

COMMITTEE OF THE WHOLE (WS) – MARCH 1, 2023

COMMUNICATIONS

Distributed February 24, 2023

Item No.

- | | | |
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| C1. | Presentation material titled “ <i>Year 4 Key Results, 2018-2022 Term of Council Service Excellence Strategic Plan</i> ” | 1 |
| C2. | Memorandum from the Deputy City Manager, Public Works, dated February 24, 2023. | 3 |
| C3. | Presentation material titled “ <i>2022-2026 Term of Council Service Excellence Strategic Plan</i> ” | 2 |

Distributed February 28, 2023

- | | | |
|-----|---|---|
| C4. | Presentation material titled “ <i>2023 Annual Report - MoveSmart Mobility Management Strategy</i> ” | 3 |
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Please note there may be further Communications.

YEAR 4

KEY RESULTS

2018-2022 Term of Council

Service Excellence Strategic Plan

Term of Council Service Excellence Strategic Plan 2018-2022

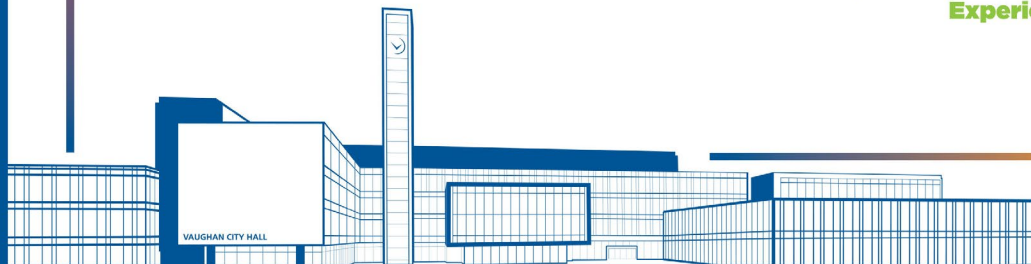
Mission
Citizens first
through Service
Excellence.

Vision
A city of choice that promotes diversity,
innovation and opportunity for all citizens,
fostering a vibrant community life that is
inclusive, progressive, environmentally
responsible and sustainable.

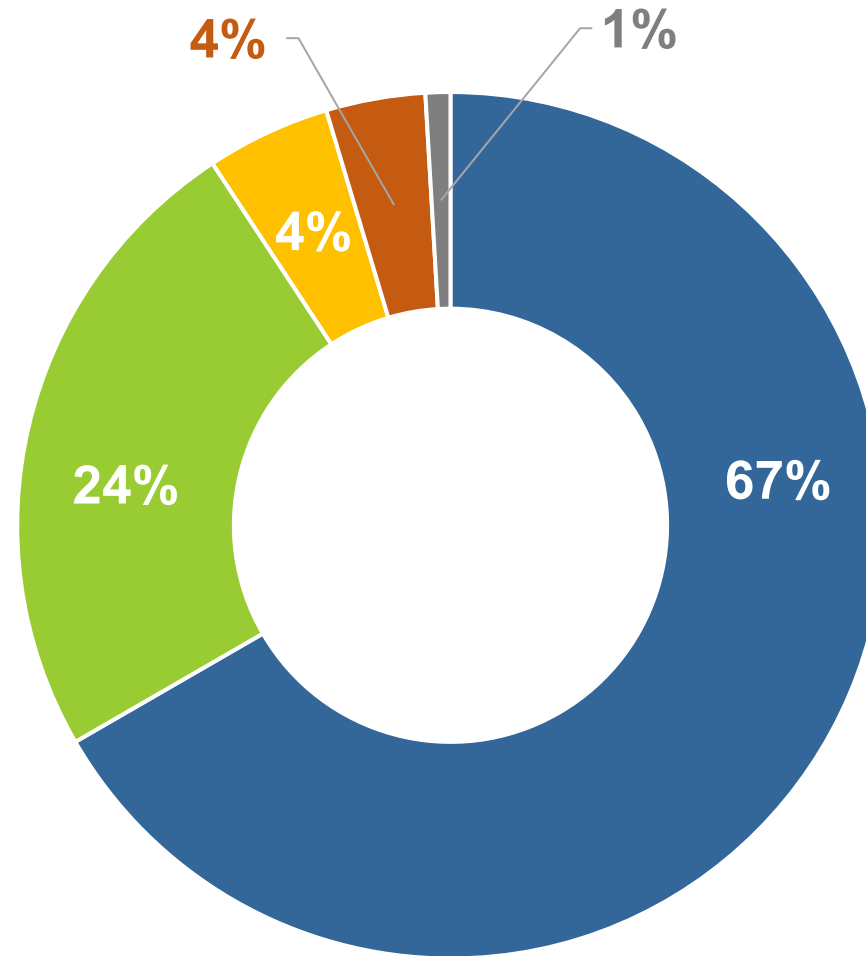
Values
Respect
Accountability
Dedication

The 2018-2022 Term of Council Service Excellence Strategic Plan reinforces the City of Vaughan's mission, vision and values, representing the core of how the administration will go above and beyond to deliver on Council's priorities through Service Excellence.

The Strategic Plan identifies the strategic priorities that the administration will focus on to support the City of Vaughan in being a City of Choice for both residents and businesses.



Year 4 Key Results



108 Key Activities



Key Results – Transportation & Mobility

- MoveSmart Mobility Management Strategy
- Kirby Road widening, Jane St to Dufferin St (EA)
- Huntington Road widening - Design
- Kirby Road extension, Dufferin St to Bathurst St - Design
- Kirby Road, Dufferin St to Bathurst St (EA)
- Bass Pro Mills Drive, Romina Dr to Jane St
- Bass Pro Mills Drive extension, Hwy 400 to Weston Rd (EA)
- Highway 427 extension - construction
- York Region BRT (Hwy 7, Centre St, Bathurst St)
- Langstaff Road (EA)
- Pedestrian and Cycling Master Plan Update
- Clark Avenue Active Transportation Facility
- Vaughan Transportation Plan
- Mobility On-Request Pilot
- Implementation of GO expansion
- Yonge Subway extension - Design
- Teston Road missing link (EA)
- Major Mackenzie Dr centre turn lane widening
- Advance the Vaughan Super Trail Initiative
- Canada Drive & America Avenue Bridge
- Huntington Road ramp extension
- University of Toronto Internet of Things initiatives
- Major Mackenzie Dr widening adjacent to hospital



Key Results – City Building

- Facilitate completion and opening of the Cortellucci Vaughan Hospital
- Complete Vaughan Healthcare Precinct Feasibility Study
- Open a New Branch of VPL at the Cortellucci Vaughan Hospital
- Advance 900-acre vision for North Maple Regional Park
- Develop the VMC as a Complete Community
 - Construction of Central Park Phase 1
 - Further Development of Edgeley Park - Design
- Undertake the Growth Management Strategy (Vaughan Vision 2051)
- Complete the Official Plan Review
- Work with York Region to increase availability & affordability of housing choices
- Promote transit-friendly and walkable communities by completing Secondary Plans in priority transit areas
- Co-ordinate the development of the Yonge-Steeles Corridor as a Complete Community



Key Results – Environmental Stewardship

- Complete the review of Green Directions Vaughan
- Deliver an Asset Management Plan for the City's Urban Forest
- Promote energy efficiency in the business sector in partnership with key stakeholders
- Aim to meet new energy efficiency targets in City facilities & promote green building for new developments
- Tree Maintenance Plan

- Home energy renovation initiative to reduce GHC emissions from residential dwellings



Key Results – Active, Safe & Diverse Communities

- Develop & implement a City-Wide Events Intake Process
- Open a new Library & Recreation space at VMC
- Undertake design of the new community centre, library & park in the Carrville area
- Create and Develop the Great Walks of Vaughan Program
- Seek Council approval on Age-friendly Community Action Plan
- Advance development of an inclusive citizen engagement framework
- Move forward with Inclusion Charter Action Plan
- Provide a comprehensive fire protection program through public education and fire code enforcement
- Fire Station 7-11 Land acquisition
- Fire Station 7-12 Site selection
- Open Fire Station 7-4
- Develop and implement modernized Property Standards, Licensing (Tow Trucks), Road Allowance (new), Short Term Rentals (new), Parking By-law (Parking Strategy) and Fence By-laws in accordance with the By-law Strategy
- Revitalization of Garnet A. William Community Centre
- Develop creative and cultural amenities and nurture community engagement
- Increase public art awareness and develop community public art place-making
- Implement strategies to support sustainable fire protection and emergency services
- Fire Station 7-12 Design
- Develop and implement a Corporate Security Plan
- Fire Station 7-2 feasibility study



Key Results – Economic Prosperity, Investment & Social Capital

- Advance Smart City and technology led economic development opportunities
- Trade Mission to Israel
- Attract a post-secondary institution to Vaughan
- Invest in the Tourism and Accommodation Industry
- Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks
- Build economic resiliency in Vaughan's priority sectors through, for example project and policy development related to key sectors in a post-COVID-19 context
- Develop Vaughan as an entrepreneurial, small-business, and innovation hub
- Promote Vaughan's economic advantages, strategic projects, market opportunities and local businesses in target global centres (International Business Development)
- Promote the development of Vaughan's Industrial Sectors and Business Parks
- Increase Vaughan's Brand Recognition as the place to be (to Think, Start-Up, and Visit)
- Contribute to the development of a Complete Community in the VMC by improving awareness of the VMC as a premier office and retail business location, activating public spaces through signature events and setting the stage for a creative and cultural hub
- Secure Vaughan as the Region's largest employment centre through programs that will help our business owners build resilience into their businesses and adapt to the new normal



Key Results – Good Governance

- Conduct Ward Boundary Review
- Explore Voting Technology
- Establish an Enterprise Project and Change Management Office
- Establish an Audit Committee
- Execute the Internal Audit Risk Plan
- Develop a Long-range Fiscal Plan and Forecast
- Continue to refine Fiscal Framework policies to support financial sustainability
- Complete the Strategic Asset Management Policy and Asset Management Plan for core assets
- Generate alternative revenue sources through city-wide partnership, advertising, and grants
- Implement an Enterprise Content Management System
- Develop an Enterprise Risk Management (ERM) program



Key Results – Citizen Experience

- Conduct the Citizen Satisfaction Survey
- Implement the Customer Relationship Management (CRM) System
- Implement Digital Strategy Initiatives
- Implement the new vaughan.ca website
- Develop a framework to assess service delivery and define service levels to meet citizen expectations
- Implement an Open Data Program



Key Results – Operational Performance

- Develop Data Management & Data Analytics Framework
- Establish Corporate Performance Measurement (CPM) program
- Deliver Development Application and Approval Process (DAAP) modernization – Development Planning Portal
- Conduct the Public Works Service Level Review
- Implement Innovation Framework (Ideas@Work)
- Develop contract management framework
- Establish a Strategic Innovation and Process Improvement function and create a culture of continuous improvement
- Implement the Finance Modernization project
- Deliver Counter Service Transformation



Key Results – Staff Engagement

- Foster a culture of Service Excellence by increasing staff engagement (conduct staff engagement surveys)
- Develop a Workplace Wellness Program
- Establish Alternative Work Arrangements (AWA) policy and procedures
- Continue the delivery of the Learning and Organizational Development Program
- Develop a Senior Leadership Team Governance Model
- Develop and Implement a Succession Planning Framework
- Develop a Mentorship Program
- Talent Management System Phase 2 implementation – Learning module
- Implement the Workforce Management System (Time and Attendance Program)
- Talent Management System Phase 3 implementation – Performance Management module for all staff

YEAR 4 KEY RESULTS

2018-2022 Term of Council
Service Excellence Strategic Plan
THANK YOU

DATE: February 24, 2023

TO: Mayor and Members of Council

FROM: Zoran Postic, Deputy City Manager Public Works

RE: **Committee of the Whole Working Session
March 1, 2023, Agenda Item #3
MoveSmart Mobility Management Strategy 2nd Annual Progress
Report**

Purpose

To provide a copy of Attachment 1 to the subject report of the Deputy City Manager, Public Works - 2023 MoveSmart 2nd Annual Progress Report, March 1, 2023.

Respectfully submitted by



Zoran Postic
Deputy City Manager Public Works

Attachment:

1. 2023 MoveSmart 2nd Annual Progress Report, March 1, 2023

2023 Annual Report

MOVESMART

MOBILITY MANAGEMENT STRATEGY



MOVESMART

MOBILITY MANAGEMENT STRATEGY



On March 10, 2021, Vaughan Council endorsed MoveSmart, reinforcing the City's commitment to Transportation and Mobility - a strategic priority in the Term of Council Service Excellence Strategic Plan. With a focus on improving the municipal road network, enhancing road safety and supporting more cycling and pedestrian infrastructure to create a fully connected and integrated community, MoveSmart positions the City to achieve the strategic goals and objectives set forth by Council.



MESSAGE FROM THE **MAYOR**



The City of Vaughan is committed to being a fully connected and integrated community. As a part of that commitment, the City developed MoveSmart, a first-of-its-kind road safety and mobility management strategy. MoveSmart ensures all road users can efficiently and safely utilize the transportation network while identifying and promoting more sustainable transportation options for residents and visitors.

MoveSmart is advancing in 2023, with 14 of 29 initiatives moving forward as planned, and six more will launch this year. The strategy relies heavily on collaboration and seeks engagement with residents, York Regional Police, York Region,

York Region Public Health, local school boards and other subject matter experts. By working together, soliciting public feedback and working with partners from across York Region, we are making our city better for everyone.

The City continues to advance innovative strategies like MoveSmart because we keep Vaughan moving.

Sincerely,

A handwritten signature in black ink, appearing to read 'Steven Del Duca'. The signature is fluid and cursive.

Steven Del Duca
Mayor, City of Vaughan

MESSAGE FROM THE **CITY MANAGER**



Incredible progress was made on the City of Vaughan's MoveSmart Mobility Management Strategy in 2022.

With many road safety and active and sustainable travel initiatives completed, underway and on the horizon, it's truly remarkable to see this first-of-its-kind strategy come to life!

I want to recognize, congratulate and thank every member of the Vaughan team who has contributed to the achievements made to date. It goes without saying that MoveSmart is a team effort.

I look forward to everything that will be accomplished under this strategy in 2023.

Thank you,

A handwritten signature in black ink, appearing to read 'Nick Spensieri', written over a white background.

Nick Spensieri
City Manager, City of Vaughan



MESSAGE FROM THE **DEPUTY CITY MANAGER**



I am pleased to present the second annual MoveSmart Mobility Management Strategy Progress Report. As our city continues to grow, the need for safe, efficient and sustainable transportation options becomes increasingly important. The MoveSmart program is designed to take advantage of new smart technologies and involve the community in identifying and implementing solutions to enhance safety and mobility for all road users.

~ **Zoran Postic**,
Deputy City Manager, Public Works



MESSAGE FROM THE **DIRECTOR**



As the city of Vaughan continues to grow, the implementation of the MoveSmart Mobility Management Strategy is an important driver towards improving the safety, efficiency and sustainability of the city's transportation system. Important progress continues to be made and

collaboration and co-ordination between key provincial, regional and municipal stakeholders remains a core focus in achieving our vision of creating safe, integrated and thriving communities.

~ **Peter Pilateris**, Director of Transportation and Fleet Management Services

MOVESMART AT A GLANCE

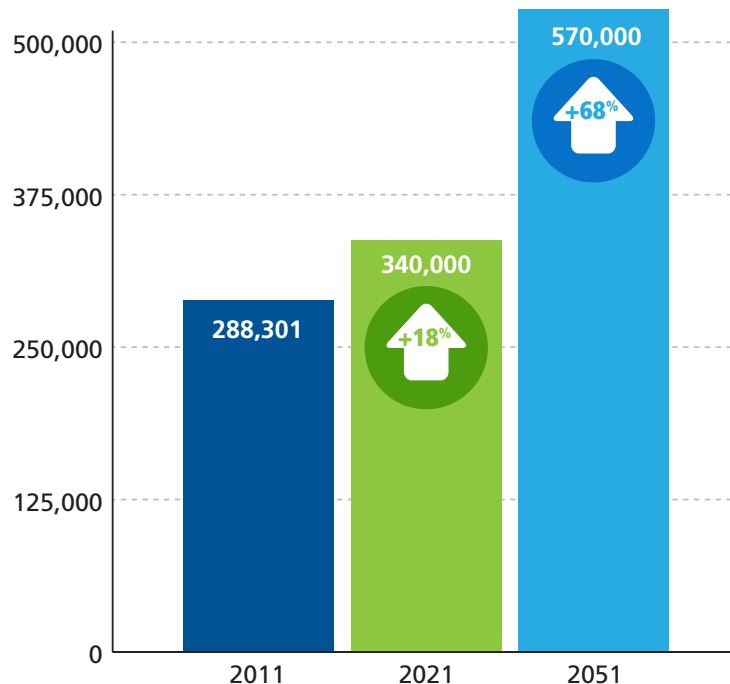
With thousands of businesses and more than 335,000 residents, the city of Vaughan is one of Ontario's fastest-growing municipalities.

To keep up with the increase in travel demand, the road network throughout the city of Vaughan continues to expand; new roads and recreation trails have been created to serve new development, and existing roads are being widened. This expansion creates many operational challenges in all parts of the city, including more construction, more controls for traffic and more vehicles, cyclists and pedestrians.

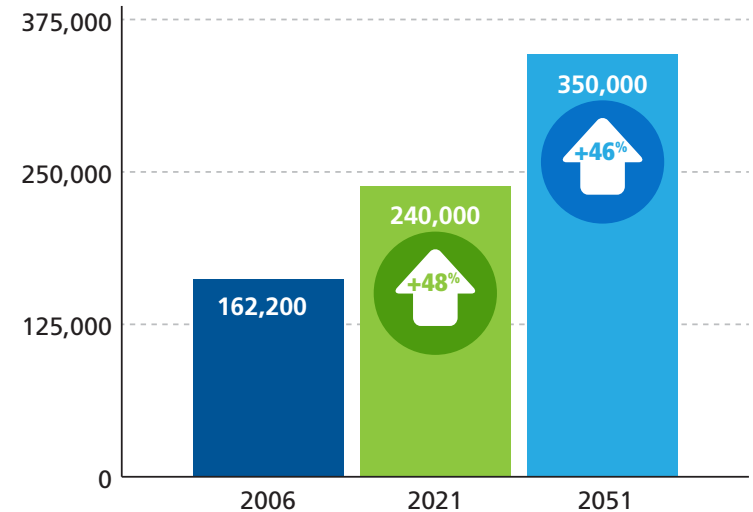
In response, the City initiated the MoveSmart Mobility Management Strategy (MoveSmart) in 2021. The strategy sets the direction and priorities for the next five years (2022-2026) while ensuring an efficient, reliable, safe and sustainable transportation system for all citizens and business owners.



Population



Jobs





The MoveSmart Strategy consists of **four highly integrated programs**:



Road Safety
to increase road safety and raise public awareness

- To bring together key stakeholders to keep the City's streets safer for all road users and help foster a road safety culture
- To take a more proactive approach to road safety by using data and proven statistical procedures to identify additional road safety opportunities



Traffic Data Management
to assure accuracy and availability of traffic data

- To modernize traffic data management with up-to-date traffic data to form the core of the strategy and support data-driven and evidence-based decision-making
- To use traffic data to monitor the ongoing performance of the transportation system over time



Mobility Management
to improve efficiency through innovation and technology

- To modernize the city's traffic signals system, providing more efficient traffic flow and linking to existing and future technologies
- To ensure pedestrians, cyclists and vehicle traffic continue to move safely and efficiently through signalized intersections and pedestrian crossings using the existing road network



Sustainable Mobility
to support active and sustainable transportation

- To support the development of additional active and sustainable transportation options and ensure these options focus on the safety for all road users
- To support the expansion of the pedestrian and cycling network by considering the operations and maintenance services



ROAD SAFETY PROGRAM

Increase road safety and raise public awareness

2021 / 2022



In-Service Road Safety and Corridor Operational Review

Identify safety measures for priority locations, community areas and corridors



Neighbourhood Traffic and Speed Management Plan

Improve safety and livability of neighbourhoods by calming traffic

2023



Construction Management and Work Zone Safety Plan

Develop guidelines to minimize impacts and maximize safety for construction workers and the public



Road Safety Strategic Plan

Foster partnerships and a data-driven approach for improving safety

2024



Network Screening and Annual Report

Prioritize safety resources for roads and intersections



Automated Speed Enforcement Plan

Use technology for enforcement in school zones and other community areas



Speed Compliance Plan

Address speeding behaviour with feedback to drivers

2025



Low-Cost Safety Countermeasures Plan

Implement low-cost measures such as pavement markings, signage, etc.

2026



Rail Transportation and Safety Plan

Improve mobility while minimizing noise at crossings near residential area



Heavy Traffic and Truck Routing Plan

Manage heavy vehicle and truck transport throughout the city



MOBILITY MANAGEMENT PROGRAM

Improve efficiency through innovation and technology

2021 / 2022



Traffic Signal Control System and Upgrades

Establish a traffic signal control system and upgrade field equipment



Pavement Markings and Signs

Replace and optimize markings and signs



Update Streetlights

Continue LED retrofit with smart adaptive features

2023



Traffic Signal Operations and Maintenance

Maximize the efficiency of traffic signal operations



Curbside Parking Management

Establish parking policies and procedures throughout the city



Traffic By-Law Consolidation

Consolidate the City's road-related by-laws



Intelligent Transportation System (ITS) Strategy and Plan

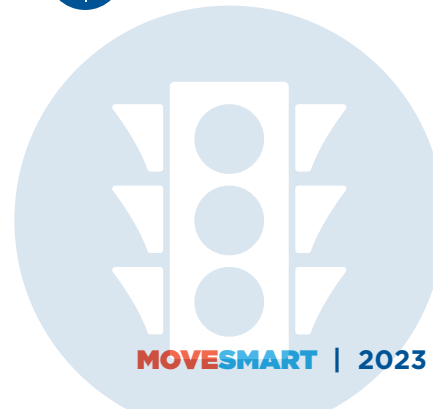
Establish a roll-out plan for existing and emerging smart mobility technologies

2024



Traveller Information Systems

Generate and present data to support travellers





SUSTAINABLE MOBILITY PROGRAM

Support active and sustainable transportation

2021 / 2022



School Crossing Guards

Manage the City's school crossing guard program



Safer School Zones Plan

Develop and implement safety measures near schools for traffic, pedestrians, and pick-ups/drop-offs



Input into Development Planning

Provide insights to help the City's planning for future development

2023



Pedestrian Infrastructure Enhancement Plan

Optimize and upgrade the City's pedestrian infrastructure



Creation of Community Safety Zones

Develop guidelines to create and operate community safety zones

2024



Cycling Network Expansion

Optimize and upgrade the City's cycling infrastructure



Travel Demand Management Plan

Share insights and decisions for the City's travel demand management plan



TRAFFIC DATA MANAGEMENT PROGRAM

Support active and sustainable transportation

2021 / 2022



Traffic Data Needs Assessment

Identify traffic data requirements to support the MoveSmart Strategy



Traffic Data Management System

Procure and implement a traffic data management system

2023



Traffic Data Services

Enhance the City's traffic data collection programs and contracts



Communications and Public Awareness Initiative

Ongoing awareness of tangible benefits through communication and education



MOVESMART

Mobility Management Strategy

MOVESMART: YEAR TWO IN REVIEW

This second year of MoveSmart made progress on 14 of the 29 initiatives, including #SlowDownVaughan and Active School Travel.



Road Safety Program

- ✓ Automated Speed Enforcement Program
- ✓ In-Service Road Safety and Corridor Operational Reviews (Corridor Reviews)
- ✓ Neighbourhood Area Traffic Calming Policy, Design and Speed Management Plan (Neighbourhood Traffic Calming Plan)
- ✓ Traveller Safety Plan led by York Region (in collaboration with local municipalities)
- ✓ Speed Limit Policy



Traffic Data Management Program

- ✓ Enhance traffic data collection
- ✓ Traffic engineering software database



Sustainable Mobility Program

- ✓ Community Safety Zone Plan
- ✓ Safer School Zones Plan
- ✓ School Crossing Guard Program exposure index matrix

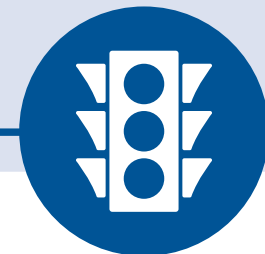


Mobility Management Program

- ✓ Intelligent Transportation System
- ✓ Pavement markings and in-road flexible signs
- ✓ Streetlight maintenance
- ✓ Traffic signal control upgrades

Notable Achievements

MoveSmart generated opportunities for students from Queen's University, York University and through the Canada Summer Jobs program. The City provided public sector work experience and the opportunity to contribute to various projects within MoveSmart, leveraging the students' innovation through applications and solutions for various road safety and mobility initiatives.



ROAD SAFETY PROGRAM



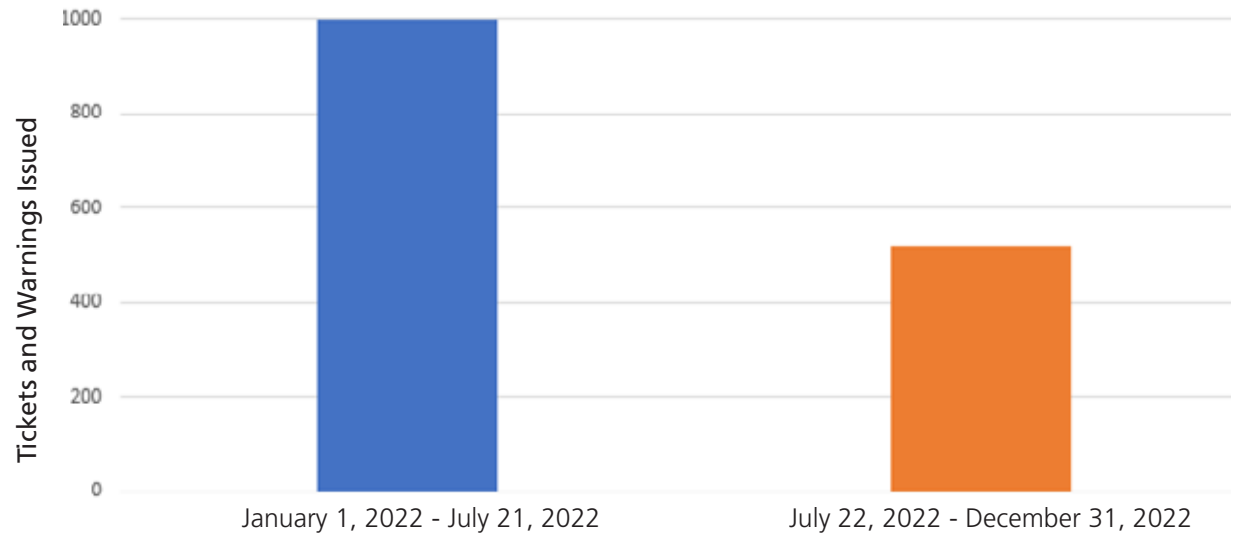
ACCOMPLISHMENTS

- ✓ A city-wide #SlowDownVaughan campaign to encourage the public to slow down while driving on city roads.
- ✓ A road safety handbook with information on all road safety and sustainable mobility initiatives completed under MoveSmart to date.
- ✓ A comprehensive Speed Limit Policy to set and adjust appropriate speed limits throughout the city's street network.

164 NEW 40 kilometres per hour signs installed to date

York Regional Police continue to support MoveSmart through speed limit enforcement. A consistent police presence and the City's traffic calming measures support greater compliance with posted speed limits. The City is committed to further evaluating the effects of traffic calming measures and identifying trends across the entire road network where additional interventions can be considered and applied.

Total York Regional Police speeding tickets and warnings issued in 40 kilometre per hour area pilot blocks



A **48 per cent decrease** in speeding and warning tickets in all area 40 kilometre per hour block pilot locations.

WHAT'S NEXT

- The City is currently undertaking two projects to increase road safety and raise public awareness using data and proven statistical procedures to identify additional road safety opportunities:
 - Neighbourhood Area Traffic Calming Policy, Design and Speed Management Plan (Neighbourhood Traffic Calming Plan)
 - Six In-Service Road Safety and Corridor Operational Reviews (Corridor Reviews)
- The City is working towards implementing an Automated Speed Enforcement Program.
- A Construction Management and Work Zone Safety Plan will be developed to maximize safety for construction workers and the public during city-building projects.
- The City is working with York Region and local municipalities on a Traveller Safety Plan.



Neighbourhood Traffic Calming Plan

10 stakeholder and technical advisory meetings

2 virtual engagement sessions

9 in-person engagement sessions

MORE THAN **500** SURVEY RESPONSES

DURING PHASE ONE, ENGAGED WITH MORE THAN **1,000** RESIDENTS

Corridor Reviews

3 agency and stakeholder meetings

4 public engagements

MORE THAN **100** SURVEY RESPONSES



MOBILITY MANAGEMENT PROGRAM

Did you know?

The City has:

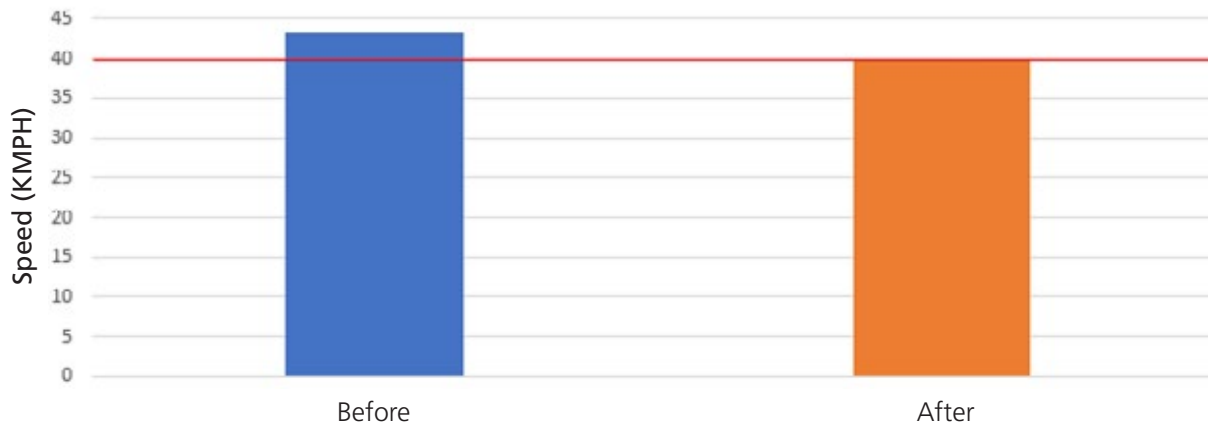
- applied **more than 65 “slow down” (or similar) stencils** to roadways
- installed **more than 240 in-road flexi posts**
- upgraded **more than 25,000 streetlights** to LED
- re-painted **more than 600,000 metres of lines**
- maintained **78 traffic signals** and **15 signalized pedestrian crossings**
- inspected **more than 17,000 signs**



ACCOMPLISHMENTS

- ✓ The City has installed signs and pavement markings across Vaughan to remind motorists to slow down.
- ✓ The City has upgraded approximately 25,000 streetlights to light-emitting diode (LED) through a city-wide LED Streetlight Retrofit Program.

Average speeds at locations before and after various traffic calming measures implemented



A 9 per cent decrease in average speed after various traffic calming measures were implemented (includes all 40 kilometre per hour locations, Active School Travel pilot locations and hot spots around the city).

WHAT'S NEXT

- The City will initiate the procurement of a **Traffic Signal Control System and Upgrades** to monitor and control the City's 93 traffic signals and signalized pedestrian crossings. This will improve and modernize traffic signals and help manage congestion. It will also position the City to integrate with emerging smart mobility technologies.



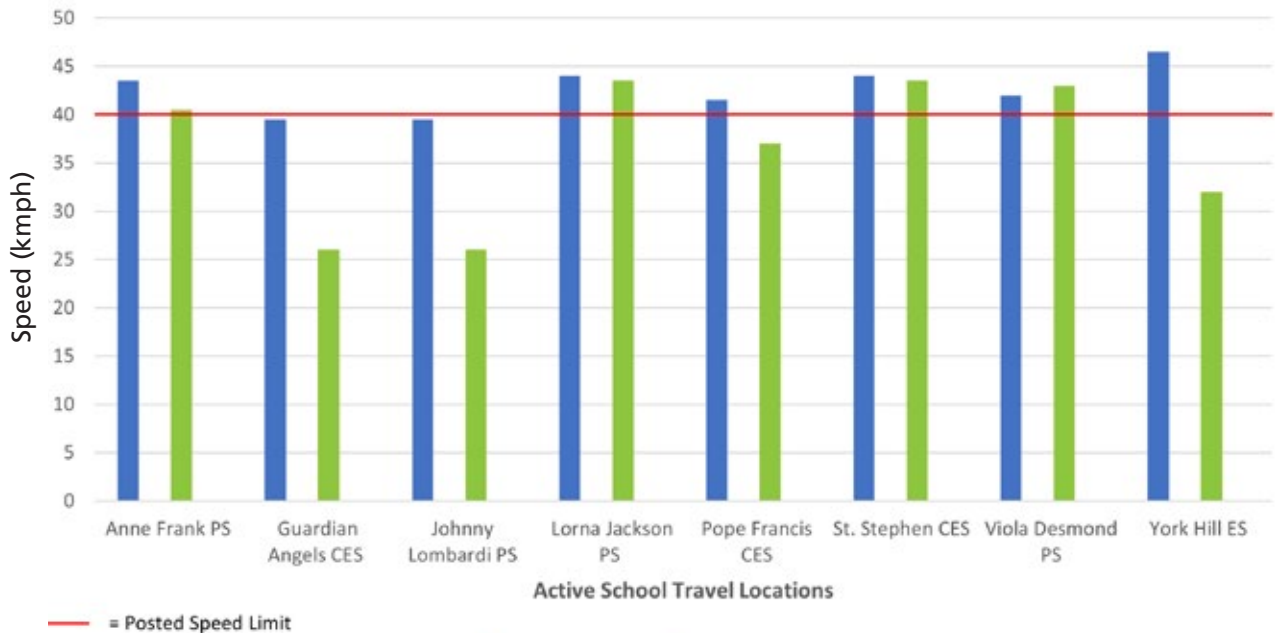
SUSTAINABLE MOBILITY PROGRAM



ACCOMPLISHMENTS

- ✓ In June 2022, the City launched the Active School Travel pilot program, which promotes any form of human-powered travel, such as walking or wheeling (including the use of assistive mobility devices), cycling, rollerblading or skateboarding to get to and from school.

Average speed in Active School Travel pilot locations before and after traffic calming implementation



Active School Travel Locations

Recent studies near schools with traffic calming measures show **a trend in reduced vehicle speeds**. The City intends to continue these studies to better understand the effects of combining different traffic calming measures and how they influence road safety.

- ✓ Under the City's School Crossing Guard Program, guards are trained to balance traffic and pedestrian needs to provide safe passage. In Oct. 2022, the School Crossing Guard Program Exposure Index for Vaughan was completed. The Exposure Index measures the level of risk to pedestrians based on vehicle volumes and conflicting turning movements. Existing and new locations will be evaluated based on this new Exposure Index.

WHAT'S NEXT

- The City is developing a Safer School Zones Plan that will include infrastructure, policy and design recommendations for improvements in school zone areas.
- As part of the Pedestrian Infrastructure Enhancement Plan, the City is working with stakeholders to upgrade the transportation network, including improved accessibility and providing a continuous pedestrian network.
- The City is developing policies and guidelines to assess and determine the potential locations and designations of Community Safety Zones. The Community Safety Zones Plans will guide where Automated Speed Enforcement will be located in Vaughan.

The City has MORE THAN

115

SCHOOL CROSSING GUARDS

and conducts MORE THAN

230

SCHOOL CROSSING GUARD INSPECTIONS per school year



TRAFFIC DATA MANAGEMENT PROGRAM

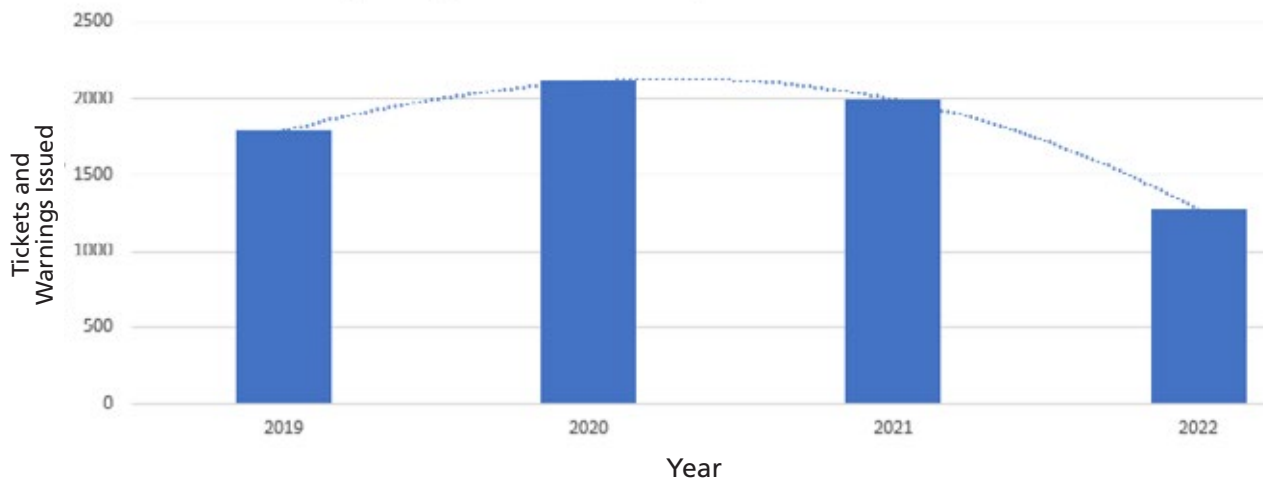


ACCOMPLISHMENTS

- ✓ The City has acquired a Traffic Data Management System to integrate and share traffic information with local and regional road networks. It will also help City staff more effectively manage the transportation network and meet the city's current and future traffic management needs.
- ✓ The Traffic Data Management System allows the City to collect and store data efficiently, analyzing it quickly to support operations and planning services. It also monitors traffic condition trends over time, focusing resources and budgets toward priority areas.



Speeding tickets and warnings issued in area 40 km/hr neighbourhood blocks



A **29 per cent decrease** from 2019-2022 (since implementing various traffic calming measures within pilot 40 kilometre per hour neighbourhood pilot block locations).



PUBLIC AWARENESS INITIATIVES

Corporate and Strategic Communications supports the MoveSmart Strategy with a comprehensive communications approach that includes:

- **SOCIAL MEDIA MESSAGING:** shared with **more than 71,000 followers** across the City's four corporate social media platforms
- **NUMEROUS WEBPAGES:** dedicated to MoveSmart featured on vaughan.ca, which garners more than **2.6 million visits annually**
- **DIGITAL SIGNS:** shared throughout our city-wide network and garnering more than **63,000 daily impressions** or **more than 23 million impressions annually**
- **FEATURES IN CITY HALL CONNECTS NEWSLETTER:** distributed to all residences and businesses across the city (nearly **115,000 mailboxes**)
- **MOBILE SIGNS:** **numerous signs across the city**, strategically placed in each ward

A key factor to the success of MoveSmart's second year is the collaboration between internal and external partners and Vaughan citizens. Residents will continue to have opportunities to shape the strategy and provide insight through their daily experiences navigating the city's road network.

The achievements realized in the second year of MoveSmart are a direct result of steadfast collaboration with vested internal and external road safety partners, including York Region District School Board, York Region Catholic District School Board, York Region, York Region Public Health, York Regional Police and Vaughan Fire and Rescue Service.





WHAT'S NEXT?

- Public consultation initiatives for the next phases of the Road Safety Strategic Plan, Neighbourhood Traffic Calming Plan and Corridor Reviews
- Promotions of all sustainable mobility programs, such as the School Crossing Guard Program, Active School Travel and the Pedestrian Infrastructure Enhancement Plan
- Automated Speed Enforcement Plan and identifying Community Safety Zones
- Continued promotion of #SlowDownVaughan



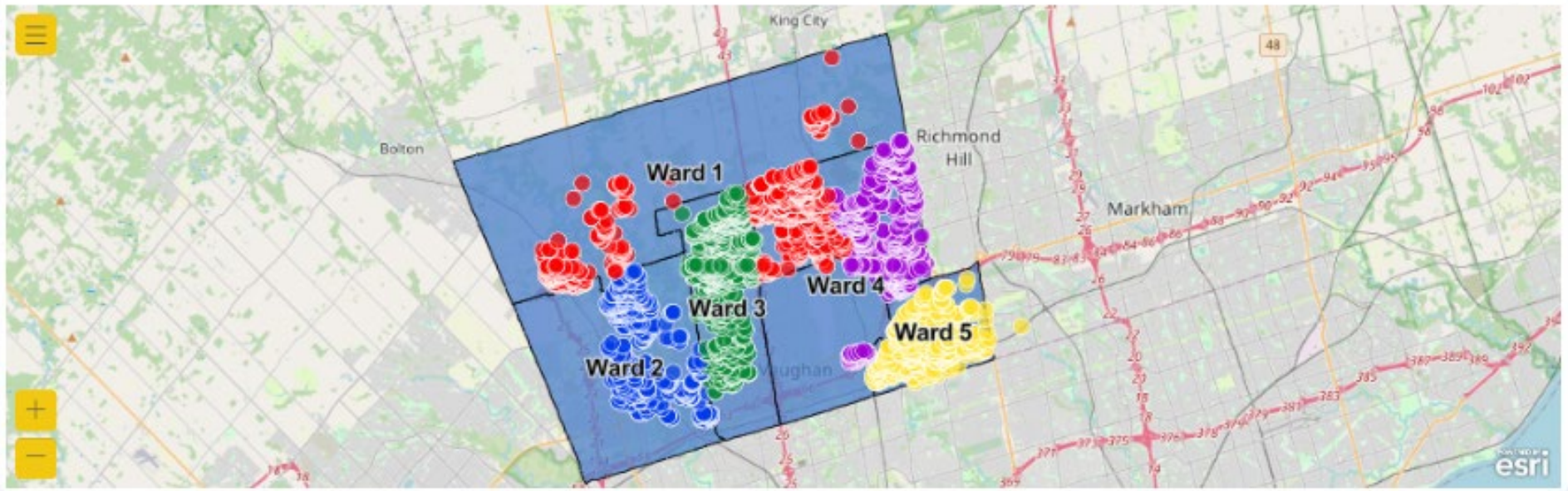
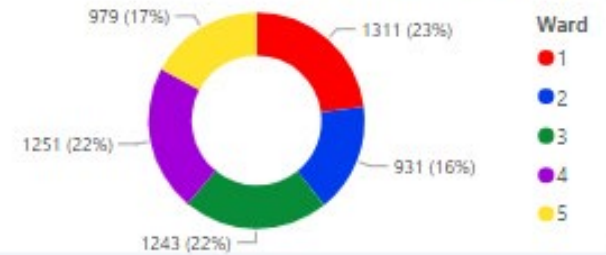


#SlowDownVaughan



Signs

5715



To date, **more than 5,700 signs** have been picked up by Vaughan citizens.



Q1



Q2



Q3



Q4

2026

Annual MoveSmart Progress Report

Rail Transportation and Safety Plan

Heavy Truck and Truck Routing Plan

2025

Annual MoveSmart Progress Report

Network Screening

Low-cost Safety Countermeasures Plan

Traveller Information System

2024

Annual MoveSmart Progress Report

Speed Compliance Plan

Cycling Network Expansion

Travel Demand Management Plan

2023

Annual MoveSmart Progress Report

Construction Management and Work Zone Safety Plan

Pedestrian Infrastructure Enhancement Plan
Creation of Community Safety Zones and Safer School Zones

Traffic By-law Consolidation
Curbside Parking Management

Traffic Data Services

Note: 2023 project timelines are reflective of anticipated commencement date and subject to budget approval process.

THE MOVE FORWARD

City staff made significant progress within all four MoveSmart programs in 2022. MoveSmart provides Vaughan residents, visitors and business owners with a transportation system that improves safety, mobility, connectivity and efficiency for all forms of travel.

Each of the 14 initiatives taking shape, and the six positioned to launch in 2023, are the result of continuous collaboration with vested stakeholders, equitable and transparent engagement with citizens, the development of new policies and measures, outreach programs with youth, and leveraging evidence-based data and emerging technologies.

As MoveSmart progresses into its third year, programs will be monitored and fine-tuned to balance resources while achieving milestones.

Together, we share the responsibility of road safety and the vision of a more sustainable and healthier transportation network for the city of Vaughan.

MOVESMART

MOBILITY MANAGEMENT STRATEGY



**Transportation and
Fleet Management Services**

905-832-2281

service@vaughan.ca

Joint Operations Centre

2800 Rutherford Rd.

Vaughan, ON L4K 2N9

vaughan.ca/**MoveSmart**

MOVESMART
MOBILITY MANAGEMENT STRATEGY





Communication : C 3
Committee of the Whole (Working Session)
March 1, 2023
Agenda Item # 2

2022-2026 Term of Council Service Excellence Strategic Plan

Committee of the Whole –
Working Session
March 1, 2023



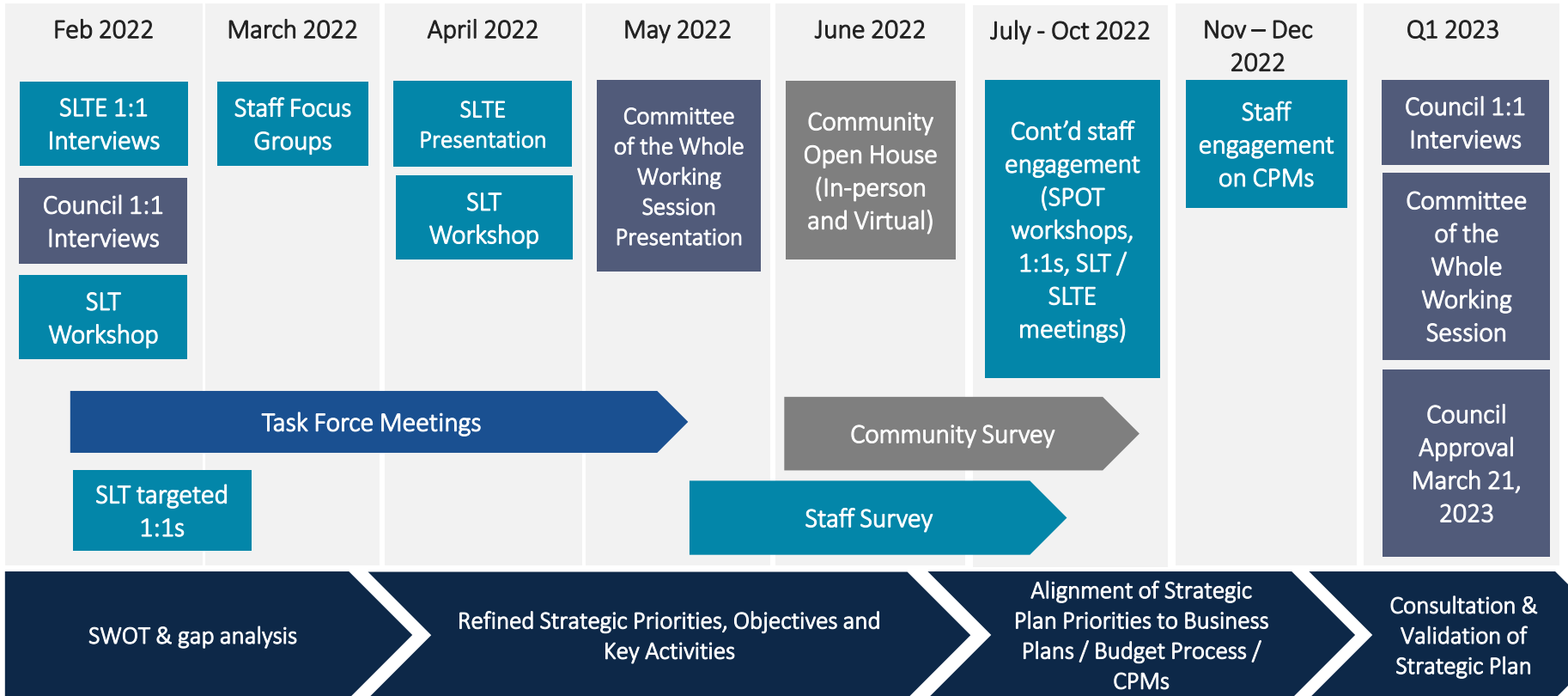
Today's CW - Working Session

- Overview of the Process for Developing the Strategic Plan
- Key Inputs and Themes
- 2022-2026 Strategic Priorities
- Vision, Mission and Values

From Strategic to Operational



Strategic Planning Process



Key Insights and Themes

274

Staff Survey
respondents



The staff survey had **274 responses from across the organization**, including 41% who have worked for the City for up to 4 years and 37% who have been with the City for 10+ years

80% of participants said they understand how their **job relates to the Strategic Plan**

74% found the document **easy-to-follow**

About **60%** of participants believed the Strategic Plan had been **well-communicated**

653

Community
survey
respondents



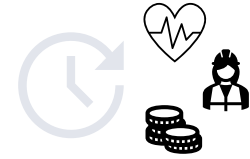
The survey had a strong uptake, with 653 survey responses received. Most survey respondents lived in Vaughan (93%), with a further majority having lived in Vaughan for 21+ years (53%)

 **23%**

When asked if there was one strategic priority that stood out as most important, the majority of respondents (23%) said **Transportation and Mobility, followed by Staff Engagement (17%)**

58% of participants

said the **City's community areas (e.g., parks, community centres, etc.) were what they liked most about living in Vaughan**. 57% of respondents said it was located near to family and friends, and that it has a good quality of life (54%)



Healthcare, public safety, taxation and government spending were all identified by participants as the highest priority issues when thinking ahead for the next 4 years



Many participants pointed out that **public transportation and road network issues** should be top of mind as the city continues to grow.

2022-2026 Strategic Plan Priorities

Transportation and Mobility	City Building	Environmental Sustainability	Active, Engaged and Inclusive Communities	Community Safety and Well-Being	Economic Prosperity and Job Creation	Service Excellence and Accountability
Improve Vaughan's Road/Street Network	Grow Vaughan as a Complete Community with a Focus on Quality of Life	Advance Stewardship of Green Infrastructure	Develop the City as a Diverse, Equity-based and Inclusive Community	Enhance Community Safety in collaboration with Regional/Provincial/Federal partners	Empower the Local Business Community to Grow in Vaughan	Committed to Citizen Service Excellence as an Innovative, Data driven, Service Organization
Advocate for Improved Public Transit	Engage in Long-Term Planning and Policy Development to Meet the City's Housing Needs	Support Community and Corporate Sustainability Initiatives	Ensure Ongoing Commitment To Indigenous Relations and Reconciliation	Continue to provide comprehensive Fire Protection and Emergency Services	Promote Vaughan's Economy as Transformative, Ambitious and Purpose-Driven	Ensure Financial Sustainability and an Effective and Efficient Administration
Improve Active and Emerging Modes of Transportation	Continue to Invest in Making Vaughan a "Smart City"	Invest in Climate Change Mitigation and Resilience	Build Vaughan as an Active, Engaged, Creative and Culturally Vibrant Community	Continue to Implement the By-Law Strategy	Undertake Strategic Initiatives to Bolster the Local Economy and Future Investment	Ensure Vaughan is an Inclusive and equity-based Employer of Choice

2022-2026 Term of Council Service Excellence Strategic Plan





Transportation and Mobility



Goal: Improve the reliability and safety of Vaughan’s road network and infrastructure.

Objective	Key Activities
Improve Vaughan’s Road/Street Network	<ol style="list-style-type: none">1. Advance local road improvements2. Support regional road initiatives and projects3. Advance the road safety and MoveSmart Strategy4. Monitor the performance and condition of street assets
Advocate for Improved Public Transit	<ol style="list-style-type: none">1. Advance first/last mile transportation connections to transit2. Support regional transit initiatives and projects
Improve Active and Emerging Modes of Transportation	<ol style="list-style-type: none">1. Advance active transportation facilities for all ages and abilities2. Promote sustainable alternative modes of transportation3. Advance emerging and new forms of transportation



City Building



Goal: Build a world-class city based on good planning and urban design principles, which foster community well-being.

Objective	Key Activities
Grow Vaughan as a Complete Community with a Focus On Quality of Life	<ol style="list-style-type: none">1. Advance key intensified and well-designed communities2. Build and revitalize community facilities, amenities and green spaces
Engage in Long-Term Planning and Policy Development to Meet the City's Housing Needs	<ol style="list-style-type: none">1. Complete the City's Official Plan review and supported studies2. Complete Secondary Plans and Block Plans to promote transit-friendly and walkable communities3. Ensure an efficient and effective development applications review process
Continue to Invest in Making Vaughan a "Smart City"	<ol style="list-style-type: none">1. Advance infrastructure and governance to enable smart technology2. Encourage adoption of smart city technology by residents, businesses and stakeholders3. Develop partnerships to advance smart city initiatives within the City



Environmental Sustainability



Goal: Protect the environment and foster a sustainable future through our social and economic initiatives.

Objective	Key Activities
Advance Stewardship of Green Infrastructure	<ol style="list-style-type: none">1. Develop a Greenspace Strategy for Parks and Open Spaces2. Develop an urban forestry management plan3. Deliver on Beautification 2.0
Support Community and Corporate Sustainability Initiatives	<ol style="list-style-type: none">1. Increase engagement on environmentally focused programming2. Encourage a sustainable lifestyle for the community3. Meet new energy efficiency and sustainability targets in City facilities4. Promote green building for City buildings, facilities and assets5. Develop a Green Fleet Strategy
Invest in Climate Change Mitigation and Resilience	<ol style="list-style-type: none">1. Continue to build awareness of the climate challenges and supporting initiatives2. Advance the Municipal Energy Plan



Active, Engaged, and Inclusive Communities



Goal: Ensure Vaughan is a vibrant, diverse, inclusive, and equity-based community for all.

Objective	Key Activities
Develop the City as a Diverse, Equity-based and Inclusive Community	<ol style="list-style-type: none">1. Develop Vaughan as an inclusive, accessible and age-friendly community2. Achieve equity for equity-deserving groups3. Develop an equity-based community and business engagement plan
Ensure Ongoing Commitment To Indigenous Relations and Reconciliation	<ol style="list-style-type: none">1. Support the development and implementation of an Indigenous Relationship and Reconciliation Plan2. Engage with First Nations, Métis, and Inuit communities to respond to the Truth and Reconciliation Commission's 94 Call to Actions
Build Vaughan as an Active, Engaged, Creative and Culturally Vibrant Community	<ol style="list-style-type: none">1. Develop creative and cultural amenities and nurture community engagement2. Increase public art awareness and develop community public art place-making3. Advance inclusive citizen engagement initiatives4. Continue to provide diverse and inclusive recreation programs, services and events

Community Safety and Well-Being

Goal: Foster a high quality of life in Vaughan through safe and healthy communities.

Objective	Key Activities
<p>Enhance Community Safety in Collaboration with Regional, Provincial and Federal partners</p>	<ol style="list-style-type: none"> 1. Identify and support key community safety initiatives 2. Provide public education and awareness 3. Work collaboratively with the community and across all levels of government to advocate for legislation and regulations in support of community safety
<p>Continue to Provide Comprehensive Fire Protection and Emergency Services</p>	<ol style="list-style-type: none"> 1. Continue to provide a comprehensive fire protection, education and prevention programs 2. Plan for future fire station demands as the city continues to grow 3. Continue to support the emergency services program and build readiness and resiliency for future events
<p>Continue to implement the By-Law Strategy</p>	<ol style="list-style-type: none"> 1. Develop and implement modernized Property Standards by-law 2. Develop and implement comprehensive Road Allowance by-law 3. Continue Parking by-law review

Economic Prosperity and Job Creation



Goal: Ignite economic prosperity and advance Vaughan as an entrepreneurial City.

Objective	Key Activities
Empower the Local Business Community to Grow in Vaughan	<ol style="list-style-type: none"> 1. Help businesses build resilience and seize new growth opportunities 2. Advance thought and community leadership through knowledge broker activities
Promote Vaughan’s Economy as Transformative, Ambitious and Purpose-Driven	<ol style="list-style-type: none"> 1. Strengthen business, labour, regional, and international networks 2. Promote Vaughan’s main streets, employment centres, industrial parks and corridors 3. Build international relations with gateway economies 4. Empower Council and our community leaders to champion local economic development
Undertake Strategic Initiatives to Bolster the Local Economy and Future Investment	<ol style="list-style-type: none"> 1. Develop Vaughan as a Centre of Excellence for entrepreneurship, innovation and purpose-driven business 2. Advance emerging opportunities in the health and healthcare industry, creative industries and destination development 3. Generate value-added partnerships that demonstrate Vaughan’s leadership and enhance services to the community

Service Excellence and Accountability



Goal: Provide exceptional citizen-focused services through continuous improvement, transparent and accountable decision-making, responsible financial management, and effective administration and communication.

Objective	Key Activities
Committed to Citizen Service Excellence as an innovative, data-driven service organization	<ol style="list-style-type: none"> 1. Define the Citizen Experience and service-level expectations 2. Continue the Data Analytics Strategy to inform citizen-focused decision-making 3. Elevate Vaughan as a Future-Focused Service Organization through continuous improvement and business and digital transformation
Ensure Continued Financial Sustainability and an Effective and Efficient Administration	<ol style="list-style-type: none"> 1. Execute the Internal Audit Risk Plan 2. Develop and mature the Long-range Fiscal Plan and Forecast 3. Continue to refine Fiscal Framework policies to support financial sustainability and regulatory compliance 4. Lead information and records management to support governance and compliance 5. Develop and refine Asset Management Plans for all assets
Ensure Vaughan is an Inclusive and Equity-based Employer of Choice	<ol style="list-style-type: none"> 1. Build commitment to diversity, equity and inclusion through corporate practices and policies 2. Implement the Equitable Employment Action Plan 3. Evolve Vaughan’s Human Resources Plan to meet future needs 4. Encourage staff engagement and a positive corporate culture across the organization

The City's Vision, Mission and Values



VISION



A city of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive, environmentally responsible and sustainable.

MISSION



Citizens first through Service Excellence.

VALUES



Respect

Accountability

Dedication

FEEDBACK ON VALUES:

Inclusion

Innovation

Integrity



2022-2026 Term of Council Service Excellence Strategic Plan

Committee of the Whole –
Working Session
March 1, 2023



2023 Annual Report

MOVESMART

MOBILITY MANAGEMENT STRATEGY



MOVESMART

MOBILITY MANAGEMENT STRATEGY



On March 10, 2021, Vaughan Council endorsed MoveSmart, reinforcing the City's commitment to Transportation and Mobility - a strategic priority in the Term of Council Service Excellence Strategic Plan. With a focus on improving the municipal road network, enhancing road safety and supporting more cycling and pedestrian infrastructure to create a fully connected and integrated community, MoveSmart positions the City to achieve the strategic goals and objectives set forth by Council.





ROAD SAFETY PROGRAM

Increase road safety and raise public awareness



MOBILITY MANAGEMENT PROGRAM

Improve efficiency through innovation and technology



SUSTAINABLE MOBILITY PROGRAM

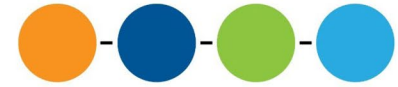
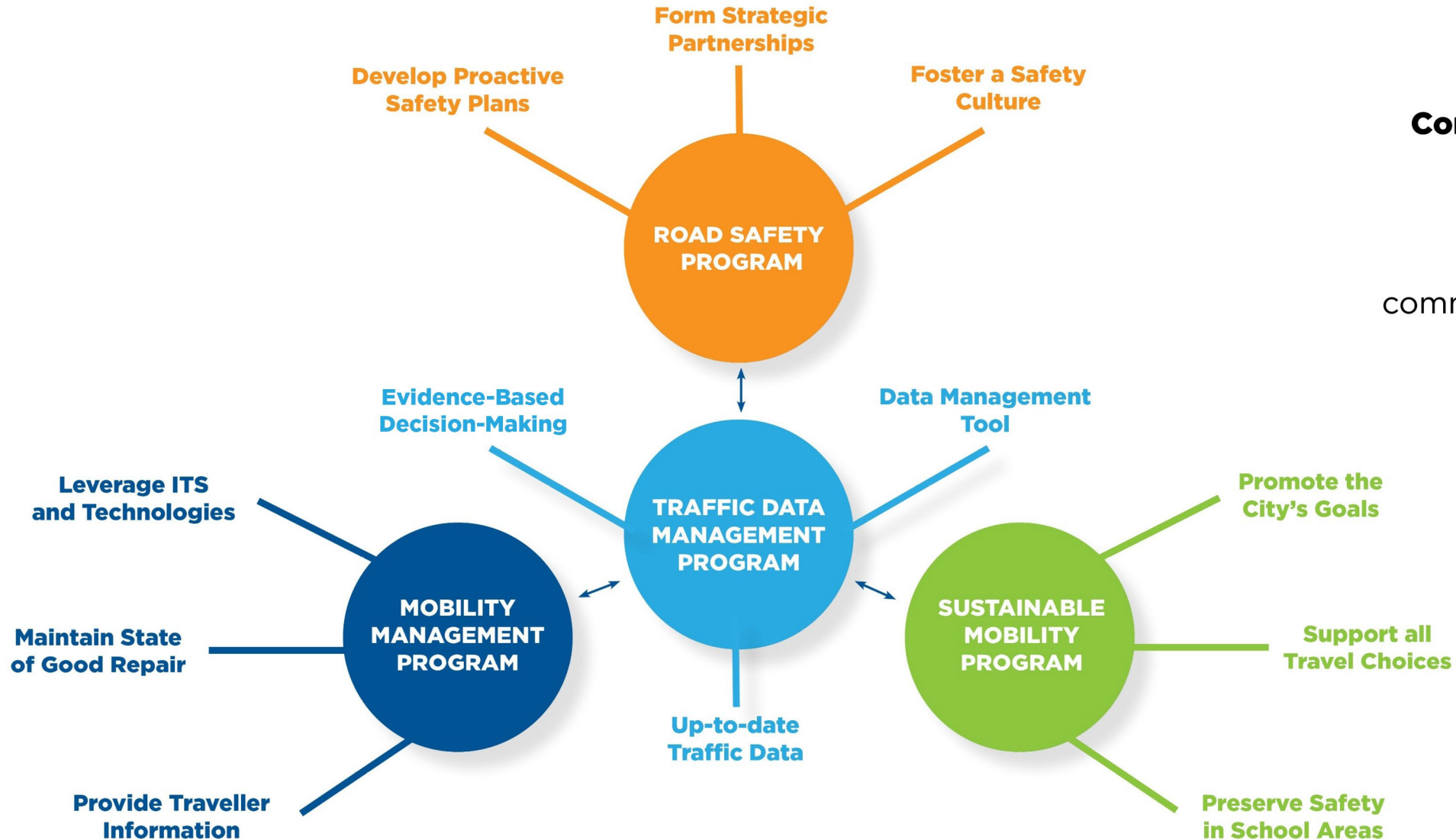
Support active and sustainable transportation



TRAFFIC DATA MANAGEMENT PROGRAM

Assure accuracy and availability of traffic data

MoveSmart Integrated Programs



Communications and Public Awareness Initiative

Ongoing awareness of tangible benefits through communication and education



ROAD SAFETY PROGRAM

Increase road safety and raise public awareness



MOBILITY MANAGEMENT PROGRAM

Improve efficiency through innovation and technology



SUSTAINABLE MOBILITY PROGRAM

Support active and sustainable transportation



TRAFFIC DATA MANAGEMENT PROGRAM

Support active and sustainable transportation

2021 / 2022



In-Service Road Safety and Corridor Operational Review

Identify safety measures for priority locations, community areas and corridors



Neighbourhood Traffic and Speed Management Plan

Improve safety and livability of neighbourhoods by calming traffic

2023



Construction Management and Work Zone Safety Plan

Develop guidelines to minimize impacts and maximize safety for construction workers and the public



Road Safety Strategic Plan

Foster partnerships and a data-driven approach for improving safety

2024



Network Screening and Annual Report

Prioritize safety resources for roads and intersections



Automated Speed Enforcement Plan

Use technology for enforcement in school zones and other community areas



Speed Compliance Plan

Address speeding behaviour with feedback to drivers

2025



Low-Cost Safety Countermeasures Plan

Implement low-cost measures such as pavement markings, signage, etc.

2026



Rail Transportation and Safety Plan

Improve mobility while minimizing noise at crossings near residential area



Heavy Traffic and Truck Routing Plan

Manage heavy vehicle and truck transport throughout the city

2021 / 2022



Traffic Signal Control System and Upgrades

Establish a traffic signal control system and upgrade field equipment



Pavement Markings and Signs

Replace and optimize markings and signs



Update Streetlights

Continue LED retrofit with smart adaptive features

2023



Traffic Signal Operations and Maintenance

Maximize the efficiency of traffic signal operations



Curbside Parking Management

Establish parking policies and procedures throughout the city



Traffic By-Law Consolidation

Consolidate the City's road-related by-laws



Intelligent Transportation System (ITS) Strategy and Plan

Establish a roll-out plan for existing and emerging smart mobility technologies

2024



Traveller Information Systems

Generate and present data to support travellers

2021 / 2022



School Crossing Guards

Manage the City's school crossing guard program



Safer School Zones Plan

Develop and implement safety measures near schools for traffic, pedestrians, and pick-ups/drop-offs



Input into Development Planning

Provide insights to help the City's planning for future development

2023



Pedestrian Infrastructure Enhancement Plan

Optimize and upgrade the City's pedestrian infrastructure



Creation of Community Safety Zones

Develop guidelines to create and operate community safety zones

2024



Cycling Network Expansion

Optimize and upgrade the City's cycling infrastructure



Travel Demand Management Plan

Share insights and decisions for the City's travel demand management plan

2021 / 2022



Traffic Data Needs Assessment

Identify traffic data requirements to support the MoveSmart Strategy



Traffic Data Management System

Procure and implement a traffic data management system

2023



Traffic Data Services

Enhance the City's traffic data collection programs and contracts



Communications and Public Awareness Initiative

Ongoing awareness of tangible benefits through communication and education

MOVESMART

Mobility Management Strategy



Road Safety Program

Increase road safety and raise public awareness



In-Service Road Safety and Corridor Operational Review

Identify safety measures for priority locations, community areas and corridors



Neighbourhood Traffic and Speed Management Plan

Improve safety and livability of neighbourhoods by calming traffic



Road Safety Strategic Plan

Foster partnerships and a data-driven approach for improving safety



Automated Speed Enforcement Plan

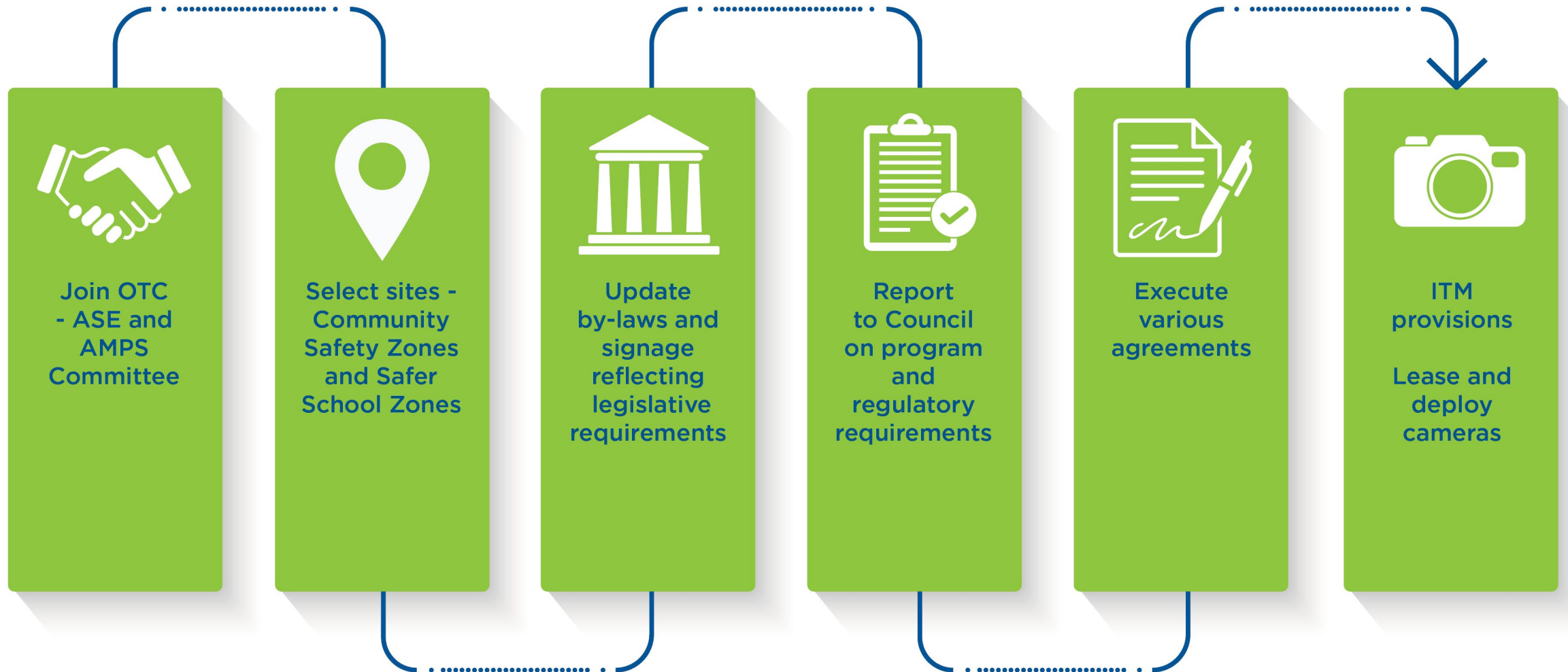
Use technology for enforcement in school zones and other community areas

ACCOMPLISHMENTS

- ✓ Pilot 40 km/hr neighbourhoods
- ✓ Neighbourhood Traffic Calming Plan
- ✓ Corridor Reviews
- ✓ Traveller Safety Plan (York Region)
- ✓ Automated Speed Enforcement (established internal working group, stakeholder consultations)



Automated Speed Enforcement Process



Automated Speed Enforcement Stakeholders



- By-law and Compliance, Licensing and Permit Services
- Corporate and Strategic Communications
- Financial Services
- Legal Services
- Office of the Chief Information Officer
- Procurement Services
- Office of the City Clerk
 - Access and Privacy
- Enterprise Information Management Services
 - Insurance And Risk Management
- Transportation and Fleet Management Services

- Provincial government
 - Ontario Ministry of Transportation
 - Ministry of the Attorney General
- City of Toronto – Joint Processing Centre (camera data and image processing)
- Current AMPS vendor (parking tickets)

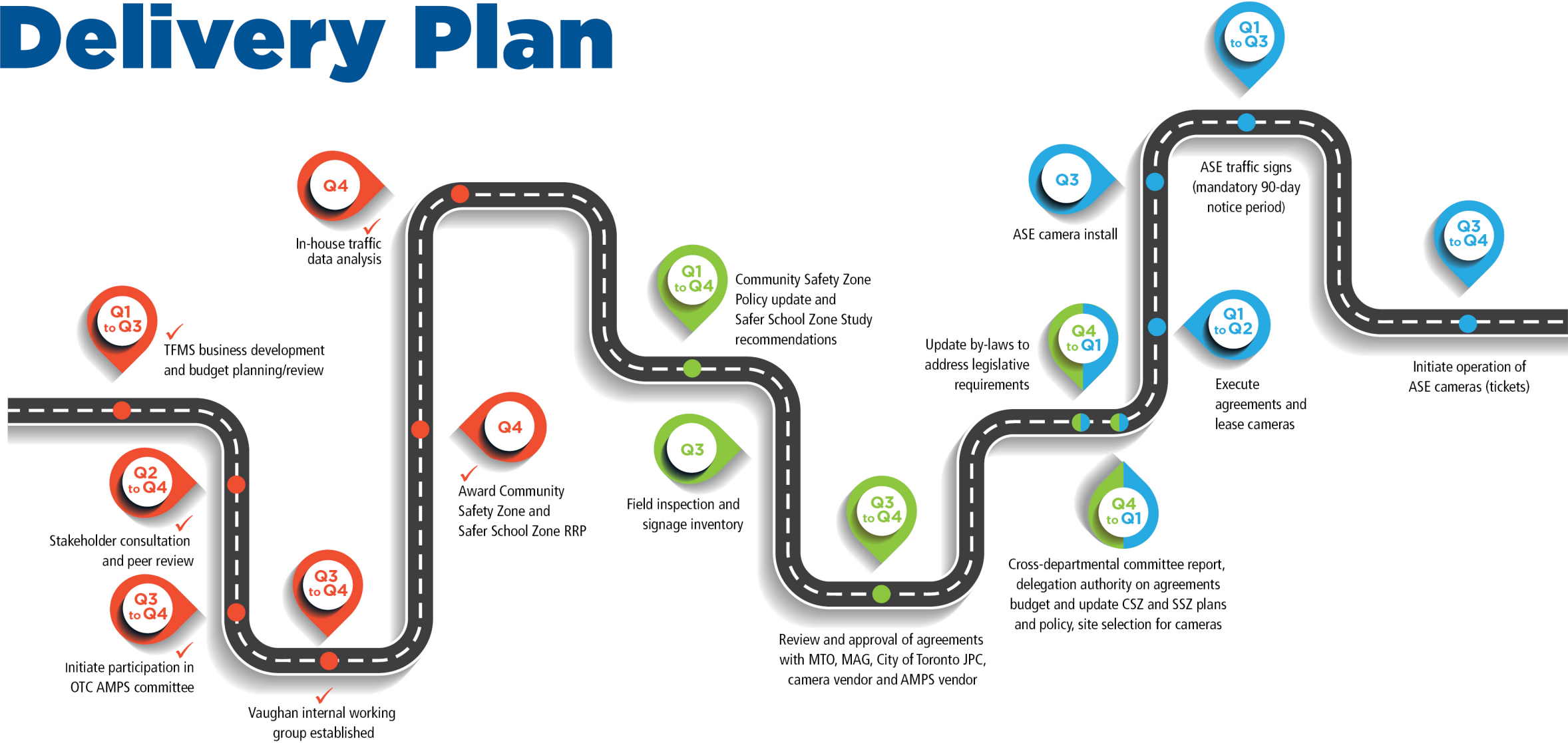


- Speed camera vendor



Note: the City of Vaughan is required to enter into separate agreements with each of the above-noted stakeholders.

Automated Speed Enforcement Delivery Plan





Road Safety Program

Increase road safety and raise public awareness



Construction Management and Work Zone Safety Plan

Develop guidelines to minimize impacts and maximize safety for construction workers and the public

WHAT'S NEXT

- Neighbourhood Traffic Calming Plan pilot
- Traffic operational reviews
- York Region's Traveller Safety Plan
- Identify Automated Speed Enforcement areas through the Community Safety Zones Plan and Safer School Zones Plan
- Launch the Construction Management and Work Zone Safety Plan



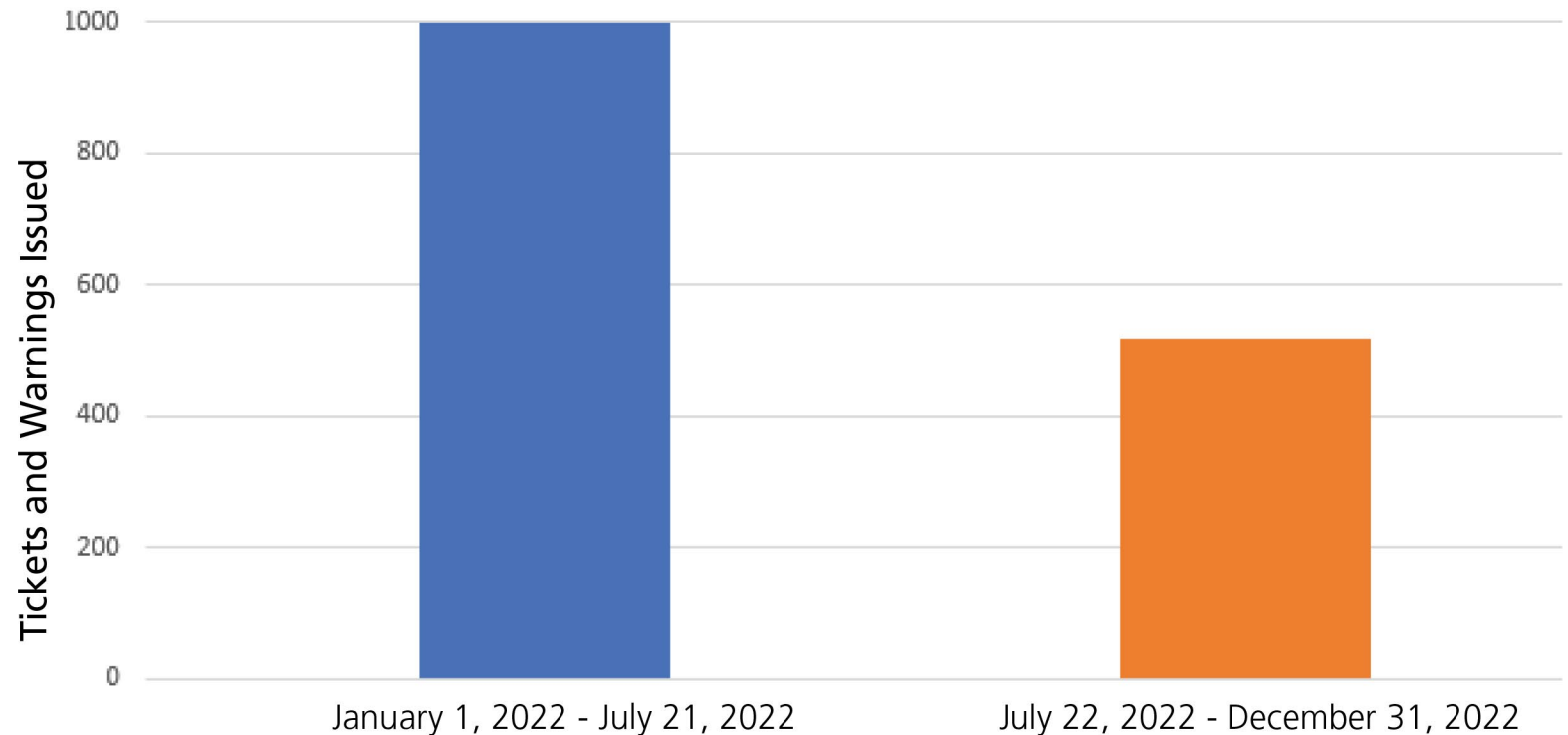


Road Safety Program

Increase road safety and raise public awareness



Total
York Regional
Police
speeding
tickets and
warnings
issued in
40 kilometre
per hour area
pilot blocks



A **48 per cent decrease** in speeding and warning tickets in all 40 kilometre per hour block pilot locations.



Mobility Management Program

Improve efficiency through innovation and technology



Traffic Signal Control Systems and Upgrades

Establish a traffic signal control system and upgraded field equipment



Pavement Markings and Signs

Replace and optimize markings and signs



Update Streetlights

Continue LED retrofit with smart adaptive features



Intelligent Transportation System (ITS) Strategy and Plan

Use technology for enforcement in school zones and other community areas

ACCOMPLISHMENTS

- ✓ Installed **more than 65 special stencil pavement markings**
- ✓ Installed **more than 240 flexi posts**
- ✓ **Upgraded 25 intersections** with LED traffic signals and reflective backboards, pedestrian countdown timers
- ✓ **Comprehensive analysis completed** to develop an Intelligent Transportation System, leveraging latest technology





Mobility Management Program

Improve efficiency through innovation and technology



Curbside Parking Management

Establish parking policies and procedures throughout the City



Traffic By-Law Consolidation

Consolidate the City's road-related by-laws



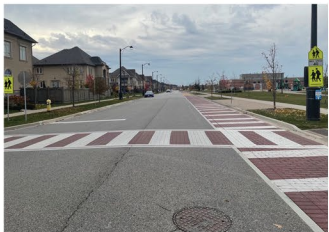
WHAT'S NEXT

- Procure an advanced traffic signal control system
- Pilot an additional 17 upgraded traffic signals on York Region's Centracs system
- Retrofit an additional 25 signalized intersections with LED traffic signals, reflective backboards and countdown timers
- Complete streetlight upgrades
- Finalize in-road flexible post guidelines and identify new locations for implementation
- Work with By-law and Compliance, Licensing and Permit Services on Curbside Parking Management and Traffic By-law Consolidation

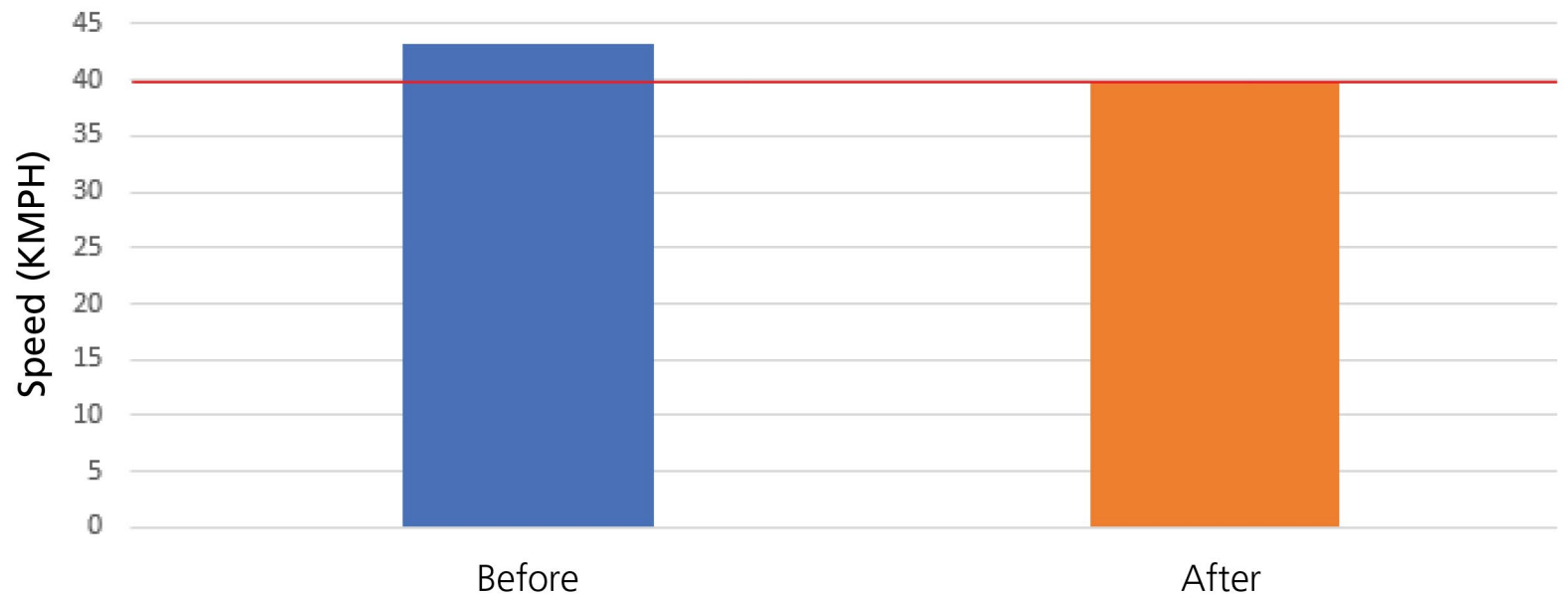


Mobility Management Program

Improve efficiency through innovation and technology



Average speeds at locations before and after various traffic calming measures implemented



A **9 per cent decrease** in average speed after various traffic calming measures were implemented (includes all 40 kilometre per hour locations, Active School Travel pilot locations and hot spots around the city).



Traffic Data Management Program

Assure accuracy and availability of traffic data



Traffic Data Needs Assessment

Identify traffic data requirements to support the MoveSmart Strategy

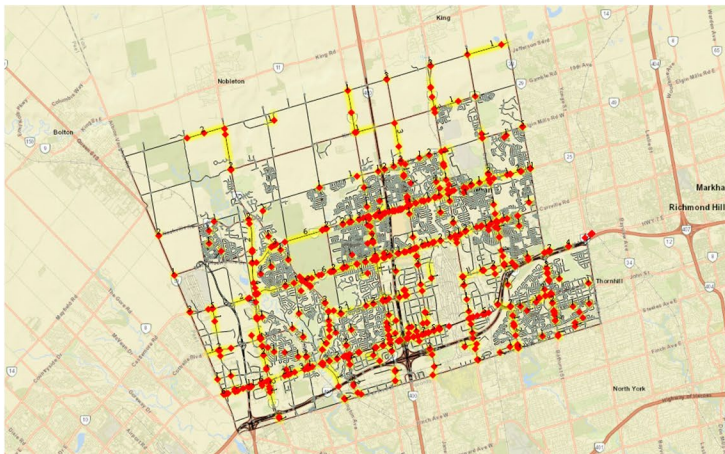


Traffic Data Management System

Procure and implement a traffic data management system

ACCOMPLISHMENTS

- ✓ Continue to identify traffic data needs
- ✓ Data from 2016-2021 entered in Traffic Data Management System
- ✓ Leverage new software and analytics





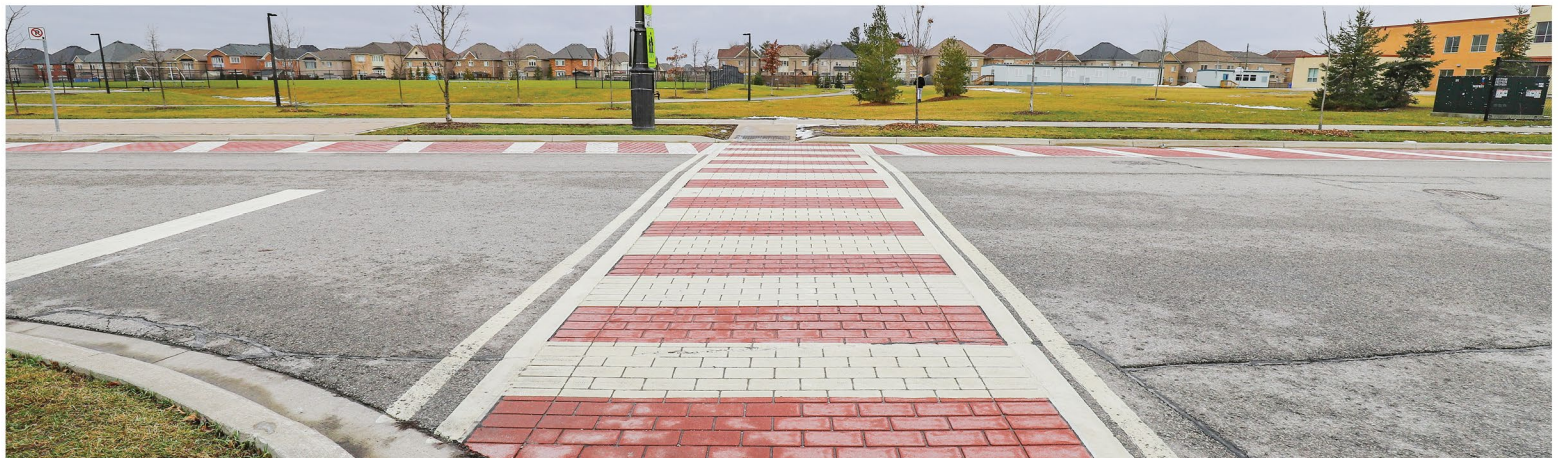
Traffic Data Management Program

Assure accuracy and availability of traffic data



WHAT'S NEXT

- Enhance traffic data collection programs needed to support MoveSmart and other City services
- Partnerships with academic programs



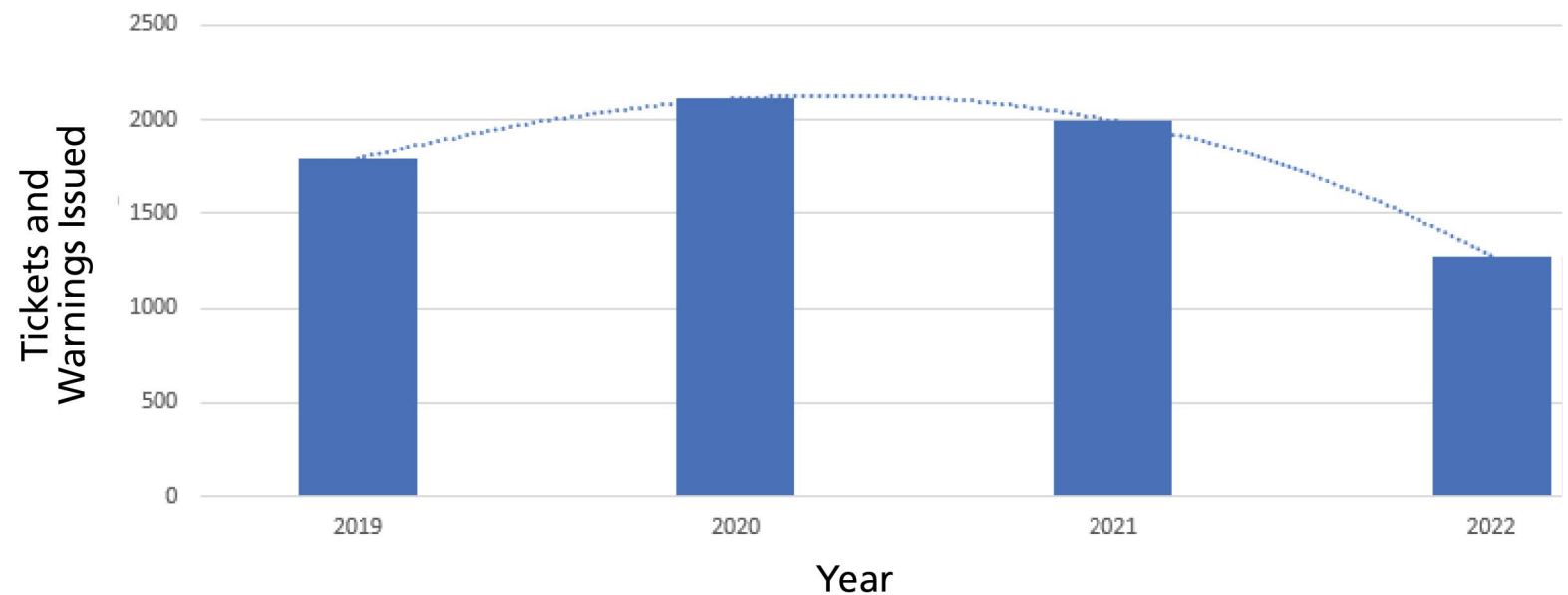


Traffic Data Management Program

Assure accuracy and availability of traffic data



Speeding tickets and warnings issued in area 40 km/hr neighbourhood blocks



A **29 per cent decrease** from 2019-2022 (since implementing various traffic calming measures within 40 kilometre per hour neighbourhood pilot block locations).



Sustainable Mobility Program

Support active and sustainable transportation



School Crossing Guards

Manage the City's school crossing guard program



Safer School Zones Plan

Develop and implement safety measures near schools for traffic, pedestrians, and pick-ups/drop-offs

ACCOMPLISHMENTS

- ✓ Implemented the Active School Travel pilot program in collaboration with local partners
- ✓ Created a road safety handbook
- ✓ Reported to Council on the School Crossing Guard Program Exposure Index Matrix
- ✓ Launched the Safer School Zones Plan and Community Safety Zones Plan





Sustainable Mobility Program

Support active and sustainable transportation



Pedestrian Infrastructure Enhancement Plan

Optimize and upgrade the City's pedestrian infrastructure



Creation of Community Safety Zones

Develop guidelines to create and operate community safety zones

WHAT'S NEXT

- Develop framework for the Safer School Zones Plan and Community Safety Zones Plan
- Develop guidelines to create and operate Community Safety Zones
- Continue to engage youth through Active School Travel
- Pedestrian Infrastructure Enhancement Plan



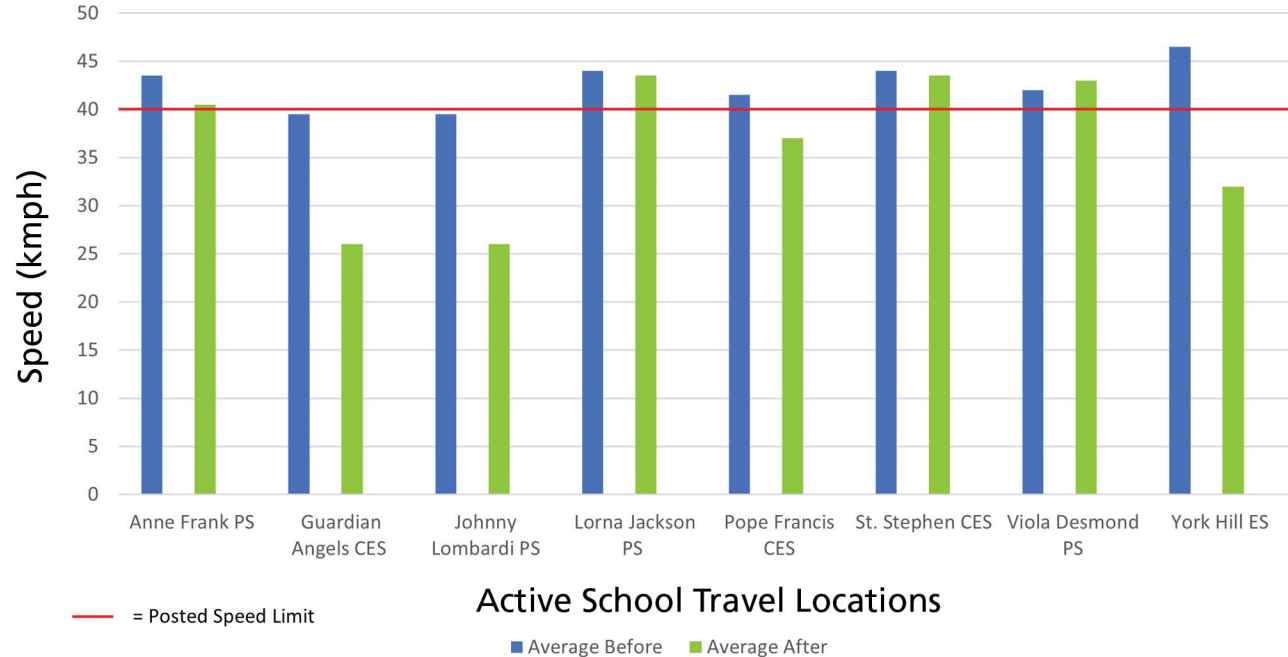


Sustainable Mobility Program

Support active and sustainable transportation



Average speed in Active School Travel pilot locations before and after traffic calming implementation



Recent studies near schools with traffic calming measures show **a trend in reduced vehicle speeds**. The City intends to continue these studies to better understand the effects of combining different traffic calming measures and how they influence road safety.

Road safety is a shared responsibility.

SUPPORTS:

- ✓ Active School Travel and road safety initiatives in schools
- ✓ School Crossing Guard Program
- ✓ Safer School Zone Plan and Community Safety Zones Plan
- ✓ Automated Speed Enforcement
- ✓ Neighbourhood Traffic Calming Plan
- ✓ Speed Limit Policy
- ✓ Road Safety Strategic Plan



MORE THAN
5,700
#SlowDownVaughan
signs across the city

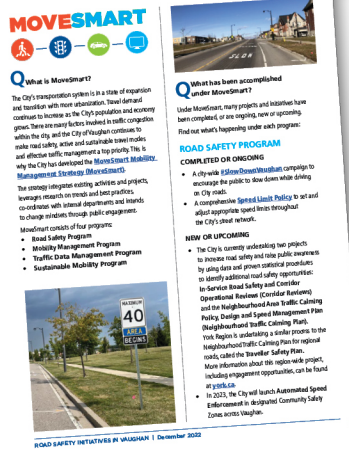
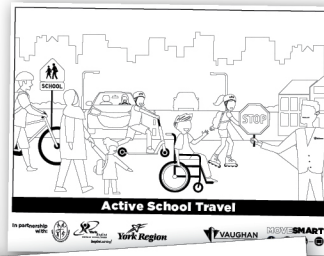


Communications and Public Awareness Initiatives

Ongoing awareness of tangible benefits through communication and education

Corporate and Strategic Communications supports MoveSmart with a comprehensive communications approach that includes:

- **SOCIAL MEDIA MESSAGING:** shared with more than **71,000 followers** across the City's four corporate social media platforms
- **NUMEROUS WEBPAGES:** dedicated to MoveSmart featured on vaughan.ca, which garners more than **2.6 million visits annually**

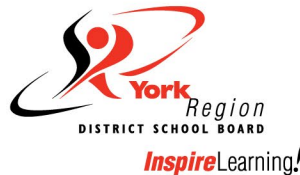


Communications and Public Awareness Initiatives

Ongoing awareness of tangible benefits through communication and education

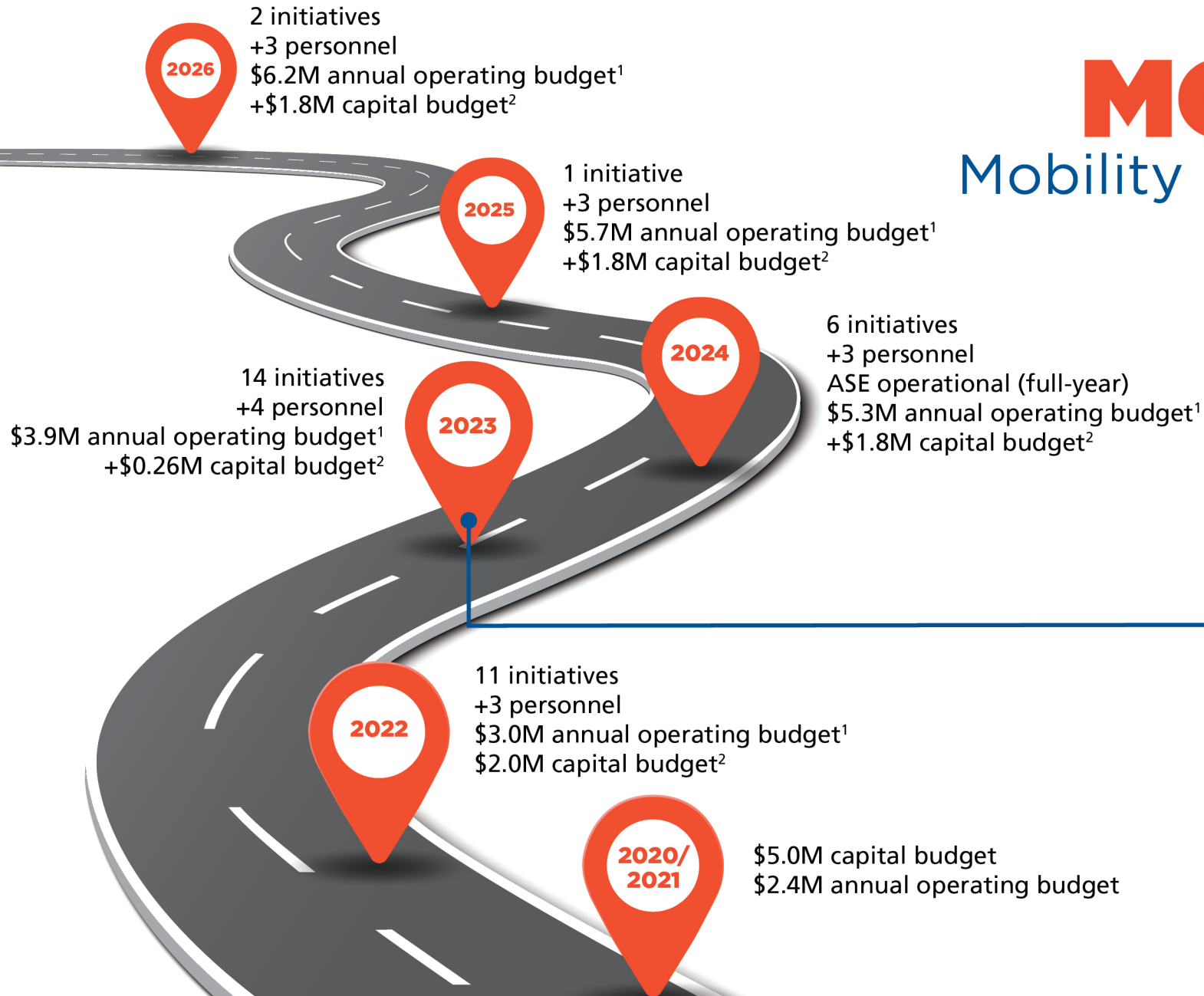


- **DIGITAL SIGNS:** shared throughout our city-wide network and garnering **more than 63,000 daily impressions** or **more than 23 million impressions annually**
- **FEATURES IN CITY HALL CONNECTS NEWSLETTER:** distributed to all residences and businesses across the city (nearly **115,000 mailboxes**)
- **MOBILE SIGNS:** numerous signs across the city, strategically placed in each ward



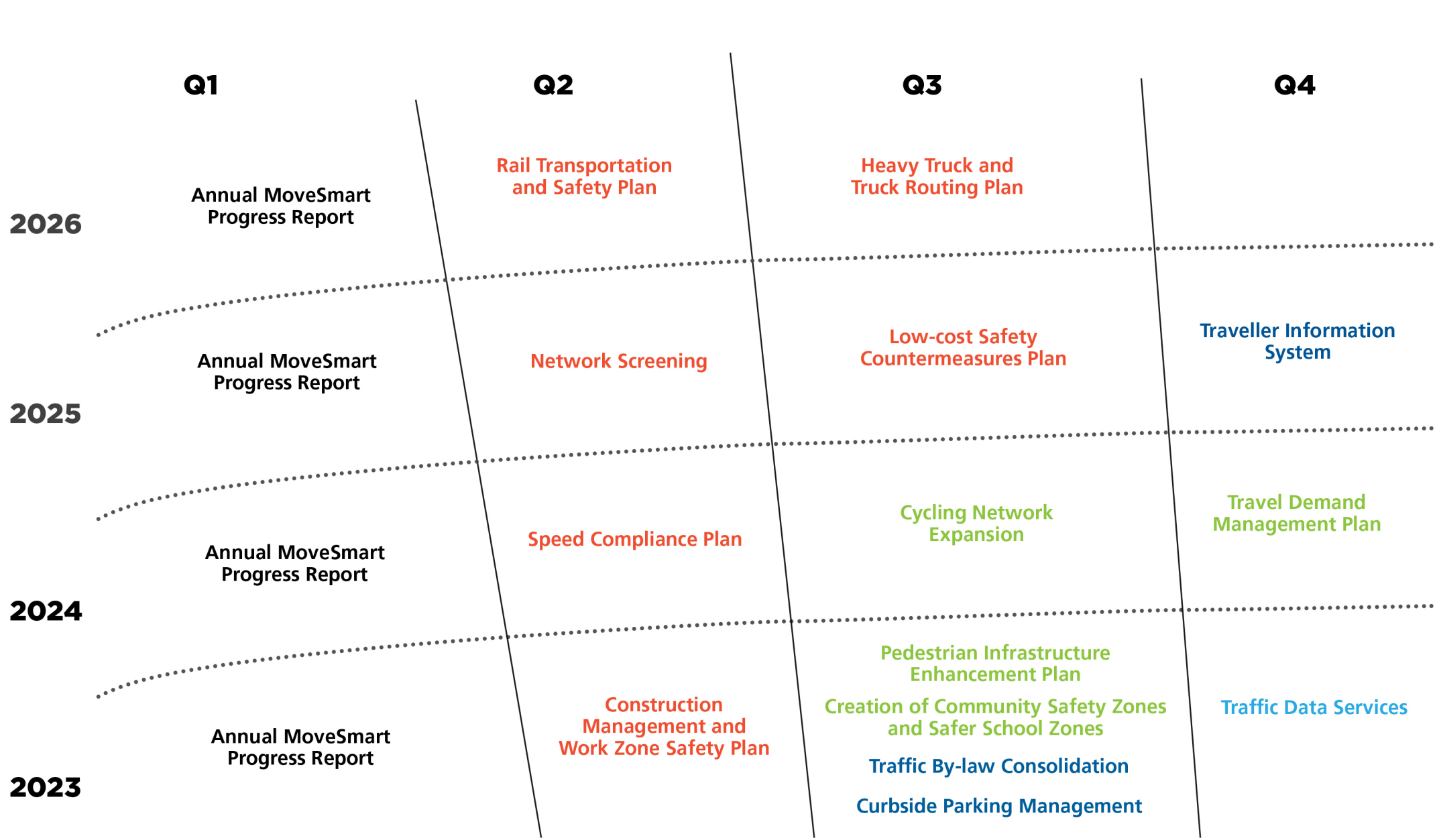
MOVESMART

Mobility Management Strategy



Timelines and Resources

¹ Figure represents total gross operating expenditures
² Figure represents new capital budget requests or top-ups



Note: All project timelines are reflective of anticipated commencement date and subject to budget approval process.

Thank you

MOVESMART

MOBILITY MANAGEMENT STRATEGY

