Region of Waterloo
Transportation and Environmental Services Department
Transportation Division

To: Chair Tom Galloway and Members of the Planning and Works Committee

Date: October 6, 2015

File Code: D09-90/2016 TMP

Subject: Transportation Master Plan Update: Scope of Work

Recommendation: For information.

Summary: Nil.

Report:

A transportation master plan (TMP) defines how the transportation system will grow and change in the coming decades. The TMP provides the justification for the Transportation Capital Program, updates to the Regional Development Charges By-Law, and many other strategic plans. Preparation of a TMP provides a periodic opportunity to accomplish the following tasks:

- Review the current state and long-term vision for transportation;
- Analyze the overall transportation system in a strategic manner;
- Integrate transportation planning with other strategic plans; and
- Consult with a broad range of stakeholders.

Moving Forward 2031, the current TMP, was approved by Council in 2010 in response to several new provincial and local policy initiatives that have a significant influence on the future direction of transportation in Waterloo Region. These include the Growth Plan for the Greater Golden Horseshoe, the Regional Growth Management Strategy, the Regional Official Plan and the Rapid Transit Project. Moving Forward 2031 involved significant public consultation and resulted in a vision to have a transportation system that would accomplish the following goals:

- Optimize the transportation system;
- Promote transportation choice;
• Foster a strong economy; and
• Support sustainable development.

**Appendix A** provides more details about the goals of Moving Forward 2031. Changes to provincial and local policy initiatives (i.e. new growth forecasts in the provincial growth plan and approval of the Regional Official Plan) mean it is now time to update the TMP. The Project Team met on August 25, 2015 to initiate this work and recommended that, subject to confirmation through public consultation, the Region maintain the vision and goals developed through the Moving Forward 2031 process. This includes the focus on promoting transportation choice, investing in public transit, cycling and walking, and reducing the reliance on travelling by driving alone.

The Project Team recommends a team of Regional staff directing work by consultants, organized as shown in **Appendix B**. The study would occur over an 18-24 month timeframe and include the following elements:

- Review of existing conditions and progress towards current TMP goals;
- Updated transportation demand forecasting to 2041 including the use of a range of growth forecasts;
- Development and prioritization of major policies, initiatives and projects;
- Public consultation;
- Integration of the Active Transportation Master Plan, Go Transit and Rapid Transit most recent plans into the TMP; and
- Coordination of the Transportation Master Plan with other Region Master Plans (i.e. Wastewater and Water Master Plans) and local municipal transportation plans.

Planning to 2041 means contemplating changes to the transportation system for the next 25 years, and necessarily implies a great deal of uncertainty about the future. The Project Team discussed the importance of developing a TMP that considers key “drivers” of change and is resilient to changes in these drivers. The consultant will be asked to develop briefings of the following emerging trends and issues and how they may affect the evolution of the overall transportation system:

- Goods movement;
- Greenhouse gas emissions and air quality;
- “Big data” (predictive analytics);
- The aging population and demographic shifts in population and employment;
- Changes in growth forecasts and actual growth
- Transportation Demand Management at employers;
- Autonomous and connected vehicles;
- Land use planning and emissions management;
- Electrification of transportation (i.e. electric cars, trains, etc.);
- Economic performance of transportation systems;
- Health and transportation; and
- Mobility management (i.e. transition from vehicle ownership to trip management).

Updating the TMP provides an opportunity to examine the operational management of the transportation system and to explore possible opportunities for improvement. As an example, currently, the area municipalities are responsible for the maintenance of sidewalks on Regional roads with snow clearing either done directly by the area municipality or by fronting residents. However, making meaningful progress towards the TMP goals may require a rethinking of this approach. It may be appropriate for a separate working group, reporting back to the overall TMP process, to initiate discussions with the area municipalities on this subject.

The TMP update also provides an opportunity to review topics of a strategic nature that may not affect all area municipalities. It is anticipated that these will be identified by the Municipal Advisory Group as the project proceeds. For example, the Township of Woolwich has requested that the TMP update consider a bypass road around Elmira.

It should be noted, as part of the TMP update, there will be coordination with other Region Master Plans (Wastewater and Water) and local municipal transportation plans.

**Next Steps:**

Staff will prepare a Terms of Reference for the TMP update and issue a Request for Proposals to qualified consulting firms to undertake the work. The intention is to have an agreement signed with the consulting team by the end of 2015. The project is expected to take 18-24 months and be complete by the end of 2017.

**Corporate Strategic Plan:**

The TMP update is a major initiative that touches on all strategic objectives in the Sustainable Transportation focus area of the 2011-2014 Strategic Plan. It also contributes to many strategic objectives in the Protect and Enhance the Environment and Growth Management and Prosperity focus areas.

**Financial Implications:**

The 2015 Transportation Capital Program identifies $400,000 from the Regional Development Charges reserve fund to undertake this project. Consultations with other regional municipalities currently undertaking transportation master plans indicated that the total cost of completing the TMP update may be closer to $600,000-750,000. Completion of the Terms of Reference will narrow this range and additional funds can be allocated in 2016-2017, as necessary.

The Federation of Canadian Municipalities awarded $350,000 from the Green Municipal Fund to the Region in 2009 for Moving Forward 2031. Staff intend to pursue similar funding opportunities for the TMP update.
Other Department Consultations/Concurrence:

In addition to the Transportation Division, the Project Team comprises members of Regional Council (Tom Galloway and Elizabeth Clarke) and staff from the following divisions:

- Community Planning;
- Corporate Communications;
- Design and Construction;
- Healthy Living;
- Rapid Transit;
- Transit Services;
- Finance; and
- Fleet and Facilities.

As the project progresses, staff from other divisions will be consulted as required.

Attachments

Appendix A – Current Transportation Master Plan Approved Goals
Appendix B – Proposed Study Organizational Structure

Prepared By: Geoffrey Keyworth, Acting Manager, Transportation Planning

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
Current Transportation Master Plan Approved Goals

Optimize the Transportation System: Make the most of what exists, preserve and maximize the use of facilities and services, and avoid or defer the need for new infrastructure that does not support the other goals.

Promote Transportation Choice: Provide and maintain a transportation system that offers competitive choices for moving people and goods in an integrated and seamless manner while minimizing single-occupancy vehicle trips.

Foster a Strong Economy: Provide a transportation system that supports the retention of existing businesses and attraction of sustainable economic activity.

Support Sustainable Development: Provide and maintain a transportation system that supports sustainable growth in both urban and rural areas and reduces transportation contributions to climate change.

The goal of the plan is to create:

- A transportation network that centres on transit, with a rapid transit system connecting Waterloo, Kitchener and Cambridge;
- More cycling lanes and pedestrian-friendly routes;
- An expanded bus network, including more express bus service to feed rapid transit stations and better serve the busy residential and commercial centres beyond the rapid transit corridor;
- Planned road improvements to ensure movement of goods, relieve traffic problems or support transit; and
- Supporting policies to help the Region encourage transit ridership, cycling and walking, manage congestion and promote vibrant urban places.

The plan sets a goal that, by 2031, 15 percent of all trips in Waterloo Region be by transit, and 12 percent of all trips be by cycling or walking.
Proposed Study Organizational Structure

Regional Council

Corporate Leadership Team

Project Team

- Transportation (4) (PM, Assistant PM, Director, Manager of Program Development)
- Design and Construction (1)
- Transit Services (1)
- Rapid Transit (1)
- Community Planning (2)
- Public Health (1)
- Corporate Communications (1)
- Finance (1)
- Fleet and Facilities (1)
- Regional Council (2)

Technical Team
(Project Management Team)

- Project Manager (Manager, Strategic Transportation Planning)
- Assistant Project Manager (Engineer II)
- Consultant Project Manager

Consultant

Municipal Advisory Group
(MAG)

- Representatives from all area municipalities

Regulatory Agency Advisory Group
(RAAG)

- Grand River Conservation Authority
- Provincial Ministries
- Metrolinx/GO Transit
- Surrounding Municipalities

Ad Hoc Working Groups
(as needed)