



Re: Congestion Management Plan Update

April 7, 2026

Dear Chair and Members of the Infrastructure and Environment Committee,

On behalf of the Toronto Region Board of Trade and our more than 13,500 member businesses across the region, I am writing to share our perspectives on the City's Congestion Management Plan update.

As a business organization representing employers across the region, we have consistently advocated for practical solutions to better manage congestion through our [Breaking Gridlock Action Plan](#) and [Finishing the Job report](#). Congestion is imposing real and growing costs on the regional economy, reducing productivity, increasing the cost of doing business, and making it more difficult for businesses to access talent and operate efficiently across the Toronto region. We welcome the City's latest update and recognize that it reflects meaningful progress in areas that align closely with our recommendations. As this work advances, the priority must now shift to implementation and measurable impact.

Lane Closure Reform

The Board has consistently called for improved management and pricing of lane closures. The City's direction toward escalating fees and enhanced coordination reflects a core recommendation from our *Breaking Gridlock* report.

As the City implements its updated approach, it will be critical to ensure that pricing and coordination tools are calibrated to reflect the true economic cost of occupying road space, including stronger escalation for longer-duration closures and greater differentiation on high-impact corridors, particularly in the downtown core. This includes creating clear incentives to shorten closure durations, reduce overlap between projects, and improve coordination and sequencing across capital, utility, and development projects.

Success should be evaluated based on measurable outcomes, including reduced closure durations, fewer simultaneous disruptions, and improved travel time reliability.

Signal Priority and Corridor Management

Improving the performance of the existing road network must remain a central focus. In our *Finishing the Job* report, we identified advanced signal coordination and transit signal priority as practical, near-term tools to improve traffic flow and reliability. These are relatively low-cost, high-impact measures that can deliver immediate benefits for both transit users and general traffic.

The next phase of this work should focus on scaling and accelerating deployment across key corridors, with a particular focus on the downtown core, where congestion pressures, construction activity, and economic impacts are most concentrated. Signal systems should also be actively managed through real-time traffic operations to respond dynamically to changing conditions across the network.

While the City has increased the use of traffic agents, there is a clear opportunity to further leverage technology to manage intersections more efficiently and at scale. This will be critical to delivering consistent results across the network, as manual interventions alone are difficult to scale city-wide. Technology-enabled solutions, including adaptive signal systems and real-time traffic management, can deliver more consistent network-wide performance while allowing staff resources to be focused where they are most needed.

We also note the importance of supporting Canadian companies that are leaders in this space, such as Miovision, as the City continues to modernize its traffic management systems.

Accountability and Measurable Outcomes

Strong accountability will be critical to ensuring that these efforts translate into measurable improvements.

The next phase of this work should establish clearly defined and publicly reported key performance indicators that reflect how the system is performing in practice. Building on the City's congestion management dashboard, these indicators should be expanded and clearly tied to outcome-based targets. This includes metrics such as travel time reliability on key corridors, the duration and overlap of lane closures, and overall network performance during peak periods. Establishing clear targets for improvement, particularly on travel time reliability and closure duration, will be essential to ensure that progress is measurable over time.

From a business perspective, reliability is essential. Predictability in travel times enables businesses to plan, schedule, and operate efficiently. Clear targets and transparent reporting will be key to demonstrating progress and ensuring that congestion management efforts deliver real economic impact.

Summary and Next Steps

The Board supports the direction of the Congestion Management Plan and recognizes the meaningful steps the City has taken, particularly on construction coordination, governance, lane closure pricing, and traffic operations.

Sustained focus will be required to ensure that lane closure reforms are implemented in a way that changes behaviour, that tools such as signal priority and advanced traffic management are scaled to improve network performance, and that accountability frameworks are strengthened to track results.

The Board stands ready to continue working with the City and Province to support the next phase of this work.

Sincerely,



Roselle Martino

Executive Vice President, Policy and Strategic Affairs
Toronto Region Board of Trade