

# Strategic Capital Coordination: An Integrated Approach to Capital Coordination, Delivery & Congestion Management

## Infrastructure & Environment Committee

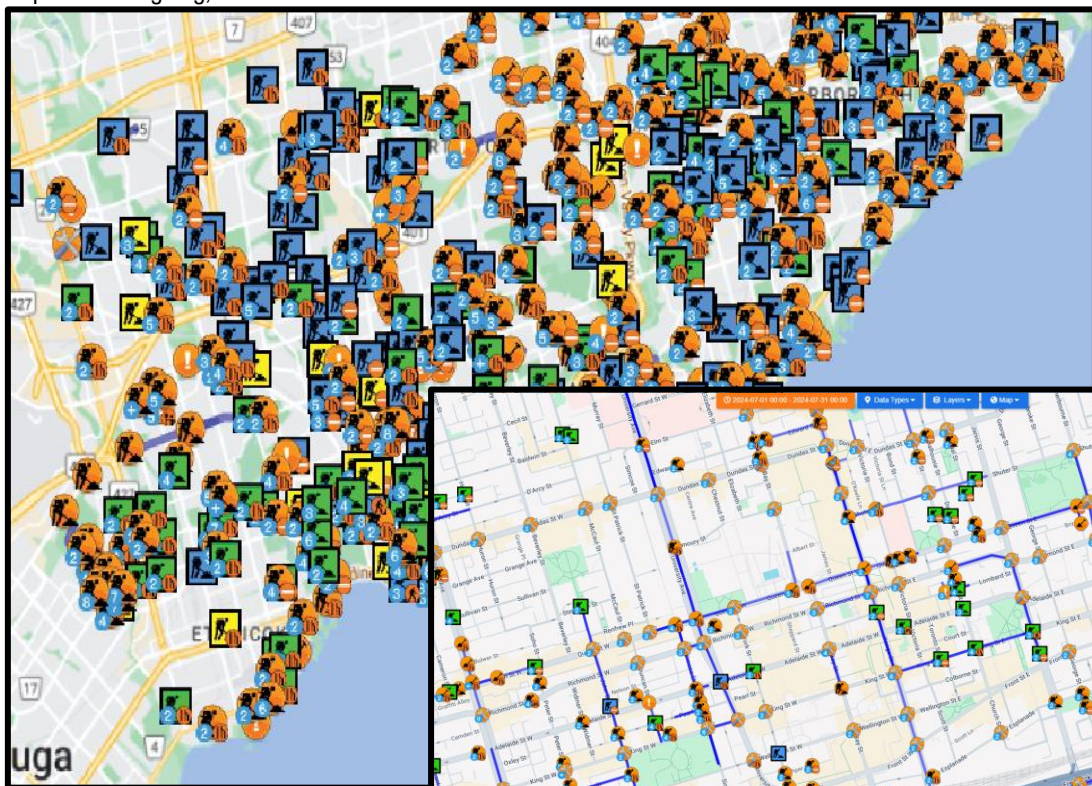
April 9, 2025



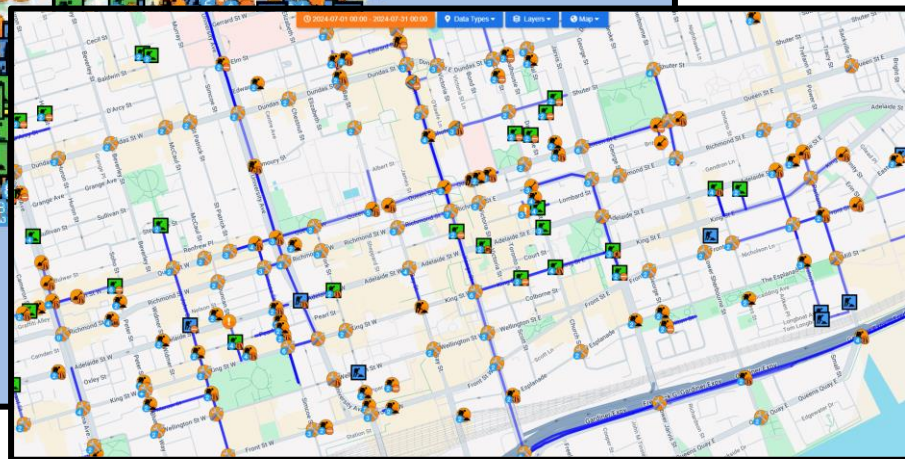
# The Issues

Toronto is undergoing an unprecedented wave of infrastructure investment to modernize aging assets, meet the demands of growth, build resiliency and enhance mobility—all while facing record congestion.

**Maps below:** Construction closures in the City, July 2024 - each symbol on the map represents ongoing, concurrent construction-related road closures.

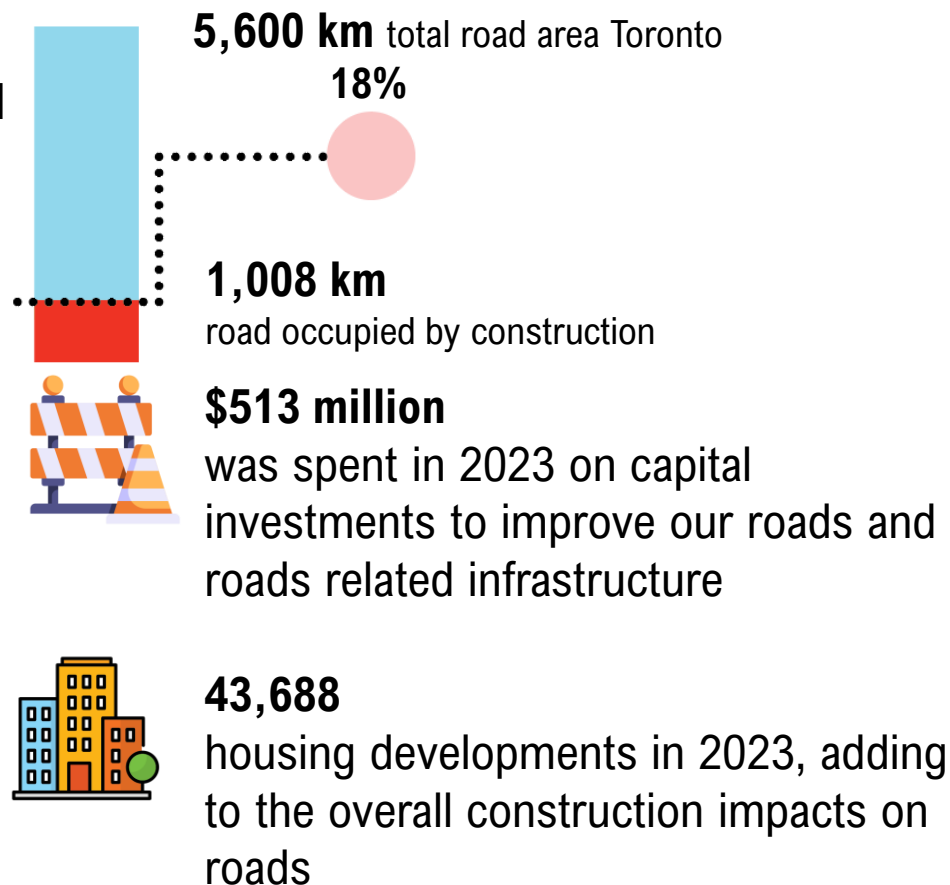


City wide construction



Construction closures in the downtown core

In July 2024,  
**18% of all road capacity** was temporarily closed for construction



SOURCE: [cmhc-schl.gc.ca](https://cmhc-schl.gc.ca)

# The Approach



**A Systems Approach**



**Agile, Responsive Implementation**



**Meaningful Goals with Tangible Results**

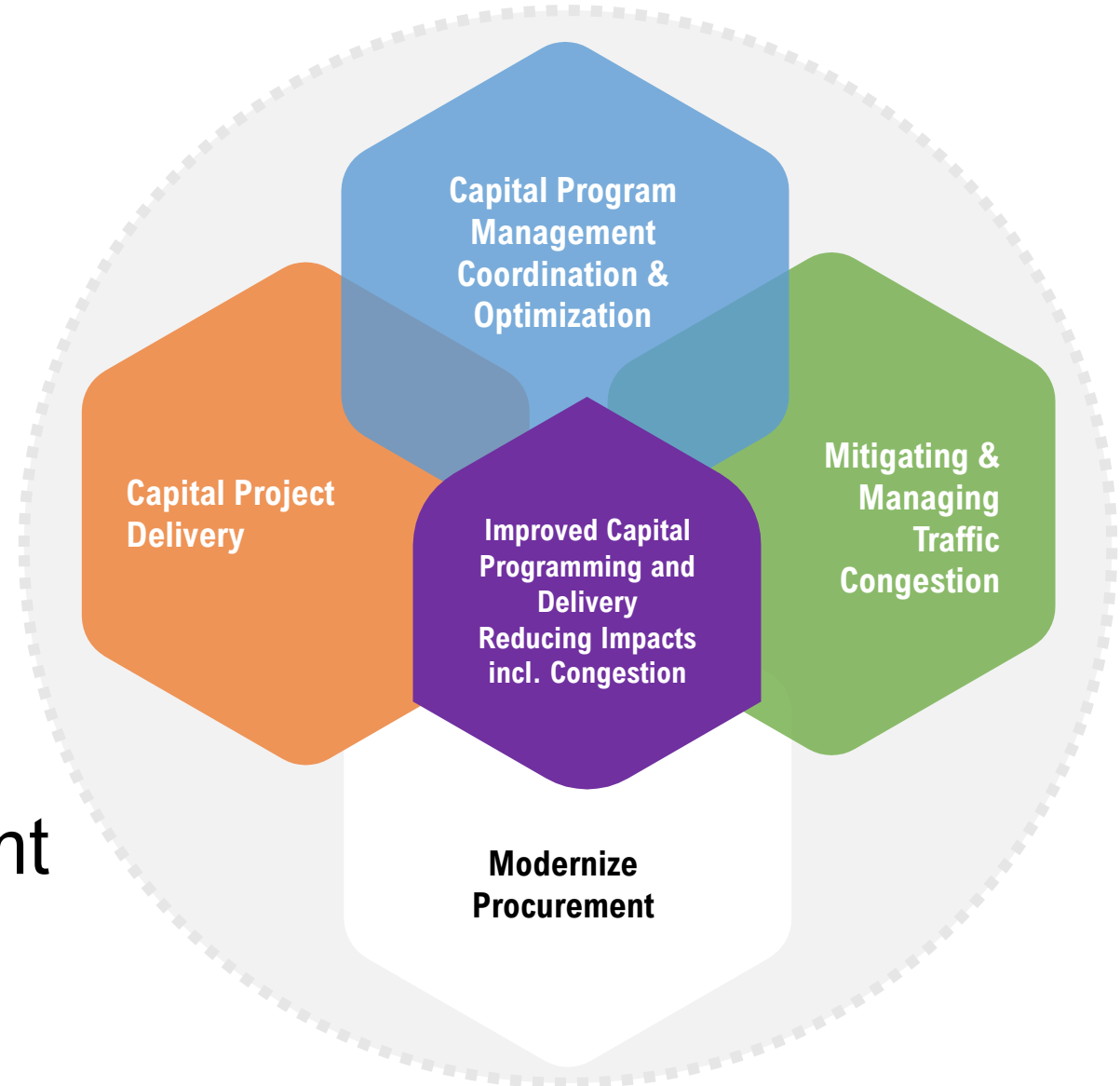
# Our Commitment



- Construction and traffic congestion disruptions will be more predictable and better coordinated.
- Communication about construction work will be early, frequent and will help people plan their trips.
- Continue to strengthen coordination with the TTC so service changes and closures have shorter and more predictable impacts on commuters.
- Projects planned to be cost effective and minimize disruption.
- Foster a culture of performance that empowers decision-making and strengthens partnerships with industry through shared accountability.
- Consultants and contractors know the expectations and are held accountable.

# Our Plan

1. Establish the Strategic Capital Coordination Office
2. Review and Enhance Capital Project Delivery
3. Modernize Procurement
4. Advance Congestion Management



# SCCO Progress Update

Improved collaboration with utilities, the TTC, and other stakeholders	Enhanced governance to support timely decision-making and increased accountability	Expanded Capital Coordination Process	Implementing process enhancements to support efficient city-wide capital coordination	Introducing new performance metrics for continuous improvement
<ul style="list-style-type: none"> <li>✓ Utilities engaged for support and commitment to capital coordination process</li> <li>✓ Process integration with TTC to implement improvements to planning, coordination and service disruption process</li> </ul>	<ul style="list-style-type: none"> <li>✓ Enhanced governance structure</li> <li>✓ Clear escalation pathway</li> <li>✓ Commitment to meet regularly</li> </ul>	<ul style="list-style-type: none"> <li>✓ Expansion of the capital program to a 10-year outlook</li> <li>✓ Strategic Coordination of Cluster Areas</li> <li>✓ Integration of in-year coordination</li> </ul>	<ul style="list-style-type: none"> <li>✓ Implementation of inter-divisional business processes improvements</li> <li>✓ Feasibility process to better define project scopes for construction</li> </ul>	<ul style="list-style-type: none"> <li>✓ KPIs for measuring outcomes</li> <li>✓ Baseline metrics to track: <ul style="list-style-type: none"> <li>• project scheduling and completion</li> <li>• moratorium violations</li> <li>• project change requests</li> </ul> </li> </ul>

**Better sequencing and bundling of construction projects to avoid breaking up the same road segment multiple times and minimize public disruption**

# Enhancing Capital Construction Delivery

- Where we started: 200% growth in capital delivery, but project management hadn't kept pace.
- What we heard: Strong in-house expertise, but increased volume and complexity were stretching resources.
- What's next: Five objectives to enhance capital delivery:

				
Strengthen Project Management, Reliability and Capacity	Enhance Community Engagement and Transparency	Modernize Procurement and Improve Industry Engagement	Enhance and Expand Project Management Systems	Workforce Development and Operational Readiness

- Agile implementation of 30+ actions, already underway on select 2025 projects.
- Key focus on the development and implementation of an enhanced Integrated Project Management Framework.
- Requires cross-divisional delivery, leadership support, staff resources, and strong partnerships.



# The Congestion Management Plan (CMP)- 2025 Update

## The CMP-2025 Update report does the following:

1. Applies what we have learned from major construction congestion impacts
2. Proposes key interventions for spot improvements
3. Expands upon programs that have delivered early results
4. Improves our ability to better coordinate and manage construction access to the right-of-way



Mitigating & Managing Traffic Congestion



# Construction Coordination – Travel Time Impacts of our Efforts

## Factors



**200%** growth in capital delivered over 10 years



ECS delivers **\$1B+** annually, with more to come



**125,756** was Toronto's population growth in just one year. By 2066, Toronto's population is anticipated to double



**221** cranes in Toronto in 2024, the most in all North America. Residential and mixed-use projects account for over 80% of the total cranes



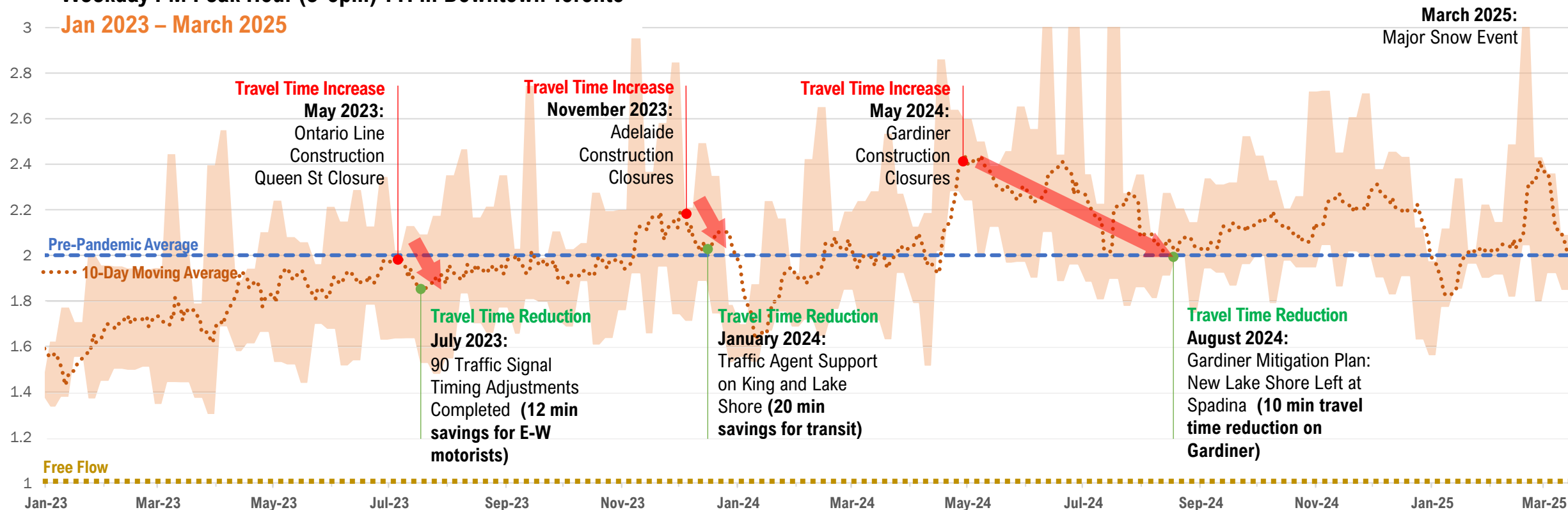
**26%** more vehicles have been registered in Toronto since 2014



**5,600 km** of streets make up Toronto's road network, a figure that has remained unchanged for decades

## Weekday PM Peak Hour (5-6pm) TTI in Downtown Toronto

Jan 2023 – March 2025



# CMP-2025 Update: 5 Big Moves



## Leveraging Technology

- Continued and expanded traffic management support for Liberty Village
- Harbour Nexus (Lake Shore, Gardiner, Bay, Yonge, York)



## Helping Transit

- Streetcar transit diversionary route support of the King/Church streetcar track and watermain rebuilds



## Managing Intersections

- Expansion of the 'Don't Block the Box' traffic management and enforcement efforts
- Accelerate automated enforcement for illegal stopping in bike lanes and illegal passing of streetcars and dedicated transit lanes



## Event Traffic Management

- Expanded Video, Data Analytics and Modelling Enhancing Traffic Management Planning around Major Events leveraging experience from Taylor Swift Concert Series in 2024
- New Travel Demand Management (TDM) strategies to be implemented focussed on major events



## Construction Coordination

- Traffic management support for the upcoming Gardiner construction initiatives
- Implementation and rollout of the new Construction Congestion Management Fees



# Managing Intersections – Traffic Agents

## Traffic Agent Program Expansion

- The 2025 Budget included funding to expand the program to 100 Traffic Agents
  - June 2025: Over 60 Traffic Agents available
  - December 2025: 100 Traffic Agents ready for deployment
- Toronto Police Traffic Direction Pilot continues to support critical downtown core locations, partnering with the Traffic Agent Program for enforcement
- "Don't Block the Box" signage effective in combination with both Traffic Agent presence and periodic Toronto Police enforcement (**Note:** 330 tickets issued by Toronto Police during November 2024 blitz)
- **16 Locations Total** - Exploring 13 potential new corridors for Traffic Agent support, adding additional Traffic Agents to 3 existing corridors, and extending "Don't Block the Box" signage to these areas



	Corridor / Project	Section
1	Lake Shore Blvd W	Parliament St to Strachan Ave
2	King St	Jarvis St to Bathurst St
3	Jarvis St	Dundas St to Queens Quay
4	Yonge St	Roehampton Ave to Harbour St
5	University Ave	College St to Front St
6	Front St	Jarvis St to Bathurst St
7	Liberty Village	King St to Lake Shore Blvd to Dufferin St
8	Bloor St	Spadina Ave to Yonge St
9	Danforth Ave	Broadview Ave to Pape Ave
10	Bathurst St	Dupont St to Lake Shore Blvd
11	Spadina Ave	Dupont St to Adelaide St
12	Bay St	Dundas St to Queen St
13	Parliament St	Dundas St to Lake Shore Blvd
14	Sherbourne St	Dundas St to Front St
15	Church St	Dundas St to Front St
16	Queens Quay	Parliament St to Reese St



# Managing Intersections – Automated Enforcement Strategy

Program	Technology		Agency Focus	Legislative Changes Required (Legal Services, Courts and Fines, Transportation Services)	Administrative Penalty System Needed (Courts and Fines, Technology Services Division)	Processing Centre + Appeals Processing Required (All Agencies)	MTO MOU Required for License Plate Data (All Agencies)
	Fixed	Dashcam					
Illegal Parking or Stopping in a Bike Lane	●	●	<ul style="list-style-type: none"> <li>Toronto Police Parking Enforcement</li> <li>Transportation Services</li> </ul>	Illegal parking application requires bylaw change	●	●	●
Illegal Parking	●	●	<ul style="list-style-type: none"> <li>Toronto Parking Authority</li> <li>Toronto Police Parking Enforcement</li> </ul>	Illegal parking application requires bylaw change	●	●	●
Illegally Passing a TTC Streetcar	●	●	<ul style="list-style-type: none"> <li>Toronto Transit Commission</li> </ul>	TTC seeking to increase fines	●	●	●
Illegal Driving in a Dedicated Bus Lane	●	●	<ul style="list-style-type: none"> <li>Transportation Services</li> </ul>	Changes required to HTA and Municipal Bylaws	●	●	●
Don't Block the Box	●	●	<ul style="list-style-type: none"> <li>Transportation Services</li> </ul>	Changes required to HTA and Municipal Bylaws	●	●	●

Common Elements Required by all Agencies



# Event Traffic Management – New Travel Demand Management (TDM) Strategies

- Smart Commute team now with Transportation Services in Traffic Management
  - Seeking Council authority to continue funding consultant assignment to support Smart Commute program
- Travel Demand Management (TDM) strategies to be implemented focussed on major events
- In some cases, TDM strategy may be required to support major capital construction work as well
- Expanded Video, Data Analytics and Modelling Enhancing Traffic Management Planning around Major Events leveraging experience from Taylor Swift Concert Series in 2024

## Travel Demand Management Strategies Promoted through Smart Commute Assignment



Carpooling



Hybrid Trips to Work



Biking to Work



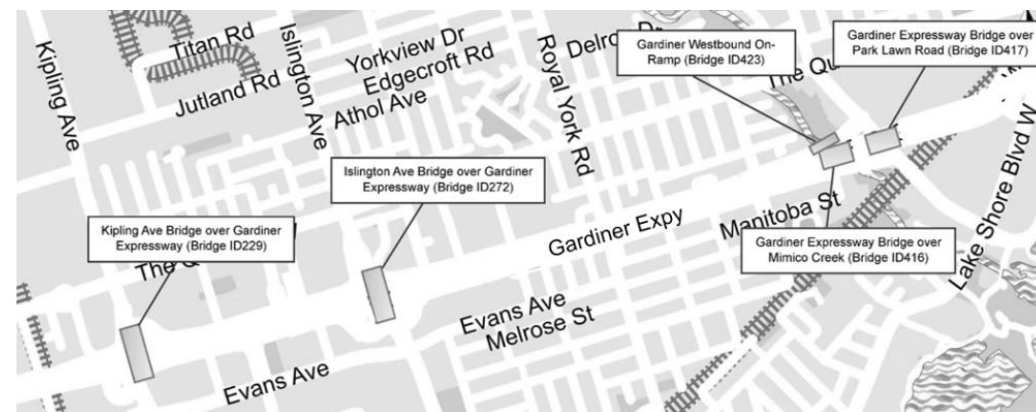


# Construction Coordination – Traffic Mitigation Plans Around Major Construction

- Expanded traffic management support for the upcoming and ongoing Gardiner construction initiatives including:
  - Traffic Agent and Paid Duty Officer support
  - SCATS Smart Signal deployments on key corridors
  - Traffic signal re-timings
  - Additional traffic sensor deployments so we can get real-time data and feedback to help fine-tune traffic signal timing modifications and assess their impacts in a timelier manner
- Lesson learned from 2024 to be more predictive about the impacts of this combined ongoing work and to try to implement traffic management efforts to get ahead of it

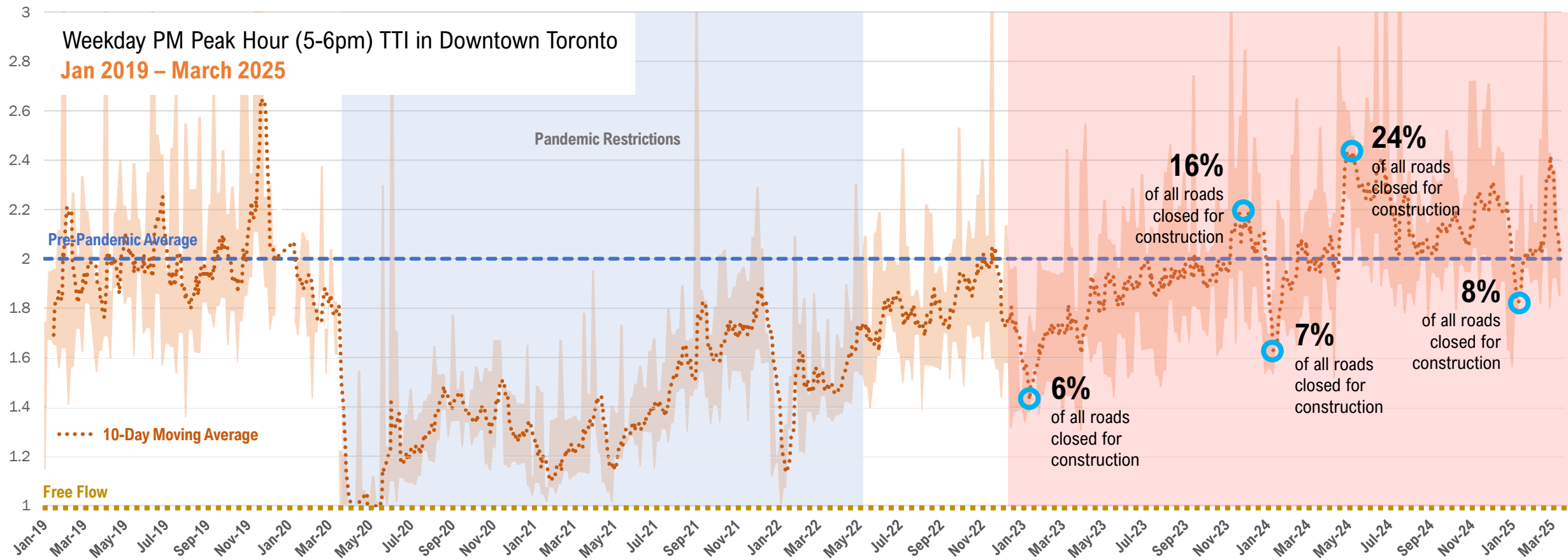


Ongoing: Gardiner Section 2



Early Works on Five Bridges: Gardiner Section 3

# The Travel Time Impacts of Construction



Travel times in the downtown core are directly impacted by the percentage of roads closed due to construction.



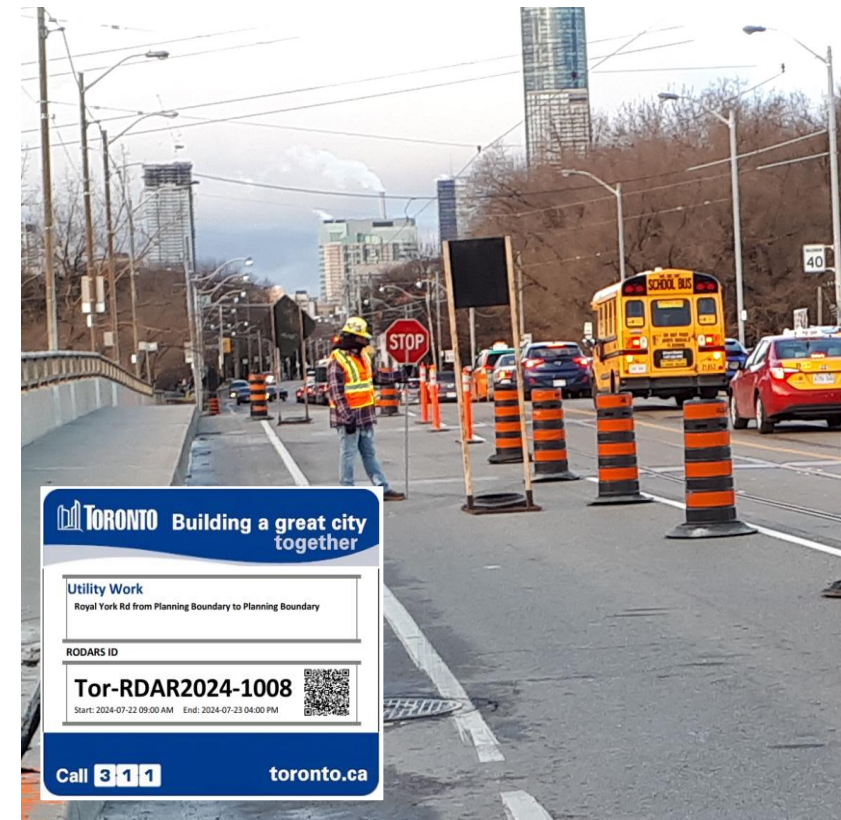
# Construction Coordination – Construction Congestion RoDARS Fees/Levy

## New Construction Congestion RoDARS Fees effective April 1, 2025

- RoDARS Fees are intended to recover the cost that the City pays to manage congestion caused by construction
- RoDARS fees are charged on a daily basis and can potentially serve as an incentive for Contractors to expedite their projects to avoid being charged
- **Seeking authority from Council to exempt Affordable Housing projects from the new RoDARS fees**

## Future Proposed Construction Congestion RoDARS Fees/Levy

- Review impact of increased RoDARS lane occupancy fees
- Reviewing the requirements for escalating surcharges to be applied on top of the daily RoDAR lane occupancy fees for longer duration construction (Fall 2025)
- Economic analysis for Congestion Management Levy to be considered (Fall 2025)



New Road Restriction Web Site launched in April  
QR Code signs mandatory for all construction sites in April





# Construction Coordination – Early Insights on New RoDARS Fee

- Early observations show that constructors are making more deliberate choices when they are setting up for construction
- Constructors are changing the way they are booking the roads and requesting less time on the right-of-way
- Reducing the amount of time on the right-of-way saves the constructor RoDARS fee charges and results in less impactful road closures for the public
- **The report to Council in October will provide a more formal update on the effectiveness of the new RoDARS fees, along with recommendations on whether to implement additional fees via the previously proposed Construction Congestion Levy**

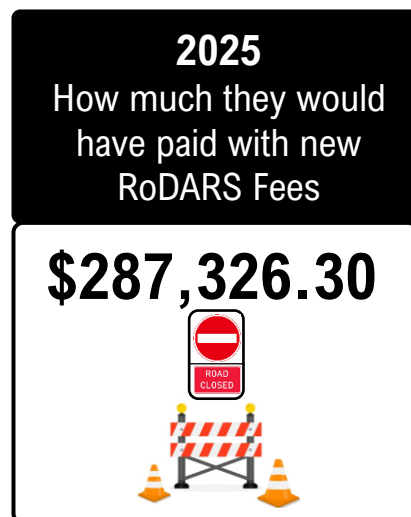




# Construction Coordination – Early Insights on New RoDARS Fee

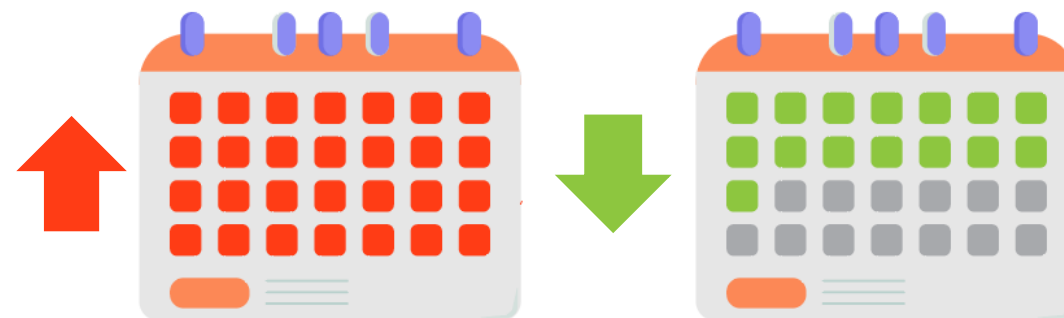
## PROJECT A

In 2022, Utility Contractor closed 4.5 km of a major arterial road, reducing it from 3 lanes to a single lane for a month whereby they were charged a total cost of **\$4,398.65**. Today, with the new RoDARS fees in effect this project would cost **\$287,326.30**.



## PROJECT B

A Utility Contractor proposed **8 weeks of single lane** closures to complete construction. Until April 1, this would have billed as a flat fee. The daily RoDARS fees encouraged them to take a closer look at their overall construction plan and reduce the duration of their closure **by approximately 1 week**.





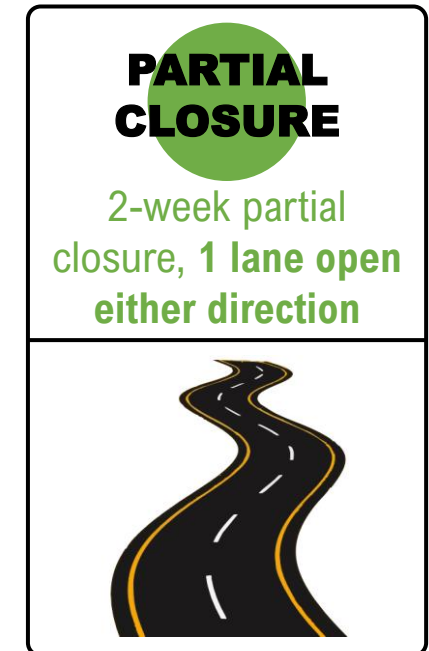
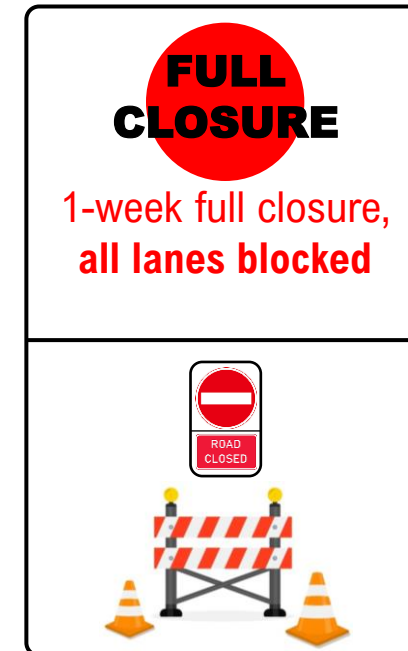
# Construction Coordination – Early Insights on New RoDARS Fee

## PROJECT C

A contractor proposed closing 300m to an on-ramp for a major expressway for 1 week. RoDARS total cost would have been \$6,800 for **full closure**. The Work Zone team proposed expanding the timeline to **two weeks for a partial closure**, which would keep at least one lane open in either direction for a cost of \$4,500.

The contractor would have saved costs in RoDARS Fees by keeping 1 lane open in each direction however, they flagged that **the net impact on their construction cost would be an additional cost of ~\$300,000 as the full closure allows them to expedite their work in 1-week plus there were costs associated with maintaining the two lanes open.**

The Contractor is opting to proceed with their original plan to completely close the ramp and pay the full \$6,800 to the City for the 1-week closure.



# City Response to Breaking Gridlock: A Congestion Action Plan for Toronto

Recommendations from the Toronto Regional Board of Trade <i>Breaking Gridlock: A Congestion Action Plan for Toronto</i>	Action included in City's Congestion Management Efforts	Action aligns the City's Congestion Management Efforts	Action Requires Provincial Approval
<b>Speed Up Construction:</b> Price lane closures to encourage faster work and shift major roadwork to off-peak hours	●		
<b>Enforce Road Rules:</b> Expand automated traffic enforcement programs	●		●
<b>Keep Traffic Moving:</b> Limit curb lane cafés, move parking off-street on key roads, and promote off-peak deliveries	◐	●	●
<b>Fix Bottlenecks:</b> Improve traffic flow at Gardiner-Harbour Nexus, test ramp metering, and promote zipper merging	◐	●	●
<b>Ensure Accountability:</b> Restructuring to create a cross-departmental commissioner to review all City business through a congestion lens, create an intergovernmental task force for regional decision-making and track traffic performance with published KPIs		●	

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# Appendix



Mitigating &  
Managing  
Traffic  
Congestion

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# Congestion Management Plan (2023-2026)- 2025 Update

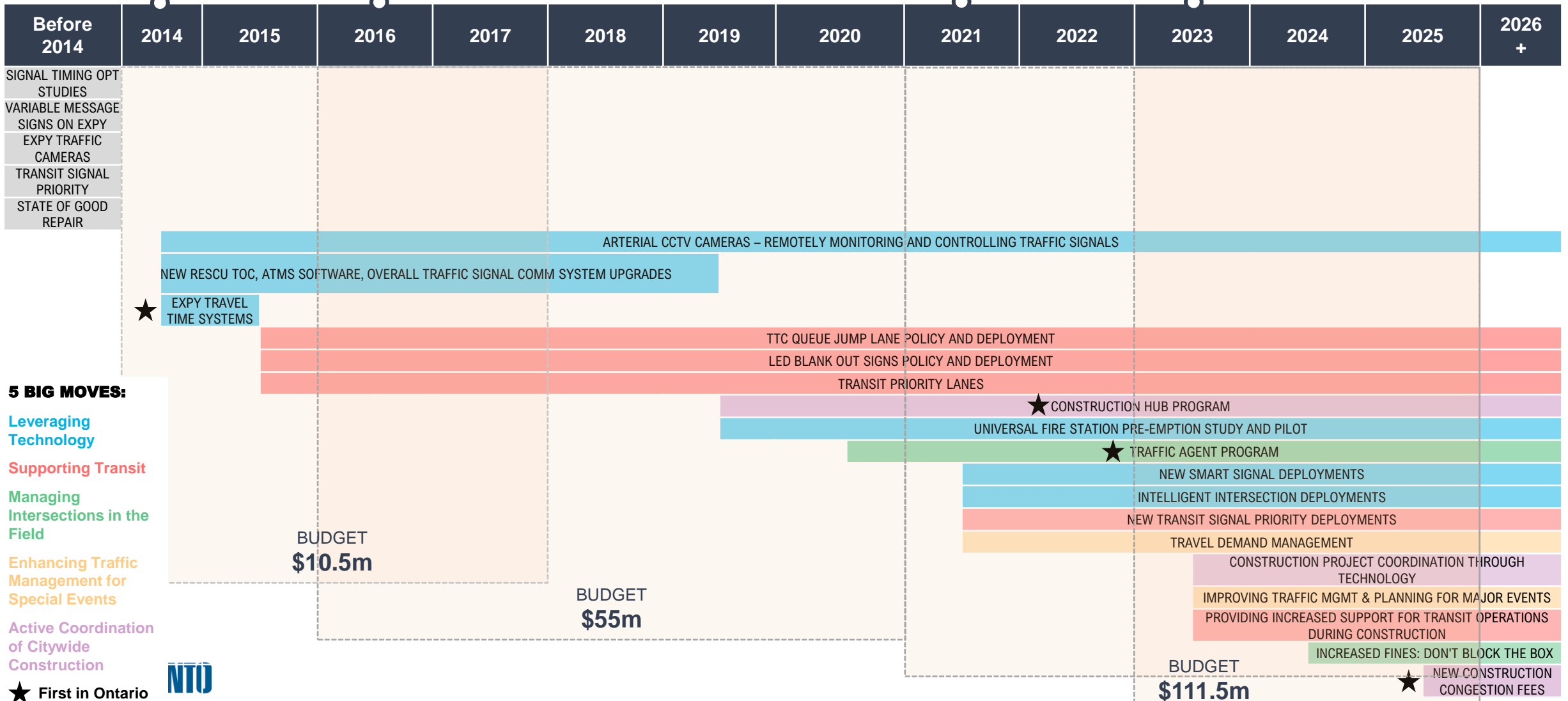
# Congestion Management Plan Investments 2014-2025

**2014-2018 CMP**  
approved by Council

**2016-2020 CMP**  
approved by Council

**2021-2025 MoveTO**  
CM Interim Action Plan  
approved by Council

**2023-2026 CMP**  
approved by Council



# CMP Accomplishments—Annual Dashboard



## Leveraging Technology

**GOAL: Reduce Delays and Gather Data**

**346**

Upgraded Traffic Signal Controllers, City-wide



	2024	City-wide
Smart Traffic Signals	36	202
Left-Turn Signals	5	940
Intelligent Intersections	17	242
CCTV Locations	7	347



## Helping Transit

**GOAL: Implement RapidTO to Move Transit Faster and More Reliably**

**1.25km**

Priority Bus Lane installed in 2024, 35km total City-wide



	2024	City-wide
Transit Signal Priority Locations	83	440
Transit Queue Jump Lanes	~1km	~9.3 km



## Managing Intersections

**GOAL: Improving Traffic Flow Through Intersections**

Don't Block the Box Fines Increased: **\$90 to \$450**, and from **\$120 to \$500** in CSZ



Increased Traffic Agents	26 to <b>29</b> in 2024, over 60 agents by June 2025 and 100 agents by early Q2 2026
Traffic Management Hours	<b>97%</b> more hours in 2024
Traffic Agents at King/Spadina	<b>Without</b> 44-46 min <b>With</b> 17-21mins



## Event Traffic Management

**GOAL: Support the Safe and Efficient Movement of People Attending Special Events**

**350+**

Special Events permits issued in 2024



Signal Timing Adjustments	<b>1,757</b> adjustments made in 2024
Active Traffic Operations Hours	<b>1,665+</b> additional staff hours spent in 2024 monitoring special events



## Construction Coordination

**GOAL: Reduce Impacts of Construction Work Zones On Travel**

**18%**

increase in RoDARS requests from 2021 to 2024



Year	Number of Requests
2021	9,764
2022	12,218
2023	12,073
2024	11,513
<b>Total</b>	<b>45,568</b>