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REPORT TO:	Community and Infrastructure Services Committee
DATE OF MEETING:	April 14, 2025
SUBMITTED BY:	Barry Cronkite, Director, Transportation Services, 519-741-2200 ext. 7738
PREPARED BY:	Aaron McCrimmon-Jones, Manager, Transportation Safety & Policy 519-783-8964 Connor Payne, Project Manager, Transportation Safety 519-783-8966
WARD(S) INVOLVED:	All Wards (1-10)
DATE OF REPORT:	March 28, 2025
REPORT NO.:	DSD-2025-040
SUBJECT:	Vision Zero Annual Update - 2025

RECOMMENDATION:

That staff be directed to implement the proposed 2025 safety improvements as outlined in Attachment A (Vision Zero 2025 Safety Improvements) of report DSD-2025-040 to support implementation of the Vision Zero Strategy; and,

That an All-Way Stop be installed at the intersection of Fairfield Avenue and St Leger Street; and,

That a Pedestrian Crossover (PXO) Level 2, Type B be installed on East Avenue at Borden Street (in front of the Kitchener Auditorium); and,

That stopping be prohibited at any time 15 metres from each PXO crossing at each approach, and ten (10) metres immediately following each PXO crossing; and further,

That the Uniform Traffic Bylaw be amended accordingly

REPORT HIGHLIGHTS:

- The purpose of this report is to provide a comprehensive update on the progress of the City of Kitchener's Vision Zero Strategy. It includes an overview of 2024 accomplishments and recommended action items for 2025, as summarized in Attachment A to DSD-2025-040 Vision Zero 2025 Safety Improvements.
- The key finding of this report is that in 2024, the City of Kitchener made progress towards the goal of eliminating serious injury and fatal collisions on Kitchener streets through the implementation of the planned 2024 action items in the five categories of Evaluation, Engineering, Education, Engagement and Enforcement. As approved by

*** This information is available in accessible formats upon request. *** Please call 519-741-2345 or TTY 1-866-969-9994 for assistance. Council and described in staff report DSD-2021-210, the Vision Zero Strategy action items are funded through reallocation of the existing Formal Traffic Calming budget.

- Community engagement and education included a high-risk driving media campaign that received over 8 million impressions (excluding radio), a dedicated Vision Zero Engage page for ongoing feedback from Kitchener residents, project boards to update residents on upcoming street safety improvements, advisory committee consultation, and a Vision Zero webpage and dashboard. The dashboard is an essential tool to track and communicate progress towards the goal of zero traffic fatalities and serious injuries.
- This report supports the delivery of the Strategic Plan action item "Building a Connected City Together" through implementing a "Localized Transportation Safety Improvement Program".

EXECUTIVE SUMMARY:

The City of Kitchener's Vision Zero Strategy is a street safety plan with the long-term objective of eliminating all severe injuries and fatalities on City of Kitchener streets. This plan focuses on evaluating the street network and addressing the key contributing factors to serious injury and fatal collisions by focusing on three emphasis areas including vulnerable street users, high risk locations, and high-risk driving. This report provides an update on the progress made towards achieving the goals in 2024 and planned actions for 2025.

Statistics indicate that there has been a declining trend in collisions that result in injuries or fatalities since 2018. Zero (0) fatalities occurred on City of Kitchener streets in 2022, 2023, and 2024. However, analysis continues to show that pedestrians and cyclists are disproportionally represented in collisions that result in a serious injury or fatality, with aggressive and inattentive driving being a significant contributing factor to these collisions. To address these issues, initiatives are being implemented to prioritize vulnerable street user's safety, increase traffic calming measures, and educate drivers on safe driving practices. Progress completed toward these initiatives in 2024 are as follows:

- Evaluation The City has continued its partnership with the University of Waterloo for data analytics. The City, in collaboration with the University of Waterloo, adopted a proactive and systematic approach to predict the highest risk locations for severe collisions. This work prioritizes the highest risk locations for hot spot improvements. Staff complete follow up data collection to evaluate the effectiveness of hot spot improvements each year.
- Engineering Staff conducted a comprehensive analysis on the hot spot locations that pose a higher risk for serious injury and fatal collisions and implemented physical measures to enhance safety. In 2024 this included 400 meters of sidewalk infill, four pedestrian crossovers, three pedestrian refuge islands, one intersection improvement location, 26 speed humps / speed cushions and the expansion of the season traffic calming program to include 40 additional seasonal narrowing's and 10 solar powered speed advisory signs.
- Education Kitchener launched a high-risk driving education campaign through a collaborative effort with WRPS, Region of Waterloo Public Health, and City of Waterloo. The campaign targets high-risk driving behaviours that contribute to traffic-related serious injuries and fatalities. The campaign received over 8 million impressions across a range of platforms including television, digital promotions,

social media campaigns, YouTube and Google. Staff also (in collaboration with Student Transportation Services of Waterloo Region) delivered the Sidewalk Smarts Program to seven (7) Kitchener schools in January and February 2025.

- Engagement Staff continue to manage and promote the Vision Zero webpage and Engage page to provide up-to-date information and ongoing public engagement. In March 2025 staff presented Attachment A of this report to the Active Transportation & Trails Advisory Committee who unanimously approved and stated "That ATTAC is pleased and supportive of the safety improvements being proposed by staff in the Vision Zero update report".
- Enforcement The Selective Traffic Enforcement Program (STEP) team continues to meet on a quarterly basis to identify areas of concern for targeted enforcement through a more data driven approach. Through the STEP partnership, WRPS issued 180 targeted Highway Traffic Act charges in 2024 on City of Kitchener streets.

BACKGROUND:

Vision Zero is a safety strategy with the objective of eliminating all severe injuries and fatalities on City of Kitchener streets, premised on the belief that these incidents are preventable, and that safety must be the foremost priority. It emphasizes the need for a sustained, multifaceted approach to reduce collision-contributing factors and calls for continuous improvement in the city's approach to street safety, highlighting the collective responsibility of all users.

In December 2021, Kitchener Council adopted the City of Kitchener's Vision Zero Strategy, a four-year plan focused on analyzing the street network to address the root causes of serious injuries and fatalities through the five categories of evaluation, engineering, education, engagement, and enforcement. It is important to recognize that the goals of Vision Zero is a long-term endeavor that requires ongoing commitment and resources. The strategy involves detailed data analysis to identify trends, main causes of serious injuries, and fatal collisions, focusing on protecting vulnerable users, high-risk locations, and dangerous driving behaviors. Action items are identified based on data, community feedback, and best practices. For an in-depth look at the City of Kitchener's Vision Zero Strategy, refer to staff report DSD-2021-210 and City of Kitchener Vision Zero Strategy 2022-2025 (Kitchener.ca/VisionZero).

REPORT:

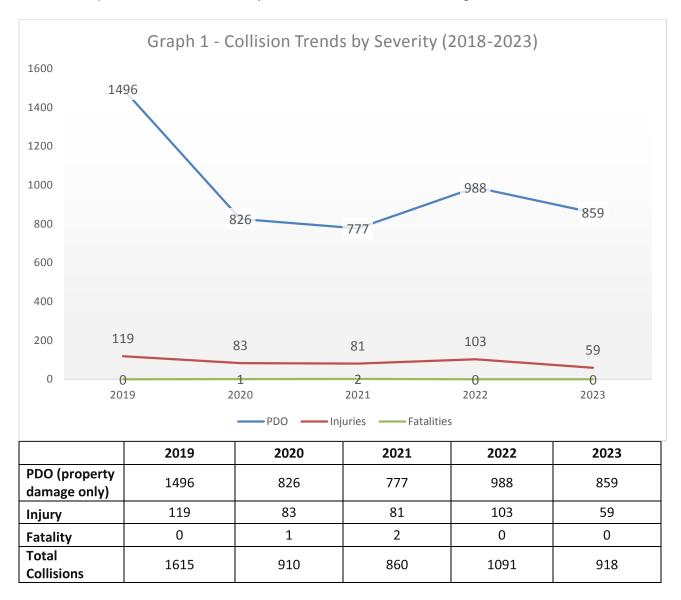
This report provides an update on the progress of the City of Kitchener's Vision Zero Strategy. This includes an overview of the collisions on Kitchener streets over a five-year period (2019 to 2023) as well as a summary of the progress made in 2024. This report also summarizes the planned action items for 2025.

Collision Analysis Overview

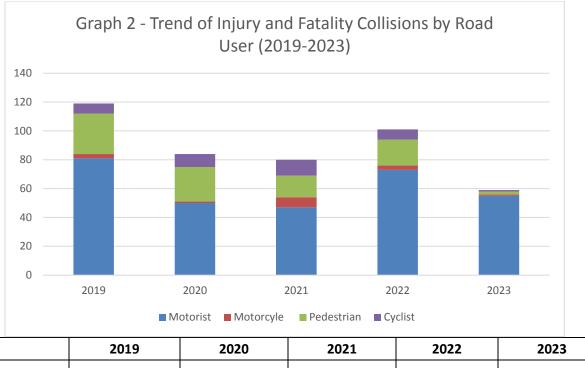
An analysis of historical collision data from 2019-2023 was conducted to identify trends in collisions resulting in injuries and fatalities. 2024 collision data analysis has not been included as the complete 2024 data set will not be fully available until end of Q2, 2025. Collision data analysis was focused on collisions that have occurred on the streets under the jurisdiction of the City of Kitchener. For information, of the approximate 2,220 lane-km of roads and streets within the City of Kitchener boundary, roughly 1,600 lane-km are under the jurisdiction of the City of Kitchener, 500 lane-km are under the jurisdiction of the Region

of Waterloo, and 150 lane-km are under the jurisdiction of the Ontario Ministry of Transportation.

Graph 1 (below) illustrates the total number of collisions on Kitchener streets from 2019 to 2023 and shows a declining trend in collisions, injuries and fatalities. It should be noted that 2020 and 2021 collision data may be impacted by changing travel patterns during the COVID-19 pandemic influenced by lockdowns, social distancing, and travel restrictions.



Graph 2 illustrates the trend of the collisions that have resulted in injuries and fatalities by street user type. Like the data in Graph 1, a declining trend is observed for all street user types. However, 2020 and 2021 collision data may be impacted by changing travel patterns during the COVID-19 pandemic.



	2019	2020	2021	2022	2023
Motorist	81	50	47	73	55
Motorcycle	3	1	7	3	1
Pedestrian	28	24	15	18	2
Cyclist	7	9	11	7	1

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Analysis has been conducted on the collisions that have resulted in injuries or fatalities to identify the most common factors in the occurrence of these collisions. The data shows that:

- In 2022, 2023 and 2024 there were zero (0) fatalities on City of Kitchener municipal streets.
- 34% of the collisions that have resulted in injuries include a pedestrian or a cyclist while only accounting for 4% of the total collisions. This reinforces the statement that pedestrians and cyclists are at a disproportionately higher risk of being involved in collisions resulting in serious injuries or fatalities, which continues to highlight the need to prioritize safety measures for vulnerable street users.
- In 53% of the injury and fatal collisions, the driver was driving aggressively, and in 61% of the injury and fatal collisions the driver was inattentive. Aggressive driving behavior includes speeding, following too closely, passing improperly, failing to yield right of way, and disobeying traffic controls. This finding shows that aggressive and inattentive driving behaviors are a significant contributing factor in a large majority of injury and fatal collisions. Therefore, mitigating these behaviors should be a priority in reducing the number of injuries and fatalities on Kitchener streets.
- In 27% of the injury and fatal collisions, the surface was wet because of rainy, snowy, or icy weather conditions. These conditions can reduce visibility, increase stopping distance and make it more challenging for drivers to maintain control of their vehicles. This suggests that in addition to winter road maintenance, drivers need to exercise extra caution when driving on wet surfaces and adjust their driving behavior according to the weather condition. Initiatives to educate drivers on

safe driving practices in weather conditions can help raise awareness about these challenges.

 In 62% of the injury and fatal collisions among pedestrians, the pedestrian was crossing the street legally and with right of way. This suggests that existing infrastructure and driver behavior are not adequate to ensure pedestrian safety, even when pedestrians are following the rules. Designing streets that prioritize pedestrian safety, implementing traffic calming measures, and educating drivers are some of the strategies being implemented to help address this issue.

2024 Progress & 2025 Action Items

A summary of these action items is provided below.

Evaluation

The *evaluation* category includes action items related to collecting and analyzing traffic and collision data to assess the safety of the existing street network, identifying safety gaps and opportunities, and tracking progress towards the goal of eliminating traffic related serious injuries and fatalities. Evaluation is a critical step in ensuring that resources are being utilized effectively, and decisions are based on available data.

Network Screening

Network screening continues through the collaboration that was established with the University of Waterloo. A systematic approach continues to be deployed to identify and help predict locations with high collision risk, or "hot spots," using multiple factors such as site characteristics, traffic volumes, speeds, and historical collisions. Utilizing this model, staff have identified locations for safety improvements in 2025. Location and descriptions of these proposed improvements are outlined the Engineering section of this report, and in Section 1 of Attachment A - Vision Zero 2024 Safety Improvements.

Surrogate Safety Measure Data Collection

Staff installed lidar devices in partnership with Velodyne Lidar in 2022 and 2023 to better understand the safety issues at these locations. The lidar devices used laser technology to measure the distance between objects and provide detailed data on vehicle movements. This technology enabled staff to collect conflict information, including near misses and potential collisions which are not typically captured in traditional collision data. By analyzing this data in collaboration with the University of Waterloo, staff gained more insight into how to improve safety at these high-risk locations. This enabled staff to conduct a before-after study on the improvements made at the intersection of Queen's Blvd and Spadina Rd in 2023 which showed a **20% improvement** in the number of near misses at this intersection.

Staff used this data in 2024 to make changes at the intersection of Strasburg Rd and Old Country Dr which was identified as having a high rate of near miss collisions and a high collision rate. These changes included narrowing the street, removing dedicated left turn lanes and decreasing crossing distances for pedestrians while simplifying intersection operation.

Hot Spot Evaluation

In 2024, staff collected follow up traffic data along streets that received hot spot improvements in 2023. This data shows that the 2023 hot spot improvements resulted in an

average decrease in the 85th percentile speed of 8.2km/h. Staff will continue to collect before and after data at hot spot locations to evaluate the effectiveness of these measures, but the data proves that the current hot spot improvement process has been effective.

Engineering

The engineering category includes action items related to the design and physical improvements of transportation infrastructure to reduce the likelihood of serious injury and fatal collisions. In 2024 Hot Spot Improvements and sidewalk infill was installed at dozens of locations throughout the City including: 400 meters of sidewalk infill, four pedestrian crossovers, three pedestrian refuge island, one intersection improvement location, and 26 speed humps / speed cushions and the expansion of the season traffic calming program to include 40 additional seasonal narrowing's, and 10 solar powered speed advisory signs.

In 2025, new Hot Spot Improvement locations have been identified through data driven analysis. The proposed program, subject to Council approval, includes 34 individual measures as summarized in Attachment A, includes 30 raised traffic calming measures, one (1) pedestrian refuge island, one (1) pedestrian crossover (PXO) location, one (1) all way stop, and one (1) intersection pavement marking upgrade. Other safety improvements include approximately 500 meters of sidewalk/multi use trail infill, and the continued application of the Seasonal Traffic Calming program, which includes seasonal flex signs at 18 locations (10 singles and 8 narrowing's) per ward, and 1 radar feedback board per ward.

In addition to the measures above, complete streets design standards are being implemented on 15 streets through reconstruction projects in 2025. Complete Streets design standards include narrowed pavement width, smaller turning radii at intersections, shorter crossing distances for pedestrians, separated cycling infrastructure, as well as wider boulevards and sidewalks.

The recommended 2025 improvements are summarized and included in Sections 1 through 4 in Attachment A – 2025 Vision Zero Safety Improvements.

Traffic Control Installation

Staff are proposing one new PXO and one new All way stop installation in 2025 (warrant information included in Attachment B – Traffic Control Warrant Summaries & Key Maps) at the following locations:

- PXO Type B East Ave at Borden Ave in front of the Kitchener Auditorium. This will include overhead mast arms with PXO signage and flashing beacons.
- All way Stop at the intersection of Fairfield Ave and St Leger St

Warrant information including traffic data, pedestrian data, summary of pedestrian studies, engineering justification, and key maps for the proposed PXO location can be found in Attachment B – Traffic Control Warrant Summaries & Key Maps

Seasonal Traffic Calming

In 2018, Transportation Services launched a Seasonal Traffic Calming program that included installing approximately 40 flexible delineators and five (5) battery powered speed advisory signs throughout The City. The program has regularly been expanded and met with widespread acceptance from the community resulting in more requests.

In 2024, the Seasonal Traffic Calming program was again expanded as approved in the 2024 budget cycle. The expansion included an additional four (4) seasonal narrowings per ward and one (1) semi permanent, solar powered speed advisory sign per ward. Each seasonal narrowing requires three signs, for a total of an additional 120 signs.

In 2025, each ward will receive a total of 34 in-road flex signs which includes 10 single locations and 8 seasonal narrowing locations, for a total of 340 signs across all wards. Additionally, each ward will maintain a semi permanent, solar powered speed advisory sign. Planning and design for the 2025 program is complete, and Roads and Traffic staff are in the process of completing installation work.

Education

Educational campaigns are a critical component of a Vision Zero program. The purpose of these campaigns is to raise awareness among street users about safe street behaviors and the importance of following traffic rules. Advancements made in the education category are summarized in this section.

High Risk Driving Education Campaign

Kitchener launched an educational campaign in 2023 focused on high-risk driving behaviors through a collaborative effort between the City of Kitchener, City of Waterloo, WRPS and Region of Waterloo Public Health. The purpose of this campaign was to raise awareness among street users about the dangers of high-risk driving behaviors and to promote safe driving habits.

The campaign aimed to educate the public about Vision Zero and the importance of achieving zero traffic fatalities and serious injuries in our community. The messaging underscored the fact that traffic collisions are not random occurrences, but rather preventable causes that can be averted with the adoption of proactive measures and education. By emphasizing the preventable nature of these incidents, the campaign helps to foster a sense of shared responsibility among all stakeholders to work towards achieving the Vision Zero goal.

Vision Zero 2024 campaign summary

Two separate campaigns ran in 2024 from June-August and then again in November. The campaign includes four (4) distinct videos which focus on different aspects of Vision Zero and are used interchangeably throughout the year. A significant focus of the digital campaign was 'display' ads, where videos are embedded via Google's ad network on various websites. This option helps to reach audiences who do not engage with The City's social media platforms directly.

In 2024, there was a significant increase in the number of television ad placements received through CTV – the number of ads that ran relative to the cost of the ad buy makes this a cost-effective option to reach Kitchener residents who may not be as digitally engaged. Radio was also incorporated into the fall 2024 campaign – a significant number of radio spots ran throughout this period on Dave FM and The Beat.

Research from the Ministry of Transportation suggests that the majority of Kitchener residents can be reached through a combination of social media and targeted web applications. This research also suggests that by layering television and radio outreach into the campaign, we may reach more than 90% of residents through the various platforms. As a result, the spring campaign launching in April 2025 will follow a similar approach of the fall 2024 campaign.

Summer 2024 campaign impressions:

- Meta (Facebook/Instagram) ads 45,175
- YouTube ads 79,065
- Display ads (YouTube) 15,661
- YouTube ads 83,484
- Display ads (all videos) 709,753
- CTV Television commercials 3,029,420

Fall '24 campaign impressions:

- Meta (Facebook/Instagram) ads 59,636
- YouTube ads 182,116
- Display ads (all videos) 727,121
- Radio ads (15 seconds) 334 placements
- CTV Television commercials 3,168,700

Total impressions: 8,100,131 (plus radio)

Active Transportation Education Campaign

The City has been actively promoting active transportation through various educational programs to help navigate cyclists through the safest and most convenient routes. The City has also been regularly distributing a monthly e-newsletter to provide updates on on-going cycling projects and new cycling facilities to promote cycling and educate all street users on best practices.

In 2024, staff collaborated with The City of Waterloo to promote an educational video for the proper use of pedestrian crossovers (PXO). The primary objective of the video is to educate all users on the function and design of pedestrian crossovers as well as legal responsibility for drivers to yield to pedestrians.

Additionally, in 2024, the City of Kitchener launched an e-scooter safety campaign in collaboration with program partners. The resulting campaign targeted e-scooter riders between 18-24 years of age, with the goal of promoting safe behaviours among e-scooter riders and increased awareness of applicable laws and consequences. The key messages encouraged users to wear a helmet, ride sober, avoid riding or parking on the sidewalk, and avoid tandem riding. The campaign utilized social media posts, ION and bus shelter posters, magnets for distribution at events, and posters.

School Children Educational Programs

Student Transportation Services of Waterloo Region (STSWR) manages dedicated programs that educate students and families on pedestrian skills and traffic awareness in school zones. These programs cover different types of environments, such as crossing in roundabouts, and are delivered through various models.

In early 2025, Sidewalk Smarts training was delivered to seven (7) Kitchener schools and included over 750 students in 32 classes. Sidewalk Smarts is a pedestrian skills training program that prepares children transitioning from primary to junior grades to safely walk to school and other destinations in their community. The program identifies the benefits and risks of walking and helps children build an understanding of and navigate the transportation network and traffic laws.

Schools were selected for the program using STSWR data, as well as Waterloo Region Public Health data. Public Health data helped identify communities whose residents were most impacted by collisions.

A Vision Zero Skill Sheet has also been developed to highlight the importance of safe driving in school zones for parents. This skills sheet has guidance for safe, predictable driving behaviors for parents and offers safety tips for children walking, rolling and crossing the street on their way to school. STSWR and City of Kitchener are in the process of distributing this resource to Kitchener schools. This skills sheet has been attached to the report as Appendix C.

Engagement

Engagement is critical to the success of a Vision Zero program by fostering community ownership and involvement in improving street safety and providing ongoing opportunities for resident feedback.

Vision Zero Webpage and Dashboard: Kitchener.ca/VisionZero

The Vision Zero Dashboard is an essential tool for tracking and communicating progress towards the goal of zero traffic fatalities and zero serious injuries. The platform provides information to residents including collision statistics and progress updates on the action items of the Vision Zero Strategy.

The Vision Zero webpage, and the Vision Zero Engage page provide tools to engage and inform the public about the Vision Zero Strategy and its progress on an ongoing basis. The Vision Zero webpage is designed to educate the public about the importance of safe transportation practices to achieve zero fatalities and zero serious injuries. The Vision Zero Engage page provides an opportunity for residents to provide feedback and share their ideas for making Kitchener's streets safer for everyone.

Active Transportation and Trail Advisory Committee

A sub-committee of the Active Transportation and Trail Advisory Committee (ATTAC) was established to provide community perspective on street safety policies, programs, and strategies. This sub-committee serves to advise staff on street safety issues, act as an advocate for street safety in the city and promote public awareness of street safety initiatives and the Vision Zero Strategy. In March 2025, staff presented Attachment A of this report to the Active Transportation & Trails Advisory Committee who unanimously approved *"that the committee is pleased and supportive of the safety improvements being proposed by staff in the Vision Zero update report*". In March 2025, staff presented Attachment A of this report to the Active Transportation & Trails Advisory Committee who unanimously approved *"that the Vision Zero update report*". In March 2025, staff presented Attachment A of this report to the Active Transportation & Trails Advisory Committee who unanimously approved *"that ATTAC is pleased and supportive of the safety improvements being proposed by staff in the Vision Zero update report*".

Hot Spot Improvement Notification

For each location that will receive a hot spot improvement through the 2025 program, staff will install project boards on each street advising the community that changes are coming, along with contact information to get in touch. Furthermore, staff will send letters to homeowners directly adjacent to the planned measures to make them aware of the upcoming safety improvements.

Enforcement

The purpose of enforcement in Vision Zero is to help ensure that all street users are following traffic rules and deter unsafe behaviors that could lead to collisions. In collaboration with the Region of Waterloo and Waterloo Region Police Service, staff have made improvements to help allocate enforcement resources to the highest-risk locations.

Selective Traffic Enforcement Program

Selective Traffic Enforcement Program (STEP) is an enforcement initiative that is designed to systematically identify and target high-risk areas based on traffic data including speed, volume, and collision history. The previous approach to the STEP program relied more heavily on traffic complaints from the public. A more data-driven approach is now being used to help WRPS target enforcement where the highest risk driving behaviours are occurring based on network screening and empirical data.

To improve collaboration and data sharing, quarterly meetings with WRPS and area municipalities have been re-established to discuss the program's progress and identify new areas of concern for targeted enforcement. STEP members are currently working towards more data driven decision making for enforcement locations by leveraging traffic data and network screening analysis. Through the STEP partnership, and utilizing City of Kitchener traffic data, WRPS issued 180 Highway Traffic Act charges in 2024 on Huron Rd, Zeller Drive, East Ave, Strasburg Rd, Krug St, Lorriane Ave, Westheights Drive, and Stirling Ave.

Next Steps

Staff will continue to focus on action items initiated in 2022, 2023, and 2024 while adding new objectives in accordance with the Vision Zero action plan approved by Council. Staff will report back to Council in spring of 2026 with a progress update on the accomplishments in 2025.

STRATEGIC PLAN ALIGNMENT:

This report supports This report supports the delivery of the Strategic Plan action item "Building a Connected City Together" through implementing a "Localized Transportation Safety Improvement Program".

FINANCIAL IMPLICATIONS:

As approved by Council and outlined in staff report DSD-2021-210, the Vision Zero Strategy action items will be funded through reallocation of existing budget from the 2022-2026 Formal Traffic Calming Budget. This includes approximately \$315k allocated to hot spot improvements and \$35k for engagement and education campaigns.

COMMUNITY ENGAGEMENT:

INFORM – This report has been posted to the City's website with the agenda in advance of the council / committee meeting. Project boards were installed throughout The City to notify residents of planned Vision Zero hot spot improvements and options to get in touch with staff.

CONSULT – In 2020, 2021 and 2022 staff met with advisory committees including Mayor's Advisory Council for Kitchener Seniors, Kitchener Active Transportation and Trails Advisory Committee, Kitchener Youth Action Council, Grand River Accessibility Advisory Committee, and Safe and Healthy Communities Advisory Committee. Through 2023, 2024 and 2025 Staff continue to meet with the Active Transportation & Trails Advisory Committee (ATTAC).

The Vision Zero webpage and the Vision Zero Engage page at Kitchener.ca/<u>VisionZero</u> provide tools to engage and inform the public about the Vision Zero Strategy and its progress, and opportunity to receive resident feedback on an ongoing basis.

PREVIOUS REPORTS/AUTHORITIES:

2020: DSD-20-035 Vision Zero Review
2021: DSD-2021-210 Vision Zero Strategy
2023: DSD-2023-152 Vision Zero Strategy Update
2024: DSD-2024-073 Vision Zero Project Update

APPROVED BY: Justin Readman, General Manager of Development Services

ATTACHMENTS:

Attachment A – 2024 Vision Zero Safety Improvements Attachment B – PXO Warrant Summaries & Key Maps Attachment C – Vision Zero School Zone Skills Sheet