

SUMMARY DOCUMENT

ORGANIZATIONAL STRATEGIC PLAN

2021 AGENCE DE MOBILITÉ DURABLE
2030 MONTRÉAL



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WHAT IS THE AGENCE DE MOBILITÉ DURABLE?

The Agence de mobilité durable (the “Agency”) is a paramunicipal organization that carries out mandates entrusted by the City of Montréal. Under this framework, the Agency makes recommendations on how to make these mandates operational, implements said recommendations, integrates this undertaking into its operations and assesses the performance of the measures in place.

The Agency was created following a thoughtful process that began with the City of Montréal’s urban planning and transportation plans (2004 and 2008), which identified strategic parking management as an important lever for promoting more sustainable mobility. This process led to the City’s *Parking Policy* in 2016, which identified the creation of a municipal parking management agency as one of its three priorities.

As a result, since January 1, 2020, the Agence de mobilité durable combines all the areas of parking administration, which includes activities previously conducted by Société en commandite Stationnement de Montréal (SCSM) and the Service de l’application du règlement de stationnement (SARS) of the Service de police de la Ville de Montréal (SPVM).

In February 2021, 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 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



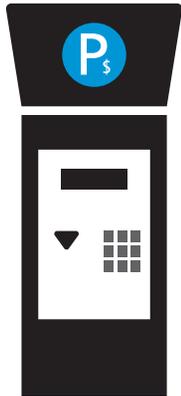
17% credit card
at the pay station



67% via the app



1,452
PAY
STATIONS



5,828
BIKE RINGS

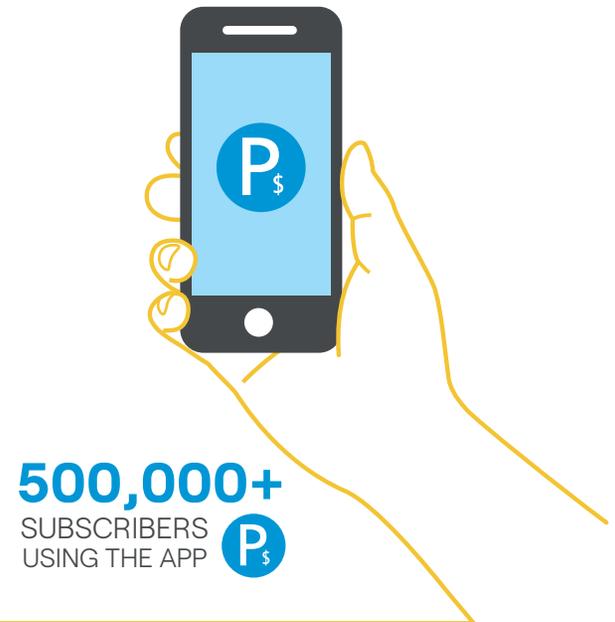
22,930,100
TRANSACTIONS



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

Data: 2019-2020

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 it is assigned, 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 given 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.



PART 1

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



PLANNING FRAMEWORK

Like other paramunicipal services and organizations of the City of Montréal, the Agency needs City Council's approval on a three-year business plan based on the City's values, mission and guidance, in particular as set out in the Montréal 2030 strategic plan.

In light of the challenges ahead, the Agency has tabled a 10-year organizational strategic plan and prioritized its actions for the next three years through five major projects.

In developing its plan, the Agency considered the strategic orientations, objectives and intervention methods preferred by government and municipal authorities. Works consulted include the following:

- › Agency's governing documents, including the 2020–2022 orientation document
- › Montréal 2030 *strategic plan* (2020)
- › *City Project* and the *Urban Planning and Mobility Plan* (2021)
- › *Climate Plan 2020–2030* (2020)
- › *Parking Policy* (2016)
- › Municipal design guides and standards
- › Municipal and provincial planning documents

MONTRÉAL 2030 STRATEGIC ORIENTATIONS

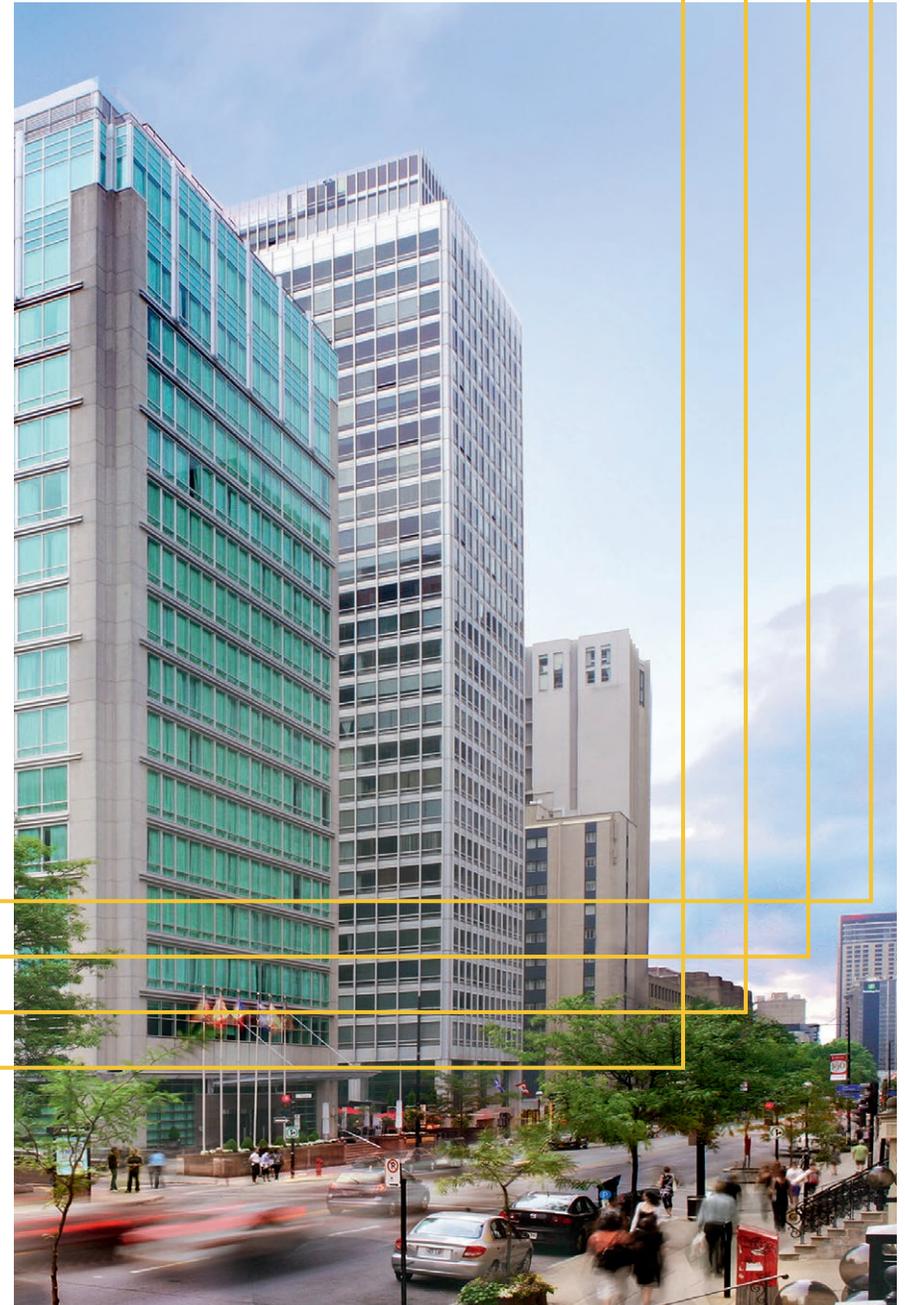
The Montréal 2030 strategic plan includes four action areas and 20 priorities applying to all paramunicipal services and organizations of the City of Montréal. The Agency considers that its work is mainly in line with seven of these 20 priorities.

- 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.

STAKEHOLDER ENGAGEMENT PROCESS

In all, nearly one hundred collaborators took part in the development process for the Agency's first Organizational Strategic Plan.

- › Through four panels, bringing together 21 stakeholders from all walks of life, and 25 interviews with strategic players in Montréal's mobility sector, the Agency was able to understand the issues and expectations that have been placed on the organization.
- › The Agency also reviewed the practices of 13 comparable organizations across Europe and North America and compiled a summary of the relevant government and City of Montréal orientations and objectives.
- › Based on the information gathered, the Agency determined the actions to contemplate over the next 10 years with respect to its employees, the representatives of the various departments and teams, the executive committee and the board of directors.



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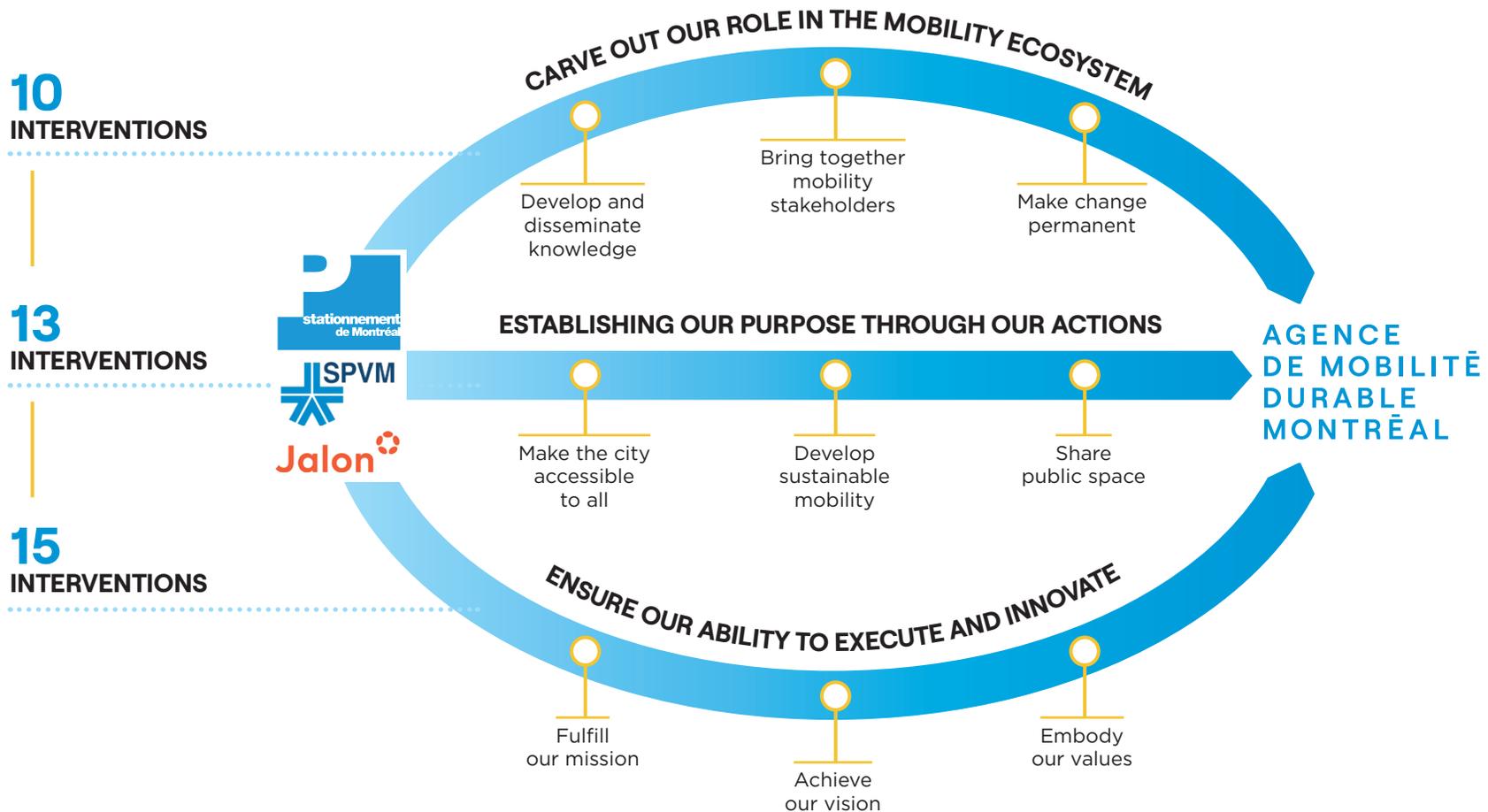
PART 2

**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. Many stakeholders have indicated that the Agency could drive change by assembling these forces and positioning itself as an organization that brings together and leverages the ecosystem's knowledge and expertise.

Possibilities include:

- › Assuming leadership to gather, disseminate, and combine data from multiple industry stakeholders to consistently address mobility issues and foster evidence-based dialogue and decision-making.
- › Engaging in dialogue and addressing the needs of diverse communities to unite efforts and multiply the impact of interventions.
- › Bringing together mobility stakeholders to promote the creation of new sustainable mobility actions.
- › Adopting an educational and factual approach to raise awareness of the advantages of shared and alternative modes of transportation to solo driving, and to encourage new projects and gain public support.
- › Supporting stakeholder consultation initiatives to help implement sustainable mobility measures listed the Agency's projects, and to prevent similar initiatives from being implemented independently.

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 promoting sustainable mobility and the achievement of the City's urban planning and mobility objectives, as well as the Agency's vision.

Develop and disseminate knowledge

- › 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

Bring together mobility stakeholders

- › 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

Make change permanent

- › Publicize the Agency's actions by explaining the benefits of sustainable mobility projects
- › Promote sustainable mobility as the new standard
- › Support our partners' consultation initiatives in connection with sustainable mobility projects
- › Help make commuting safer

ESTABLISHING OUR PURPOSE THROUGH OUR ACTIONS

A consensus was reached during the development of the Strategic Plan that the Agency's activities should go beyond parking management and handle curbside administration.

Optimal management of off-street parking, both public and private, would remove on-street parking where appropriate, and allow these spaces to be reused for other purposes, such as consolidating alternative modes of transportation to solo driving.

The Agency could also tackle the promotion of sustainable mobility behaviours in the community.

For instance, its application, which has more than 500,000 subscribers, could be used to better inform the public.



Make the city accessible to all

- › Facilitate travel for people with reduced mobility
- › Help the City define and implement a parking pricing strategy
- › Provide access to mobility information for all users
- › Support the shift in urban logistics toward greater sustainability

Develop sustainable mobility

- › 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 and its boroughs
- › Establish a more equitable monitoring system that reflects new realities

Share public space

- › 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

ENSURING OUR ABILITY TO EXECUTE AND INNOVATE

To accomplish its operational mission, the Agency must adjust to many realities:

- › In recent years, the *Société en commandite stationnement de Montréal* and the *Service de l'application du règlement de stationnement* have not received the necessary investments due to financial pressures or different priorities.
- › Created out of the merger of several organizations, the Agency will have to consolidate a set of tools and methods and establish common values and ambitions.
- › Its status as a paramunicipal organization requires compliance with applicable laws and accountability measures, to which previous institutions were not subject.

Fulfill our mission

- › Clarify mandates, roles and responsibilities within the Agency and with municipal departments
- › Ensure the Agency has implemented 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 customer relations centre
- › Ensure the Agency has the human resources needed and a retention strategy to fulfill its mission

Achieve our vision

- › 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 permit issuance and management

Embody our values

- › Create a corporate identity for the Agency
- › Develop a management philosophy for the Agency
- › Reduce the Agency's GHG and environmental footprint



PART 3

HOW WE WILL DO IT



OUR FIVE MAJOR PROJECTS OVER THE NEXT THREE YEARS

The projects combine interventions related to multiple priorities and areas, which will involve all Agency departments.

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 achieve over the next three years.

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 a deep 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 SCSSM, 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 be a guide for its actions until 2030.

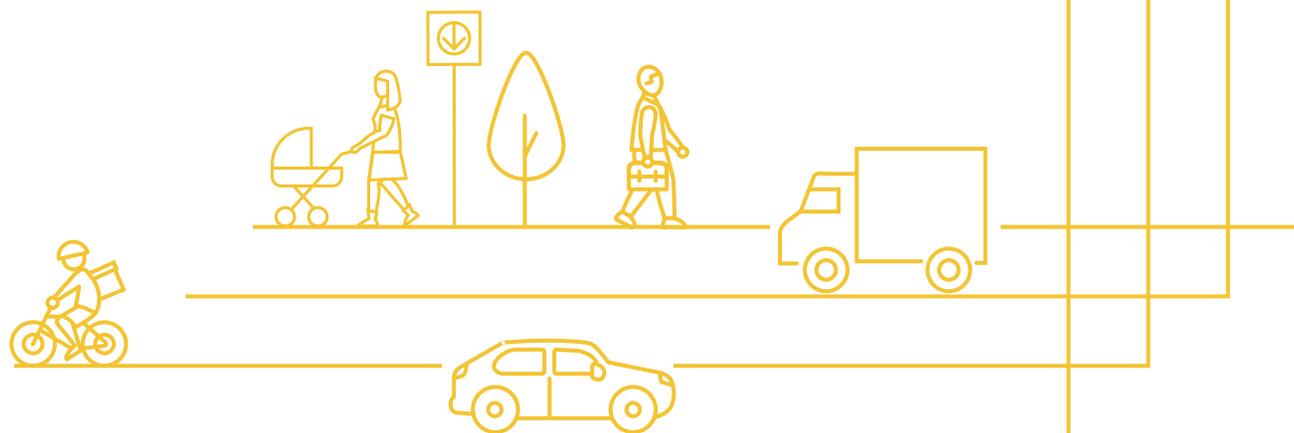
The plan's five major projects provide a glimpse into the Agency's priority actions to be undertaken over the next three years and serve as a three-year business plan.

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 to 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.



2021-2030
ORGANIZATIONAL
STRATEGIC PLAN

AGENCE
DE MOBILITÉ
DURABLE
MONTRÉAL

ISBN