

## Committee of the Whole (Working Session) Report

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**DATE:** Wednesday, March 03, 2021

**WARD(S):** ALL

**TITLE: MOVESMART - MOBILITY MANAGEMENT STRATEGY**

**FROM:**

Zoran Postic, Deputy City Manager, Public Works

**ACTION:** DECISION

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### **Purpose**

To seek Council endorsement of MoveSmart - Mobility Management Strategy highlighting Council's commitment to citizens and business owners to provide a transportation system that is safer, more efficient, and sustainable in support of the 2018-2022 Term of Council Service Excellence Strategic Plan.

### **Report Highlights**

- Vaughan continues to experience growth in population and employment, resulting in increased travel demand and pressure on the City's transportation system.
- MoveSmart – Mobility Management Strategy is a five-year plan supporting Council's commitment to transportation and mobility across the City for all users.
- The strategy will deliver:
  - A Road Safety Program that brings together internal and external stakeholders to keep the City's streets safer for all road users and promote a road safety culture.
  - A Mobility Management Program to modernize the City's traffic signals system, providing more efficient traffic flow and prepare for the future.
  - A Traffic Data Management Program with up to date traffic data to form the core of the Strategy and support data-driven and evidence-based decision-making.
  - A Sustainable Mobility Program to support the development of more active and sustainable transportation options and ensure that these options focus on the safety of all road users.
- Status and progress updates will be provided to Council annually

## **Recommendations**

1. That Council endorse the MoveSmart - Mobility Management Strategy as generally described in Attachment No.1; and
2. That the City Clerk forward a copy of this report to York Region, York Region's Local Municipalities, York Regional Police, York Region District School Board, York Region Catholic School Board, Metrolinx, and the Ministry of Transportation

## **Background**

### **Vaughan's population is forecast to grow by more than 20% over the next 10 years increasing travel demands across the City**

Vaughan is one of Ontario's fastest growing municipalities with a current population of 330,000 people and is forecast to grow to 416,000 by 2031. Jobs are forecast to grow from 226,000 in 2014 to 266,100 jobs by 2031.

The Vaughan Metropolitan Centre is an identified Urban Growth Centre in the Province's Growth Plan. Further there are intensification areas across the City such as the Promenade Centre Secondary Plan, Weston Road and Highway 7 Secondary Plan, and Concord GO Centre Secondary Plan.

With population and employment growth, the number of daily trips made by Vaughan citizens and visitors have increased significantly over the last 25 years and will continue to increase, putting pressure on the City's transportation system. Vaughan citizens have expressed that they are experiencing this pressure directly, as 59% of the 2018 Citizen Satisfaction Survey respondents said transportation is the most important issue facing their community.

### **Increases in travel demand on mobility infrastructure, without a holistic strategy can lead to misaligned or piecemeal initiatives**

Operational challenges routinely arise from growing congestion, competing land uses and the introduction of alternative road uses as demographics change. Nevertheless, Vaughan citizens maintain an expectation for a high level of safety on City streets.

To meet the needs of citizens as they travel, historically, staff have responded to issues as they arose, solving the immediate issue, however, positive results in one area can result in unintended impacts elsewhere. To help manage and build on current ongoing efforts to become more proactive, staff have developed MoveSmart – Mobility

Management Strategy (MoveSmart). MoveSmart consists of programs and initiatives designed to provide consistent, reliable, and safer streets for all road users supporting the economy and future prosperity of the growing City.

**MoveSmart is a five-year plan to achieve the City’s aspirational goal to be a fully connected and integrated community**

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.

**Investing in mobility across the City, integrating the needs of many stakeholders, ensures benefits are maximized**

MoveSmart was developed in co-ordination with the City’s partners and stakeholders to ensure it reflects a collaborative approach and is conducive to partnerships. The exercise started with reviewing existing operations practices, interviewing internal stakeholders, and attending several technical stakeholder advisory committee meetings that included City departments, York Regional Police, Vaughan Fire and Rescue Service, Public Health, School Boards, and York Region Transportation Services.

MoveSmart is directly aligned with the vision and goals set out in the City’s Official Plan, Vaughan Transportation Plan and the Pedestrian and Bicycle Master Plan.

**Feedback from the public was used to inform the development of MoveSmart as transportation and traffic remain top of mind for Vaughan citizens**

Staff heard from the public through outreach activities in 2019. This included face-to-face conversations and interactions with Vaughan citizens, surveys, public meetings, facilitated discussions, and pop-up community events. More than 1,700 participants were engaged across all five wards. Feedback was analyzed to find key themes in what was shared; this information helped form the priorities of MoveSmart.

Transportation and traffic remain top of mind for Vaughan citizens. Improving road safety as people travel resonates strongly with Vaughan citizens. The community expressed a clear desire for the City to manage congestion through policy, planning, infrastructure upgrades, and leveraging the best and latest technologies and tools. Citizens want efficiency, safety, reliability, quality of life, and accessibility. They recognize road safety as a shared value and with shared responsibility – Think Safe, Act Safe, and Be Safe.

## **Previous Reports/Authority**

Vaughan Official Plan:

[https://www.vaughan.ca/projects/policy\\_planning\\_projects/official\\_planning\\_2010/Pages/default.aspx](https://www.vaughan.ca/projects/policy_planning_projects/official_planning_2010/Pages/default.aspx)

Green Directions:

[https://www.vaughan.ca/cityhall/environmental\\_sustainability/GreenDirections/Pages/Green-Directions-Vaughan.aspx](https://www.vaughan.ca/cityhall/environmental_sustainability/GreenDirections/Pages/Green-Directions-Vaughan.aspx)

School Crossing Guard Program Review and Policy Update:

<https://pub-v Vaughan.escribemeetings.com/filestream.ashx?DocumentId=53199>  
<https://pub-v Vaughan.escribemeetings.com/filestream.ashx?DocumentId=53204>

Pedestrian and cycling master plan:

[https://www.vaughan.ca/projects/projects\\_and\\_studies/pedestrian\\_master\\_plan/Pages/default.aspx](https://www.vaughan.ca/projects/projects_and_studies/pedestrian_master_plan/Pages/default.aspx)

Active Travel Charter for Canadian Children and Youth:

[https://www.vaughan.ca/council/minutes\\_agendas/AgendaItems/CW0226\\_13\\_8.pdf](https://www.vaughan.ca/council/minutes_agendas/AgendaItems/CW0226_13_8.pdf)

## **Analysis and Options**

**MoveSmart is focused on four programs directly aligning with its vision statement**

MoveSmart is the City's first holistic mobility management strategy. The vision set in the strategy is to provide "*a transportation system that is safer, more efficient, and sustainable*".

Through development and implementation, the strategy's initiatives bring life to the vision statement and can be categorized into four over-arching programs. These programs and a brief description are outlined below:

1. **Road Safety Program**, taking a more proactive approach to road safety by using data and proven statistical procedures to identify opportunities to improve road safety and bring together stakeholders to collectively make the biggest safety impacts for all road users. Safety programs have existed for nearly 30 years, creating a wealth of knowledge, research and procedures that can be expanded in Vaughan to make evidence-based decisions and convey convincing messages that resonate with the public. The objective is to foster a road safety culture, inclusive of the community.
2. **Mobility Management Program**, designed to ensure pedestrians, cyclists, and vehicle traffic continue to move safely and efficiently through signalized intersections and pedestrian crossings leveraging the existing road network. Inefficient signal operations can account for more than 10 percent of all traffic delays and result in congestion and queuing. In support of the traffic signal system, the City will need to replace many of its aging traffic signal field controllers as many are reaching the end of their design life. New controllers offer far more capabilities and will operate more reliably. Traffic signals will also form the link to existing and future technologies such as pedestrian and cyclist detection, connected vehicles, and traveler information.
3. **Traffic Data Management Program**, to continually and systematically collect data will provide timely traffic information assisting in making evidence-based decisions for operations, maintenance and planning of the network. Data will also allow for ongoing tracking of performance of the transportation system over time.
4. **Sustainable Mobility Program**, to support the expansion of pedestrian and cycling networks, making more active and sustainable transportation options available for citizens. These options will prioritize the safety of all road users within a well-integrated connected transportation network.

MoveSmart is summarized in Attachment 1.

### **Success of road safety programs rely on partnerships between road users, other stakeholders and the City, each doing their part**

For MoveSmart to be successful, it is important engineering, education and enforcement are integrated into the programs and their associated initiatives; further highlighting the importance of each stakeholder, their role and ability to understand how they can, and are expected to, contribute to the strategy's success.

How each party fits into the success of the program and the parts they play will be shared with them through an overarching communication and education plan. This will be developed to compliment the four programs outlined in the strategy. In the case of road users, it will focus on shifting driver, cyclist and pedestrian behaviour by fostering a road safety culture.

The strategy compliments and supports many City strategic objectives and programs outlined in the 2018-2022 Term of Council Service Excellence Strategic Plan including City building, Active and Safety Communities, Environmental Stewardship, Economic Prosperity, Citizen Experience, and Operational Performance.

**Implementing initiatives under MoveSmart will provide citizens and business owners with improved levels of service aligning with City Transportation Plans.**

The strategy is intended to be a live document, reviewed, and updated every five years together with the Vaughan Transportation Plan, Pedestrian and Bicycle Master Plan and other relevant documents to ensure it remains relevant in addressing the City's transportation needs and priorities. Progress on the strategy will be reported to Council annually.

**Implementation of MoveSmart is currently planned to take place over the next five years, however, this can be accelerated under the right conditions**

MoveSmart's implementation is planned to take place over a five-year period, with its foundational programs beginning in 2021. The program schedule was developed recognizing some plans and services will depend on the successful completion of others. For example, the traffic data management system must be one of the first initiatives because it supports many of the other programs.

The true value of MoveSmart will be realized through leveraging interconnections between initiatives. Despite these dependencies, the strategy has been developed to provide flexibility to accelerate, thereby taking advantage of opportunities as they present themselves or adjusting to longer timelines, if needed, particularly related to accommodate availability of capital and operating funds.

**Financial Impact**

**A capital investment of nearly \$8 million will be required to implement MoveSmart**

The cost to develop and implement the strategy is estimated at \$1-2 million per year for a total of \$7.9 million in capital over the next five years, as shown in Table 1.

Table 1: Estimated Capital Costs

Year	Capital (\$M)
2022	\$2.4
2023	\$2.2
2024	\$1.1
2025	\$1.1
2026	\$1.1
Total Estimated Funding	\$7.9

**Annual operating costs will increase from \$2.4 million in 2021 to \$3.7 million in 2026 to support the programs and initiatives to support MoveSmart**

The estimated annual operating costs for MoveSmart are outlined in Table 2. The estimated cost of \$2.8 million listed for 2022 represents a \$400,000 increase over the approved 2021 operating budget.

Table 2: Estimated Annual Operating Costs

Year	Total Operating Cost (\$M)	Change in Operating Cost (\$M)
2022	\$2.8	+0.4
2023	\$3.3	+0.5
2024	\$3.5	+0.2
2025	\$3.6	+0.1
2026	\$3.7	+0.1

Requests for capital and operating funding to bring MoveSmart to life will be considered as part of the annual budgeting process and evaluated against other City priorities.

**Staff will continue to investigate and consider alternative funding sources and efficiencies to help reduce incremental budget impacts**

Although estimates were established using information and experiences from other agencies and industry knowledge who have implemented similar programs and strategies, they are subject to change as the programs develop and integrate Vaughan specific constraints/opportunities and specific input from stakeholders. Estimates included as part of the strategy are currently at a planning level and will be further

refined for specific projects and initiatives. These estimates will inform future capital and operating budget requests.

In addition, support for the strategy and its initiatives, as they are developed from plan to implementation, is expected to require additional staffing resources in the order of 16 full time employees over five years.

Staff will continue to explore and utilize grant opportunities, partnerships, and alternative funding sources, to fund the strategy.

### **Broader Regional Impacts/Considerations**

Since the City's transportation system is integrated with Regional systems and adjacent to those of the other local municipalities, it is critical MoveSmart is implemented in concert with these key stakeholders. Furthermore, York Regional Police, York Region School Boards, along with City Departments will be important partners as the strategy is implemented. From a broader perspective, Metrolinx and the Ministry of Transportation will continue to be important stakeholders as they move people and goods into and out of the Region.

### **Conclusion**

Travel demand continues to increase in Vaughan as population increases, and the economy grows. The City's transportation system is in a state of expansion and transition with more urbanization taking place. Transportation and traffic remain top of mind for Vaughan citizens.

MoveSmart is the City's first integrated Mobility Management Strategy and sets a vision to provide "a transportation system that is safer, more efficient, and sustainable". The strategy is a five-year capital and operational plan, founded on three pillars: safety, mobility, and sustainability. The programs in the strategy give life and shape to this vision.

Staff recommend Council endorse MoveSmart – Mobility Management Strategy to set the City's direction to be a fully connected and integrated community by improving transportation and mobility to connect people, places, and communities.

**For more information**, please contact:

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**Attachments**

1. MoveSmart – Mobility Management Strategy Executive Summary

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**Approved by**



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