



For Information

Presentation: Summary of Feedback - Chief Executive Officer Search

Date: December 3, 2024

To: TTC Board

Summary

Jayson Phelps, Senior Partner, Phelps Group, will deliver a presentation to the Board which provides information on the Chief Executive Officer search.

Attachments

Attachment 1 - CEO Feedback Summary

A black and white Toronto Transit Commission (TTC) bus with red and white stripes, parked on a street with pink cherry blossoms in the background. The bus has the number 7965 on its side and front, and a license plate that reads "BM3-522".

Toronto Transit Commission

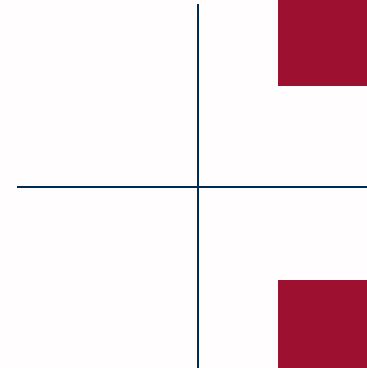
CHIEF EXECUTIVE OFFICER

Sourcing the highest caliber candidates who will lead the Toronto Transit Commission into the future.

2222

SURVEY
RESPONDANTS *

- 1160 respondents from Web link
 - Posted publically
- 1062 respondents from Email link



37+

1:1
CONSULTATIONS

- One-on-one consultations with
 - Board
 - Leadership team
 - Key stakeholders

*TOTAL FROM BOTH WEB AND EMAIL LINKS



AGENDA

- ▶ Introduction
- ▶ Candidate Background
- ▶ Challenges and Opportunities
- ▶ Key Accomplishments

EXPERIENCE

Leadership and Organizational Management

- Extensive experience leading large, unionized, multi-dimensional organizations, ideally in transit or infrastructure.
- Proven background in managing urban transit systems or large-scale infrastructure projects, with an emphasis on safety, service delivery, and operational excellence.
- Previous successful implementation of organizational and cultural changes, improving operations and workplace environments.
- Ability to blend private-sector efficiency with public accountability, navigating political and intergovernmental landscapes effectively.

Strategic Transit Expertise

- Familiarity with or a commitment to quickly understanding Toronto/GTA's transit challenges, socio-economic factors, and unique community dynamics.
- Knowledge of international best practices in transit systems, adapting them for local implementation.

Stakeholder and Government Engagement

- Experience working with municipal, provincial, and federal governments for funding and policy alignment.
- Demonstrated focus on rider experience, accessibility, and affordability.

Safety and Operational Standards

- Ability to implement and enforce comprehensive safety standards across transit operations and infrastructure.



LEADERSHIP ATTRIBUTES

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Pressure and Change Management

- Thrives under pressure, embracing change and addressing challenges proactively.
- Develops and communicates a clear, innovative vision for modernizing and adapting transit systems.

Stakeholder Engagement and Relationship Building

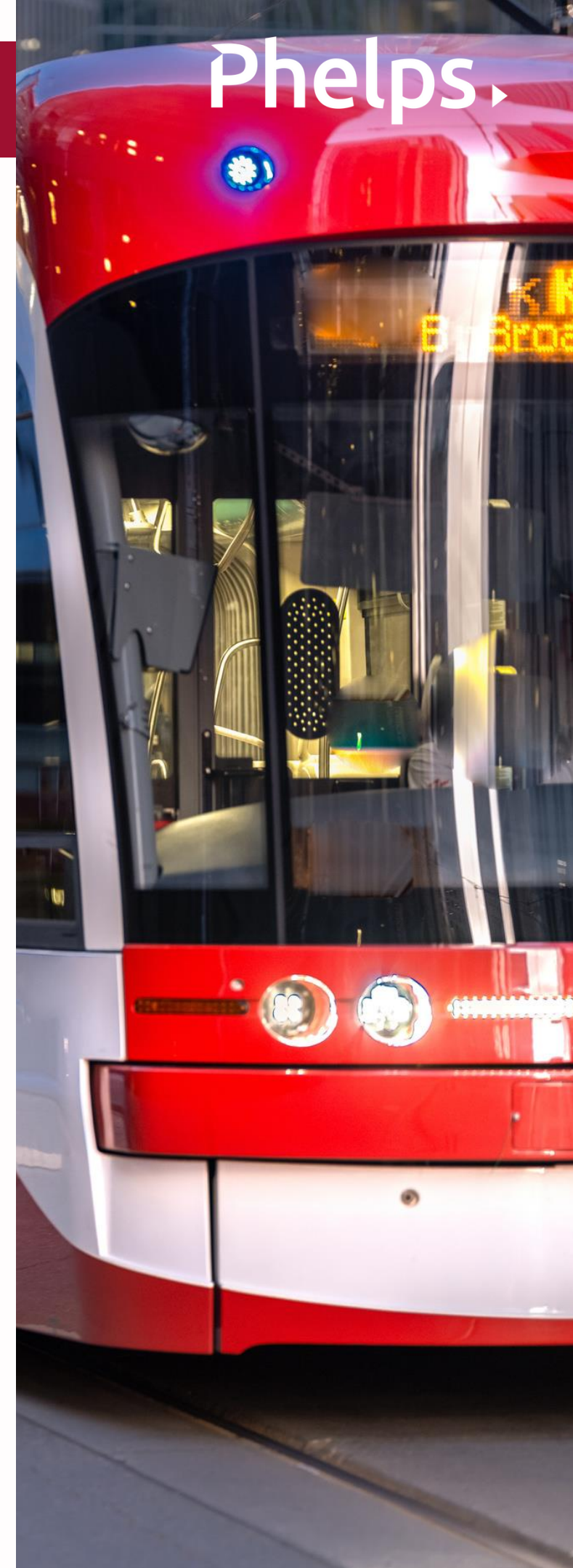
- Builds trust and strong relationships with employees, unions, government, and community stakeholders, maintaining an open-door policy.
- Visible and actively engaged with stakeholders, including riders, employees, and media.

Ethical Leadership and Accountability

- Upholds ethical standards, communicates honestly, and takes accountability for decisions.

Equity and Inclusive Leadership

- Values diversity, emotional intelligence, and equity-focused leadership, promoting reconciliation and inclusivity.
- Passionate about improving transit systems as essential public services.



CAPABILITIES

Transit Operations and Infrastructure

- In-depth knowledge of transit operations, safety protocols, infrastructure, and maintenance within unionized environments.
- Expertise in addressing operational disruptions, labour disputes, and public safety issues.

Strategic Planning and Financial Management

- Proficient in long-term planning, budgeting, and capital project management.
- Skilled at securing sustainable funding and advocating for funding and policy reforms in public sector governance.
- Utilizes analytics for service optimization, investment prioritization, and performance improvement.

Technology and Innovation

- Leverages digital transformation and cutting-edge transit technologies to enhance service quality and efficiency.

Stakeholder Engagement and Public Advocacy

- Skilled at navigating relationships with unions, government entities, and community organizations, fostering collaboration and trust.
- Skilled spokesperson, building credibility with the public and enhancing organizational reputation.



Funding and Revenue Challenges

- Limited funding for operations, infrastructure, and modernization.
- Addressing fare evasion and identifying new revenue streams.
- Securing stable funding from all levels of government and promoting transit-friendly policies.
- Strengthening partnerships with private entities, transit agencies, and community stakeholders for innovation and funding.

Workforce and Organizational Culture

- Low workforce morale, mistrust in leadership, nepotism, favoritism, and resistance to change.
- Talent drain to competitors, non-competitive compensation, and limited diversity in leadership.
- Building an inclusive, transparent, and collaborative workplace culture with strong leadership development.
- Attracting and retaining diverse talent with competitive wages, career development, and equitable practices.
- Navigating complex labour dynamics and fostering collaboration.

Operational and Infrastructure Issues

- Maintenance backlogs, reliability issues, and slow zones requiring urgent state-of-good-repair projects.
- Prioritizing state-of-good-repair projects and successfully integrating new transit lines.
- Streamlining decision-making, eliminating silos, and focusing on impactful resource allocation.
- Outdated IT systems, inefficient processes, and challenges in implementing new technologies.

Safety and Public Trust

- Rising issues of crime, harassment, homelessness, and workplace violence affecting riders and employees.
- Strengthening safety measures, tackling fare evasion, and rebuilding public trust in the TTC.

Technology and Innovation

- Leveraging technology, improving processes, and integrating data-driven approaches for efficiency and reliability.
- Positioning the TTC as a world-class transit system with innovative, customer-focused solutions.

Stakeholder and Strategic Alignment

- Managing conflicting priorities from governments, unions, and the public while maintaining strategic focus.
- Strengthening partnerships to drive innovation and achieve common goals.

KEY SUCCESS FACTORS AT 18 MONTHS

- ✓ **Strategic Vision:** Developed and communicated a clear 5-year strategic roadmap that balances long-term goals with immediate needs and includes measurable goals.
- ✓ **Trust and Alignment:** Fostered trust and alignment with leadership, the Board, unions, and stakeholders.
- ✓ **Workforce Development:** Provided training and development programs to enhance workforce skills and ensured competitive salaries and benefits to attract and retain talent.
- ✓ **Organizational Efficiency:** Streamlined organizational layers, promoted accountability across all management levels, and implemented cost-saving measures to optimize budget allocation.
- ✓ **System Reliability:** Reduced restricted speed zones, improved system reliability, and leveraged data-driven decision-making to enhance operations, leading to improved service reliability and punctuality.
- ✓ **On-Time Performance:** Enhanced on-time performance for all transit modes by optimizing schedules and reducing delays, contributing to increased ridership.
- ✓ **Maintenance Efficiency:** Streamlined maintenance processes, addressed backlogs, and modernized the fleet with sustainable options like electric and hybrid buses.
- ✓ **Modernized Infrastructure:** Ensured stations, trains, and buses are clean, modernized, and well-maintained.
- ✓ **Safety Framework:** Implemented a comprehensive safety framework to address violence, harassment, and fare evasion, introducing measures like platform doors and increased security presence.
- ✓ **Service Expansion:** Increased service frequency and reliability, especially in under-served areas, while improving customer satisfaction.
- ✓ **Funding Success:** Secured funding from all levels of government for operations and critical capital projects.
- ✓ **Performance Tracking:** Established transparent performance tracking with clear KPIs to measure progress and promote accountability.
- ✓ **Public Transparency:** Enhanced cleanliness and communication about service changes and project progress, rebuilding public trust.
- ✓ **Public Trust:** Strengthened public confidence through visible leadership, improved service quality, and consistent dependability.
- ✓ **Employee Morale:** Enhanced employee engagement and reduced turnover through recognition programs, inclusivity, and fostering a collaborative workplace culture.
- ✓ **Workplace Culture:** Addressed toxic workplace culture by fostering fairness, collaboration, and transparency.

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QUESTIONS

