

## Ministry of Transportation Organizational Transformation

The Ministry of Transportation (MTO) is implementing a new internal organizational model. This new model moves from five to seven divisions, with each division being organized by expertise/function. This new structure will provide each division with a focused purpose to improve the flow of work across the ministry. Below are the new internal MTO divisions and their general mandates:

- **Integrated Policy & Planning (*new*)**
  - Develop transportation policies and plans to ensure that the mobility needs of Ontarians are integrated and addressed
- **Agency Oversight & Partnerships (*new*)**
  - Manage MTO's agencies to ensure alignment and compliance, in particular Metrolinx. Support agency, municipal and Indigenous funding programs, and oversee decision-making and delivery of transit and other infrastructure funding programs and investments
- **Transportation Safety (*new*)**
  - Develop, manage and/or oversee the delivery of all transportation safety programs, compliance and operational policies under provincial jurisdiction
- **Transportation Infrastructure Management (*new*)**
  - Plan and deliver smart investments to strengthen and expand ministry owned transportation infrastructure
- **Operations (*new*)**
  - Focus on operational policy, transportation user services and regional delivery of programs for all modes
- **Corporate Services**
  - A strategic business partner, committed to the delivery of specialized, cost effective and value-added business support services to support both MTO and MOI, in the achievement of key business priorities
- **Labour & Transportation Cluster**
  - To enhance ministry program delivery, support new business and ensure improved customer service. The cluster works to modernize the ministry's information practices, systems and applications enabling MTO to be a digital leader

### Why change now?

MTO's business has shifted significantly over the past 20 years and while many changes were made in divisions during that time, the overall ministry structure remained the same. This transformation takes a more holistic approach that will promote cross collaboration across the ministry and reduce siloes.

This internal structure change will also help to better serve the provincial government in its pandemic recovery efforts. The new model is flexible, has clearer lines of communication for staff and leadership and is more focused on areas of expertise.

### **Organizational Structure and Direction:**

The previous state of MTO's structure used a top-down approach. The new organizational structure of the ministry promotes the flow of work across the ministry to foster greater integration and collaboration.

The ministry will guide its organizational direction using their MTO ONE strategic framework lens which includes the following principles:

1. One Transportation System
2. User-Focused
3. Success Through Partnership
4. Future Ready
5. One Strong Ministry

A key objective of this new direction is for MTO to improve its business and its organization by taking several approaches internally.

### ***Internal transformation approach for MTO's business:***

- A more integrated approach to our services and to manage the transportation system as a whole
- Strengthen policy and planning capacity
- Increase capacity for agency oversight and new transit priority projects
- Develop and nurture stakeholder relationships
- Separate policy and program management from operations/delivery
- Integrate infrastructure financial management across the ministry
- More flexible and nimble structure to respond quickly to changes in the external environment

### ***Internal transformation approach for MTO's organization:***

- Clear hand-offs between divisions with clear leadership roles
- Reduce siloes and improve collaboration
- Streamline ministry-wide business support services and processes
- Create platform for attracting and maintaining talent and expertise
- Grow functional expertise and assemble multi-disciplinary for projects and new priorities
- More effective decision-making framework
- Embed continuous improvement into our work



### **What does this mean for CEO member firms?**

The ministry's internal changes are significant, which is why they have specifically branded this change as a transformation rather than a reorganization. There are new divisions with new responsibilities, scopes of practice and internal policies, processes and relationships. These internal changes are meant to make the Ministry more effective and forward looking in how it fulfills its mandate. This will have an impact on and change the way MTO works with other government and industry stakeholders such as CEO and other broader design and construction industries.

The way in which the ministry fulfills its mandate and how that relates to stakeholders will also be a direct outcome of how this transformation is implemented. As the Ministry completes its implementation it will have to consider ways in which to make this transformation effective, including its new reporting structures. This can be expected to impact levels of service with stakeholders, types and effectiveness of communication as new processes and protocols are implemented and new establishments of new relationships within divisions. While this transformation has been slowly rolled out over the past few months, the implementation is now fully underway. It can be expected that there will be some challenges that the ministry may have to overcome as a new normal is established with this structural transformation.

For more information on MTO's Transformation [please click here](#).