role for federal participation in GTTA	Strategic Initiatives and Investments Unit		August 07	April 08
e4.2 Meet with the Minister of Finance (Chair of the federal GTA Caucus) to explore opportunities for federal involvement	Chair/CEO's Offices	Strategic Initiatives and Investments Unit	October 07	November 07 or post federal election
e4.3 Identify ways to simplify federal guidelines for financial accountability	Strategic Initiatives and Investments Unit	Legal Services	October 07	February 08
e4.4 Examine current relationships of the federal government in collaboration with sister agencies including the regional transportation authorities in Vancouver and Montreal	Strategic Initiatives and Investments Unit	Legal Services	August 07	November 07

**Goal E – Successful Partnerships and Stakeholder Relations (cont'd)**

<b>Strategic Direction</b>	<b>E5. Broaden the GTTA's partnership base</b>	<b>Senior Staff Group Lead Accountability:</b> Strategic Initiatives and Investments Unit
----------------------------	--	--

Actions	Accountability		Timing	
	Lead	Contributing	Start	Complete
e5.1 Identify opportunities to engage the business community	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit	October 07	March 08 and beyond
e5.2 Involve VIA Rail as a potential partner	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit	October 07	March 08 and beyond
e5.3 Develop relationships with academia and think tanks	Transportation Policy and Planning Unit	Strategic Initiatives and Investments Unit	October 07	February 08
e5.4 Sponsor symposiums	Service Improvement and Research Unit	Corporate Services /GO Transition	November 07	April 08
e5.5 Establish working relationship with the associations representing developers and homebuilders	Strategic Initiatives and Investments Unit	Transportation Policy and Planning Unit	October 07	March 08 and beyond
e5.6 Foster relationships with the airport, port authorities, and sectors involved in the movement of goods and people	Transportation Policy and Planning Unit	Strategic Initiatives and Investments Unit	October 07	April 08

## SCHEDULE 2

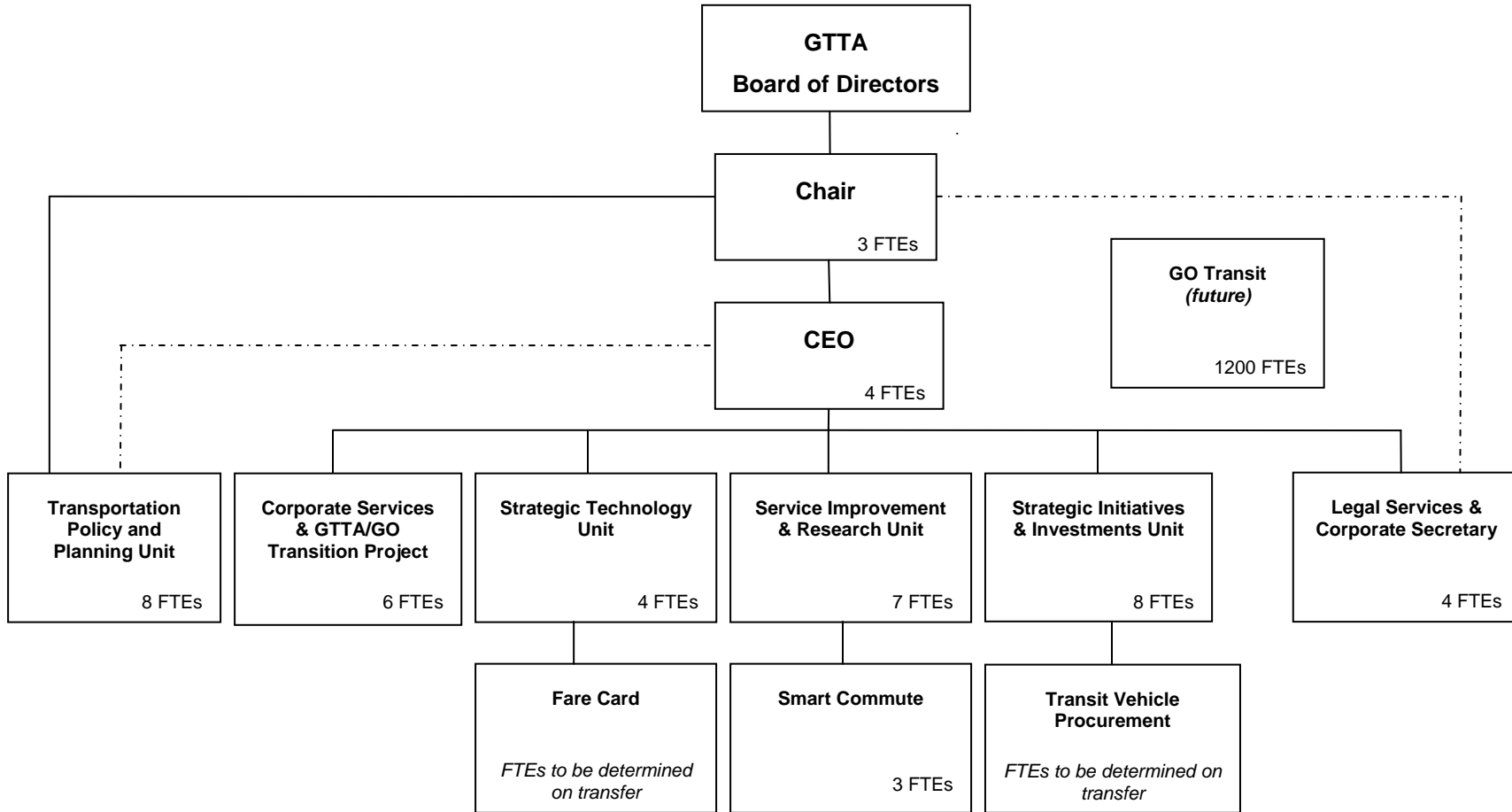
### Corporate Strategic Plan for the GTTA: GTТА Strategic Goals and Performance Measures

Strategic Goal	Performance Measure	Target Date
<b>Goal A: An Integrated Transportation Plan by Early 2008</b> <b>A1.</b> Identify and implement quick-hit projects <b>A2.</b> Assess transit projects <b>A3.</b> Develop an integrated, multi-modal transportation plan	Final Board approved Regional Transportation Plan <i>(Identified in MTO Business Plan)</i>	Spring 2008
<b>Goal B: A funding Model for a Sustainable Transportation System</b> <b>B1.</b> Develop a funding model <b>B2.</b> Clarify funding roles and accountabilities	Board Approved Investment Strategy and Five Year Rolling Capital Plan <i>(Identified in MTO Business Plan)</i>	Spring 2008
<b>Goal C: Assume Other Mandated Leadership Roles</b> <b>C1.</b> Facilitate resolution of inter-regional transportation problems <b>C2.</b> Assume responsibility for GO Transit operations over time <b>C3.</b> Assume role in co-ordinating procurement <b>C4.</b> Develop an integrated fare card system <b>C5.</b> Play a leadership role in transportation	Board approved GTТА Organizational Design Transition Strategy Completed <i>(Identified in MTO Business Plan)</i>	Fall 2007 Spring 2008
<b>Goal D: Good Governance and Organizational Excellence</b> <b>D1.</b> Develop a strategic, lean organization structure <b>D2.</b> Develop a new brand <b>D3.</b> Develop Board operating principles	Organizational Design and Staffing Plan Approved <i>(Identified in MTO Business Plan)</i>	Fall 2007

Strategic Goal	Performance Measure	Target Date
<p><b>Goal E: Successful Partnerships and Stakeholder Relations</b></p> <p><b>E1.</b> Work with the province as a key partner</p> <p><b>E2.</b> Collaborate with Municipal Partners</p> <p><b>E3.</b> Proactive Communications with all partners</p> <p><b>E4.</b> Pursue federal involvement with the GTTA</p> <p><b>E5.</b> Broaden GTTA's partnership base</p>	<p>Regular meetings between Minister and Chair and Deputy Minister and CEO</p> <p>Meetings with the Federal Government, GTHA Mayors</p> <p>Advisory Committees Established</p> <p>Prepare and include on our web page a formally adopted Stakeholder and Community Engagement Strategy</p>	<p>Minimum Monthly</p> <p>Fall 2007</p> <p>Fall 2007</p> <p>Winter 2007</p>

### SCHEDULE 3

The following Organizational Chart reflects the GTTA in its mature state.



## SCHEDULE 4

The following is a brief description of GTTA functional areas:

### **Office of the Chair**

- Primary spokesperson for GTTA on matters related to policy, board business and the transportation planning function
- Primary contact for political leadership from other orders of government and with the Chairs and Boards of other regional transportation authorities
- Primary contact for members of the Board of Directors and their staff
- Responsible for facilitating or mediating resolution of outstanding transportation, cost-sharing and operational policy issues affecting the GTTA's municipal and transit partners and those served by the transportation systems within the GTTA

### **Office of the Chief Executive Officer**

- CEO's role is to lead and manage all staff of the GTTA and to be primarily responsible to the Chair and Board for all aspects of the performance of the GTTA
- The CEO is responsible to the Deputy Minister of Transportation for compliance with the requirements of the MTO/GTTA MOU and for building collaborative relationships with officials in all orders of government and GTTA transportation providers and with metropolitan transportation authorities across Canada and beyond
- The Office of the CEO will also have the capacity to institute processes to assess organizational performance against those goals and objectives

### **Transportation Planning and Policy Unit**

- Reports to the Chair of the GTTA
- Prepare a multi-modal Regional Transportation Plan that provides for a seamless and integrated transportation network across the GTHA
- The Transportation Unit will undertake policy and planning initiatives pursuant to the Regional Transportation Plan (RTP)
- Provide leadership and advice on transportation, land use planning and related environmental policy issues

### **Strategic Initiatives and Investments Unit**

- Strategic Initiatives and Investments will prepare the Investment Strategy and the 5-year Capital Plan
- The Unit will undertake policy and planning initiatives pursuant to the Investment Strategy, 5-year Capital Plan and the Regional Transportation Plan and the MoveOntario 2020 projects



## Schedule 4 (Cont'd)

### **Service Improvement and Research Unit**

- Will identify ways in which the GTTA and its partners can improve the travel experience and mobility options of commuters, travellers and shippers across the GTHA and implement innovative and “best practice” approaches
- This unit will help guide and refine transportation planning concepts and corporate project activities to influence positive mobility choices and promote progressive public policy initiatives
- A high priority will be to develop implementation measures for ensuring high and continuing confidence in the GTTA, its projects and initiatives, on the part of investors and transportation system providers
- This unit will be engaging stakeholders and customers using the latest technology to improve customer interface and communications
- ***Smart Commute***: Smart Commute has been operating as a not-for-profit network of transportation demand management (TDM) initiatives. A joint funding initiative involving the Federal Government, GTA municipalities and the private sector, established this program. The GTTA is stepping in to fund the shortfall left by the lapse of Federal Government funding and is taking on governance, overhead financial and staffing responsibility for the Smart Commute Association.

### **Strategic Technology Unit**

- In the near-term this unit will have responsibility for management of the Web-Portal and proposed trip-planning initiative
- This unit will also be responsible for developing the ITS vision for the GTTA and integrating that vision with provincial objectives
- Ultimately this Unit will assume management responsibility for the (Presto) Fare Card initiative

### **Legal Services and Corporate Secretary**

- This unit reports jointly on a functional basis to the Chair, the Board and the CEO, with responsibility for providing corporate legal advice and Corporate Board Secretary functions

### **Corporate Services and GTTA/GO-Transition**

- This unit will ensure the appropriate controls are in place for corporate financial accountability, financial reporting and procurement for the GTTA
- It will also provide strategic and operational support for all aspects of human resources
- The Corporate Services Unit will lead the transition planning for GO Transit to be merged into the GTTA at the appropriate time
- The Corporate Services Unit will also assume responsibility for transition planning for Presto (Fare Card), Smart Commute and Transit Procurement

## SCHEDULE 5

The following are the position advertisements for the initial two executive recruitments: General Manager of Transportation Planning and Policy; and, General Manager of Service Improvement and Research.

### **GENERAL MANAGERS**

#### **The GTTA: From Vision to Action**

The Greater Toronto Transportation Authority (GTTA) is a new organization, created to lead the planning, development, implementation and financing of an integrated, multi-modal transportation network for the Greater Toronto and Hamilton Area (GTHA). Taking a regional approach, the GTTA will bring together the province, municipalities and transit authorities to produce long-term, economically and environmentally sustainable transportation solutions. Our goals are to advance the economic prosperity, environmental sustainability and quality of life of the residents and businesses of the GTHA. To lead this effort, the GTTA is recruiting two executives who will refine and execute key elements of the GTTA's mandates and accordingly build a high performance team.

#### **General Manager, Transportation Policy and Planning**

In this groundbreaking role, you will provide leadership and direction in the development of a multi-modal Regional Transportation Plan that provides for a seamless and integrated transportation network across the GTHA. You will also provide leadership and advice on transportation, land use planning and related environmental policy issues. You have a track record of transportation expertise and experience in recognizing and acting on strategic opportunities within an inter-jurisdictional setting, superb analytical acuity, ability to deliver solutions to complex issues, excellent project management and business planning skills, and exemplary know-how in private and public sector stakeholder relationship management. Project number: J5-ES00434

#### **General Manager, Service Improvement and Research**

In this external facing role, you will provide leadership in the development and execution of innovative and "best practice" approaches to improving the customer and consumer experience in all areas of the transportation system – from transit and cycling through to transportation technology and movement of goods and services. Aligned to the Regional Transportation Plan, you will be responsible for a comprehensive communications strategy and providing sound advice on contemporary methods to influence positive mobility choices, and promote progressive public policy initiatives. You have a track record of accomplishments highlighting your business savvy and experience in customer service delivery, ideally in the transportation sector. Your ability to create and implement effective marketing and communication strategies – both directly and through partner organizations – within a complex array of political and public forces has produced significant customer behavioural change and positive organizational responses to customer needs generating greater customer satisfaction and participation, and enhanced business results. Project number: J5-ES00435

Please reply in confidence, quoting the appropriate Project number, to [executivesearch@knightsbridge.ca](mailto:executivesearch@knightsbridge.ca). Alternatively, you may forward your response to: Knightsbridge Executive Search, 2 Bloor Street East, 30th Floor, Toronto, Ontario M4W 1A8. We appreciate your interest and will contact you if a meeting is required.