

Attachment #4

**Strategic Priority 4**

**Safe Movement of People**

**Year 1**

**Status Report**

**Strategic Priority: Safe Movement of People**  
**Year 1 Status Report**

**Prioritize the movement of people on foot, cycle, and transit on streets that are safer for all**

Objectives and Outcomes	Status	Comments/issues
<b>Objective 1: Continue to implement Council-endorsed transportation plans while delivering on actions to achieve the Climate Action Bold Steps.</b>		

<b>Strategic Outcome:</b>		
<b>Resilient Funding</b>		
Inclusion in the 2024 Budget process of a long-term funding strategy to enable rapid implementation of the Active Transportation Network Plan and key safety and accessibility initiatives		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>Staff proposed substantial funding for ATNP in capital plan scenarios 2 and 3; Council requested increase over scenario 2 (for ATNP and transit) for the final plan. Capital plan approved in Q1, and we are likely at the limit of what we can deliver with current resources. Provincial grant of \$500K awarded for Boyd St project, and TransLink has awarded cost-sharing for all submitted projects (ATNP and transit).</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Retain additional project staff to be funded from capital program to assist with project delivery.</li> <li>Transit priority program to be brought to Council late Q2.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Staff capacity to deliver ambitious program as other issues and needs emerge.</li> </ul> <p><b>Key messages:</b>  <i>The City is committing significant capital funding toward implementation of the key transportation priorities, including active transportation, transit, and road safety.</i></p>

<b>Strategic Outcome:</b>		
<b>Strategic Infrastructure Investment</b>		
Complete the Intersection Safety Study and prepare plans/designs for the top 10 crash locations		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>Intersection Safety Study received by Council in September 2023.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Staff developing implementation priorities.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Staff capacity to deliver consistent progress on safety investments as other issues and needs arise. The public frequently identifies locations across the city as safety concerns.</li> </ul> <p><b>Key messages:</b>  <i>The City has assessed road safety issues city-wide and identified priority locations for investment to address known issues in an effort to eliminate fatalities and serious injuries in our transportation system.</i></p>

<p>Construct a signalized pedestrian crossing on McBride Boulevard north of Eighth Avenue</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Design is in progress for 2024 construction.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Complete detailed design and tender for construction.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Tendered price may exceed capital budget allocation, which may require deferral of other capital projects.</li> </ul> <p><b>Key messages:</b>  <i>Walking and road safety are priorities for the City, and we are investing in new infrastructure to ensure that people are able to cross McBride Boulevard safely on foot.</i></p>
<p>Implement interim improvements for walking and cycling safety along E Columbia Street near Brunette Avenue and work toward long-term improvements</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Safety review initiated in 2023, with scope expanded to include video-based conflict analysis for ‘near misses’. This expanded scope added more than 6 months to project timeline.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Complete safety review with recommendations for short-term/interim improvements.</li> <li>• Report to Council with short-term recommendations and request to initiate long-term intersection redesign process.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Interim safety improvements may be costly and exceed annual city-wide safety improvements budget. TransLink may not approve changes if there is a goods movement or people-moving capacity reduction.</li> </ul> <p><b>Key messages:</b>  <i>The City recognizes the challenges for all road users at the intersection of E Columbia St and Brunette Ave, and is working to identify short-term and long-term improvements aimed at eliminating fatalities and serious injuries in our transportation system. Within this context, we will work with our partners to ensure that E Columbia St and Brunette Ave continue to accommodate regional goods movement.</i></p>
<p>Continue to implement accessibility and school traffic safety measures, potentially including extension of school zone time limits</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Temporary (‘quick-build’) interventions completed at all schools in 2022. Public engagement findings have been summarized. Received FHA grant for installation of speed display boards at 2 locations.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Staff initiating replacement of temporary measures with permanent infrastructure over time and as other opportunities arise (e.g., coordination with paving program).</li> <li>• Add speed display boards at several locations.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Staff turnover and extended vacancies mean there has been less focus on this program.</li> </ul>

		<p><b>Key messages:</b>  <i>Road safety around schools is a top priority for the City, and we are working overtime to make permanent the temporary infrastructure we have recently installed.</i></p>
<p>Continue to implement existing Council-endorsed city-wide and neighbourhood-level plans through equity, accessibility, and climate action lenses – Master Transportation Plan, Active Transportation Network Plan, Sapperton-Massey Victory Heights Transportation Plan, Downtown Transportation Plan, Uptown Streetscape Vision, Connaught Heights Traffic Calming Plan</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Work continues on implementation of existing neighbourhood plans, including the Uptown Streetscape Vision, SMVHTP, Year 1 of the ATNP, etc.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Staff to continue gradual implementation of city-wide and neighbourhood-level plans within Council-approved financial plan.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Large number of incomplete plans and focus on other priorities means slow progress overall.</li> </ul> <p><b>Key messages:</b>  <i>The City is working within the Council-approved capital plan to implement the recommendations of various neighbourhood-level transportation plans, prioritizing infrastructure that enhances the safety of our most vulnerable road users and contributes toward our transportation and climate action goals.</i></p>
<p>Complete the Queensborough Transportation Plan and implement short-term recommendations</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• Two rounds of public engagement and draft report complete.</li> <li>• Report endorsed by Council in May 2024.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Workshop with Council later in Q3 on options for short-term walking improvements.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Implementation of short-term recommendations will become part of the existing list of outstanding projects from previous neighbourhood plans. Staff are gradually working on implementation of all neighbourhood plans and there is a risk that short-term recommendations will not be completed within desired timeframe.</li> </ul> <p><b>Key messages:</b>  <i>The City is nearing completion of a new neighbourhood transportation plan for Queensborough that will identify a range of improvements to make walking, cycling, and transit within Queensborough safer, more comfortable, and more convenient.</i></p>
<p>Continue to implement Signalized Intersections Policy measures (e.g., leading intervals, right-turn-on-red restrictions) to improve accessibility, safety, and</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>• One Leading Pedestrian Interval (LPI) has been implemented to positive reception.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>• Staff are contemplating LPI for other locations and will build SIP measures into new signals.</li> </ul>

<p>comfort for people walking/wheeling, and cycling</p>		<p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Staff’s attention tends to focus on larger capital projects and day-to-day operational issues that arise (e.g., Pattullo Bridge, construction projects), so there is risk that this item gets overlooked.</li> </ul> <p><b>Key messages:</b></p> <p><i>The City is working to make signalized crossings safer, more accessible, and more comfortable for our most vulnerable road users. This will be implemented over time as new signal infrastructure is installed and existing infrastructure is replaced and/or retrofitted.</i></p>
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**Objective 2: Build collaborative relationships across agencies to advance a 'Vision Zero' mindset in New Westminster which aims to eliminate all traffic fatalities or serious injuries.**

**Strategic Outcome:**  
**Safety Governance and Maturity**

<p>Improve alignment and coordination between Council and Police Board, and between City staff and NWPD staff</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>Limited progress to date, as Police Board and Council have focused on other priorities, and staff changes are occurring at NWPD.</li> <li>Engineering staff are working with NW Fire colleagues to share safety-related data, and also with Fraser Health Authority and ICBC to determine how we can work together to advance ‘Vision Zero’ principles.</li> <li>Engineering has begun a practice to undertake engineering safety reviews in response to two pedestrian fatalities in 2023.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Staff to continue to liaise with NWPD staff and seek opportunities to advance this strategic priority. Staff will continue to meet with NWFRS, FHA, and ICBC staff to discuss collaborative opportunities.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Challenges with raising discussion to a priority level across departments and agencies. Advocacy support may be needed from elected officials.</li> </ul> <p><b>Key messages:</b></p> <p><i>The City will continue to build collaborative relationships with our partners at NWPD, NWFRS, FHA, and ICBC, with the objective of building a ‘Vision Zero’ road safety mindset in our respective organizations.</i></p>
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**Objective 3: Work with partners to develop an inclusive and equitable education and enforcement program to encourage a different way of thinking about transportation and safety.**

**Strategic Outcome:**  
**Culture Change**

<p>Implement strategic, inclusive, and equitable communications, education, survey, and enforcement programs to effect mode shift and improved safety outcomes</p>		<p><b>Progress to date:</b></p> <ul style="list-style-type: none"> <li>Limited progress to date as staffing and org structure are resolved.</li> </ul> <p><b>Next steps:</b></p> <ul style="list-style-type: none"> <li>Resolve staffing through the budget process and determine to what extent Transportation staff have capacity to lead/coordinate this objective and what external resources may be necessary.</li> </ul> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>Staff may not have necessary expertise in this area, requiring increased reliance on external professionals. Advocacy may be needed to involve other agencies in collaborative work.</li> </ul> <p><b>Key messages:</b></p> <p><i>The City will work with partners to inform our community about transportation options available in New Westminster and about the City’s goal to eliminate fatalities and serious injuries in our transportation system.</i></p>
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<b>Summary of Progress in Year 1</b>	<b>Anticipated progress in Q3 and Risks</b>
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<p>Staff have been focused on resolving the capital and operating budgets to enable the advancement of key priorities, such as the ATNP. Reclassification of AT Coordinator position to Planning Analyst (hiring complete) enables more focus on data management and analysis in support of this strategic priority. Continued progress is being made on plans and infrastructure in support of this priority.</p>	<p>Progress will continue on key infrastructure projects, such as Uptown streetscape, Year 1 of the ATNP, and McBride Blvd pedestrian crossing.</p> <p>Primary risks: Staff capacity/burnout, provincial housing legislation and other large projects (Pattullo, Metro Vancouver, TACC, developments) drawing attention from other work, limited progress in partnerships with NWPD and other agencies.</p>
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<b>Financial Implications</b>
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Immediate financial implications are addressed in 2024 budget. Potential addition of staff funded from capital program will reduce total amount available for those capital projects, but should be offset with reduced consulting fees.

<b>Strategic Interdepartmental Collaboration</b>
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Staff continually collaborate across departments to advance this strategic priority. In particular, Engineering staff work with Parks & Recreation, Planning, and Community Services (Ec Dev, Comms, Engagement) on the development and implementation of infrastructure projects. For road safety, Engineering staff collaborate with NWPD and NWFRS colleagues to share information and data.

<b>Lenses and Foundations - Implications</b>
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**DEIAR** – Many project aim to improve equitable access to transportation. Always a challenge to ensure that we are hearing from and incorporating feedback from underrepresented communities.

**Public Engagement** – Most projects include some level of engagement with community. We will continue to work with Engagement staff to broaden our ‘reach’ to underrepresented communities.

**Reconciliation** – We are awaiting city-wide Archaeological Overview Assessment to better understand the implications of our capital projects.

**Climate & Environment** – Our work is primarily about enabling residents to have more choice in how they get around, with a goal to shift people toward less carbon-intensive modes. Successful projects should improve our climate and environment performance.

**Healthy Governance** – Not significant implications here, but changes to committees and task forces have reduced staff time spent on these processes, giving us more time to deliver programs and projects.

**Resiliency** – A safer transportation network with broader choices will contribute to the City being more resilient to major disruptions.

**Organizational Effectiveness** – We are investigating whether we can add staff by funding positions through our capital programs, which will give us a new mechanism by which we can secure the necessary resources to deliver our programs and reduce our dependency on external consultants. This will reduce burden on Finance/Purchasing staff and reduce time spent on procurement processes and management of consultants and contracts.

## Instructions and Legend:

### Strategic Outcome: Safe Movement of People

Resilient Funding: Ensure a long-term funding strategy to support completion of the Active Transportation Network Plan, key safety and accessibility initiatives, and other infrastructure that makes it easier to walk, wheel, cycle, and take transit.

Safety Governance and Maturity: Improve alignment and coordination between Council and the Police Board, build relationships with other agencies, and improve data systems to enhance our safety intelligence, crash prediction, injury prevention, and safety monitoring.

Strategic Infrastructure Investments: Implement planned infrastructure that provides more sustainable options to get around New Westminster, and that proactively addresses safety concerns.

Culture Change: Work with partners to create strategic, inclusive, and equitable communications, education, survey, and enforcement programs that encourage sustainable travel choices, improved safety outcomes, and a different way of thinking about transportation.

Status	Project performance indicators Rating Summary
	On target for 90%
	On target for 70%
	Less than 70% on target

Performance Indicator	Description	Rating Status
Budget Variance	Operating and capital budget variances that are linked to action	Green: Under Budget Yellow: Slightly Over budget Red: 2% or more over budget
Schedule Variance	The variance between the actual project progress and the planned schedule	Green: Ahead of schedule Yellow: Slightly behind Schedule Red: Significantly behind schedule
Scope Compliance	The frequency and impact of changes to the project scope	Green: Fully Compliant Yellow: Partial compliance

		Red: Significant scope deviations
Staffing Adequacy	The extent to which the action has the correct amount of staff with the required skills and resources to effectively drive the project forward	Green: Adequate staff Yellow: Some staffing issues Red: Insufficient staffing

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