



Transportation Master Plan

TERMS OF REFERENCE

1. GENERAL APPROACH

The Terms of Reference (ToR) follows the general approach to developing the Transportation Master Plan (TMP) as outlined in Staff Report FAF.19.211 (attached) which was endorsed by the Transportation Committee on December 17, 2019.

The ToR is structured to identify broad goals; anticipated background work; associated inclusion and incorporation of relevant studies and documents; and, project phasing and associated scope of work. Once the ToR is finalized, then it will be formatted to the Town's Request for Proposal template for the various project phases or specific detailed studies (e.g. Parking Strategy) in order to adhere to the corporate purchasing and procurement policy.

It is necessary that this TMP be integrated with land use planning documents and pragmatic infrastructure investments. The background research and analysis undertaken to develop the TMP will be primarily completed by the consulting team with an identified Project Manager/primary contact, and with general direction and Town input provided by the Town TMP Project Coordinator. Both the TBM Project Coordinator and the consulting team will be responsible for ensuring the TMP is aligned with Provincial and County plans and initiatives and will bring regular updates to the Blue Mountains / Grey County Task Force.

To ensure a coordinated and comprehensive approach in dealing with the overall transportation issues in the Town of the Blue Mountains (TBM), the Town is seeking to retain the services of a multi-disciplinary consultant team with expertise in comprehensive transportation planning (including active transportation and transit), environmental review and public consultation to prepare a TMP.

2. BACKGROUND

Significant growth and development pressures in TBM and the broader Southern Georgian Bay region, as well as the annual influx of seasonal residents and tourists present unique challenges to the Town. A comprehensive and sustainable transportation plan is essential for the Town to continue to plan for efficient development within the municipality. Provincial, County and Town planning and transportation related factors have culminated in the need for the coordination of land use planning, transportation system planning, and transportation infrastructure investment. These investments relate to roads, transit, active transportation and parking solutions in downtown Thornbury. The TMP will provide direction for the planning, coordination and implementation of a multi-municipal road network, active transportation facilities, and a convenient transit service for the next 30 years and beyond. Recommended strategies of parking solutions in downtown Thornbury will also be a product of this project. This TMP will recommend appropriate road design cross-sections for Town road corridors on a rationalized segment basis. Finally, the TMP will also guide the development and implementation of policies with a basis in context-sensitive design, in consideration of the ongoing need to examine existing and future transportation needs within the Town.

3. PHASE 1 – Scope of Work

1) Typical Road Network

- a. Identify improvements to Town roadways, including linkages with municipal and provincial corridors and recommend a coordinated strategy;
- b. Develop a methodology and criteria for the rationalization of the Town Road system including Bridges and Culverts;
- c. Analyze existing Town Road classification system, associated right-of-way cross sections and recommend changes(s) if required (including right-of-way widths);
- d. Identify corridors required to meet current and projected needs for various modes of transportation such as the justified need for bypass routes around built-up areas. This includes new corridors, enhanced existing corridors, and corridors planned by other jurisdictions;
- e. Analyze existing Town transportation system and identify the following based on current needs, projected needs and rationalization criteria to:
 - Determine possibility of Town roads to be uploaded to County jurisdiction
 - Determine possibility of County Roads to be downloaded to Town jurisdiction
 - Determine feasibility of Provincial highway segments that should be pursued as connecting links
 - Recommend Town Road improvements
 - Recommend Town Road corridors requiring protection

- Identify new corridors required, such as bypasses around existing settlement areas, and supporting justification
- f. Recommend cross-sections for all Town roads in consideration of factors including context, planned growth, other infrastructure factors (i.e. stormwater management)
- g. Review existing Town bylaws, policies and standards (for each of rural and urban contexts) and recommended updates to Town road engineering standards and guidelines, if necessary
- h. Recommend locations for intersection safety improvements and potential conversion to roundabouts
- i. Development of a Roundabout Screen Tool for use by Town staff in future preliminary analysis of intersection improvements
- j. Provide a preliminary information gathering of built heritage and cultural landscapes within identified Town transportation corridors

2) Incorporation of Previous and Existing Studies

- a. TBM transportation documents & plans, by-laws including but not limited to the following:
 - TBM Comprehensive Transportation Strategic Plan (2010)
 - Average Annual Daily Traffic counts
 - Capital Budget schedule
 - Setback, Entrance, Sign, and Development Charges By-laws
- b. Completed Environmental Assessments for County Roads 2, 26, 13, 40, 21, 19
- c. Town of The Blue Mountains Economic Development Strategy (anticipated completion 2020)
- d. MTO transportation documents, design studies (including the Highway 26 Transportation Study, Simcoe Area Multi-Modal Transportation Strategy) & plans, Provincial Highway AADTs
- e. Town of Collingwood transportation documents & plans
- f. Town of Meaford transportation documents & plans
- g. Township of Grey Highlands transportation documents & plans
- h. County of Simcoe transportation documents & plans
- i. Existing and proposed municipal transit studies and plans within the southern Georgian Bay region and adjacent to the Town of The Blue Mountains, such as Meaford, Collingwood Wasaga Beach or Simcoe County (LINX Transit)
- j. Existing and proposed development proposals and related Traffic Impact Studies
- k. Review existing, planned and forecasted land-use densities within settlement areas
- l. Review and apply origin-destination information
- m. Conduct public opinion survey to identify Town transportation issue.

3) Official Plan & Growth Nodes

- a. Considering the management and direction of future growth patterns guided by the policies and/or forecasts within the following: Town of The Blue Mountains Official Plan, County of Grey Official Plan, the Provincial Policy Statement 2014 and PPS Update (if available) to provide a comprehensive and progressive approach to facilitate sustainable transportation system and mobility infrastructure within the Town;
- b. Enhance multi-modal accessibility between and within settlement areas, employment nodes and generators, tourist and recreational destinations in TBM;
- c. Develop and recommend the necessary transportation infrastructure network, policies and initiatives to complement the TBM Official Plan and planned economic growth;
- d. Confirm future transportation corridor needs, giving the Town the ability to proactively protect them. Specific emphasis is required to assess the Highway 26 corridor through the Town's settlement areas to identify right-of-way cross section solutions that strike a balance between conveyance of forecast traffic volumes with the community's-built form in the immediate vicinity of the corridor.

4) Data Collection & Information Gathering

- a. Conduct area site investigations to become familiar with the study area (Town of The Blue Mountains), as required;
- b. Explore and make recommendations for technology options to gather accurate traffic data;
- c. Utilize transportation modeling software to analyze various transportation network scenarios, as required in consultation with Town staff.
- d. Discuss with Town, surrounding municipalities, and Ministry of Transportation staff operational and performance attributes of their respective road systems;
- e. Attend technical review meetings with Town staff;
- f. Incorporate improvements along Provincial travel corridors and the results of applicable MTO design studies/plans, and any other Provincial plans;
- g. Identify known transportation problems;
- h. Identify known cultural heritage features

5) Highway 26 Visioning Report

- a. Reviewing ultimate role/capacity of Highway 26 as envisaged by the Town
- b. Technical report to support development of the Provincial SW Ontario Transportation Strategy;

6) Development of Priority Action Items

- a. For items 1-4, the identification of priority action items in accordance with the following time horizons:
 - Immediate – 2 years
 - 2 – 5 years
 - 6 – 8 years
 - 9 – 15 years
 - 16 – 25 years
 - 26 years and beyond
- 7) INSERT CLENDENAN COORIDOR ISSUES / SCOPING PAPER
To be developed and scoped by John White, John Ardiel, Shawn Carey
- 8) Public and Stakeholder Consultation and Communications
- a. Prepare draft material to advertise, in consultation with the Town, the launch of the Transportation Master Plan and the request for public and stakeholder input;
 - b. Prepare draft material to advertise, in consultation with Town Staff, Public Information Centres.
 - c. Coordinate, attend and facilitate two rounds of public information/consultation centres. Each round will consist of at least two separate sessions in different locations on different dates. The first round will focus on information gathering on issues, ideas, and opportunities, and the second circulation to express ideas for feedback;
 - d. Coordinate in consultation with Town staff and attend at least one interactive engagement session with local school to gather feedback on transportation related issues facing younger members of the public
 - e. Attend Q&A session hosted by the Citizen’s Forum
 - f. Coordinate, attend and facilitate a working consultation session with the Council, Transportation Committee and Senior Management Team of the Town
 - g. Identify, organize and facilitate regularly scheduled meetings with the following to review preliminary findings and further scope direction of a Town Transportation Master Plan in the future:
 - TMP Project Team
 - Town Transportation Committee (Committee of Council)
 - Technical Advisory Group (external municipalities, agencies, and stakeholder groups)
 - The Proponent to provide a schedule for the above-noted meetings integrated in the detailed project plan

9) Work Products, Services & Deliverables

- a. Develop a work plan that will include a schedule of action items and timelines. The work plan should be sufficiently detailed to indicate how the objectives of the study will be met and consider Project Team (approximately 12 meetings), Transportation Committee (approximately 8 meetings), and Technical Advisory Group (approximately 6) meetings;
- b. Provide a minimum of ## Issue-Specific Working Papers as background to the development of the TMP, including papers on the following specific matters:
 - Autonomous vehicles and recommended approaches to adapt current infrastructure
 - Forecasted traffic volumes of Highway 26 through Craighleith and Thornbury and associated ROW urban design recommendations for these segments of the Highway 26 corridor
- c. Provide a minimum of 3 Interim Progress reports, at agreed upon intervals, to advise Town staff on the progress of this project (including required drafts and necessary revisions);
- d. Document the study and develop conclusions and recommendations
- e. Present study findings to MTO, MMAH, Grey County and Town at the senior staff and committee level;
- f. Prepare the TBM TMP Final Report, including an executive summary outlining vision, as well as detailed actions for approval and implementation, schedules, standards, and guidelines, as well as the following specifics:
 - Recommend action plan for implementation at defined milestones within the short-term period (1 Year, 3 Year, 5 Year, 7 Year, 10 Year) including suggested responsibility matrix;
 - Medium-term (2036), Long-term (2046), and Horizon (2065) transportation networks and objectives;
 - Provide a detailed strategy for each mode of travel including capital costs;
 - Funding requirements to ensure, develop, and maintain the planned transportation network;
 - Recommended Town Official Plan policies and performance monitoring targets dealing with matters such as coordination of land use and transportation, transportation demand management, modal share increase opportunities, and asset management;
 - Recommended Transportation and Active Transportation Schedule(s) for incorporation into Town Official Plan, showing AG existing and planned transportation facilities;
 - Recommended staff enhancement(s) to implement & monitor implementation of Transportation Master Plan recommendations;
 - Documented process for annual performance monitoring, review and assessment;

- Context-sensitive Town Corridor Design Standards, including draft bylaw for adoption by Town Council;
- Active Transportation Design Guidelines & specifications for Town corridors, parks, and other lands;
- Roundabout Feasibility & Consideration Process with accompanying Roundabout Screening Tool;
- Traffic volume/capacity ratio calculations in 5-year increments until the Medium-term
- Provide trip times between growth areas in the Town, and between the Town and Meaford, Collingwood, Owen Sound, and Markdale
- Mapping in Town compatible software: ESRI Flat File Geodatabase format (preferred) or ESRI Shapefile format (Projection: NAD 83 Zone 17N).

10) Timeline

- a. This project commences March 1, 2020 and shall be completed no later than May 2021.

4. PHASE 2 – Scope of Work

*Phase 1 will identify specific needs/studies to be addressed at a detailed, scoped level via **Phase 2***

Each scope of work listed below will require development of priority action items as identified under 5a) above and may require specific time horizons for implementation.

- 1) Comprehensive Speed Limit Review
- 2) Exploration of Strategic Gateway Features
- 3) Parking Strategy
 - a. Parking Strategy Report
 - b. Recommendations for downtown Thornbury
- 4) Active Transportation
 - a. Assess existing/planned transportation corridors in addition to planned development areas for opportunities to establish and connect active transportation routes
 - b. Identify a recommended active transportation plan including multi-use trails and on-road cycling routes
 - c. Identify strategies, policies, facilities, services and initiatives to encourage walking, cycling, transit supportive opportunities, ridesharing, telecommuting, and tourism and recreation;
 - d. Detailed costing of recommended of Active Transportation network by facility type, corridor, and build-out phase (1 year, 5 year, 10 year, 15 year, 25 year)

- e. Recommend Active Transportation Design Guidelines & specifications for Town corridors, parks, open space blocks, and development areas
 - f. Consideration of traffic lights or pedestrian crossing of Highway 26 in Thornbury
- 5) Public Transit Needs & Opportunity Assessment
- a. Identify various transportation demand management and transit-related initiatives to implement in the short, medium, and long-term timelines to achieve increased modal share;
 - b. Identify opportunities, recommendations and next steps to pursue prioritizing transit;
 - c. Identify a strategy for a transit network that would effectively integrate local municipal transit with existing and planned inter-municipal transit services and other neighboring transit systems.
- 6) Timeline
- This project no later than January 2021.

5. PHASE 3 – Scope of Work

- 1) Comprehensive TMP document
- a. Combines scope of work from Phase 1 & 2 into a final Draft TMP
 - b. Reconcile all draft recommendations to ensure all can proceed in an integrated manner and TMP timing recommendations are aligned



Staff Report

Administration

Report To: Transportation Committee
Meeting Date: December 17, 2019
Report Number: FAF.19.211
Subject: Transportation Master Plan Staffing Resources
Prepared by: Shawn Everitt, Chief Administrative Officer

A. Recommendations

THAT the Transportation Committee receive Staff Report FAF.19.211, entitled "Transportation Master Plan Staffing Resources";

AND THAT the Transportation Committee endorse the preparation of a Request for Proposal to retain the services of an external consultant to complete a Transportation Master Plan as outlined in this report;

AND THAT the Transportation Committee endorse the hiring of a Transportation Master Plan Project Coordinator as outlined in the proposed Job Description included as Attachment 1.

B. Overview

This staff report outlines the proposed staffing resources and recommendation to source an external consultant for the completion of the Transportation Master Plan project and recommends the Transportation Committee (Committee) provide the same to Council for information.

C. Background

Council, through the 2019 Approved Budget, authorized funding for a Transportation Master Plan study to be facilitated with the assistance of the Committee. Accordingly, the Committee recognized some additional resources may be required and provided staff with the following direction at the September 10, 2019 Committee meeting:

THAT the Transportation Committee requests staff to bring forward a report outlining the request for creation of contract staff to initiate the Transportation Master Plan process;

AND THAT the Transportation Committee request the staff report to include the proposed Job Descriptions for the Committee's information;

AND THAT the Transportation Committee acknowledges the intent that the staff report outlining staff resources go directly to Committee of the Whole pending the Transportation Committee's approval of the subject report, Carried.

In addition, staff brought forward Report CSPW.19.042 "Delivery of 2019 Infrastructure Consulting Assignments" where Council approved and authorized staff to retain an engineering consulting firm to undertake the Transportation Master Plan Environmental Assessment.

The Town last completed a comprehensive Transportation Master Plan in 2010.

D. Analysis

With the benefit of having the Transportation Committee in place since July of 2019, staff is recommending that a Request for Proposal (RFP) be developed and issued to retain the services of an external consulting firm to assist in developing a Transportation Master Plan for the Town. The use of an external consultant was approved by Council after considering Staff Report CSPW.19.042, included as Attachment 1 of this report.

It is the intent that the initial RFP be developed as Phase 1 of the Transportation Master Plan and is to focus its scope of work on the typical Road Network and be reflective on the previous work completed in 2010 as the basis. Additional Phases and RFP will allow for specific scopes of work within the overall plan to be completed by consultants that may have specific areas of expertise outside of the typical traffic and conventional traffic studies. For example, it may be beneficial to have a firm complete the Parking Strategy section based on their area expertise being parking, and firm complete the transit section by a firm that has an expertise in transit.

The Transportation Master Plan is an essential and critically important guide for how we build the Community. The need to provide staff and the Committee with a dedicated staff person and resource is essential. Staff is recommending that a contract Project Coordinator be hired for 24 months to work directly with the successful Consultant(s) and the Committee to complete this project in a timely and effective manner.

As noted in Staff Report CSPW.19.042, the purpose of this Transportation Master Plan is to identify the needs of the Town and the region in all forms of transportation with the projected community buildout, as outlined in the Town's Official Plan, acting as the basis.

Upon completion, this project will produce a comprehensive Transportation Master Plan with clear actionable and priority goals based on the following time frames;

- Immediate action to 2 years
- 2 years to 5 years
- 6 years to 8 years
- 9 years to 15 years
- 16 years to 25 years
- 26 years and beyond

Based on the philosophy of this project, the Transportation Master Plan will not be considered an Environmental Assessment as noted in Staff Report CSPW.19.042. This report will identify clearly what action items may in fact require the initiation and completion of specific Environmental Assessments.

Staff have initiated the development of a draft Terms of Reference that would outline the RFP. The draft Terms of Reference would be considered by the Committee prior to it being released.

The Transportation Master Plan will include the following focus areas:

- Speed Limit Review
- Highway 26 and Grey County Road Network Connectivity and Strategic Opportunities for Growth and Traffic Flow
- Neighbouring Community and County connectivity
- Gateway Features
- Public Transit Needs and Opportunity Assessment
- Municipal/Public Parking Strategy
- Active Transportation Plan
- Review of Bridge and Culverts
- Creation of Cross Section for Engineering Standards
- Wayfinding Signage

The Project Schedule is outlined as follows:

1 st Quarter 2020	Development of Phase 1 of the Transportation Master Plan Request for Proposal material
2 nd Quarter 2020	Hiring of Project Coordinator
2 nd Quarter 2020	Initiate Project and consultation with full engagement of the Transportation Committee
Late 2 nd Quarter 2020	Award Project to successful Bidder
3 rd Quarter 2020	Initiate additional phases of the Transportation Master Plan Request for Proposals for specific areas of project scope
3 rd Quarter 2021	Draft Comprehensive Transportation Master Plan to Committee of the Whole
Early 4 th Quarter 2021	Final Transportation Master Plan approved by Council

E. The Blue Mountains Strategic Plan

Goal #1: Create Opportunities for Sustainability
Objective #1 Retain Existing Business

- Objective #2 Attract New Business
- Objective #3 Promote a Diversified Economy
- Objective #4 Support Value-Added Agriculture and Culinary Tourism
- Objective #5 Improved Visibility and Local Identity

- Goal #2: Engage Our Communities & Partners
- Objective #1 Improve External Communication with our Constituents
 - Objective #2 Use Technology to Advance Engagement
 - Objective #3 Strengthen Partnerships

- Goal #3: Support Healthy Lifestyles
- Objective #1 Promote the Town as a Healthy Community
 - Objective #3 Manage Growth and Promote Smart Growth
 - Objective #4 Commit to Sustainability

- Goal #4: Promote a Culture of Organizational & Operational Excellence
- Objective #2 Improve Internal Communications Across our Organization
 - Objective #3 To Consistently Deliver Excellent Customer Service
 - Objective #4 To Be a Financially Responsible Organization
 - Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

- Goal #5: Ensure Our Infrastructure is Sustainable
- Objective #1 Develop a Long-Term Asset Management Plan for the Maintenance, Renewal and Replacement of Existing Infrastructure
 - Objective #2 Avoid Unexpected Infrastructure Failure and Associated Costs and Liability
 - Objective #3 Implement Best Practices in Sustainable Infrastructure
 - Objective #4 Ensure that Infrastructure is Available to Support Development

F. Environmental Impacts

To ensure that the Town is considering the needs for all aspects of transportation and traffic flow through the entire municipality as well as promotion of Active Transportation and the amenities required to support the four season tourism destination while considering the range of community needs and expectations.

G. Financial Impact

The 2019 budget identified \$745,000 funding for this project.

The hiring of a 24 month Contract Project Manager to oversee the development of the Transportation Master Plan is expected to cost approximately \$178,000

- 2020: \$71,300 based on 2019 compensation + \$17,800 in Contract Benefits = \$89,100
- 2021: \$71,300 based on 2019 compensation + \$17,800 in Contract Benefits = \$89,100

The remaining \$567,000 budget will be utilized to complete the Transportation Master Plan Project including the use of external consulting.

H. In consultation with

Sam Dinsmore, Deputy Treasurer/Manager of Budgets and Accounting

I. Public Engagement

The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Shawn Everitt, cao@thebluemountains.ca.

J. Attached

1. CSPW.19.042 "Delivery of 2019 Infrastructure Consulting Assignments"
2. Transportation Master Plan Coordinator Job Description

Respectfully Submitted,

Shawn Everitt
Chief Administrative Officer

For more information, please contact:
Shawn Everitt, Chief Administrative Officer
cao@thebluemountains.ca
519-599-3131 extension 234

This document can be made available in other accessible formats as soon as practicable and upon request



Staff Report

Infrastructure and Public Works

Report To: Committee of the Whole
Meeting Date: May 22, 2019
Report Number: CSPW.19.042
Subject: Delivery of 2019 Infrastructure Consulting Assignments
Prepared by: Reg Russwurm, Director of Infrastructure and Public Works

A. Recommendations

THAT Council receive Staff Report CSPW.19.042, entitled "Delivery of 2019 Infrastructure Consulting Assignments";

AND THAT Council authorize Staff to create and fill up to an 18 month contract staff position to prepare:

1. Roads Depot Expansion Needs Assessment to consider:
 - a. Road winter maintenance using either internal and/or contracted snow ploughing equipment and operators;
 - b. Extent of sidewalk winter maintenance and whether to use internal and/or contracted snow ploughing equipment and operators;
 - c. Space needs for Ravenna Public Works Yard;
 - d. Warrants for and space needs for Craighleith and/or other satellite yards including consideration of Community Service's requirements; and,
 - e. Other activities that are relevant to the above;
2. Solid Waste Diversion Improvement Study; and,

AND THAT Council authorize Staff to retain an engineering consulting firm to undertake the:

1. Transportation Master Plan Environmental Assessment;
2. Eastside Water Storage and Distribution Improvements Environmental Assessment; and,
3. Westside Water Storage and Distribution Improvements.

B. Overview

The purpose of this report is to consider the use of internal and/or contracted Staff to deliver several projects specifically identified in the 2019 Town Budget as utilizing external consultants.

C. Background

During the budget deliberations, Council identified the Solid Waste Diversion Improvement Study, Roads Depot Expansion Project and the Transportation and Transit Master Plan Environmental Assessment as requiring additional consideration as to their mode of delivery – internal or external resource or a combination thereof.

The projects are described as:

Roads Depot Expansion Needs Assessment

A future expansion of the Ravenna Public Works Yard is warranted to provide for equipment storage and workspace as the Town grows its transportation network. Consideration is required to understand the extent of the expansion necessary at this location and/or perhaps at other locations in the Town. A Needs Assessment will be completed to review staffing and equipment requirements to maintain existing and future road network at the expected level of service. Some preliminary engineering work will also be completed to refine the scope of work for final design of the expansion.

During the 2019 Budget discussions, Council directed that Staff review winter maintenance of sidewalks within the Craigleith Area. Staff feel that it is appropriate to consider winter maintenance on all sidewalks throughout the Town to determine the limits of such maintenance and whether the service should be provided by internal or contracted resources in the context of determining space and staffing needs particularly in the Craigleith Area.

Specifically, the assignment will consider:

- a. Road winter maintenance using either internal and/or contracted snow ploughing equipment and operators;
- b. Extent of sidewalk winter maintenance and whether to use internal and/or contracted snow ploughing equipment and operators;
- c. Space needs for Ravenna Public Works Yard;
- d. Warrants for and space needs for Craigleith and/or other satellite yards including consideration of Community Service's requirements; and,
- e. Other activities that are relevant to the above.

The 2019 Budget includes \$185,900 for project capacity to fund external consulting or internal resources.

Solid Waste Diversion Improvement Study

For solid waste that is received directly at the Town's Disposal Site, the diversion rate plateaued at 35% and has dropped to 33%. A recent disposal audit by Staff revealed that there are opportunities for more diversion. Additional diversion results in an extension of the landfill life since is sorted better and less waste that can be diverted is placed in the landfill. An investment in greater diversion rates may pay dividends if the capital investment to expand the landfill cell

is delayed. A best practices study will be undertaken to consider means to achieve higher diversion rates at the Disposal Site and elsewhere in the solid waste management system.

The 2019 Budget includes \$35,000 for project capacity to fund external consulting or internal resources.

Transportation and Transit Master Plan Environmental Assessment

The purpose of this project is to undertake a Municipal Class Master Plan Environmental Assessment (EA) to determine the Town's transportation needs until buildout of the Official Plan, and address other specific transportation concerns in consultation with the Town's Transportation Committee. The study will review and build on past studies plus incorporate current growth projections to determine the required transportation network for all users. The study will also consider transit and parking needs along with proposing alternate solutions. Specifically the scope of work of this multi-dimensional project will include, but not necessarily limited to:

- i. a review of past studies and Environmental Assessments;
- ii. determining road classifications (arterial, collector, local);
- iii. identifying deficiencies in current road geometrics;
- iv. determining road cross section (rural/urban/ semi-urban) to be used in various areas throughout the Town;
- v. considering traffic lights or pedestrian crossing of Hwy 26 within Thornbury;
- vi. a review of the Beaver Street / Victoria St / Louisa St intersection;
- vii. considering the Clendenan Bridge and approach within the context of the Town's overall transportation network;
- viii. completing a comprehensive speed limit study;
- ix. identifying parking needs;
- x. considering transit needs, specifically as it relates to the requirements with the Development Charges Act;
- xi. identifying works required to improve the transportation network for all users and to support growth; and,
- xii. prepare documentation to complete a Master Plan Environmental Assessment.

The 2019 Budget includes \$745,000 for project capacity to fund external consulting or internal resources.

Eastside Water Storage and Distribution Improvements Environmental Assessment

This environmental assessment (EA) is a continuation of the Water Distribution Master Plan EA in that additional study is required to mature the preferred design solution for the distribution upgrades and modifications on the east side of the water distribution system. The upgrades may include pumping station upgrades, trunk watermains, additional storage, another supply location and/or purchasing additional from Collingwood.

The 2019 Budget includes \$241,500 for project capacity to fund external consulting or internal resources.

Westside Water Storage and Distribution Improvements

This project includes consulting work to refine the solutions identified in the Water Distribution Master Plan EA for the Thornbury and Lora Bay Service Areas including preparing the preliminary design for the preferred solution. Upon the completion of this work, the Town will be in a position to commence final design and construction of the necessary water reservoirs and connection watermains for these service areas.

The 2019 Budget includes \$206,900 for project capacity to fund external consulting or internal resources.

Victoria St. S. and Louisa St. W. Reconstruction

This project includes consulting work to undertake the preliminary design for the reconstruction of Victoria Street from Arthur to Alfred and Louisa Street from Bruce to Victoria including road, sidewalk, street light, watermain, sanitary and storm system improvements and renewal. Public engagement will be undertaken to inform the final project scope.

The 2019 Budget includes \$148,200 for project capacity to fund external consulting or internal resources. This project has been subject to a grant application and has been considered separately by Council in Staff Report FAF.09.045 to proceed utilizing external consultants, and as such will not be considered further herein.

Other Projects within the 2019 Budget

The above projects are led by the Infrastructure and Public Works Department. Other departmental projects within the 2019 Budget with funding for external consulting or internal resourcing will be considered under separate reports by the respective departments.

D. Analysis

Whether a specific project is best completed by an external consultant or internal resources depends on the following criteria:

- a) Are the skills required to complete the project available within the current Staff complement and/or can the skills be reasonably obtained through the hiring of fulltime or contract Staff;
- b) Is the completion of the work time sensitive; and/or
- c) Is independence offered by a third party important to the project's success?

When reviewed against the above criteria, Staff feel the Roads Depot Expansion Needs Assessment and the Solid Waste Diversion Improvement Study are good candidates to be completed by internal and contracted resources.

The Transportation and Transit Master Plan Environmental Assessment, the two water projects that result from the Water Distribution Master Plan EA and the road reconstruction project on the other hand are complex, extensive, time sensitive and require a depth and breadth of

specialized skills not readily available in contracted Staff. As well, the studies could be contentious and may be best completed by a third party to ensure an impartial evaluation process.

In addition to the above discussion, Council has also requested that Staff consider developing fulltime internal engineering capacity. The discussion of that initiative is the subject of Staff Report CSPW.19.043. If Council chooses to mature a business plan for internal engineering resources, Staff have considered if there is an opportunity for the contract position assigned to the Roads Needs Assessment and the Solid Waste Diversion Improvement Project to also complete the business plan for the internal engineering capacity. Given that the engineering capacity analysis will need to be completed by the end of the summer to be incorporated into the early versions of the 2020 Budget and there is no budget available for this assignment, Staff recommend that the business plan be prepared by the current Staff complement. The ramifications are that several projects may be started later than first anticipated and/or current projects may be delayed based on a priority need basis.

Regarding workspace, the contract person will be located in the Ravenna Works Yard Administration Office, another suitable location within IPW workspaces or perhaps take advantage of work-from-home opportunities. Since this role is expected to mostly work independently of other Staff, their workspace can be flexible.

The new contract position will formally report to the Director of Infrastructure and Public Works.

The main implication of hiring contract staff to complete these projects is the risk that the implementation of the solutions will be delayed. This is most important for the Ravenna Public Works Site. Every year that the site improvements are delayed is another year that equipment stored outside and rental of the administration trailer is incurred. For this reason emphasis will be placed on maturing the plan at the Ravenna Public Works Yard ahead of other tasks in order that the final design of improvements at the Works Yard can advance in 2020 as planned with construction in 2021. Staff feel that the assignment can be completed within 12 months but will recommend that up to 18 months of funding to be allocated in the event the contract position needs to be extended due to unforeseen reasons.

In conclusion, Staff recommend Council authorize Staff to create and fill up to a 18 month contract staff position to prepare a:

1. Public Works Depot Expansion Needs Assessment to consider:
 - a. Space and related needs for Ravenna Public Works Yard;
 - b. Warrants for and space needs for Craighleith and other satellite yards including consideration of Community Service's requirements;
 - c. Road winter maintenance using internal and/or contracted snow ploughing equipment and operators;
 - d. Sidewalk winter maintenance using internal and/or contracted snow ploughing equipment and operators; and,
 - e. Other activities that are relevant to the above; and,
2. Solid Waste Diversion Improvement Study.

AND THAT Council authorize Staff to retain an engineering consulting firm to undertake the:

1. Transportation Master Plan Environmental Assessment;
2. Eastside Water Storage and Distribution Improvements Environmental Assessment; and,
3. Westside Water Storage and Distribution Improvements.

E. The Blue Mountains Strategic Plan

Goal #1: Create Opportunities for Sustainability
Objective #5 Improved Visibility and Local Identity

Goal #4: Promote a Culture of Organizational & Operational Excellence
Objective #1 To Be an Employer of Choice
Objective #4 To Be a Financially Responsible Organization
Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

Goal #5: Ensure Our Infrastructure is Sustainable
Objective #3 Implement Best Practices in Sustainable Infrastructure
Objective #4 Ensure that Infrastructure is Available to Support Development

F. Environmental Impacts

Better designed and constructed infrastructure is less prone to failure leading to fewer spills to the natural environment.

G. Financial Impact

Staff have discussed six projects from the 2019 Approved Budget, the chart below looks at the budget amounts that are being discussed:

Project	Budget
Ravenna Roads Depot Expansion (assessment budget only)	\$185,900
Solid Waste Diversion Improvements Study	\$35,000
Sub-total for internal staff	\$220,900
Transportation and Transit Master Plan	\$745,000
Eastside Water Storage EA	\$241,500
Westside Water Storage (preliminary engineering only)	\$209,900
Sub-total for external consulting	\$1,196,400
Total	\$1,417,300

For the purposes of comparison, Staff are using the \$220,900 that was included in the 2019 Approved Budget for the following discussion.

Staff have compiled the cost to have an internal 18 month contract who would be responsible for the two projects. An additional \$10,000 has been included for specialized technical assistance such as preparing drawings for the Road's depot site plan and building.

Expenditure	Budget
Salaries and Benefits (18 months)	\$142,875
IT Software/Hardware	\$6,000
Other Employee Costs (membership, mileage, conference etc.)	\$6,000
Office Equipment	\$5,000
Specialized Technical Assistance	\$10,000
Total Cost of 18 month contract	\$169,875
Cost as per 2019 Approved Budget	\$220,900
Total Potential Savings	\$51,025

The \$51,025 in potential savings will be seen by the Solid Waste Asset Replacement Reserve fund which is funding the Solid Waste Diversion Improvements Study (\$8,165), and Long-Term Debt (\$10,715) and the Public Works Development Charges (\$32,145) which are funding the Roads Depot Expansion.

H. In Consultation With

Senior Management Team

Sam Dinsmore, Deputy Treasurer / Manager of Accounting and Budgets

I. Public Engagement

The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. Comments regarding this report should be submitted to Reg Russwurm, directoripw@thebluemountains.ca.

J. Attached

None

Respectfully submitted,

Reg Russwurm

Reg Russwurm, MBA, P.Eng
Director of Infrastructure and Public Works

For more information, please contact:

Reg Russwurm

directoripw@thebluemountains.ca

519-599-3131 extension 260



Job Description

Transportation Master Plan Coordinator

Department: Operations
Reports To: Director of Operations
Date Approved:
Job Grade: Grade 8

Position Summary

The priority of this 24-month contract position will be to liaise between a range of external third party consultants, town staff and the Transportation Master Plan Committee and also provide research and prepare background reports and business plans required to support the overall comprehensive Transportation Master Plan.

Key Duties and Responsibilities

- Provide coordination in the preparation of a comprehensive Transportation Master Plan by maintaining a strong relationship and communications between third party consultants, town staff and the Transportation Master Plan Committee and ensuring the following scope of work is completed:
 - Review of the existing road network and development a of long term strategic plan of the overall needs including;
 - Review of speed limits on existing roads and future roads proposed through development and provide recommendations;
 - Review road connectivity between Grey and Simcoe County, Ministry of Transportation and neighbouring municipalities and provide recommendations;
 - Review of the full inventory of bridges and culverts and development of specific recommendations based on best practice and specific area needs for each;
 - Review of active transportation connectivity through the inventorying and mapping of existing sidewalk and trail network and future construction of sidewalks and trails proposed through development and provide recommendations;
 - Review of a full range of Public Transit options and opportunities;
 - Completion of an overall review of the Towns existing public parking inventory including all public lands, reporting to include options relating to potential areas of interest to enhance parking opportunities and paid parking strategy;

- Review and implementation of the 2019/2020 report detailing the findings of sidewalk winter maintenance options and recommendations to use internal and/or contracted snow ploughing equipment and operators;
- Review and implementation of 2019/2020 review of space needs requirements at the Ravenna Public Works Yard in Ravenna and potential siting of a new municipal Operations facility;
- Review and development of wayfinding signage standards and gateway feature design options; and,
- Other activities that are relevant to the above;
- For each assignment:
 - Coordinate and assist in interviewing relevant Town Staff to understand project scope;
 - Prepare project and deliverables schedule;
 - Coordinate and lead regular project team meetings;
 - Prepare interim status reports to the Senior Management Team and Transportation Committee,
 - Undertake background research and divisional discussions to determine key requirements;
 - Assist external consultants in identifying and recommending best practices options;
 - Lead the consultation process with external consultants with the preparation and reporting on developing a wide range of options and alternative approaches;
 - Lead the consultation process with external consultants to develop cost / benefit analysis on life-cycle basis;
 - Lead the consultation process with external Prepare a compressive business plan and arguments leading to a logical and substantiated conclusion;
 - Lead all presentations along with the external consultants that detail the findings and recommendations of the project team(s) to the Transportation Committee, Senior Management Team and Town Council;
 - Other tasks as assigned by the Senior Management Team that may be requested by the Transportation Committee and endorsed by Town Council.
- Maintain thorough working knowledge of the Town's Policies, including Safety Manual, and applicable provincial Legislation.
- Promotes a high standard of customer service to the public as well as to all internal customers.
- Personally comply with all health and safety practices as it relates to the work, standard operating guidelines and the Occupational Health and Safety Act.
- Performs other duties as required.

Job Details

Hours of Work: 35 Hour standard work week Monday to Friday from 8:30 a.m. – 4:30 p.m. with a 1 hour lunch break. Occasionally required to attend meetings after hours or weekends for public consultation sessions.

Direct Reports: 0

Overtime: Applicable

Driver's License Required: Yes Class: G

Education and Experience:

- Community College graduate of a 3-year program of civil engineering design of municipal infrastructure or equivalent.
- Minimum 5 years of relevant experience with substantial experience in the public sector.
- Demonstrated experience in Project Management working with third party consultants.
- Demonstrated ability to research, organize and prepare information into well written reports and a business plan.
- Be able to work independently and self-directed to achieve assignment goals.
- Excellent verbal, written and presentation skills, relationship building and engagement skills
- Ability to work well under pressure and meet deadlines
- Highly developed planning and organizational skills.
- Well-developed time management and multi-tasking skills.
- Thorough working knowledge of Microsoft Windows and Office applications and office equipment.
- Valid Class 'G' Driver's license in good standing and reliable vehicle to use on corporate business.
- Fluency in creating accessible documents to meet the Town's legal obligations under the Information and Communications component of the Integrated Accessibility Standard Regulation