



# Committee Report

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## Report PDR-PCD-33-14

**To:** Chair Wright and Members of the Planning and Community Development Committee  
**From:** Randy Scherzer, Director of Planning  
**Meeting Date:** October 16, 2014  
**Subject:** **Draft Transportation Master Plan and Draft Implementation Action Plan**  
**Status:** Recommendation adopted by Committee as presented per Resolution PCD113-14; Endorsed by County Council November 4, 2014 per Resolution CC153-14;

### Recommendation(s)

**WHEREAS the County is in receipt of a draft Transportation Master Plan prepared by Cole Engineering as requested by Council;**

**AND WHEREAS the draft Transportation Master Plan includes a draft Action Plan which identifies proposed action items and timelines for implementing the recommendations contained in the draft Transportation Master Plan;**

**NOW THEREFORE BE IT RESOLVED THAT the Planning and Community Development Committee receives Planning Report PDR-PCD-33-14;**

**AND THAT staff be directed to circulate the draft Transportation Master Plan to local municipalities and community stakeholders that have been involved throughout the process of the Transportation Master Plan for final review and comment;**

**AND FURTHER THAT the comments received be summarized in a report and that a final Transportation Master Plan be brought forward to the new Council for their consideration.**

### Background

The Transportation Master Plan project formally commenced in 2012. There have been several opportunities for members of the public and local municipalities to provide input into the process through commenting on the discussion papers prepared by the

consultant as well as the public information centres held in 2012 and 2013. Meetings have also been held with local municipal staff and other industry/community stakeholders throughout the process.

Based on direction from the Transportation Master Plan Steering Committee, the consultant has prepared a draft Transportation Master Plan document which includes information from the various discussion papers prepared and revised throughout the process. The Transportation Master Plan also incorporates the comments received from the Steering Committee, County Council, local municipalities and other community stakeholders gathered over the past two years.

### *Implementation Action Plan*

Included in the draft Transportation Master Plan is a draft Implementation Action Plan which identifies proposed action items and timelines for implementing the recommendations contained in the Transportation Master Plan. The proposed action items and timelines were prepared based on input received from County Council, local municipal staff and the Transportation Master Plan Steering Committee and Technical Advisory Group. The Implementation Section can be found at Section 11 starting at Page 160 of the Draft Transportation Master Plan document linked below. Appendix G includes the Implementation Strategic Action Plan which can be found starting at Page 136 of the Draft Appendices Transportation Master Plan document linked below. A copy of the Implementation Action Plan has also been included as an attachment to this report.

There are a number of recommendations identified in the Transportation Master Plan. Council needs to determine which recommendations it would like to proceed with and prioritize the implementation of the recommendations. Before an Implementation Action Plan can be finalized, a number of questions need to be answered by Council including the following questions:

1. Road Rationalization
  - a. Does Council wish to maintain the status quo (i.e. no transfers)?
  - b. Does Council wish to implement a functional classification of roads for the current County road system and develop maintenance and construction standards based on that classification (i.e. no transfers, however maintain and construct the County roads based on the classification standard)?
  - c. Does Council want to consider transferring some of the County roads based on one of the options identified in the Transportation Master Plan?
2. Bridge Rationalization
  - a. Does Council wish to maintain the status quo (i.e. no transfers)?
  - b. Does Council wish to transfer bridges based on the options identified in the Transportation Master Plan?

3. Connecting Links
  - a. Does Council wish to maintain the status quo?
  - b. Does Council wish to pursue the development of connecting link agreements for the road sections identified in the Transportation Master Plan?
4. Active Transportation
  - a. Does Council wish to maintain the status quo?
  - b. Does Council wish to implement the recommendations contained in the Transportation Master Plan?
5. Goods Movement
  - a. Does Council wish to maintain the status quo?
  - b. Does Council want to make some network improvements as recommended in the Transportation Master Plan (\*note network improvements as recommended would require roads to be transferred from the local municipality to the County and vice versa).
6. Transit Implementation Strategies
  - a. A number of the recommendations in the Transportation Master Plan are being implemented through the Rural Transit project being led by the County of Grey, as directed by Council. There may be further recommendations from the Rural Transit Strategy which could result in further Action Items.

All of the above questions are dependent upon funding which will also dictate the timing of implementing the recommendations. Some of the recommendations are dependent upon one another in that implementing some of the recommendations may have a bearing on how other recommendations are implemented from a funding and timing perspective. Please note that the proposed timelines were created earlier this year and therefore the dates will need to be adjusted depending on when Council provides direction on the recommendations. The draft action plan is subject to further change based on what Council decides to implement and based on which recommendations Council wishes to implement first.

Staff are recommending that the draft Transportation Master Plan document be sent to the local municipalities and other community stakeholders who have been involved or expressed an interest throughout the process. Emphasis will be placed on the draft Implementation Action Plan asking for specific comments on the recommendations, the proposed action items and the proposed implementation timelines.

Once comments are received, staff will summarize the comments in a report and bring forward a final Transportation Master Plan for Council's consideration.

## Financial / Staffing / Legal / Information Technology Considerations

There will be financial implications for implementing the recommendations contained in the Transportation Master Plan should Council decide to move forward with implementing the recommendations. The Implementation Action Plan contains action items that would further explore the financial implications including the preparation of funding models. The financial implications are dependent upon whether Council decides to proceed with implementing the recommendations.

## Link to Strategic Goals / Priorities

Action Item 4.3 of the County Strategic Plan indicates that the County should develop a county-wide Transportation Master Plan that identifies capital priorities, embraces active transportation principles, and is innovative in its support of economic development and healthy community strategies.

## Attachments

[Draft Transportation Master Plan - Cole Engineering - September 2014](#)

[Draft Appendices Transportation Master Plan - Cole Engineering - September 2014](#)

Respectfully submitted by,

Randy Scherzer  
Director of Planning and Development

# Implementation Strategic Action Plan - DRAFT

There are a number of recommendations identified in the Transportation Master Plan. Council needs to determine which recommendations they would like to proceed with and prioritize the implementation of the recommendations. Before an Implementation Action Plan can be finalized, a number of questions need to be answered by Council including the following questions:

1. Road Rationalization
  - a. Does Council wish to maintain the status quo (i.e. no transfers)?
  - b. Does Council wish to implement a functional classification of roads for the current County road system and develop maintenance and construction standards based on that classification (i.e. no transfers, however maintain and construct the County roads based on the classification standard)?
  - c. Does Council want to consider transferring some of the County roads based on one of the options identified in the Transportation Master Plan?
2. Bridge Rationalization
  - a. Does Council wish to maintain the status quo (i.e. no transfers)?
  - b. Does Council wish to transfer bridges based on the options identified in the Transportation Master Plan?
3. Connecting Links
  - a. Does Council wish to maintain the status quo?
  - b. Does Council wish to pursue the development of connecting link agreements for the road sections identified in the Transportation Master Plan?
4. Active Transportation
  - a. Does Council wish to maintain the status quo?
  - b. Does Council wish to implement the recommendations contained in the Transportation Master Plan?
5. Goods Movement
  - a. Does Council wish to maintain the status quo?
  - b. Does Council want to make some network improvements as recommended in the Transportation Master Plan (\*note network improvements as recommended would require roads to be transferred from the local municipality to the County and vice versa).
6. Transit Implementation Strategies
  - a. A number of the recommendations in the Transportation Master Plan are being implemented through the Rural Transit project being led by the County of Grey, as directed by Council. There may be further recommendations from the Rural Transit Strategy which could result in further Action Items.

All of the above questions are dependent upon funding which will also dictate the timing of implementing the recommendations. Some of the recommendations are dependent upon another in that implementing some of the recommendations may have a bearing on how other recommendations are implemented from a funding and timing perspective.

A draft Implementation Action Plan has been included in the Transportation Master Plan document which identifies a potential action plan for implementing the current recommendations contained in the Transportation Master Plan. This is subject to change based on what Council decides to implement and based on which recommendations Council wishes to implement first. The below draft Action Plan can be used by Council and staff as a guide for implementing the recommendations in the Transportation Master Plan.

<b>Active Transportation Implementation Strategies</b>			
<b>Strategic Initiative (Project Lead)</b>	<b>Status/ Timeline*</b>	<b>Actions (By :)</b>	<b>Deliverables</b>
<b>Develop an Interim Active Transportation Plan prior to the completion of the ATMP</b> <i>(Planning, Transportation and Tourism Staff)</i>	Q1/2015 to Q3/2015	Create an interim Active Transportation Plan that will identify action items that can be addressed in the near future including the coordination of the tourism cycling routes with the paved shoulder program, preliminarily identify key strategic cycling routes, identify active transportation signage options, strategies and policies, explore policy options to support active transportation (e.g. policies that address orientation of buildings with respect to the street, parking lot dedication near trails and recreation areas, looking at active transportation/trail connections as part of the new developments,, implementation of OTM Book 18, etc.) – (Planning, Transportation and Tourism Staff)	Report(s) to the appropriate Standing Committees to look at recommendations/options and to create and interim plan for active transportation.
<b>Develop an Active Transportation Master Plan</b> <i>(Planning Department)</i>	Q1/2016	Update Inventory of Existing Active Transportation infrastructure (County GIS Staff/Tourism Staff)	Map(s) of existing active transportation infrastructure completed
	Q1/2016	Prepare RFP to hire consultant to prepare Active Transportation Master Plan (ATMP) – (Planning Department)	RFP Issued and consultant hired
	Q1/2015 to Q2/2016	Engage local municipalities, neighbouring municipalities/counties, active transportation stakeholders (i.e. cycling groups, recreational clubs/associations, tourism staff, etc.) to explore network connections and opportunities for accessing trails/bike routes (e.g. parking areas, rest stops, etc.) - (Consultant)	Local municipalities and stakeholders engaged and comments summarized and reflected in Draft ATMP
	Q4/2016 to Q1/2017	Prepare Draft ATMP based on information and comments received. Draft ATMP would include an implementation plan/strategy – (Consultant)	Draft TMP completed and circulated for feedback
	Q2/2017	Present Final ATMP to Council – (Consultant)	ATMP adopted by Council
<b>Support Changes to the Highway Traffic Act to permit cycling on shoulder of a roadway</b>	Q2/2015	Prepare a staff report with respect to proposed Bill 173, Highway Traffic Amendment Act (Keeping Ontario's Roads Safe) which among other things proposes to permit cycling on the shoulders of a road under the Highway Traffic Act and recommend that a letter be sent to the	Staff report endorsed by Council and letter sent to the Province.

## Active Transportation Implementation Strategies

<b>Strategic Initiative (Project Lead)</b>	<b>Status/ Timeline*</b>	<b>Actions (By :)</b>	<b>Deliverables</b>
<b>(Transportation Services Department)</b>  Q4/2014		Minister of Transportation Ontario and to other municipalities through AMO indicating support for this change - (Transportation Services Department)	

*Comments – include any policy recommendations in County Official Plan*

*\*Timelines will need to be adjusted depending upon when Council provides final direction on the recommendations and the Action Plan*



## Transit Implementation Strategies

<b>Strategic Initiative</b>	<b>Status/ Timeline</b>	<b>Actions (By :)</b>	<b>Deliverables</b>
<b>Coordinated Transportation Project - investigating opportunities to enhance existing transit services</b>  <b>(Social Services Department)</b>  Q1/2014 to Q4/2014	Q2/2014	<i>Hire a consultant to facilitate the project (Social Services Department)</i>	<i>Consultant hired</i>
	Q2/2014	<i>Conduct an inventory of existing transit services including mapping of existing transit routes, services provided, how the existing systems are funded, etc. (Consultant)</i>	<i>Inventory of existing transit services.</i>
	Q2/2014	<i>Conduct a survey/gather information amongst the various stakeholders (i.e. local municipalities, existing transit providers, social service organizations, etc.) (Consultant)</i>	<i>Survey results/information gathered and summarized.</i>
	Q3/2014	<i>Facilitate a discussion with municipalities and private/non-profit transit operators to explore opportunities to coordinate existing services (Consultant)</i>	<i>Local municipalities and existing transit providers engaged and potential coordination opportunities identified</i>
	Q4/2014	<i>Prepare a report summarizing the information collected and the input received from the municipalities and the existing transit operators, and identify potential opportunities to coordinate the existing services for Council's consideration, (Consultant)</i>	<i>Report presented and endorsed by Council.</i>

*Comments- include any policy recommendations in the County Official Plan.  
 Further Action Items may need to be added following Council's direction on the Rural Transportation Study prepared by Lough Barnes*

## Connecting Link Implementation Strategies

<b>Strategic Initiative</b>	<b>Status/ Timeline*</b>	<b>Actions (By :)</b>	<b>Deliverables</b>
<b>Establish Connecting Link Agreements with Local Municipalities</b>  <i>(Transportation Services Department)</i>  Q1/2015 to Q4/2015	Q1/2015	<i>Develop funding criteria for the maintenance and construction of connecting links using the criteria identified in the Transportation Master Plan as a guide and consult with local municipalities (Transportation Services Department)</i>	<i>Report presented to Committee/Council and Council endorses funding criteria for connecting links</i>
	Q1/2015	<i>Develop a connecting link agreement template and consult with local municipalities (Transportation Services Department)</i>	<i>Report presented to Committee/Council and Council endorses Connecting Link Funding Agreement Template</i>
	Q3/2015 To Q4/2015	<i>Prepare a final report which identifies the funding model for connecting links based on previous direction from Council and present the connecting link agreements for Council's approval (Transportation Services Department)</i>	<i>Council endorses report and connecting link agreements approved by Council</i>

**Comments**

*\*Timelines will need to be adjusted depending upon when Council provides final direction on the recommendations and the Action Plan*

## Goods Movement Implementation Strategies

<b>Strategic Initiative</b>	<b>Status/ Timeline*</b>	<b>Actions (By :)</b>	<b>Deliverables</b>
<b>Investigate Specific Network Changes</b>  <b>(Transportation Services Department)</b>  Q4/2014 to Q4/2016	Q1/2015	Prepare a report to Committee/Council to discuss whether specific network changes as recommended in the Transportation Master Plan should proceed and identify possible timing for the network changes – consult with local municipalities (Transportation Services Department)	Report presented to Committee/Council and Council provides direction on possible network changes
	Q2/2015 to Q3/2015	Prepare cost estimates for the proposed network changes (Transportation Services Department)	Cost estimates for network changes established
	Q4/2015	Identify proposed network changes in 5 year capital plan (if projects are proposed within the next 5 years), proposed timing for the network changes, and cost estimates for the projects (Transportation Services Department).	Network changes incorporated in 5 year capital plan if timing is appropriate
	Q1/2016 to Q4/2016	Include proposed network changes in Bridge/Road Transfer Plans. as well as the Development Charges Update to begin collecting development charges to assist with the funding of the projects (Finance Departments)	Network Changes incorporated into updated Development Charges By-law and By-law approved by Council
<b>Establish a Design Policy for Primary and Secondary Truck Routes</b>  <b>(Transportation Services Department)</b>  2015 to 2017 *Note: timing dependent upon direction from Council regarding Road Rationalization	Q1/2017	Prepare a draft Design Policy for Primary and Secondary Truck Routes based on the recommendations in the Transportation Master Plan (Transportation Services Department)	Draft Policy Completed
	*Q2/2017	Circulate a copy of the draft Design Policy to the local municipalities and organize a meeting to receive comments and feedback (Transportation Services Department)	Local municipalities engaged and feedback received on draft policy
	*Q3/2017	Revise policy based on comments received and present to Council for consideration (Transportation Services Department)	Policy Approved
	On-going	Implement the policy changes as part of the overall construction and maintenance activities and update policy to incorporate any network changes (Transportation Services Department)	Construction and Maintenance Standards revised to reflect the approved Design Policy Standards
<b>Develop a Supplementary Signage Strategy</b>  <b>(Transportation Services,</b>	2015	Investigate opportunities as part of the County's Overall Signage Program/Project for way finding to support businesses and industries (e.g. signage for alternative truck routes, etc.) with consultation with stakeholders including local municipalities. (Transportation	Supplementary Signage Opportunities Identified and incorporated into the County's

## *Goods Movement Implementation Strategies*

<b><i>Strategic Initiative</i></b>	<b><i>Status/ Timeline*</i></b>	<b><i>Actions (By :)</i></b>	<b><i>Deliverables</i></b>
<b><i>Tourism/Economic Development, and Planning)</i></b>		<i>Service Department/Tourism/Economic Development, and Planning Staff)</i>	<i>Signage strategy.</i>
<p><i>*Timelines will need to be adjusted depending upon when Council provides final direction on the recommendations and the Action Plan</i></p>			

## Bridge Rationalization Implementation Strategies

<b>Strategic Initiative</b>	<b>Status/ Timeline*</b>	<b>Actions (By :)</b>	<b>Deliverables</b>
<b>Develop Bridge Classification Criteria and Assess Bridges using Criteria</b>  <b>(Transportation Services Department)</b>	2015/2016	<i>Prepare a report to Committee/Council to discuss a potential system to classify bridges to determine whether a bridge should remain open or should remain closed – use recommended criteria in the Transportation Master Plan as a basis – consult with local municipalities (including adjacent municipalities where affected by a boundary bridge) (Transportation Services Department)</i>	<i>Report presented to Committee/Council and Council provides direction on potential system to classify bridges</i>
	2015/2016	<i>Assess bridges through a Comprehensive Environmental Assessment Process* to identify bridges recommended to remain open and bridges recommended to be closed. (Transportation Services Department)</i>  <i>*Note: scale of this study will depend upon the direction from Council on which option(s) are to be implemented</i>	<i>Bridge Evaluation completed through a Comprehensive EA process using agreed upon classification criteria</i>
<b>Develop a Funding Model for Potential Bridge Transfers</b>  <b>(Transportation Services Department)</b>	2016	<i>Develop a draft funding model to provide reasonable compensation for bridges identified to remain open and consult with local municipalities (Transportation Services Department)</i>	<i>Funding Model for potential bridge transfers drafted and presented to the Committee/Council for preliminary direction and consultation with local municipalities</i>
<b>Develop a Bridge Transfer Plan</b>  <b>(Transportation Services Department)</b>	2016/2017	<i>Present a bridge transfer plan to Council considering feedback from local municipalities that would identify the estimated funding required and the estimated timing for the transfers (transfer of bridges from County to local municipalities and vice versa), with potentially County bridges on local roads being considered for transfer first. The timing within the bridge transfer plan would coincide with the timing within the road transfer plan.</i>	<i>Report presented and endorsed by Council</i>
<b>Implement Bridge Transfer Plan</b>  <b>(Transportation Services Department)</b>	2017 to 2021 (and potentially beyond depending upon funding)	<i>Begin transferring bridges over a phased period based on the classification results and based on the agreed upon funding model (Transportation Services Department)</i>	<i>Bridges transferred over a period of time with funding compensation provided</i>
2017 to 2021			

## *Bridge Rationalization Implementation Strategies*

<b><i>Strategic Initiative</i></b>	<b><i>Status/ Timeline*</i></b>	<b><i>Actions (By :)</i></b>	<b><i>Deliverables</i></b>
<i>*Timelines will need to be adjusted depending upon when Council provides final direction on the recommendations and the Action Plan</i>			

## Road Rationalization Implementation Strategies

<b>Strategic Initiative</b>	<b>Status/ Timeline*</b>	<b>Actions (By :)</b>	<b>Deliverables</b>
<b>Finalize Road Rationalization Criteria and Principles</b> (Transportation Services Department)  2016	2015/2016	Prepare a report to Committee/Council to seek direction with respect to the road rationalization recommendations identified in the Transportation Master Plan - consult with local municipalities (Transportation Services Department)	Report presented to Committee/Council and Council provides direction on road rationalization recommendations
		Apply road criteria and principles to develop an agreed upon County road network in consultation with local municipalities, adjacent municipalities and other stakeholders (Transportation Services Department)	Proposed Road Network Developed
<b>Develop a Funding Model/Transfer Model for Potential Road Transfers</b> (Transportation Services Department)  2016	2016	Develop a funding model/transfer model in consultation with the local municipalities to provide reasonable compensation for potential road transfers. Potential road transfers would be based on the agreed upon County road network or when a road is reconstructed (Transportation Services Department)	Funding Model/Transfer Model for potential road transfers drafted
<b>Develop a Road Transfer Plan</b> (Transportation Services Department)  2016/2017	2016/2017	Present a road transfer plan to Council with feedback from local municipalities that would identify the estimated funding required and the estimated timing for the transfers. The timing within the road transfer plan would coincide with the timing within the bridge transfer plan.	Report presented and endorsed by Council
<b>Implement Road Transfer Plan</b> (Transportation Services Department)  2017 to 2021	2017 to 2021 (and potentially beyond depending upon funding)	Begin transferring roads over a phased period based on the agreed upon road network and the agreed upon funding model/transfer model (Transportation Services Department)	Roads transferred over a period of time with funding compensation provided

\*Timelines will need to be adjusted depending upon when Council provides final direction on the recommendations and the Action Plan

## Other Implementation Strategies

<b>Strategic Initiative</b>	<b>Status/ Timeline*</b>	<b>Actions (By :)</b>	<b>Deliverables</b>
<p><b>Develop design standards to address the requirements of the Accessibility for Ontarians with Disabilities Act (AODA)</b></p> <p><i>(Transportation Services, Accessibility Coordinator, and Planning Staff)</i></p> <p>2015/2016</p>	2015/2016	<p>Develop and/or incorporate accessible design standards for matters such as parking, accessible signals and trails in accordance with the Accessibility for Ontarians with Disabilities Act (AODA).</p> <p><i>(Transportation Services, Accessibility Coordinator and Planning Staff)</i></p>	<p>Design Standards that address the AODA</p>
<p><b>Develop criteria for considering the implementation of the Community Traffic Measures identified in the TMP</b></p> <p><i>(Transportation Services)</i></p> <p>2016</p>	2017	<p>Develop Criteria for determining whether the Community Traffic Measures identified in the TMP should be implemented. Continue to investigate using the Transportation Association of Canada (TAC) manual as well as the Ontario Traffic Manual Book 18 as a basis.</p> <p><i>(Transportation Services)</i></p>	<p>Criteria developed and Community Traffic Measures Implemented as needed based on the criteria.</p>
<p><b>Implement the Policy Recommendations with respect to Harbours, Airports and Rail Corridors</b></p> <p><i>(Planning Department)</i></p> <p>2015</p>	2015	<p>Incorporate the Policy Recommendations identified in the TMP with respect to Harbours, Airports and Rail Corridors into the County Official Plan as part of a County Official Plan Amendment.</p> <p><i>(Planning Department)</i></p>	<p>County Official Plan Amendment Approved by Council</p>
<p>Comments: *Timelines will need to be adjusted depending upon when Council provides final direction on the recommendations and the Action Plan</p>			