

Committee of the Whole (2) Report

DATE: Tuesday, February 14, 2023 **WARD(S):** ALL

TITLE: ACTIVE TRANSPORTATION PROGRAMS – THIRD ANNUAL UPDATE

FROM:

Vince Musacchio, Deputy City Manager, Infrastructure Development

ACTION: DECISION

Purpose

To highlight 2022 contributions in advancing active transportation in the City of Vaughan. This is the third annual update since the completion of the 2020 Pedestrian and Bicycle Master Plan update.

To obtain Council authorization to enter into funding agreements with Infrastructure Canada and Regional Municipality of York.

Report Highlights

- The recommendations of the Pedestrian and Bicycle Master Plan were used to inform many strategic plans and guiding studies.
- The City of Vaughan and its partners continue to advance more than 120 km of all ages and abilities active transportation infrastructure including the Jane Street Uptown Link, Vaughan Super Trail and Thornhill Neighbourhood Network.
- The City continues to implement a network of sidewalks and separated cycling facilities to support pedestrian safety and to make street-level interactions a more comfortable and predictable experience for all users while providing an opportunity to accommodate the rise of electric micro-users.
- The City continues to exemplify fiscal responsibility to advance active transportation by offsetting \$14.5M of spending with received or pending grant funding.

Recommendations

1. THAT the 2022 accomplishments in advancing active transportation outlined in this report and attachments be received for information;
2. THAT the City Clerk and/or the City Treasurer be authorized to execute Transfer Payment Agreements/Agreements on behalf of the City with:
 - a. Infrastructure Canada for the Active Transportation Fund Program
 - b. Infrastructure Canada for the Strategic Priorities Infrastructure Fund
 - c. The Regional Municipality of York for the Pedestrian and Cycling Municipal Partnership Program;
3. THAT the City Clerk and/or the City Treasurer have the delegated authority to execute any and all other documentation on behalf of the City as required by:
 - a. Infrastructure Canada for the Active Transportation Fund Program
 - b. Infrastructure Canada for the Strategic Priorities Infrastructure Fund
 - c. The Regional Municipality of York for the Pedestrian and Cycling Municipal Partnership Program.

Background

Road safety for all, active and sustainable transportation and effective multi-modal traffic management remain a top priority as Vaughan continues to experience significant growth

The City's growing walking, cycling and trail networks support healthy lifestyles and enable more choices for Vaughan's citizens to get where they need to go, enjoy their community, and spend quality time outdoors. This aligns with the City's 2018-2022 Term of Council Service Excellence Strategic Plan to improve transportation and mobility, foster sustainable communities and create an active, safe and diverse city. Council further exemplified their continued commitment in November 2022, when Council directed staff to implement five quick wins to combat global warming through climate change mitigation and adaptation. One of the five quick wins was to "*advance and expedite, where possible, actions relating to implementation of active transportation stated in the City's Pedestrian and Bicycle Master Plan, 2020*".

Transportation and mobility, and how citizens can move around in a comfortable, efficient and safe manner was identified as a topic of interest for the 2022-2026 Term of Council. Internal and external consultation for the new Term of Council Strategic Plan indicated that active and alternative modes of transportation and improved accessibility of public transit are critical to both the community and the administration. As such, it is anticipated that this will be included in the new 2022-2026 Term of Council Strategic Plan, set to be finalized in March 2023.

What is Active Transportation?

Active transportation refers to the movement of people or goods powered by human activity. Active transportation includes walking, cycling and the use of human-powered or hybrid mobility aids such as wheelchairs, scooters, e-bikes, rollerblades, snowshoes and cross-country skis, and more.

What is Micromobility and a Micro-user?

Micro-users are users of micromobility devices, which generally include lightweight electric-powered modes of travel such as e-rollerblades, e-skateboards, e-bicycles, e-scooters and limited-speed motorcycles. Micromobility is an emerging mode in Vaughan and across the Greater Toronto Area.

The 2022 Transportation and Infrastructure Task Force (TITF) Findings and Recommendations Report included 16 recommendations in support of advancing walking, cycling, micromobility use and/or transit

Formed in 2019, the Transportation and Infrastructure Task Force (TITF) presented a Findings and Recommendations Report to Council in May 2022 with 21 recommendations, of which 16 are in support of advancing walking, cycling, micromobility use and/or transit. The May 2022 Committee of the Whole recommended that staff report back in 2023 with an implementation plan, which is currently being prepared.

This is the third annual update since the completion of the 2020 Pedestrian and Bicycle Master Plan study

This report summarizes and highlights collaborative efforts across the organization and with our community partners in advancing active transportation in 2022, however, is not intended to be a comprehensive list of all initiatives.

Attachment 1 highlights a selection of 2022 achievements detailed below. For more information on the City's progress in advancing active transportation since the completion of the Pedestrian and Bicycle Master Plan, the 2021 and 2020 Active Transportation Programs Annual Updates are linked below.

Previous Reports/Authority

[Five Quick Wins to Address Member's Resolution – Thinking Globally, Acting Locally in Vaughan](#) – Item 2, Report No. 38 of the Committee of the Whole which was adopted without amendment by Council of the City of Vaughan on November 29, 2022.

[Transportation and Infrastructure Task Force Findings and Recommendations Report](#) – Item 12, Report No. 24 of the Committee of the Whole which was adopted as by Council of the City of Vaughan on May 17, 2022.

[2022 Active Transportation Programs – Second Annual Update](#) – Item 6, Report No. 6 of the Committee of the Whole which was adopted without amendment by the Council of the City of Vaughan on February 15, 2022.

[2021 Active Transportation Programs – First Annual Update](#) – Item 10, Report No. 6 of the Committee of the Whole which was adopted without amendment by the Council of the City of Vaughan on February 17, 2021.

[Pedestrian and Bicycle Master Plan Update](#) – Item 10, Report No. 41 of the Committee of the Whole which was adopted without amendment by the Council of the City of Vaughan on December 17, 2019.

[Pedestrian and Bicycle Master Plan Update Progress Report & Ontario Municipal Commuter Cycling Program Funding Update](#) – Item 9, Report No. 18, of the Committee of the Whole, which was adopted without amendment by Council of the City of Vaughan on May 23, 2018.

[2018 City-wide and Area Specific Development Charge Background Study and By-laws Review Highlight Report \(Referred\)](#) – Item 2, Report No. 5, of the Finance, Administration and Audit Committee, which was adopted, as amended, by Council of the City of Vaughan on May 23, 2018.

[Vaughan Metropolitan Centre Cycling Network Proposed Revisions](#) – Item 7, Report No.10, of the Committee of the Whole, which was adopted without amendment by Council of the City of Vaughan on March 20, 2018.

[Cycling and Pedestrian Advisory Task Force Findings Report](#) – Item 8, Report No. 4, of the Finance, Administration and Audit Committee, which was adopted without amendment by Council of the City of Vaughan on April 19, 2017.

Analysis and Options

Community priorities continued to guide the City in advancing active transportation

The community priorities of Awareness and Culture, Safety, Infrastructure, and Connectivity emerged during the extensive public consultation undertaken by the 2020 Pedestrian and Bicycle Master Plan update study. These priorities are at the core of every active transportation project or program the City delivers. The following third annual report summarizes the collaborative efforts from departments across the organization and our community partners in advancing active transportation in 2022, in support of the four community priorities. This report is not intended to be a comprehensive list of all initiatives. Attachment 1 highlights a selection of 2022 achievements detailed below.

The recommendations of the Pedestrian and Bicycle Master Plan informed many ongoing and completed strategic plans and studies in 2022

The recommendations of the Pedestrian and Bicycle Master Plan informed many ongoing or recently completed strategic plans and studies throughout 2022 including:

- Vaughan Official Plan Municipal Comprehensive Review – ongoing
- Vaughan Transportation Plan (city-wide) – ongoing
- Transportation and Infrastructure Task Force Findings and Recommendations Report – completed
- Ongoing secondary plans: Weston Road and Highway 7, Concord GO Centre, Vaughan Metropolitan Centre and Yonge Steeles Corridor
- Promenade Centre Secondary Plan – completed
- Active Transportation Asset Management Plan – completed
- Municipal Energy Plan – completed
- Complete Streets Guidelines – ongoing

These guiding documents set the stage for the implementation of active transportation infrastructure and transportation demand management measures.

The City of Vaughan and its partners continued to advance more than 120 km of all ages and abilities active transportation infrastructure projects

More than 120 km of all ages and abilities active transportation infrastructure projects were advanced in 2022 as part of the City's and Region's capital programs with many projects from 2021 moving to the next phase of implementation. Attachment 2 lists municipal, regional and partner capital projects that have reached significant milestones

in 2022. In addition to these projects, in close collaboration with the City's development planning and development engineering staff, many development applications are also providing active transportation infrastructure, bike racks and other end-of-trip facilities such as secure bike parking and shower and change facilities. The City's Transportation Demand Management (TDM) Guideline project was completed at the end of 2021 and 2022 was the first full year where the TDM Toolkit and Implementation Table was required for all new applications.

Active transportation projects are implemented using two methods. The first is by leveraging already planned capital projects and opportunities through development applications, which is referred to as "routine accommodation". The second is through the implementation of "standalone projects", through an active transportation implementation program which is reviewed annually

To create a cohesive network of facilities in a cost effective and timely manner, projects are constructed either as a routine accommodation project or a standalone project. For a routine accommodation project, active transportation facilities are being constructed as part of a larger capital project, such as a road rehabilitation, watermain replacement, or through a development application. The active transportation implementation program identifies new active transportation projects to be constructed in the next 10 years. Each year, these projects are submitted for funding requests through the annual budget approval process.

With bike trips and micromobility use growing, the City continued to implement separated cycling facilities to address cycling safety and concerns of cycling and micromobility use on sidewalks

Throughout 2022, the City continued to implement a network of sidewalks and separated cycling facilities to support pedestrian and cyclist safety and to make street-level interactions a more comfortable and predictable experience for all users. With bike trips and micromobility use growing, use on sidewalks is becoming a concern.

Staff have been studying the opportunity to accommodate electric micro-users in separated cycling facilities. In the past year, staff surveyed 229 citizens on micromobility usage and accommodation in Vaughan. The survey results indicated that most citizens and visitors would like to see micromobility devices accommodated on separated cycling facilities or wider multi-use pathways. Some also indicated the potential to accommodate micromobility on sidewalks where cycling facilities do not exist.

Signature projects as identified in the 2020 Pedestrian and Bicycle Master Plan are underway

Advancing signature projects as identified in the 2020 Pedestrian and Bicycle Master Plan have been prioritized in the implementation of the Priority Cycling and Multi-use Recreational Networks. The following projects have been advanced:

- Jane Street Uptown Link
- The Vaughan Super Trail initiative
- Thornhill Neighbourhood Network

The ‘Jane Street Uptown Link’ north of Portage Parkway was submitted for the Federal Active Transportation Fund program and will be implemented by 2026

The Jane Street Uptown Link spans between Steeles and north of Teston Road. It is one of the most important transportation corridors in the City, classified as an intensification corridor and envisioned as a linear place of activity in the 2010 Vaughan Official Plan. The existing and planned land uses along Jane, as well as its proximity to significant local and regional destinations including York University in Toronto, VMC, employment areas, Vaughan Mills, Canada’s Wonderland and Cortellucci Vaughan Hospital, ensure that the demand for trips along this corridor will continue to grow in the future. The Portage Parkway to Teston Road segment was submitted for the Federal Active Transportation Fund program (capital stream) for \$9.6M, with construction to be completed by the end of 2026. The project includes 8 km of cycle tracks on each side of Jane Street and 4 km of missing sidewalk in various locations along the corridor.

The 100 km ‘Vaughan Super Trail’ planning was advanced in 2022 through the trail feasibility studies, design and construction projects

The Bartley Smith Greenway Feasibility study started in 2021 and continued throughout 2022. The study identifies a preferred route to close a 3 km gap in the Bartley Smith Greenway trail between McNaughton Road and Rutherford Road along the Upper West Don River corridor. The study solicited public feedback, completed field investigations and technical studies, and is in the process of completing 30% design based on a preferred route.

The Humber Trail will be extended from Boyd Conservation Park to Langstaff Road. Scoping of the detailed design work is underway building on the studies completed through the Humber Trail feasibility Study. The extension will be approximately 1.4 km

in length. This project was submitted for the Federal Active Transportation Fund program (planning stream) for the purpose of funding the design work to up to \$50K.

The preliminary design of Phase 2b of the Riverwalk within Doctors McLean District Park, which is approximately 1.2 km in length is underway. The project was submitted for the Strategic Priorities Infrastructure Fund program (Sport and Community Renewal sub-stream) for up to \$3.6M as part of the Doctors McLean Park redevelopment.

The City is constructing a trail underpass beneath the Metrolinx bridge for the Bartley Smith Greenway at Langstaff Park. Once complete, this critical piece of infrastructure will allow for a seamless experience along the trail. Project tender was released in 2022 with construction expected to start in early 2023.

In 2022 three trail underpasses were advanced to detailed design as part of Kirby Road Missing Link (Dufferin Street to Bathurst Street), Dufferin Street Reconstruction (Major Mackenzie Drive to Teston Road) and Teston Road Reconstruction (Pine Valley Road to Weston Road). These trail underpasses are key crossings consistent with the Pedestrian and Bicycle Master Plan primary trail network.

The City has been actively involved in supporting the York Region South York Greenway Cycling and Pedestrian Corridor project in the vicinity of the Highway 407 corridor. In May 2022, Regional staff sought Regional Council endorsement of the preferred route alignment as well as authorization to proceed with detailed design of three sections, including one section in Vaughan between Martin Grove and Weston. The detailed design for this 5.3 km segment in Vaughan which forms part of the southern alignment of the Vaughan Super Trail was initiated by the Region in late 2022.

In 2022, the City completed the North Maple Regional Park Trail Upgrades including paving 2 km of existing granular trails, adding more seating, planting, signage and replacing the Nevada Park Bridge. This project received a \$1M contribution from the Government of Canada COVID-19 Resilience Infrastructure Stream of the Investing in Canada Infrastructure Program and by the Government of Ontario.

The 'Thornhill Neighbourhood Network' is anticipated to be fully implemented by 2025

The Pedestrian and Bicycle Master Plan identified the need to develop localized neighbourhood mini-networks to facilitate connectivity and support a shift towards sustainable modes of transportation. Thornhill was identified as one of four primary locations for developing localized networks. New Westminster Drive, Atkinson Avenue,

Centre Street east of Bathurst, and Hilda Street are currently in the detailed design stage, with some projects commencing construction this year and the remainder in 2024. The Thornhill Neighbourhood Network is projected to be fully implemented by 2025. Other transportation studies which further support the provision of a robust active transportation network in this neighbourhood include the Promenade Secondary Plan adopted by Council in 2022, and a Road Safety and Corridor Operational Review of Beverley Glen Boulevard initiated in 2022 and continuing into 2023.

With a growing active transportation network and increase in walking, cycling and micromobility use in Vaughan, education and outreach efforts are becoming increasingly important

Similar to offering swimming lessons with the opening of a new community pool, it is important for the City to offer education and outreach as new active transportation facilities are implemented. With the opening of new active transportation facilities, as well as increase in walking, cycling and micromobility use in Vaughan, education and outreach efforts are that much more important. The education and outreach program in 2022 used a combination of in-person and virtual efforts to engage citizens and visitors of all ages and abilities with some initiatives focused on engaging Vaughan's youth.

In-person education and outreach resumed in 2022

With large-scale in-person events resuming in 2022, City staff utilized these opportunities to connect with the community in person to talk about pedestrian, cycling and micromobility rules, regulations and road safety, how to share spaces and sidewalk cycling. The City was supported by York Region Police (YRP) through attendance at 8 Concerts in the Park, 6 YRP Bike Safety Pop-ups at Vaughan Public Libraries and targeted engagement and patrolling along new active transportation infrastructure and in areas where micromobility use was observed.

Virtual education and outreach (PSAs, webpages, YouTube videos) accompanied in-person efforts

In 2022, more than 45 Public Service Announcements (PSAs) and associated social media contained active transportation and micromobility messaging. Topics included Vaughan's growing networks, Bike Month and SmartCommute promotion, school zone safety and etiquette for walking, cycling and using trails, sidewalk cycling, micromobility safety, active school travel, 'Explore Vaughan by bike' in Spring, Summer and Fall, active transportation infrastructure project updates, etc. For a full list of media releases visit the vaughan.ca/news media centre or the vaughan.ca/cycling, vaughan.ca/trails,

vaughan.ca/micromobility or vaughan.ca/InfrastructureProjects webpages for more information. Furthermore, Risk Management in partnership with Corporate and Strategic Communications developed a '[Be Bright at Night](#)' video to expand on the Safe Cycling in Vaughan YouTube series that already included videos on '[How to use Vaughan's Cycle Tracks](#)' and '[Making a Left Turn](#)'.

Engaging Vaughan's youth is critical in planning future transportation needs and desires

Why is it important to engage Vaughan's youth on transportation topics? A City of Toronto study on youth engagement found that transportation was the top interest for youth when it comes to city planning and city building related topics. For them, being able to get around conveniently, safely and at a low cost is very important. The need for transportation options, cycling infrastructure as well as walkability are priorities. Furthermore, planning and implementation take time, and therefore the planning that is done today defines how the youth of today will move around the City as adults in the future.

One example of a youth engagement initiative includes partnering with a local high-school co-op program to administer a Youth Micromobility Survey. Youth between the ages of 13 and 16 were surveyed to understand the popularity and acceptance of micromobility devices in youth and to understand how staff can better engage this demographic to plan for future transportation needs and desires. The survey was also distributed to a group of grade 9 students at City Hall on Take Our Kids to Work Day and a group of grade 12 planning students on a City Hall field trip, resulting in a total of 143 responses. The success of this initiative was the youth-to-youth outreach.

Another example is the Active School Travel (AST) Pilot program launched at 8 schools across the city by the Traffic team. As part of this program staff have reached 4416 students through:

- school visits during morning and afternoon school bell times to speak with parents and students about the importance of road safety
- Safe Active School Travel assemblies with stakeholders
- In-class surveys, contests and educational materials
- traffic-calming measures and wayfinding signage for the start of the school year

A more comprehensive update on the AST Pilot will be provided in the MoveSMART annual update to Council in March.

Extensive consultation continued throughout 2022 on the Bartley Smith Greenway Feasibility study

To date, the City has completed three workshops, an online public engagement outreach, two focus group sessions, an online live open house in February 2022, and in-person public open house in July 2022 to finalize and refine the preferred route alignment. In October 2022, staff and the consultant team met with residents on site to further refine route options at a constrained area of the route. In total approximately 380 residents were engaged between July 2021 to present.

Financial Impact

There are no financial changes proposed in this report. All active transportation projects, programs, staffing requests, and operational funding items are brought forward through the annual budget approval process

Since the completion of the Pedestrian and Bicycle Master Plan, the City has significantly invested in advancing active transportation and road safety. In November 2022, Council endorsed advancing and expediting, where possible, actions relating to implementation of active transportation stated in the City's Pedestrian and Bicycle Master Plan as one of the Five Quick Wins To Address Member's Resolution – Thinking Globally, Acting Locally in Vaughan outlined in a report to Committee of the Whole and Council. Direction was given for staff to develop a plan to be brought forward to Council as part of the 2023 budget cycle outlining accelerated routine accommodation and implementation of active transportation throughout Vaughan.

Changes to development charges, community benefit charges and parkland dedication, as part of Bill 23, may impact the City of Vaughan's ability to implement active transportation facilities in the future

In November 2022, the provincial government passed Bill 23, "More Homes Built Faster Act, 2022". This bill includes several changes to the Planning Act as it relates to development charges, community benefit charges and parkland dedication. These changes may impact the City of Vaughan's ability to implement all forms of transportation infrastructure, including, critically, active transportation facilities which are necessary to successfully support a shift towards a more fiscally and environmentally sustainable transportation system.

To offset the financial impact of the active transportation program, staff applied to all known applicable grants in 2022, and continue to leverage cost-sharing and in-kind partnerships

The City continues to exemplify fiscal responsibility in advancing active transportation by utilizing grant opportunities and partnerships to fund and provide in-kind support for various infrastructure projects, education and outreach initiatives and programs. The City has the opportunity to offset \$14.5M of spending with received or pending grant funding from 2022.

Table 1: 2022 Received and Pending Grant Funding

Program	Project	Funding Amount
Canada Community Revitalization Fund	Keele Street Multi-use Pathway (Teston Road to Kirby Road)	Received – \$750K
National Active Transportation Fund Planning Stream	Humber Trail Extension – Boyd Conservation Park to Langstaff Road	Pending – \$50K
National Active Transportation Fund Capital Stream	Jane Street Cycle Tracks and Sidewalk (Highway 7 to Teston Road)	Pending – \$9.6M
Strategic Priorities Infrastructure Fund	Humber Trail/Riverwalk and Doctors McLean Park redevelopment	Pending – \$3.6M
York Region Municipal Partnership Program (2 applications)	New Westminster Cycle Tracks (Centre Street to Bathurst Street) and Major Mackenzie Drive AT facilities (Jane Street to McNaughton Road)	Pending – \$500K*
	TOTAL RECEIVED	\$750K
	TOTAL PENDING	\$13.75M

*York Region's total annual allocation for the York Region Municipal Partnership Program

The applications for the above funding programs were reinforced with letters of support from York Region, York Region Police, York Region Cycling Coalition, Toronto and Region Conservation Authority and other partners.

Other cost sharing and in-kind partnerships in 2022 included, but are not limited to:

- A funding agreement with TRCA to develop a feasibility study for the completion of the 7 km Humber Trail feasibility study from Steeles Avenue to the Boyd Conservation Area Trail
- Working with York Region to implement active transportation facilities along or under regional corridors, and on the design the South York Greenway between Martin Grove and Weston Road
- Partnering with Metrolinx and York Region to deliver two active transportation bridges adjacent to the Barrie GO rail corridor across Major Mackenzie Drive and Rutherford Road
- Delivering micromobility and bike safety campaigns with York Regional Police, in response to increased micromobility and active transportation usage
- Working with the York Region District School Board in support of Active School Travel initiatives
- Partnering with local high school coop program to administer a Micromobility Youth Survey and develop youth educational materials in support of Active School Travel

Broader Regional Impacts/Considerations

Continued collaboration with York Region on the design and construction of active transportation has led to real successes throughout the City of Vaughan

Staff continued to work with York Region on the design and construction of sidewalks, cycle tracks, multi-use pathways and grade separated crossings as part of Regional road widening projects, active transportation projects, first/last mile connections to transit and regional scale trails, such as the South York Greenway. This collaboration has led to real successes in building out the active transportation network within the City of Vaughan. Regional corridors play a critical role in the active transportation network because they represent the most direct routes, connect to transit services and are the location of many key destinations and amenities. Furthermore, Regional corridors can be major barriers to the multi-use recreation trail network if grade separated crossings are not provided.

Formal operations and maintenance practices for cycling facilities within Regional boulevards are under review

On March 3, 2022, Regional Council directed their staff to undertake a review regarding York Region assuming winter maintenance, including snow clearing on sidewalks

adjacent to Regional roads, and provide a preliminary report for Committee of the Whole on June 16, 2022. The June report outlined the following key findings:

- In accordance with the Municipal Act, construction and winter maintenance of sidewalks adjacent to Regional roads is currently a local municipal responsibility unless the municipalities agree otherwise
- Winter maintenance can be challenging where there is limited space to store snow between the Regional road and sidewalk. In these locations, opportunities may exist for increased Regional involvement
- Ownership and maintenance of separated cycling facilities along Regional roads are not defined in the Municipal Act
- Concerns relating to ownership and maintenance of separated cycling facilities along Regional roads will be addressed in 2023 through the 2022 Transportation Master Plan focus area “Review the Role and Function of Regional Corridors”

Successful winter maintenance in a two-tier system and requires coordination between the Region and local municipalities. For this reason, formal operations and maintenance practices for active transportation facilities within Regional boulevards are under review by Public Works and Infrastructure Development (Infrastructure Planning and Corporate Asset Management) to establish a consistent approach across York Region municipalities.

Conclusion

Since the completion of the Pedestrian and Bicycle Master Plan, the City has significantly invested in advancing active transportation and in road safety. The active transportation program is supported with grant opportunities and partnerships to offset spending and provide in-kind support for various infrastructure projects, education and outreach initiatives and programs. With that, the implementation of the Pedestrian and Bicycle Master Plan continues to progress as recommended.

For more information, contact:

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Attachments

1. 2022 Active Transportation Highlights of Accomplishments, December 2022
2. 2022 Active Transportation Capital Infrastructure Projects, December 2022

Prepared by

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In Consultation with

This report was prepared in consultation with the following City of Vaughan departments that have significantly contributed to the accomplishments outlined in this report:

- Infrastructure Delivery
- Parks Infrastructure Planning and Development
- Development Engineering
- Transportation and Fleet Management Services
- Parks, Forestry and Horticulture Operations
- Policy Planning and Special Programs
- Development Planning
- Corporate and Strategic Communications
- Office of Transformation and Strategy
- Economic Development
- Litigation and Municipal Law Legal Services
- By-law and Compliance

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