



Independent assessment of OC Transpo's internal action plan

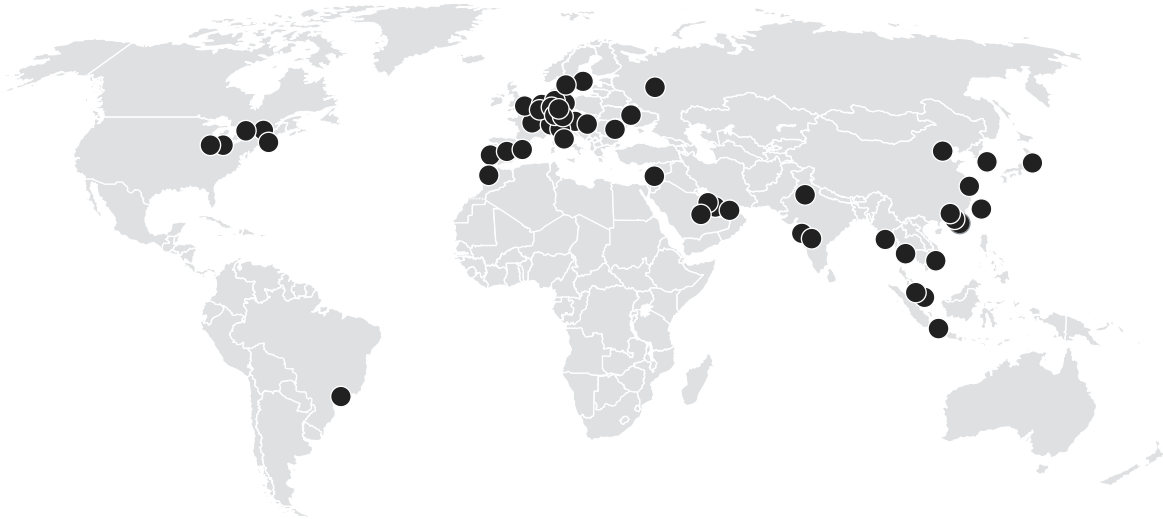
Technical briefing

April 19, 2023

Roland Berger is a global consultancy with deep expertise on rail and infrastructure topics, mandated to perform this third-party review of the internal action plan

Roland Berger at a glance

Our profile



Founded 1967 in Germany

51 offices in 35 countries with 3,000 employees of 67 nationalities

About 320 Partners

~1,000 international customers

In-depth experience

Public transport



Infrastructures

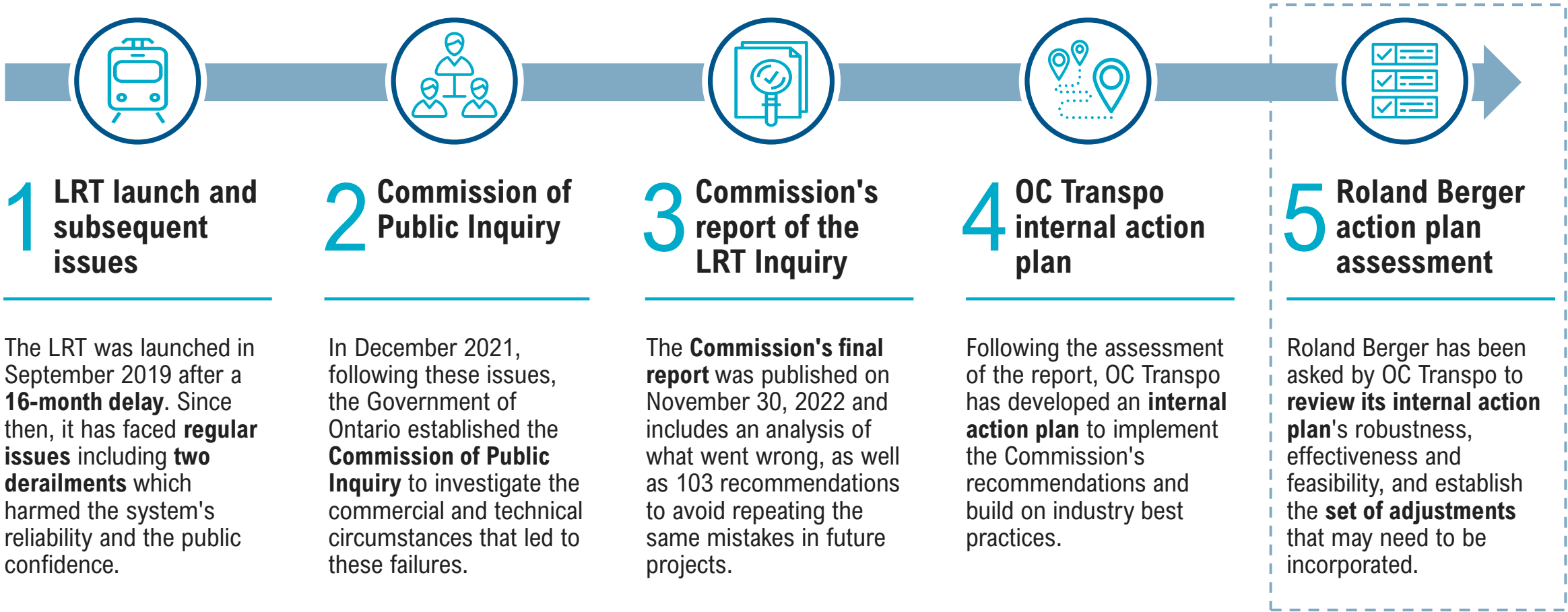


Governments/NGO



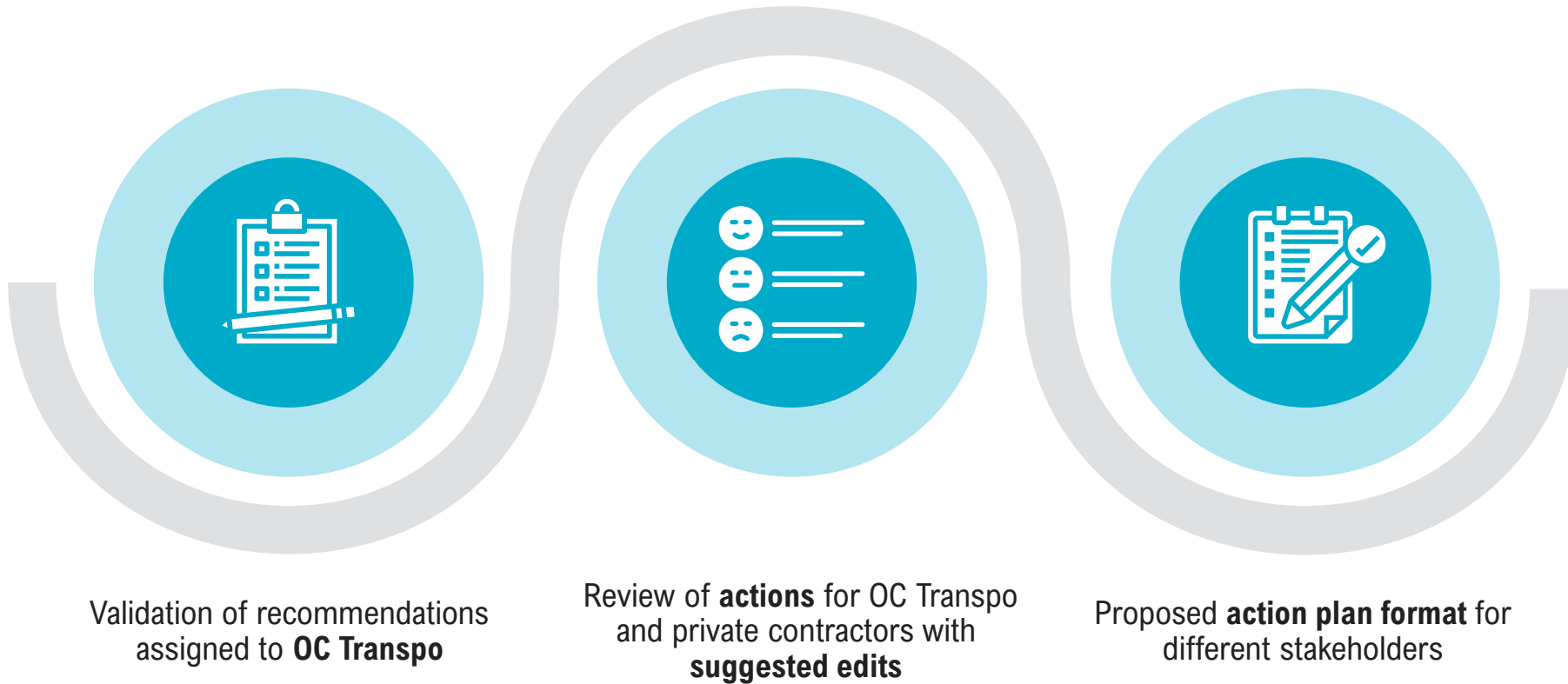
OC Transpo has developed an action plan to implement recommendations from the OLRT Public Inquiry report, and has sought an independent partner to assess it

Project background



Our team has validated and characterized the recommendations from the public inquiry report, reviewed the proposed actions, and evaluated the action plan format

Assessment process



Our assessment was informed by the best practices gathered from a benchmark of public-private partnerships, incl. 8 transit-related projects and 2 other projects

Overview of case studies included in the benchmark

Transit projects

Other projects



We have used a SMART action framework to assess each proposed individual action, and ensure ease of implementation and end results

SMART framework

Specific

- Is the action well defined?
- What needs to be accomplished?
- Who is going to be involved?
- Where will this take place?
- Why do we want to conduct this action?
- Why is this action important?

Measurable

- How will I know success has been achieved?
- How much change needs to occur?
- How many accomplishments or actions will it take?

Achievable

- How can I accomplish this action?
- Do I have, or can I get, the resources to achieve this action?
- Is the action a reasonable stretch (i.e., neither out of reach not too easy)?
- Are the actions I plan to take likely to bring success?

Relevant

- Is this a worthwhile action to target?
- Does the action address the corresponding recommendation?
- Is this meaningful to the organization and its partners?
- Would it delay or prevent the organization from achieving a more important action?
- Is this the right time?
- Does this match our other efforts/needs?

Timely

- What is the deadline for completing this action?
- When do I need to start taking action?
- What can the organization do today?

Defining SMART actions is improving OC Transpo's ability to complete the actions and successfully reach its goals, while giving stakeholders the confidence that the action plan is robust and realistic

Overall, the Internal Action Plan has been assessed as robust and feasible

Review of the action plan

Roland Berger's assessment

- OC Transpo's action plan in response to the Public Inquiry is **robust, exhaustive, and highly relevant** to the Public Inquiry Report's recommendations
- Roland Berger is confident in OC Transpo's ability to **implement the recommendations** and the **positive effect** these actions will have on **Stage 2 and future infrastructure projects**



As a result of the review of the Action Plan, Roland Berger considers that:

40/40

Actions are fully equipped for successful implementation in OLRT1 and OLRT2

11/40






Actions are being strengthened to ensure successful implementation beyond OLRT

The ultimate success of these actions will depend on:

- 1** A clear prioritization and sequencing of these actions over time
- 2** The availability of human and financial resources to implement these actions
- 3** The access to relevant capabilities and skills for each action

Roland Berger also provided OC Transpo with an outline for the communication of their Action Plan to various stakeholders

Audiences for the Action Plan and considerations for format

City Council 	Government 	Client Teams 	Public & Media 
<p>Objective </p> <ul style="list-style-type: none">• Provide the City with actionable path to improve its' oversight and delivery of future projects	<p>Objective </p> <ul style="list-style-type: none">• Reassure that the recommendations are acknowledged and share Action Plan for other projects in Ontario	<p>Objective </p> <ul style="list-style-type: none">• Ensure that lessons have been learned and new best practices are exhaustively understood by Client teams and supervisors directly and indirectly involved	<p>Objective </p> <ul style="list-style-type: none">• Strengthen reputation and ensure the establishment of trust and transparency between Client and the public