

# ORGANIZATIONAL STRATEGIC PLAN

**2021** AGENCE  
DE MOBILITÉ  
**2030** DURABLE  
MONTREAL



# TABLE OF CONTENTS

A word from the Mayor	3
A word from our officers	4
Glossary	5
<b>An overview of the Agence de mobilité durable</b>	<b>6</b>
The Agency at a glance	7
Mission	8
Vision 2030	8
Values	8
Milestones leading to the creation of the Agence de mobilité durable	9
The Agency's work cycle	10
<b>PART 1</b>	
<b>Context for the development of the Organizational Strategic Plan</b>	<b>11</b>
Why an organizational strategic plan?	12
The Agency's planning framework	13
› Montréal 2030 <i>strategic orientations</i>	14
› Climate Plan <i>strategic orientations</i>	15
› City Project <i>strategic orientations</i>	15
Organizational Strategic Plan development process	16
Principles underlying the process	17
<b>PART 2</b>	
<b>What we strive to achieve by 2030</b>	<b>18</b>
General structure of the strategic plan	19
Carve out our role in the mobility ecosystem	20
› Develop and disseminate knowledge	21
› Bring together mobility stakeholders	22
› Make change permanent	23
Establishing our purpose through our actions	24
› Make the city accessible to all	25
› Develop sustainable mobility	26
› Share public space	27
Ensuring our ability to execute and innovate	28
› Fulfill our mission	29
› Achieve our vision	31
› Embody our values	33
<b>PART 3</b>	
<b>How we will do it</b>	<b>34</b>
The five major projects under the three-year plan	35
› Foster and support sustainable mobility projects	36
› Manage the City's on-street and off-street parking	37
› Improve parking information and payment	38
› Modernize the monitoring strategy	39
› Continue the Agency's organizational transformation	40
Plan implementation and monitoring	41
Summary table presenting the projects and their related interventions	42
Bibliography	45

# A WORD FROM THE MAYOR

## THE AGENCE DE MOBILITÉ DURABLE WAS CREATED JUST OVER A YEAR AGO.

By setting up the Agency and entrusting it with the mandate to manage and promote innovative parking solutions on the Montréal territory, our administration wanted this new organization to take a citywide cross-cutting approach to mobility.

ITS MAIN MANDATE IS TO GUIDE THE CITY THROUGH  
THE PARADIGM SHIFT TOWARDS SUSTAINABLE MOBILITY.

The Agency has been able to put its expertise to work and deploy its resources in a short period of time—even becoming an industry reference. The strategic plan being unveiled today is a testament to the Agency’s agility. Aligning it with the City’s plans and strategies, including the Climate Plan, ensures consistency in our actions.

This plan proposes changes over a ten-year period that, in the long run, will contribute to improving Montrealers’ mobility, developing innovative technologies and positioning the City as a leader in sustainable mobility among major cities.

The Agence de mobilité durable’s strategic plan bodes well for our City’s future. It reflects the administration’s desire to do everything possible to develop urban sustainable mobility, support Montréal’s economy and help make life easier for Montrealers.

By leveraging parking to optimize mobility, and thanks to the Agency’s expertise, we’re ready to face these challenges.



A blue ink handwritten signature of Valérie Plante.

**Valérie Plante**  
Mayor of Montréal

# A WORD FROM OUR OFFICERS

## VISIONARY, AMBITIOUS AND ENGAGING!

These words perfectly sum up our state of mind, that of the Agence de mobilité durable, its Board of Directors and its employees with regard to the publication of our first strategic plan.

**Visionary:** this plan looks to the future. It gives us hope for a more mobile and accessible city. A city where residents are provided with options to make informed choices about sustainable mobility.

By carving out our role in the mobility ecosystem, we want to become an essential and rallying agent of change to promote the creation of concrete and value-added initiatives for the community. We wish to build a solid foundation to ensure our growth as a paramunicipal organization to influence the City's orientations and make them functional.

**Ambitious,** because it prepares us to achieve our mission and to be able to go beyond our current letters patent and accept the new mandates that the City of Montréal would like to entrust to us to improve and facilitate mobility on its territory. It's also an ambitious plan because it requires agility and innovation, while continually improving our day-to-day operations, setting up the Agency, giving ourselves the right tools, and creating a whole new corporate culture to ensure the plan is carried out.

**Engaging,** because it generates excitement among our directors, our staff and our partners. To improve mobility across its territory, the City of Montréal has set up a structure that is unlike any other in Canada. As a result, hopes and expectations are high for the Agence de mobilité durable and the role it could play in the future. We now know where we are headed for the next 10 years and how we will get there. This marks an exciting and important step in building a new organization.

The Agency's first strategic plan is the result of a unique collaborative effort. Over the past year, we have held numerous meetings and interviews with various stakeholders, mobility specialists, academics, associations, businesses, City officials, paramunicipal organizations and Agency directors and employees. As well, a major review of international practices was carried out to identify best practices. We were overwhelmed by the openness and generosity of the people we met. We thank you for being so generous! We would also like to acknowledge the quality of the work done by our teams. Congratulations and thank you!

In closing, we would like to thank the City of Montréal for supporting our organization.



**Isabelle Cadrin**  
Chair of the Board



**Laurent Chevrot**  
General Manager

# GLOSSARY

## CURBSIDE

The curbside is a transition zone that is essential to mobility that includes the portions of the sidewalk and the roadway that allow access to activities. This area consists of spaces, development—including greening—, furniture—including parking, signage and pay stations—drop-off points, delivery areas and bus stops, as well as bike racks and anchors. This public space may also be used for commercial or recreational purposes. Both sides of the curb are intrinsically linked to one another.

## PUBLIC SPACE

Public space consists of all the transit and gathering places that are open and accessible to all. As part of the Agency's mission, public space is defined as the street space between two private boundaries, often between two facades.

## SUSTAINABLE MOBILITY

Sustainable mobility means that residents can effectively meet their various mobility needs in a fair, safe and healthy manner, efficiently, at a reasonable cost and with minimal consumption of space and resources. The notion of accessibility is central to sustainable mobility. The issue at stake here is complex because accessibility and efficiency of private and public transport modes directly affect the productivity of modern cities. The challenge is to become carbon neutral while ensuring transport efficiency in the context of a northern city. This depends on increasing equity and harmony between modes and forms of transportation, namely through electrification, and accelerating the development and adoption of active, shared and collective modes of transportation.

## SOFT MOBILITY

Soft mobility refers to human-powered modes of transportation, such as walking and cycling, as the primary means of getting around.

## SHARED MOBILITY

This is a new form of mobility that includes a wide range of transportation services and business models, where the resources are shared among users. Examples include bike sharing, car sharing, or car pooling.

## SHARED OFF-STREET PARKING

Shared off-street parking refers to the ability to share and leverage parking spaces to maximize their use and address public space issues such as parking overflow and traffic congestion.

## MOBILITY HUB

A mobility hub is a strategic connection point within the city where one or more trip-generating hubs are located. They are intermodal hubs that facilitate multimodal travel by offering several alternative modes of transportation to solo driving. These modes of transportation can be used during a single trip and include a combination of walking, biking or bike-sharing, bus, metro or train, taxi and self-service and car-sharing vehicles.



# AN OVERVIEW OF THE AGENCE DE MOBILITÉ DURABLE

## THE AGENCY AT A GLANCE



**3,098**  
OFF-STREET  
SPACES



**19,000**  
PERMITS ISSUED

**304**  
EMPLOYEES  
AT  
**3 SITES**



REVENUES  
**\$69.2 M**

ON-STREET PARKING  
PAYMENT BREAKDOWN

**16%** cash



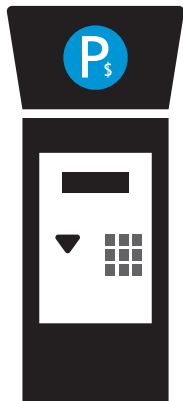
**17%** credit card  
at the pay station



**67%** via the app



**1,452**  
PAY  
STATIONS



**5,828**  
BIKE RINGS

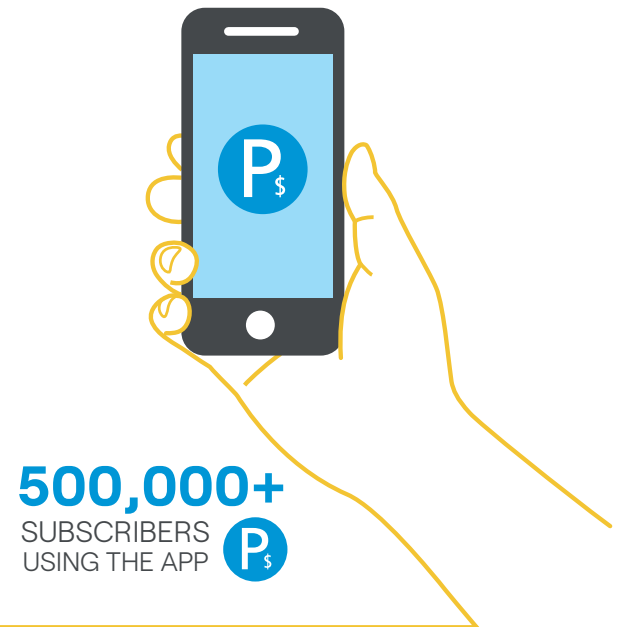
**22,930,100**  
TRANSACTIONS



**18,200**  
ON-STREET  
SPACES



**88,500**  
CALLS  
— AND —  
**15,800**  
EMAILS  
ANSWERED



**500,000+**  
SUBSCRIBERS  
USING THE APP



REGULATORY  
OVERSIGHT



**73,000**  
TOWS  
**870,400**  
TICKETS ISSUED

## MISSION

In order to improve quality of life and contribute to Montréal's economic vitality, the Agency lends its sustainable mobility expertise to the City to help ensure that space is shared equitably and that the city is accessible to all. It acts as a key player in helping the City become more resilient.

The Agency breaks new ground for more sustainable mobility by managing on-street and off-street parking spaces, by monitoring public space across Montréal and by providing better information to the community.

The Agency draws on its operational and experimental capacity to support the City of Montréal and its partners in achieving their objectives, while bringing together mobility stakeholders.

## VALUES

- › Innovation
- › Agility
- › Social responsibility
- › Client focus
- › Cooperation
- › Passion and fun



## VISION 2030

### A CITY ACCESSIBLE TO ALL BY 2030.

The Agency is an innovative organization that enjoys credibility with the public, the business community and the City of Montréal. It has integrated mobility services entrusted by the City and carries out the mandates and projects it is assigned by bringing together mobility stakeholders.

The Agency is recognized as the leading manager of on-street and off-street parking in Montréal. The latter are eco-friendly mobility hubs that accommodate several modes of transportation in the same location. Based on its intimate knowledge of mobility behaviours, the Agency can recommend the best on-street and off-street pricing and sharing options. Optimal parking management helps to ensure that the allocation of street functions, whether for mobility, activities or development purposes, is in line with the living environment.

Better space management makes it possible to create shared and alternative modes of transportation to solo driving, directly influencing mobility behaviours in Montréal, while contributing to making active commuting safer and more comfortable for everyone. The Agency's teams facilitate mobility by ensuring that people respect dedicated spaces—e.g., bike paths, reserved lanes, parking for people with reduced mobility and drop-off points. Travel is simplified through easier payment and reliable, accessible, real-time multimodal information that allows users to choose the best form of transportation each time.

The Agency contributes to the city's economic vitality by facilitating access to workplaces, businesses and activities, and helps reduce car ownership and household transportation expenses, which improves quality of life.



# MILESTONES LEADING TO THE CREATION OF THE AGENCE DE MOBILITÉ DURABLE

1995

## Delegation of paid public parking management to SCSM.

An agreement between the City of Montréal and the *Board of Trade of Metropolitan Montréal* (BTMM) conferred responsibility to the *Société en commandite Stationnement de Montréal* (SCSM) for managing paid parking on the territory of the City of Montréal.

The purpose of this agreement was to increase the City's liquidity through the sale of assets and to make paid parking more profitable.

## 2004 and 2008 City of Montréal's urban planning and transportation plans

These two landmark plans for the development of Montréal called for strategic management of parking as an important lever in the urban strategies being considered, particularly in promoting land use development and reducing the use of cars in favour of public transit and cycling.

2016

## City of Montréal's Parking Policy

The *City of Montréal's Parking Policy* provides an opportunity to reflect on the management, development and governance of parking across Montréal. The Policy recommended three priority actions, including the creation of a municipal parking management organization.

2018

## Announcement of the creation of a municipal organization with the mission of developing and implementing innovative mobility initiatives.

The City of Montréal announced the creation of the Agence de mobilité durable.

This new organization would contribute to implementing the City's plans and policies with regard to sustainable mobility, urban planning, quality of life, economic development, smart city and the environment.

2020

## Creation of the Agence de mobilité durable

Since the start of its operations on January 1, 2020, the Agency has consolidated all parking-related activities, including those of the SCSM and the *Section de l'application du règlement de stationnement (SARS)* of the SPVM.

2021

## Announcement that Jalon's activities will merge with those of the Agency

The City of Montréal announced that *Jalon's* team will join the Agency and provide expertise to help foster innovation and changes in practices to ensure an even more sustainable mobility.

# THE AGENCY'S WORK CYCLE

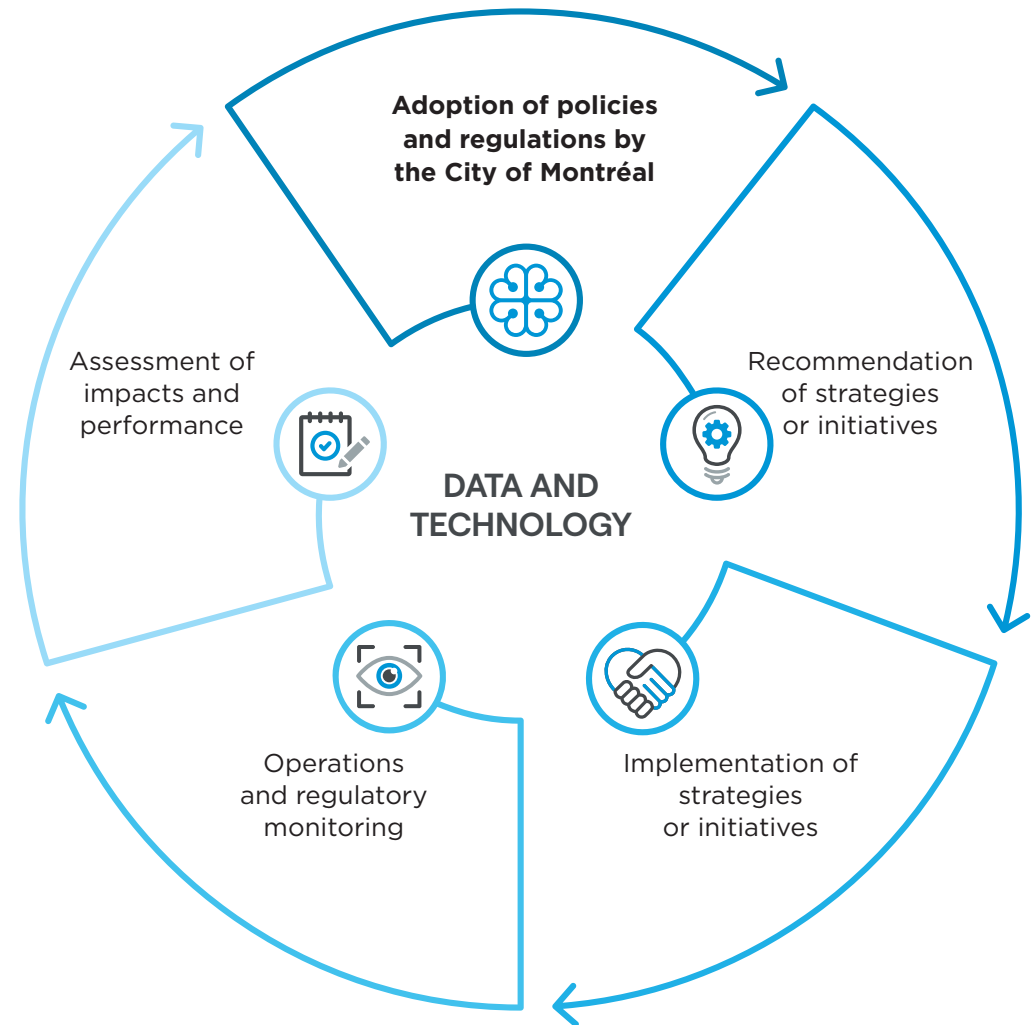
## THE AGENE IS A PARAMUNICIPAL ORGANIZATION THAT CARRIES OUT MANDATES ENTRUSTED BY THE CITY OF MONTRÉAL.

Under this framework, the City expects the Agency to make recommendations on how to make these mandates operational.

Once a mandate is approved and made operational, the Agency can carry out the project.

When the mandate is completed, the Agency incorporates the activity into its regular operations and then evaluates the impacts and performance of the implemented measures.

The Agency leverages technology and data at all stages of the work cycle to implement its mandates effectively and provide optimal services to the community.





**PART 1**

# **CONTEXT FOR THE DEVELOPMENT OF THE ORGANIZATIONAL STRATEGIC PLAN**



# WHY AN ORGANIZATIONAL STRATEGIC PLAN?

Like other paramunicipal services and organizations of the City of Montréal, the Agence de mobilité durable needs to develop a three-year strategic plan based on the City's objectives, in particular those set out in the *Montréal 2030* strategic plan.

TO MEET THIS OBLIGATION, THE AGENCY TABLED A 10-YEAR ORGANIZATIONAL STRATEGIC PLAN BASED ON THE CHALLENGES OF SUSTAINABLE MOBILITY. THE PRIORITY ACTIONS FOR THE FIRST THREE YEARS ARE GROUPED INTO FIVE MAJOR PROJECTS.

Annual action plans will be made for these projects, and will include operational objectives, means to achieve them and indicators to evaluate their implementation.

In addition, the Agency was created through the merger of two organizations, *Société en commandite Stationnement de Montréal* (SCSM), and *Section de l'application du règlement du stationnement* (SARS), and is expected to merge its activities with those of Jalon in the coming months. Strategic planning is therefore an excellent opportunity to initiate an organizational transformation process to promote a common culture.

**As such, the strategic planning exercise should enable the Agency to:**

- › Have the means necessary to accomplish its mission
- › Organize its internal processes to ensure the implementation of the Plan
- › Position itself as a manager of mobility and public space use
- › Agree on modifications to the Charter of Ville de Montréal and the Agency's letters patent

# THE AGENCY'S PLANNING FRAMEWORK

In developing its Organizational Strategic Plan, the Agency must take into account its scope, as determined in its governing documents. These include:

- › Charter of Ville de Montréal
- › Letters patent of the Agency
- › Framework agreement between the City of Montréal and the Agency
- › Orientation document for the Agency prepared by the Urban Planning and Mobility Department

Changes to these governing documents may be required in order to implement the Agency's Organizational Strategic Plan.

The Agency must also consider the strategic orientations, objectives and intervention methods preferred by government and municipal authorities. Given its operational nature, the Agency must recognize that it is one of the organizations responsible for implementing these orientations to ensure the relevance of the proposed actions, to prioritize them and to set goals for each of them. The Agency's Organizational Strategic Plan confirms its intention to contribute to the collective achievement of these objectives.

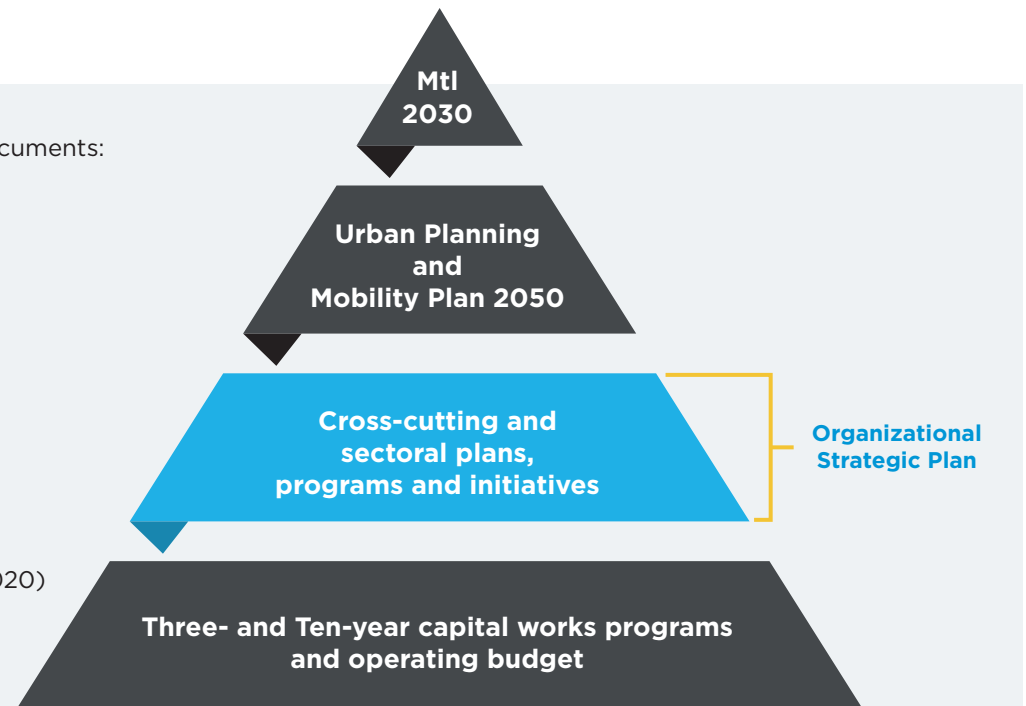
The Agency's planning framework is based on the following documents:

## At the municipal level

- › *Montréal 2030* (2020)
- › *City Project and the Development and Mobility Plan* (2021)
- › *Climate Plan 2020-2030* (2020)
- › *Parking Policy* (2016)
- › Municipal design guides and standards

## At the metropolitan and provincial level

- › *Metropolitan Land Use and Development Plan* (2012)
- › *Québec Sustainable Mobility Policy* (2018)
- › *Draft Strategic Plan for the Development of Public Transit* (2020)
- › *2030 Plan for a Green Economy* (2020)



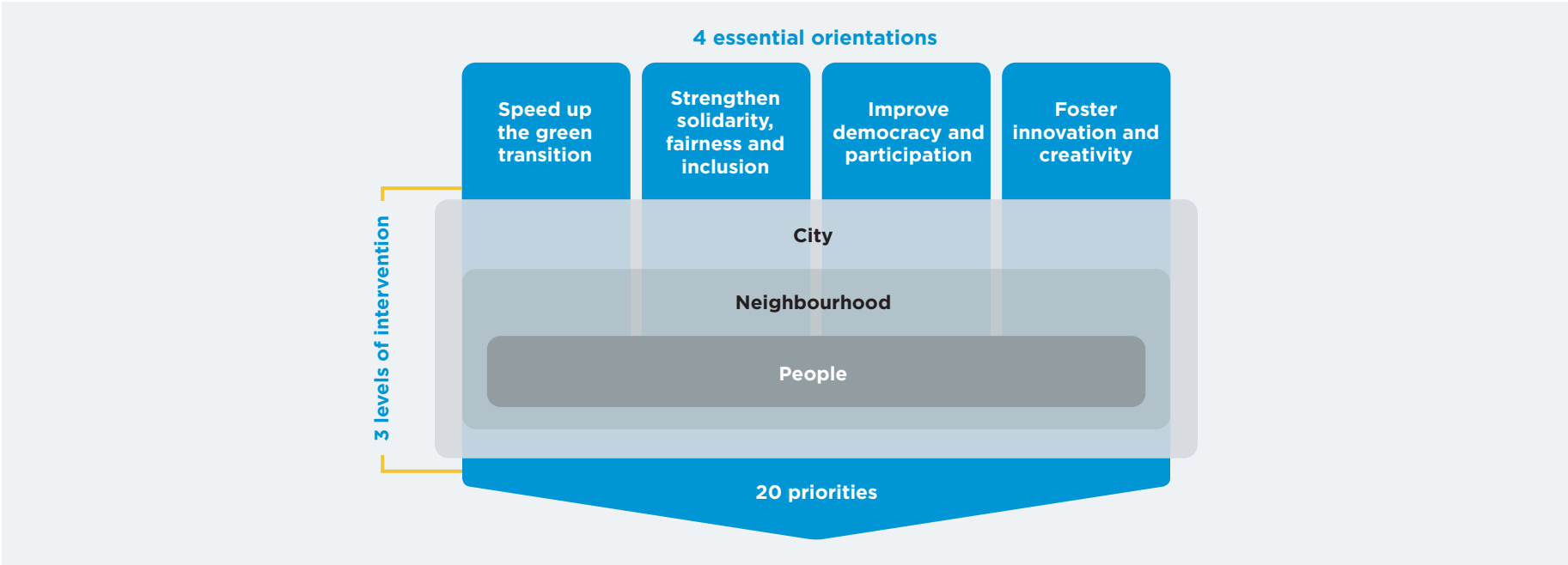
Source: *Montréal 2030*

# MONTRÉAL 2030 STRATEGIC ORIENTATIONS

The Montréal 2030 strategic plan includes four action areas and 20 priorities applying to all paramunicipal services and organizations of the City of Montréal.

The Agency considers that its work is mainly in line with seven of these 20 priorities.

- ① **Reduce GHG by 55%** below 1990 levels by 2030 and become carbon neutral by 2050.
- ② **Increase and diversify the transportation offer** by providing integrated, affordable and accessible sustainable mobility options (active, shared, collective and low-carbon transport) for all.
- ③ **Ensure a simplified, smooth and accessible experience** for the community, and help bridge the digital divide.
- ④ **Leverage transparency, openness and data sharing**, and adoption of emerging technologies to improve individual and collective decision-making.
- ⑤ **Support innovation and creativity in businesses, stores and organizations** to increase economic resilience and fuel prosperity.
- ⑥ **Bolster Montréal's status as a living laboratory and a city of knowledge** by promoting linkages between the municipal administration, the higher education sector, research centres and actors in Montréal's new economy, as well as international city actors and networks.
- ⑦ **Develop an intelligent governance model and a culture of innovation** underpinned by an impact-based experimentation approach in order to support internal and external transformations.



Source: Montréal 2030

## CLIMATE PLAN STRATEGIC ORIENTATIONS

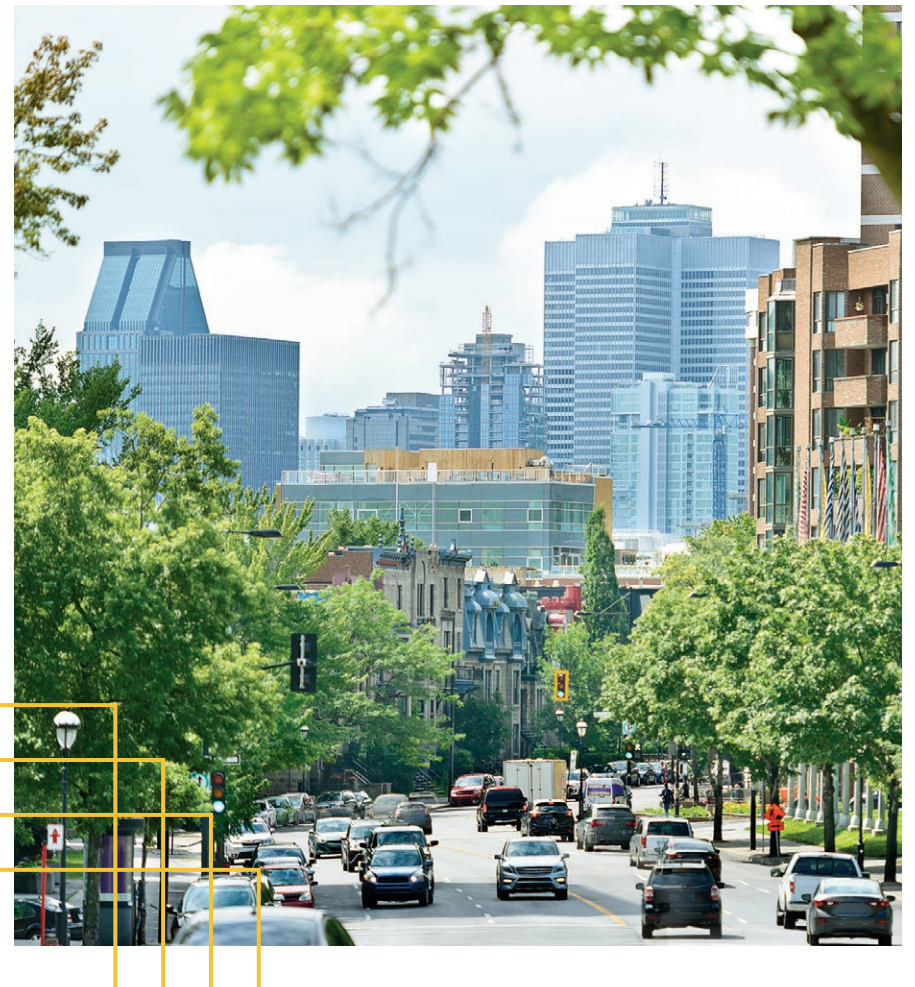
Adopted in December 2020, the *Climate Plan* is one of the plans that will serve as the basis for the implementation of *Montréal 2030*. It includes 46 actions and five projects, one of which deals specifically with mobility, urban planning and development.

**The Agency intends to help bring the following seven actions to realization, which are of particular interest:**

- 1 Develop public and active transportation in all neighbourhoods and promote car-sharing and pooling, and the use of taxis.
- 2 Provide access to sustainable mobility for everyone.
- 3 Promote and increase the proportion of electric vehicles in downtown Montréal.
- 4 Increase the number of charging stations throughout the city and adopt a strategy to support transportation electrification.
- 5 Develop a carbon footprint reduction strategy for road freight transportation so that 25% of deliveries emit zero GHGs.
- 6 Promote greening and encourage densification of the city through the conversion of open parking lots.
- 7 Decarbonize business travel for city staff and encourage the use of sustainable modes of transportation for commuting.

## CITY PROJECT STRATEGIC ORIENTATIONS

The Agency's Organizational Strategic Plan is part of the intentions behind the City Project, the land vision document for the preparation of the City's Development and Mobility Plan. It enables the vision elements of the City Project to be implemented, particularly those related to parking management and the redevelopment of public space, all in the context of the green transition. Over the next few years, the Organizational Strategic Plan may evolve based on the Development and Mobility Plan currently under development.



# ORGANIZATIONAL STRATEGIC PLAN DEVELOPMENT PROCESS

The Agency's Organizational Strategic Plan was developed in three steps.

## STEP 1: WHAT WE WANT TO BE

[FALL 2020]

The first phase of consultations allowed the Agency to learn about the issues and expectations it faces:

- › Four panels bringing together 21 stakeholders from all walks of life discussed issues related to parking, shared public space, urban mobility and the client experience.
- › Twenty-five interviews were conducted with strategic players in Montréal's mobility sector to identify potential collaboration and overlapping areas with the Agency.
- › A review of the practices of a dozen comparable organizations across Europe and North America helped identify best practices and better understand trends.
- › The summary of relevant government orientations and objectives, and particularly those of the City of Montréal, was taken into account.

## STEP 2: WHAT WE WANT TO DO

[WINTER 2021]

Based on the information gathered in Step 1, the Agency determined the actions to contemplate over the next 10 years involving its employees, the representatives of the various departments, teams, the executive committee and the board of directors.

## STEP 3: HOW WE WILL DO IT

[SPRING 2021]

Step 3 allowed the Agency to prioritize interventions for the next three years. This exercise was guided by two principles:

- › The impact that carrying out these interventions would have in fulfilling the Agency's mission and achieving its vision;
- › The organization's ability to carry out the interventions in the next three years, or beyond, while respecting the resources available.

THE THIRD STEP ALSO ENABLED THE INTERVENTIONS TO BE GROUPED INTO FIVE PROJECTS SUMMARIZING THE AGENCY'S WORK FOR THE NEXT THREE YEARS.

These projects cover the major components of the Agency's mission and operational needs, and materialize the interventions. They will form much of the basis for the annual action plans.



# PRINCIPLES UNDERLYING THE PROCESS

The Agency's approach is based on three principles that have guided both its implementation and its content.

## AMBITION, TO HAVE A PLAN THAT REFLECTS THE AGENCY'S MISSION

The interventions proposed by the Agency are ambitious within the 2030 time frame, and offer content that is relevant and credible to the public and employees.

To meet its objectives, the Agency's planning exercise included an analysis of its environment, as well as an assessment of its abilities, resources and processes.

## EDUCATION, TO EXPLAIN THE PLAN'S DEVELOPMENT AND IMPLEMENTATION

The Agency recognizes at the outset that its field of activity reflects a profound paradigm shift in parking management, and more specifically in mobility.

While this change is occurring in most major cities around the world, its direct and immediate impacts on people's day-to-day lives, and more specifically on the work of the Agency's employees, cannot be overlooked.

To facilitate this transition, the Agency has seen fit to establish, early in the development of its first Organizational Strategic Plan, open, respectful and two-way communication.

Moreover, since sustainable mobility remains a work in progress and its concepts are still abstract or not very well-known, the Agency wanted to ensure that an accessible and enthusiastic message was communicated.

## COMMITMENT, TO ATTRACT NEW AMBASSADORS

The value of a strategic plan lies in its completion. To engage stakeholders, the Agency consulted with a wide range of current and potential partners, and enlisted the help of its employees and managers to ensure that the plan reflects their ideas and contributions.



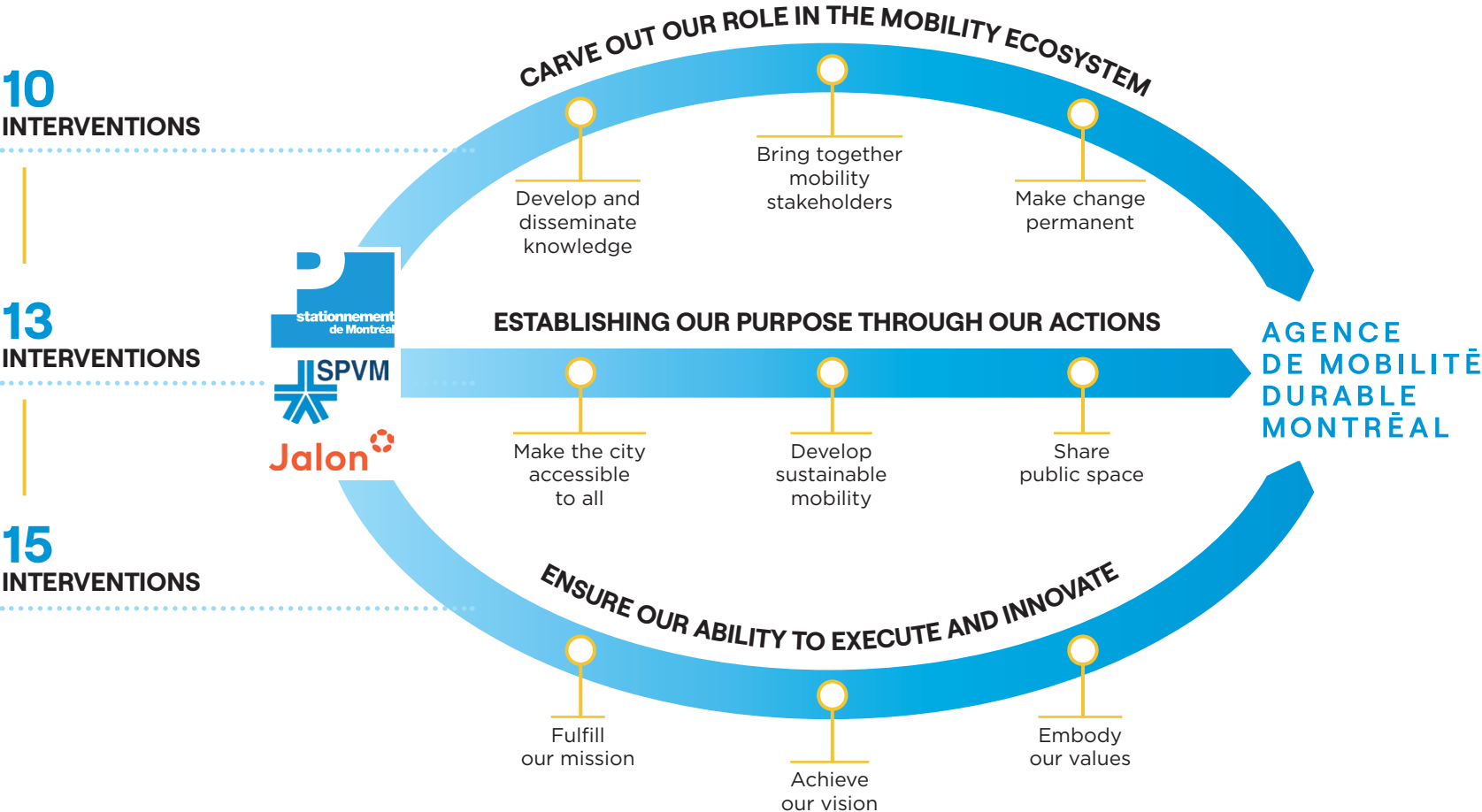
**PART 2**

**WHAT WE STRIVE  
TO ACHIEVE  
BY 2030**

# GENERAL STRUCTURE OF THE STRATEGIC PLAN

Consultations held as part of the Plan’s development enabled the Agency to establish three organizational priorities that will guide its decision-making or recommendations over the next few years.

Each priority comprises three areas covering the 38 interventions that the Agency intends to implement by 2030. The priority actions for the first three years are grouped into five major projects.



# CARVE OUT OUR ROLE IN THE MOBILITY ECOSYSTEM



Montréal can rely on a diverse and dynamic mobility ecosystem. Its many actors are a source of great strength in bringing about changes in favour of more sustainable mobility. In this regard, a number of stakeholders have affirmed that the Agency could drive change if it were able to assemble these forces and position itself as an organization that brings together and leverages the ecosystem's knowledge and expertise. In addition, a review of the practices of similar international organizations has shown that the Agency's structure, which combines knowledge of mobility and operational expertise, is a source of endless possibilities.

In line with Jalon's activities, the possibility of collecting and leveraging data dominated the discussion. Numerous stakeholders possess data on mobility in Montréal, but gathering, disseminating and combining said data remains a challenge. An organization capable of providing leadership on this issue is crucial to address mobility issues in a coherent manner and foster evidence-based dialogue and decision-making.

The Agency has significant advantages in this regard, including its mobile application, which had over 500,000 unique and active users in 2020, and a good understanding of the use of paid parking spaces.

In order to play an active role and provide leadership in the sustainable mobility ecosystem, the Agency will engage in dialogue with and respond to the needs of stakeholders from various walks of life. These relationships will enable joint efforts and multiply the impact of interventions from all parties.

POSITIONING AND PROMOTING THE AGENCY WILL HELP BUILD PUBLIC TRUST IN ITS MISSION, EXPERTISE AND OPERATIONAL CAPACITY. ULTIMATELY, BRINGING TOGETHER MOBILITY STAKEHOLDERS WILL ENCOURAGE NEW ACTIONS ENCOURAGING SUSTAINABLE MOBILITY AND THE ACHIEVEMENT OF THE CITY'S URBAN PLANNING AND MOBILITY OBJECTIVES, AS WELL AS THE AGENCY'S VISION.

Social acceptability of the proposed measures is necessary to encourage new projects promoting sustainable mobility. The Agency will rely on an educational and factual approach—e.g., to raise awareness of the advantages of shared and alternative modes of transportation to solo driving—to gain public support.

The Agency will support stakeholder consultation initiatives to help implement sustainable mobility measures listed in its projects. To this end, the Agency will, where possible, support the concerted efforts to prevent similar initiatives from being implemented independently.



## DEVELOP AND DISSEMINATE KNOWLEDGE

### Become an agent of change by helping develop knowledge on parking and mobility behaviours

The Agency will further its understanding of the use of public space and mobility behaviours by:

- › Establishing and maintaining an inventory of on- and off-street parking
- › Gradually increasing the use of passive sensors, particularly in street furniture
- › Observing its operations teams in the field
- › Leveraging mobility data collected from users

THE AGENCY WILL WORK IN PARTNERSHIP WITH THE COMMUNITY, ACADEMIC AND ECONOMIC SECTORS TO IDENTIFY AND VALIDATE MOBILITY NEEDS.

This approach will help enhance the City's and the Agency's projects and support decision-making because it takes into account different perspectives and leverages best practices, while being on the lookout for new trends.

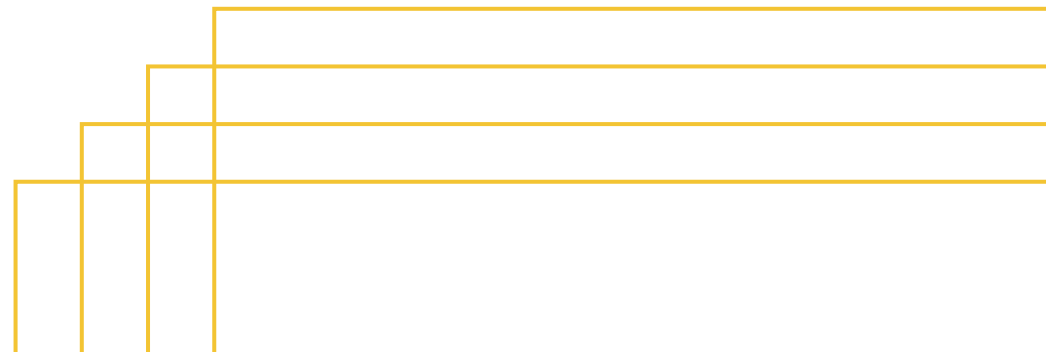
### Disseminate the Agency and its partners' knowledge and expertise

The Agency will provide forums to share its partners' initiatives with the community and its employees. It will favour an educational approach to help explain mobility behaviours and push practices to change.

In addition, the Agency will continue to develop a platform to host and enhance mobility data, in line with Jalon's activities. This tool was initiated within the framework of the *Montréal in Common*, initiative and aims to provide access to data and foster innovation, in accordance with the orientations and priorities set out in *Montréal 2030*.

### Promote the Agency's field expertise and operational capacity for carrying out experimental projects

The Agency hopes to act as a facilitator so that the city can be a testing ground for solutions addressing real needs, proposed by mobility project promoters. As such, it will leverage its status as a paramunicipal organization and its operational capacity to foster the transition from "idea to action" from a perspective that any innovation process has room for error.



## BRING TOGETHER MOBILITY STAKEHOLDERS

### Build a network of experts and stakeholders

The Agency will maintain strategic relationships enabling it to carry out its projects and better anticipate the next major issues that will affect the public and, by the same token, mobilize its resources. This joint effort between public and private actors will also help create new solutions.



© Credit Arrondissement Ville-Marie – Louis-Étienne Doré

### Organize an event acknowledging the successes of sustainable mobility stakeholders

To encourage, recognize and promote good practices in sustainable mobility within the ecosystem and with the general public, the Agency will continue to organize the annual Jalon gala.

### Organize events open to all to foster discussion on mobility issues

In keeping with its educational approach, the Agency will raise awareness of mobility players and their actions, in addition to fostering their relations.

Holding events will also enable it to establish its reputation and credibility, and to develop its relations with the stakeholders.



## MAKE CHANGE PERMANENT

### Publicize the Agency's actions by explaining the benefits of sustainable mobility projects

To foster client relations and social acceptability, the Agency will openly explain its plans, especially in regard to ensuring the creation of future sustainable mobility projects and to replicating successes.

### Promote sustainable mobility as the new standard

The Agency has a duty to promote better understanding of sustainable mobility and its benefits, as this will help foster social acceptability and decision-making for new projects.

For example, the availability and workings of shared and alternative modes of transportation to solo driving are sometimes misunderstood. The Agency intends to enable people to learn about them and make them their own.

### Support our partners' consultation initiatives in connection with sustainable mobility projects

The Agency will provide the tools to support data- and evidence-based decision-making, and foster buy-in of sustainable mobility measures set out in its partners' projects.

In doing so, the Agency will play an integral role in encouraging the creation of similar projects elsewhere in Montréal.

### Help make commuting safer

The Agency is a signatory to the City of Montréal's *Vision Zéro* action plan and firmly believes that improving the safety of the most vulnerable users will encourage the adoption of soft mobility. However, this improvement must be consistent with maintaining efficiency.

The plan seeks to create a culture of collaboration among the various stakeholders to address both safety and efficiency objectives.

As a paramunicipal organization, the Agency believes that it must lead by example in this regard, particularly by ensuring that its off-street parking is designed to be safe.

In addition, the Agency will leverage its monitoring capabilities and its means of communication with motorists to help improve road safety.

# ESTABLISHING OUR PURPOSE THROUGH OUR ACTIONS



The Agency stems from the City of Montréal’s desire to consolidate all parking-related functions within the municipal government. However, its letters patent suggest a broader mission.

A consensus was reached during the development of the Organizational Strategic Plan that the Agency’s activities should go beyond parking management and oversee curbside space. The Agency will thus be able to fulfill the mandates entrusted to it by the City more effectively and will help achieve the latter’s orientations. To this end, it could use its parking management and monitoring capacity as a lever for more sustainable mobility, greater economic vitality and improved quality of life.

The potential for better use of off-street parking was also raised. Optimal management would remove on-street parking where appropriate and allow these spaces to be used for other purposes.

THESE OFF-STREET SPACES, BOTH PUBLIC AND PRIVATE, COULD ALSO BE USED TO CONSOLIDATE ALTERNATIVE MODES TO SOLO DRIVING, WHICH WOULD GIVE THEM MORE VISIBILITY AND INCREASE THEIR USE.

Lastly, based on the consultations, it was determined that the Agency could tackle the promotion of sustainable mobility behaviours in the community. The Agency’s mobile application—which has over 500,000 users—was identified as an asset that could be leveraged to better inform the public, particularly motorists, by helping users make the best mobility decisions and encouraging them to adopt new behaviours.

In any case, special attention will be given to making the city accessible to all, and providing information to all types of users, especially the most vulnerable.







## MAKE THE CITY ACCESSIBLE TO ALL

### Facilitate travel for people with reduced mobility

To ensure fair and universal access to the City, the Agency will take care to meet the needs of users with reduced mobility, both on-street and on properties under its management, in accordance with its jurisdiction.

The Agency will complement other mobility stakeholders by identifying, monitoring and communicating the location of new spaces for dedicated infrastructure.

This process could open up new locations for dedicated parking and drop-off points, or serve to redevelop existing spaces that would benefit from widening or reconfiguration, among other things.

Where appropriate, the Agency will work with the City to implement the necessary regulatory changes to ensure effective monitoring and enforcement.

### Help the City define and implement a parking pricing strategy

For pricing to act as a lever in achieving the City's development and sustainable mobility targets, the Agency will recommend modular pricing strategies based on use, and explore tiered pricing approaches.

In addition, special attention will be given to the issue of parking for two-wheeled motor vehicles, which is currently poorly regulated.

Lastly, the Agency will explore various options to ensure that pricing reflects the reality of users whose profession or trade requires them to travel regularly and to various locations in the rendering of services.

### Provide public access to mobility information

The Agency believes that by providing the most accurate information regarding the time required to search for parking at destination, users will be able to choose the proper mode. Tourists and visitors will also benefit from this information for easier access to the city's attractions.

To encourage users to consider sustainable alternatives, the Agency wishes to expand the information provided to them, such as environmental indicators.

To this end, the Agency will be able to leverage and improve existing assets, such as its mobile application, but also capitalize on street furniture under its management and enter into partnerships. Special attention will be given to bridging the digital divide, i.e. the gap between access to and mastery of technology.

In addition, parking attendants and blue-collar workers will continue to be the face of the Agency. And because they will be answering questions from the community, it will be important that they understand what the Agency is doing.

### Support the shift of urban logistics toward greater sustainability

Home deliveries coupled with the exploding e-commerce industry are profoundly changing the use of curbside and public space. The Agency wishes to support the growth of e-commerce by looking for ways to ease deliveries while reducing inconveniences. This support will focus more broadly on all urban logistics activities in order to make them more sustainable.



## DEVELOP SUSTAINABLE MOBILITY

### Encourage shared and alternative modes of transportation to solo driving on- and off-street.

One of the obstacles to the development of shared or alternative modes of transport is that they also require space, namely dedicated lanes, anchors and street furniture.

Shared modes, such as public transit, car-sharing, bike-sharing, taxi or carpooling, help reduce the need for individual space. In keeping with the City's orientations, the Agency will support their development by recommending on- and off-street spaces to accommodate them, which will make it easier to share these spaces and help increase the use of alternative modes of transportation.

Governments agree that reducing solo driving is one of the key solutions to reducing greenhouse gas emissions, travel time, household expenses, traffic-related deaths and serious collisions.

In addition, household car ownership takes up space because the vehicles are parked most of the time.

### Reduce disturbances caused by short-term parking

Whether it is to pick up an order or to let a passenger out of a vehicle, short-term parking is essential to many daily activities. Sometimes this manoeuvre is in violation of regulations or interferes with the movement of traffic.

The Agency will therefore recommend a review of how drop-off points and waiting areas are managed to ensure that their number and layout promote the harmonious use of public space and the smooth flow of traffic.

### Make parking payment easier

The issuance of a parking ticket is often the result of complex parking regulations and payment.

The review of international practices, conducted as part of the strategic planning process, confirmed the strong correlation between ease of payment and compliance with regulations. The Agency will therefore work to make it easier for users to pay for parking on an ongoing basis and to simplify and clarify the signage associated with payment.

### Develop and provide mobility consulting services for the City of Montréal

The Agency will use its mobility expertise to make recommendations that contribute to the City's quality of life and economic vitality objectives. The Agency will rely on its operational capacity to observe the territory and provide a range of unique services based on the use that is made of it.

Eventually, the Agency will lend its expertise to businesses that need it, including through standardized programs.

### Establish a more equitable parking monitoring system that reflects new realities

The current monitoring strategy addresses regulatory compliance objectives. The Agency wishes to use parking monitoring to support behaviours that will keep vulnerable users safer and promote the City's goals for mobility, equity between boroughs, quality of life and economic vitality.

The Agency also wants to support increased payment rates for both on- and off-street paid spaces to ensure that all users pay.



## SHARE PUBLIC SPACE

### Increase the parking proportion managed by the Agency

It is estimated that the Agency currently manages less than 1% of the City's parking supply. Yet every parking space is a mobility management tool. To have a real impact on parking supply and mobility, the Agency will have to increase this share by managing more parking and by ensuring that the different types of parking in close proximity to one another are developed coherently.

By taking a holistic view of public parking inventory and private parking management, the Agency can optimize the use of parking for other purposes, such as promoting alternative modes of transportation, and greening public infrastructure or recreational and commercial spaces.

The Agency's parking management in the private sector will benefit the City by pooling the necessary resources and using revenues to promote sustainable mobility.

In this context, the Agency will manage a growing number of off-street parking lots owned by the City of Montréal. The City's management of these parking lots is generally an ancillary service to its operations giving rise to a number of issues, particularly on nearby streets. As a result, such management will need to be part of an overall parking management strategy for the areas surrounding the off-street parking to optimize space use.

### Support transportation electrification

The phasing out of new privately-owned internal combustion vehicles by 2035 will increase demand for charging stations, which will be even greater, in the medium to long term, with the arrival of self-driving cars.

In Montréal, since many homes do not have space for private charging stations, a portion of the population—particularly in older central neighbourhoods—relies on public charging stations or workplace charging.

In the short term, the Agency will target spaces that will become dedicated parking for electric vehicles, some of which will be equipped with charging stations, by leveraging its off-street parking.

Over the medium term, the Agency will take part in the City's efforts to deploy a network of charging stations, including fast-charging stations, and will combine charging payment with parking space payment.

### Encourage the development of shared off-street parking spaces

In some neighbourhoods, parking is optimized by pooling spaces, which can serve the needs of several user groups depending on the time of day.

However, this practice is not widely used in Montréal, either by public institutions or the private sector. To encourage this practice, the Agency will propose an approach that will allow all stakeholders, including clients who wish to find out about participating locations, to reap all possible benefits.

### Play a part in finding a meaning for public street space

A large portion of public space is currently dedicated to parking. These spaces generate significant costs, including for maintenance and monitoring. However, they also generate benefits, particularly economic benefits when they provide access to businesses. The outcome is not always positive.

Moreover, requalifying these spaces also generates costs and benefits, particularly environmental or public health ones. Ultimately, deciding how to use the spaces should be based on a thorough understanding of the ins and outs of each option to avoid indirectly and unknowingly subsidizing a use.

The Agency's in-depth knowledge will help make optimal recommendations for using street spaces.

# ENSURE OUR ABILITY TO EXECUTE AND INNOVATE



TO ACHIEVE ITS OPERATIONAL MISSION, THE AGENCY MUST BE SURE TO HAVE THE APPROPRIATE HUMAN, MATERIAL AND TECHNOLOGICAL RESOURCES AND IMPLEMENT THE PROPER PROCESSES.

In addition, its status as a paramunicipal organization requires compliance with applicable laws and accountability measures.

With this in mind, the Agency will need to cultivate its agility, particularly with respect to project delivery, to ensure complementarity with the City. Based on its expertise and operational capacity, the Agency is well positioned to fulfill efficiently specific mandates from the City in response to new situations or complex issues.

Lastly, as a result of the organizational merger, the Agency inherited a set of tools and methods that will need to be harmonized in order to harness their full potential.

As such, initial challenges relate to organizational resources, both human and material. At the same time, the Agency will ensure that teams from organizations with different orientations share common values and ambitions so that the Agency can move its vision forward.



© Credit Credit Tourisme Montréal – Susan Moss



## FULFILL OUR MISSION

### Clarify mandates, roles and responsibilities within the Agency and with municipal departments

Since the Agency consolidates activities that were previously carried out by different organizations, it is only natural that the people responsible for these activities, both internally and externally, are not always known to all.

Interviews with various municipal departments revealed opportunities for collaboration and few overlapping areas, among other things. Some work areas will need to be clarified, however.

For instance, the Agency will clarify the roles and responsibilities of its directorates for the sake of efficiency as well as to foster collaboration and ensure accountability. In addition, the Agency will specify who is responsible for which file in order to facilitate dialogue.

### Ensure the Agency has the processes necessary to fulfill its mission

The Agency is subject to the *Cities and Towns Act*. Accordingly, it must ensure that its procurement and contract management processes comply with the regulatory framework. Additionally, as a paramunicipal organization and City mandatary, the Agency is accountable to the City and must establish an environment promoting adequate internal controls, sound management and governance.

The Agency will therefore implement the administrative tools and processes necessary to meet its obligations, while ensuring that they are optimal and efficient. This will include automating tasks with little added value and structuring collaborations between City departments and services.

Furthermore, the Agency will optimize its internal and external operational processes, namely with the boroughs to facilitate street maintenance and snow removal, and with the SPVM for towing operations.

### Provide the Agency with the facilities needed to fulfill its mission

Since its creation, the Agency has had to hire staff to meet its needs. It has also increased its monitoring staff in 2021 to provide an adequate level of service to the boroughs. As a result, office space is no longer sufficient for this organization with an expanded mission. In addition, in the interest of fairness among the boroughs, the City of Montréal has asked the Agency to distribute its monitoring operations. Currently, the operations centre, located in the heart of the island, does not allow the teams to reach the outskirts at the beginning of peak periods. In addition, due to the distances involved, there is limited time left for monitoring activities.

Lastly, the electrification of the Agency's fleet could create needs that do not yet exist.

The Agency will assess its needs and develop facilities suitable for all of its activities.



## ACHIEVE OUR MISSION (cont.)

### Adapt work tools to the realities of the staff

Due to the merging of organizations with different tools and practices and in light of the lack of funding in recent years, the Agency must invest in tools tailored to the needs of its employees in order to improve their efficiency and safety.

### Establish a client relations centre

The Agency will establish a dedicated client relations centre. The new centre will be used to assist clients and will centralize requests received by telephone or through the various communication channels made available to the public, and will then be dispatched to the operational teams. The latter will free up the 911 centre, which currently responds to some user requests.

The centre's mandate may eventually change to include the handling of questions and services to clients or to the public for all of the Agency's mobility services.

### Ensure the Agency has the human resources needed and a retention strategy to fulfill its mission

Expectations of the Agency are high. Since its creation in January 2020, the Agency has proven highly effective in carrying out a number of City mandates and is looking forward to building on this momentum.

The Agency will provide its directorates with the staff needed to achieve its mission, help the organization become more resilient and ensure knowledge transfer. The staffing process will also focus on next-generation talent.

In addition, given the ongoing evolution of the job market and the specialized nature of the trades and professions within the Agency, it will develop a staff retention strategy, which will offer employees a career path allowing them to grow within the organization.

Moreover, it is widely believed that recognition at work is a major source of job satisfaction. In order to highlight its employees' contribution, the Agency will develop a recognition program that fosters an enthusiastic work environment and enables the retention of professionals and their expertise. The Agency will also implement a training program for new employees and ongoing training for its experts.



## ACHIEVE OUR VISION

### Provide the Agency with the expertise it needs to achieve its vision

The Agency will have to acquire knowledge it does not currently possess in order to meet expectations. Developing this expertise will involve all of the Agency's directorates.

it carries out and their purpose so that they may in turn inform the public and adopt more sustainable mobility behaviours. In addition, the Agency will inform all its employees of the interventions This will also help them understand the different professional opportunities within the Agency.

### Develop related commercial activities

The City of Montréal has separated the funding of the Agency's operations from the income derived from fares, which enabled it to focus on achieving priorities other than generating revenue.

Nevertheless, the Charter of Ville de Montréal and the Agency's letters patent indicate that it may engage in related commercial activities associated with the management of parking and charging stations.

To encourage innovation, the Agency will propose to the City a model that will generate income from related commercial activities, which can be reinvested in sustainable urban mobility projects.

### Provide the Agency with project portfolio governance

Over the next few years, the Agency will be called upon to carry out a growing number of projects related to technology or infrastructure.

In an effort to provide visibility on the status of projects with an impact over the whole organization, the Agency will implement a project portfolio management governance.

This governance is expected to ensure that decisions are made efficiently, that corporate resources are used effectively and that accountability is reliable.

### Ensure the Agency's ability to become more qualified

Following amendments to the City's Charter and the Agency's letters patent, if the City of Montréal gives the Agency new mobility responsibilities, the latter will ensure that it assumes them as effectively as possible.

The Agency will make sure to contribute to the creation of synergies resulting from these integrations, which will be used to combine complementary operations and activities.

Bringing the integration process to a successful conclusion will require sustained effort. The Agency will proactively work with the City of Montréal to determine the resources required to carry out the requested integrations.

Lastly, the Agency will recommend any changes to its governance that may be required as a result of the integration of new activities.



## ACHIEVE OUR VISION (cont.)

### Develop a better understanding of our clients and offer an improved experience

THE AGENCY ALREADY HAS STRONG EXPERTISE IN PAYMENT MANAGEMENT AND WISHES TO LEVERAGE IT BY CREATING A CLIENT ACCOUNT THAT WILL ENHANCE THE MOBILITY EXPERIENCE.

In the short term, this account will allow clients to customize their needs, and simplify payments through an electronic wallet or subscriptions.

Moreover, with the advent of licence plate recognition, the Agency will look into the possibility of linking payments to the licence plate number, which will be used to access the client's account and pave the way for other mobility products and services that the Agency may provide. For example, the user account could be the central payment point for all mobility services offered by the Agency.

### Handle the issuance and management of parking permits

Parking is one of the public space uses that needs to be regulated. Decisions on the use of public space fall under the jurisdiction of the City's boroughs.

To facilitate the handling of parking permits, the Agency will give boroughs the option of using an integrated permit management system that will also ease the monitoring of these spaces.

In addition, to improve user experience during one-off interventions in public spaces, the Agency will leverage existing systems to optimize communication channels between Agency employees and the boroughs.





## EMBODY OUR VALUES

### Create a corporate identity for the Agency

The Agency will create a corporate identity to publicize its mission and to legitimize its teams' actions in the field. It will also reflect the Agency's vision and values in order to support recruitment and staff retention, and to foster a sense of belonging to the organization.

### Develop a management philosophy for the Agency

A management philosophy is a set of principles or standards that managers commit to abide by on a daily basis to ensure a consistent approach across all directorates.

The Agency will adopt a philosophy and implement programs that reflect its values to help achieve its mission and vision.

### Reduce the Agency's GHG and environmental footprint

Through its mission, the Agency is already contributing to the reduction of greenhouse gas (GHG) emissions and other negative impacts associated with the excessive use of cars.

#### THE AGENCY ALSO WANTS TO SET AN EXAMPLE IN THE FIGHT AGAINST CLIMATE CHANGE.

It will join the efforts of the City of Montréal and the Government of Québec by electrifying its fleet of vehicles. These efforts include extending a pilot project to add electric bikes to its fleet, adapting its buildings, and transforming its off-street parking to make them more eco-friendly—whether by integrating environmental protection measures into their design or through employee programs.



## PART 3

# HOW WE WILL DO IT



## THE FIVE MAJOR PROJECTS UNDER THE THREE-YEAR PLAN

The projects combine interventions related to multiple priorities and areas, which will require the involvement of all Agency departments. Together, they constitute the Agency's three-year business plan and outline the actions that will be prioritized over the next three years.

It is necessary to establish priorities to respect the Agency's current capabilities and provide the City of Montréal with a clear overview of what the Agency wishes to accomplish over the next three years.

Summary tables specify which of the interventions presented in Part 2 make up each of these projects.

FOSTER AND SUPPORT SUSTAINABLE MOBILITY PROJECTS

MANAGE THE CITY'S ON-STREET AND OFF-STREET PARKING

IMPROVE PARKING INFORMATION AND PAYMENT

MODERNIZE THE MONITORING STRATEGY

CONTINUE THE AGENCY'S ORGANIZATIONAL TRANSFORMATION

## FOSTER AND SUPPORT SUSTAINABLE MOBILITY PROJECTS

The Agency must acquire an in-depth understanding of the various aspects of mobility and the use of public property if it wants to trigger a modal shift and support innovation and practice changes leading to more sustainable mobility.

In addition, to maximize the positive impact on Montréal's quality of life and economic vitality, the Agency will have to make sure it can adequately make recommendations to the City.

THE AGENCY WILL RELY ON ITS OPERATIONAL CAPACITY TO OBSERVE THE TERRITORY AND THE USE THAT IS MADE OF IT IN ORDER TO OFFER A RANGE OF UNIQUE SERVICES.

With this objective in mind, the Agency will build on its ability to collect and observe data, experiment, establish partnerships and leverage findings to translate information into knowledge. The Agency also intends to develop additional expertise. As a curbside parking manager, it will look at emerging uses for which the organization will have to acquire additional knowledge.

In doing so, it will provide cutting-edge sustainable mobility expertise to the City, which will lead to the provision of services supporting its projects and decision-making. This expertise will help position the Agency to influence businesses and economic stakeholders seeking to implement more sustainable mobility solutions for their employees, clients or the community.



## MANAGE THE CITY'S ON-STREET AND OFF-STREET PARKING

There is increasing demand for curbside use due to the emergence of services such as car-sharing, new active mobility services and home delivery, to which self-driving cars will be added in the coming years. These uses add to the traditional use of on-street space, which includes parking.

All equipment and furniture they required are generally located on the portion of the sidewalk adjacent to the curb. The City would like to review how this space is shared, for example, to install terrasses, encourage soft mobility or plant trees.

In the coming years, curbside management will become a major challenge, while being a major driver for improving the quality of life and economic vitality.

IN ADDITION, IN RESPONSE TO THE CITY'S DESIRE TO MAKE BETTER USE OF ON-STREET SPACE, THE AGENCY WANTS TO MANAGE MORE OFF-STREET PARKING TO OPTIMIZE ITS USE. THIS INCLUDES CREATING MOBILITY HUBS THAT COMBINE A RANGE OF SERVICES.

To truly be able to oversee on-street parking, the Agency will need to improve its management and operational planning capacity for its equipment and activities through a number of measures, including innovative tools and proper processes. It will also need to strengthen the ties that enable it to know and address the City's needs.



## IMPROVE PARKING INFORMATION AND PAYMENT

The Agency believes that by providing the most accurate information regarding the time required to search for parking at destination, users will be able to choose the proper mode of transportation. In addition, in the interest of education, the Agency would like to expand the information provided to include, among other things, environmental indicators that would encourage users to consider more sustainable alternatives.

The evolution of the application will be more thoughtful in order to communicate information from the client to the Agency, particularly to a future customer relations centre.

THE AGENCY ALSO PLANS TO LEVERAGE ITS TRANSACTION MANAGEMENT EXPERTISE BY CREATING A CLIENT ACCOUNT THAT, WHEN MATCHED WITH THE LICENCE PLATE, WILL ALLOW FOR INTEGRATED PARKING PERMIT MANAGEMENT AND A MORE PERSONALIZED USER EXPERIENCE.

Among other things, the Agency wants to review parking payment methods to make them more user-friendly, and thus ensure regulatory compliance.

To this end, the Agency will be able to leverage and improve existing assets, including its mobile application that reaches over 500,000 unique active users, and capitalize on pay stations and street furniture under its management.



## MODERNIZE THE MONITORING STRATEGY

Modernizing the parking monitoring strategy will be critical to achieving the Agency's mission and vision.

THE GOAL IS TO ENSURE GREATER FAIRNESS AMONG USERS, INCREASED REGULATORY COMPLIANCE, SAFE AND EFFICIENT MOBILITY, WHILE PROMOTING MOBILITY MEASURES THROUGHOUT THE CITY.

With this modernization, the Agency will significantly modify the work organization, monitoring tools and operational centre locations, and ensure territorial equity while better meeting the needs of the boroughs. Enhanced proactive monitoring will help implement policies to reduce the amount of space dedicated to cars and promote the use of alternative modes.

In particular, licence plate recognition (LPR) offers an interesting solution. Further assessments will be needed to ensure social acceptability. Moreover, this technology will require significant changes in practices, namely with respect to issuing parking tickets.

This technology will also open the door to a new range of mobility products and services that will benefit Montrealers.



## CONTINUE THE AGENCY'S ORGANIZATIONAL TRANSFORMATION

To achieve its operational mission, the Agence de mobilité durable must be sure to have the appropriate human, material and technological resources and processes.

Moreover, the fact that the Agency is a paramunicipal organization creates additional expectations in terms of compliance with various applicable laws and key City processes. In this regard, the Agency will work to strengthen its accountability processes to decision-making bodies.

In parallel with its strategic planning process, and as a result of the integration of *SCSM*, *SARS* and the upcoming integration of *Jalon*, the Agency is launching an organizational transformation process to create a unique and harmonized culture. In addition, following these organizational mergers, the Agency inherited a series of tools and methods that will have to be harmonized in order to harness their full potential. The strategic planning process is the perfect opportunity to undertake this transformation by getting all of the employees involved.

TO ACHIEVE ITS MISSION, THE AGENCY WILL ALSO HAVE TO BECOME MORE AGILE AND FOCUS ON INNOVATION. THANKS TO ITS EXPERTISE, OPERATIONAL CAPACITY AND RELATIONSHIPS WITH MOBILITY STAKEHOLDERS, IT IS WELL-POSITIONED TO EFFECTIVELY FULFILL ADDITIONAL MANDATES.

The Agency will develop strategies and policies that will enable it to embody its values and promote them in the community.





## PLAN IMPLEMENTATION AND MONITORING

The Agence de mobilité durable's first Organizational Strategic Plan is primarily intended to guide its actions until 2030.

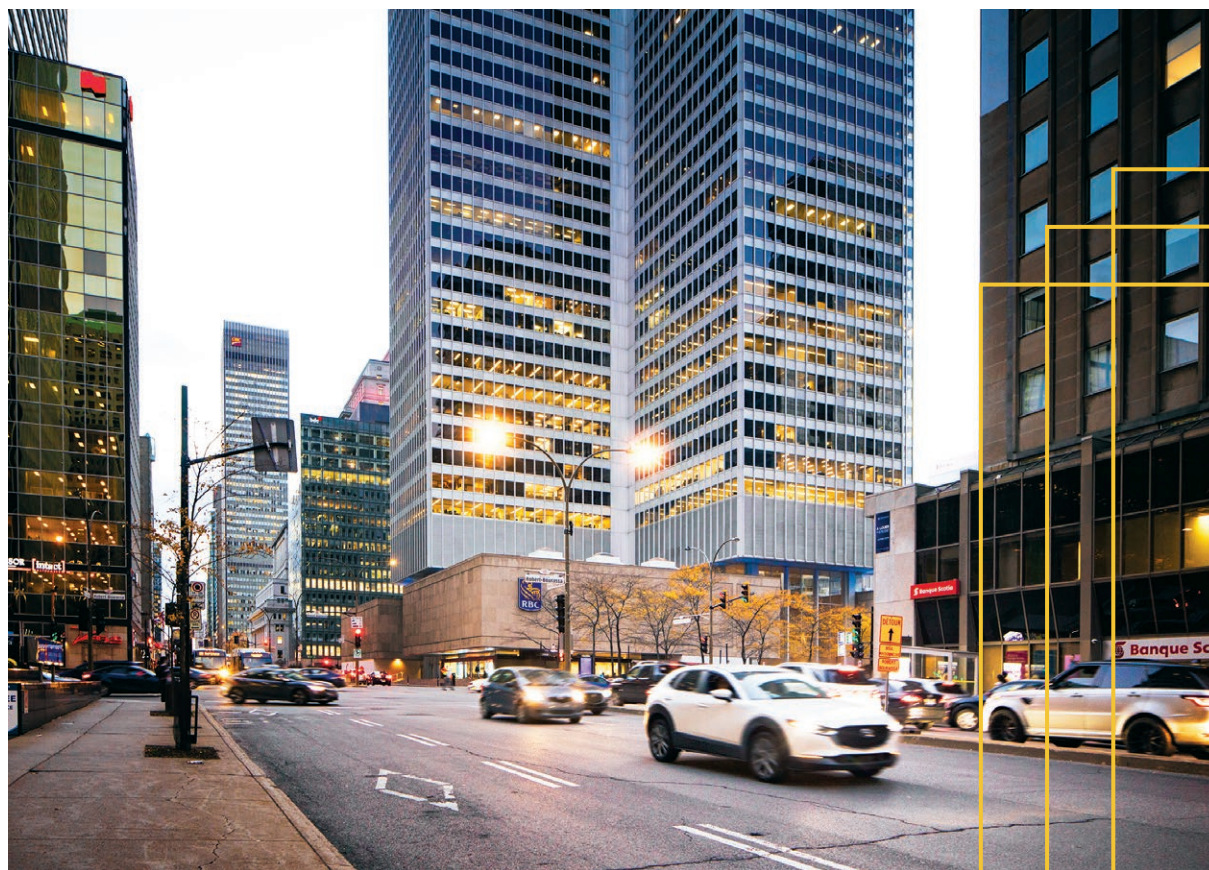
The plan's five major projects provide a glimpse into the Agency's priority actions to be undertaken over the next three years and serve as a three-year business plan.

To ensure the three-year business plan is implemented, the Agency will develop annual action plans that will define objectives and the means to achieve these commitments.

The Agency will monitor and assess the implementation of its action plans and organizational transformation through indicators that will be defined at a later date.

From a financial standpoint, these annual action plans will be used to develop the Agency's operating budget and support the Ten-year capital works program.

Implementing the Organizational Strategic Plan will require changes to the *Charter of Ville de Montréal* and the Agency's letters patent.



# SUMMARY TABLE PRESENTING THE PROJECTS AND THEIR RELATED INTERVENTIONS

CARVE OUT OUR ROLE IN THE MOBILITY ECOSYSTEM	PROJECTS				
	Foster and support sustainable mobility projects	Manage the City's on-street and off-street parking	Improve parking information and payment	Modernize the monitoring strategy	Continue the Agency's organizational transformation
<b>Develop and disseminate knowledge</b>					
Become an agent of change by helping develop knowledge on parking and mobility behaviours	●	●	●		
Disseminate the Agency and its partners' knowledge and expertise	●		●		
Promote the Agency's field expertise and operational capacity for carrying out experimental projects	●	●			●
<b>Bring together mobility stakeholders</b>					
Build a network of experts and stakeholders	●				●
Organize an event acknowledging the successes of sustainable mobility stakeholders					●
Organize events open to all to foster discussion on mobility issues	●				●
<b>Make change permanent</b>					
Publicize the Agency's actions by explaining the benefits of projects promoting sustainable mobility	●	●	●	●	
Promote sustainable mobility as the new standard	●	●	●		●
Support our partners' consultation initiatives in connection with sustainable mobility projects	●	●			
Help make commuting safer	●		●	●	

## SUMMARY TABLE PRESENTING THE PROJECTS AND THEIR RELATED INTERVENTIONS (cont.)

PROVE OUR PURPOSE THROUGH OUR ACTIONS	PROJECTS				
	Foster and support sustainable mobility projects	Manage the City's on-street and off-street parking	Improve parking information and payment	Modernize the monitoring strategy	Continue the Agency's organizational transformation
<b>Make the city accessible to all</b>					
Facilitate travel for people with reduced mobility	●	●	●	●	
Help the City define and implement a parking pricing strategy	●	●	●		
Provide public access to mobility information	●		●		●
Support the shift of urban logistics toward greater sustainability	●	●	●	●	
<b>Develop sustainable mobility</b>					
Encourage shared and alternative modes of transportation to solo driving on- and off-street.	●	●	●	●	
Reduce disturbances caused by short-term parking		●	●	●	
Make parking payment easier			●		
Develop and provide mobility consulting services for the City of Montréal	●	●			●
Establish a more equitable monitoring system that reflects new realities		●		●	●
<b>Share public space</b>					
Increase the parking proportion managed by the Agency	●	●			●
Support transportation electrification		●	●		●
Encourage the development of shared parking spaces	●	●	●		
Play a part in finding a meaning for public street space	●	●	●		

## SUMMARY TABLE PRESENTING THE PROJECTS AND THEIR RELATED INTERVENTIONS (cont.)

ENSURE OUR ABILITY TO EXECUTE AND INNOVATE	PROJECTS				
	Foster and support sustainable mobility projects	Manage the City's on-street and off-street parking	Improve parking information and payment	Modernize the monitoring strategy	Continue the Agency's organizational transformation
<b>Fulfill our mission</b>					
Clarify mandates, roles and responsibilities within the Agency and with municipal departments	●	●			●
Ensure the Agency has the processes necessary to fulfill its mission		●	●	●	●
Provide the Agency with the facilities needed to fulfill its mission	●	●	●	●	●
Adapt work tools to the realities of the staff	●	●	●	●	●
Establish a client relations centre		●	●	●	●
Ensure the Agency has the human resources needed and a retention strategy to fulfill its mission	●	●	●	●	●
<b>Achieve our vision</b>					
Provide the Agency with the expertise it needs to achieve its vision	●	●	●	●	
Develop related commercial activities					●
Provide the Agency with project portfolio governance					●
Ensure the Agency's ability to become more qualified	●				●
Develop a better understanding of our clients and offer an enhanced experience	●	●	●		
Handle the issuance and management of parking permits		●	●		
<b>Embody our values</b>					
Create a corporate identity for the Agency					●
Develop a management philosophy for the Agency					●
Reduce the Agency's GHG and environmental footprint		●		●	●

## BIBLIOGRAPHY

- > *Agence de mobilité durable – Document d’orientations 2020-2022*, Ville de Montréal (2019)
- > *Metrolinx*, Online glossary
- > *Montréal 2030*, Ville de Montréal (2020)
- > *Climate Plan 2020–2030*, Ville de Montréal (2020)
- > *Plan d’action Vision zéro décès et blessé grave 2019-2021 [in French]*, Ville de Montréal (2019)
- > *Metropolitan Land Use and Development Plan*, Communauté métropolitaine de Montréal (2012)
- > *2030 Plan for a Green Economy*, Ministère de l’Environnement et de la Lutte contre les changements climatiques (2020)
- > *Québec Sustainable Mobility Policy*, Ministère des Transports, de la Mobilité durable et de l’Électrification des transports (2018)
- > *Politique de stationnement Parking Policy*, Ville de Montréal (2016)
- > *Draft Strategic Plan for the Development of Public Transit* Autorité régionale de transport métropolitain (2020)
- > *City Project*, Ville de Montréal (2021)



2021-2030  
ORGANIZATIONAL  
STRATEGIC PLAN

AGENCE  
DE MOBILITÉ  
DURABLE  
MONTRÉAL

JUNE 2021  
ISBN 978-2-922594-48-5