

Audit Committee Report

DATE: Monday, November 25, 2024

WARD(S): ALL

TITLE: MOVESMART MOBILITY MANAGEMENT STRATEGY AUDIT

FROM:

Kevin Shapiro, Director of Internal Audit

ACTION: FOR INFORMATION

Purpose

To communicate the findings from the MoveSmart Mobility Management Strategy Audit.

Report Highlights

- The City's MoveSmart Mobility Management Strategy (MoveSmart or the Strategy) is a five-year capital and operational plan setting direction to advance the City's transportation goals and is founded on three pillars: safety, sustainability, and mobility.
- At the time of the audit, several of the projects within MoveSmart are well underway and many milestones have been successfully achieved.
- The audit found that management has efficiently and effectively communicated timelines and updates to the Mayor and Members of Council and the general public through Committee Meetings and corporate communication channels.
- While MoveSmart has made significant progress on several initiatives over the past three years, opportunities were identified to improve administrative oversight and ensure risks related to the implementation of the Strategy are efficiently and effectively mitigated.
- Management has developed action plans which will mitigate the identified risks and address the recommendations outlined in the report.
- Internal Audit will follow up with management and report on the status of management action plans at a future committee meeting.
- This audit was conducted in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

Recommendations

1. That the Internal Audit Report – MoveSmart Mobility Management Strategy be received.

Background

The objective of the audit is to evaluate the adequacy and effectiveness of the internal controls, processes and procedures in place to mitigate the business risks associated with the implementation and administration of the MoveSmart Mobility Management Strategy.

The audit approach included a review of the strategic goals, objectives and oversight of the business unit, review of relevant programs, legislation, policies and procedures, use of technology, and interviews with staff and management.

The scope of the audit will cover the relevant activities during the development and implementation of MoveSmart.

This audit was conducted in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

Previous Reports/Authority

Not applicable.

Analysis and Options

On March 10, 2021, Council endorsed the five-year MoveSmart Mobility Management Strategy. MoveSmart is comprised of four highly integrated programs designed to encourage a safe network for all modes of transportation, including active and sustainable travel. The MoveSmart Strategy reinforces the City's commitment to advancing transportation and mobility while enhancing road safety and supporting sustainable active transportation options like cycling and walking. As the City's population increases – forecast to rise to more than 407,000 people by 2031 – road safety and effective traffic management will become even more important and require innovative solutions to meet the goals. MoveSmart works alongside other City of Vaughan transportation initiatives, such as the Transportation Master Plan, to build a functioning, efficient and focused interconnected transportation network.

The MoveSmart programs and initiatives aim to facilitate operational improvements through best practices and policies, operation, and design, and are supported by data-driven and evidence-based decisions.

MoveSmart is a five-year capital and operational plan setting direction to advance the City's transportation goals and is founded on three pillars: safety, sustainability, and mobility. Its objectives include the following:

- Provide a framework for collaboration with internal and external partners and to engage Vaughan citizens;
- Define a set of goals for transportation encompassing community values and identifying a plan to address the City's mobility needs in an effective, responsible, and sustainable manner; and
- Identify opportunities for a more balanced approach to transportation including the most vulnerable road users.

MoveSmart is designed to be fluid and adapt as the needs of the transportation network change. The strategy will be updated every five years (in parallel with the Transportation Master Plan) to reflect the growth and availability of innovative technologies and align with the City's new term of Council priorities.

The Strategy is managed by the MoveSmart project team within the Transportation and Fleet Management Services Department.

Financial Impact

There are no direct economic impacts associated with this report.

Broader Regional Impacts/Considerations

Not applicable.

Conclusion

The MoveSmart Mobility Management Strategy helps form and direct the City's vision to provide a safer, more efficient, and sustainable transportation system. In the 2018 Citizen Satisfaction Survey, 59 percent of residents said transportation is the most important issue facing the community. The City continues to focus on ensuring an efficient and reliable transportation system that ultimately gets citizens and businesses where they need to go. MoveSmart sets the direction and priorities for the next five years (2022-2026).

Operationally, the MoveSmart program team reports into the Public Works Portfolio and is supported by several City departments, including the PMO, OCIO, IPCAM, Legal Services, Financial Services, Procurement Services, Bylaw and Compliance, Permitting and Licensing Services, and Communications, Marketing and Engagement. Several external stakeholders also provide either direct or indirect support to the program. Examples include the Region of York and the City's neighbouring municipalities.

At the time of the audit, several of the projects within MoveSmart are well underway and many milestones have been successfully achieved. The audit found that management has efficiently and effectively communicated timelines and updates to the Mayor and Members of Council and the general public through Committee Meetings and corporate communication channels.

While MoveSmart has made significant progress on several initiatives over the past three years, opportunities were identified to improve administrative oversight and ensure risks related to the implementation of the Strategy are efficiently and effectively mitigated. Many of the issues that were identified are corporate-wide in nature and improvements will benefit several City initiatives. The following opportunities were identified:

- Continue coordination and discussions with the Region of York to address road safety improvements and traffic management related issues.
- Continue developing comprehensive Key Performance Indicators (KPIs) to evaluate MoveSmart's overall effectiveness by aligning with peer municipalities.
- Ensure City projects adhere to industry frameworks and best practices for Data and Security Management.

For more information, please contact: Kevin Shapiro, Director of Internal Audit, ext. 8293.

Attachment

1. Internal Audit Report – MoveSmart Mobility Management Strategy.

Prepared by

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