

**To: Warden and Members of County Council**

**From: Director of Public Works**

## 2024 Transportation Master Plan – Project Update

### RECOMMENDATION

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1. That Oxford County Council receive Report No. PW 2022-46 entitled “2024 Transportation Master Plan – Project Update” as information outlining the progress of the County’s 2024 Transportation Master Plan project and its associated public consultation approach.

### REPORT HIGHLIGHTS

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- The 2024 *Transportation Master Plan* (TMP) is a strategic planning document that will outline and define the policies, programs and infrastructure modifications needed to manage both existing and anticipated transportation demands to the year 2046 through the ongoing development of a safe, efficient and sustainable multi-modal transportation network which moves people and goods.
- The purpose of this report is to provide Oxford County Council with an update on the progress of the County’s 2024 TMP, including the recently completed Public Consultation Centre (PCC) #1 and public engagement events.
- A project webpage with all information related to the TMP is currently active on [Speak Up, Oxford!](#). The project’s Notice of Commencement, Notice of PCC #1, PCC #1 video recording, PCC #1 slide presentation as well as all future project updates can be found on this webpage.
- Consultation opportunities to date include an External Technical Advisory Committee Meeting and Economic Development Forum for key project stakeholders held in March/April 2022; the virtual PCC #1 held on September 27, 2022; a feedback form (survey) and interactive map on the project webpage and in-person “pop-up” engagement events held at the Outdoor Farm Show in Woodstock on September 13; Ingersoll Council Chambers on September 20; and, Tillsonburg Ribfest on September 23.

### Implementation Points

Upon County Council’s review of this report, staff will proceed with scheduling the TMP’s second round of consultation activities in the Winter/Spring of 2023.

Table 1 – Future Consultation Opportunities for TMP

Consultation Activity	Tentative Date
Internal Technical Advisory Committee Meeting #2	February 2023
External Technical Advisory Committee Meeting #2	February 2023
Economic Development Forum #2	Feb./Mar. 2023
Public Consultation Centre #2	March 2023

Oxford County staff will report to County Council in May 2023 with the final draft TMP Report and will seek authority to proceed with the final public review period.

### Financial Impact

No financial impacts will result from adopting the recommendation contained in this report. Once completed, the TMP will help inform the County’s 2023 Transportation Development Charges Technical Study which will inform the upcoming 2024 Development Charges Background Study and future updates to the County’s 2022 Asset Management Plan.

### Communications

Public consultation on the 2024 TMP was undertaken through a range of tools to seek feedback from Oxford’s various communities and demographics.







- **Speak Up, Oxford!** This serves as the engagement hub for consultation. It was published in March 2022, with 1,300 total visits to the site since its launch.
- **Feedback survey, interactive map and question form:** Together, the interactive tools solicited input from 83 contributors who participated in the feedback form (survey), interactive map, and/or questions tool. A total of 214 users visited the interactive map, with 28 different users leaving 52 total comments. A total of 161 visitors viewed the feedback survey, with 55 different people completing the survey.
- **Public Consultation Centre #1:** Taking place on September 27, this event drew approximately 20 participants over a nearly two-hour discussion (see section, “*Public Consultation Centre #1.*”)
- **“Pop-up” events:** These in-person events provided an opportunity for members of the public to speak directly with the project team. They included Canada’s Outdoor Farm Show on September 13, Ingersoll Town Council Chamber on September 20, and Tillsonburg Ribfest on September 23 (see Comments section, “*Public Consultation Centre #1.*”)

- **Print advertising:** For audiences that prefer to receive news through newspapers and community publications, information on how to provide input was outlined in 22 print ads and **public notices** between July 15 and September 22 in the *Oxford Review*, *Norfolk-Tillsonburg News*, *Woodstock Sentinel Review*, *Ayr News* and *Wilmot-Tavistock Gazette*. TMP information was also placed in *What's On Woodstock* and the *Village Voice* (rural editions in July, and then *Village Voice* Ingersoll in August in advance of the in-person consultation at the Town Chambers).
- **Radio ads:** A radio campaign ran in September 2022 on Woodstock (104.7 Heart FM) and Tillsonburg stations (Country 107.3 / Easy 101.3).
- **Digital (web) and social media ads:** A two-week web advertising campaign took place in September leading up to Public Consultation Centre #1. Notices on the County's social media pages has been ongoing, both organic and paid/promoted. The engagement campaign included a **news release** and posts to the Oxford County **website**.
- **Stakeholder consultation sessions:** Facilitated by the project team, sessions with area municipalities, community partners and other key stakeholders ensured those impacted by the *Transportation Master Plan* were informed about the process and were given opportunity to provide input (see Comments section, "*Engagement and Consultation to Date.*")

*Speak Up, Oxford!* will continue to serve as an engagement hub leading up to the release of the 2024 TMP and will include public notices and news releases, public meeting recordings and presentations (including those from PCC #1 in September), question form, council reports and project contact information.

Report No. PW 2022-46, along with any potential amendments, will be circulated to all of the County's Area Municipalities for information.

### Strategic Plan (2020-2022)

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
1.i. 1.ii.	2.i. 2.ii.	3.iii.	4.i. 4.ii.	5.ii.	

## DISCUSSION

### Background

Oxford County retained Parsons Inc. to initiate a five-year review and update of the existing 2019 TMP. The 2024 TMP will be a multi-modal plan focusing on sustainable modes of transportation including walking, cycling, air, public transportation (intercommunity bus, commuter rail), carpooling and telecommuting. The TMP also supports provisions for freight/goods movement, agricultural mobility, corridor access management and low-carbon transportation.

The 2024 TMP will be a strategic planning document that will outline and define the policies, programs and infrastructure modifications needed to manage both existing and anticipated transportation demands to the year 2046 through the ongoing development of a safe, efficient and sustainable multi-modal transportation network which moves people and goods. Notable influences to the development of the TMP are shown below in Figure 1.

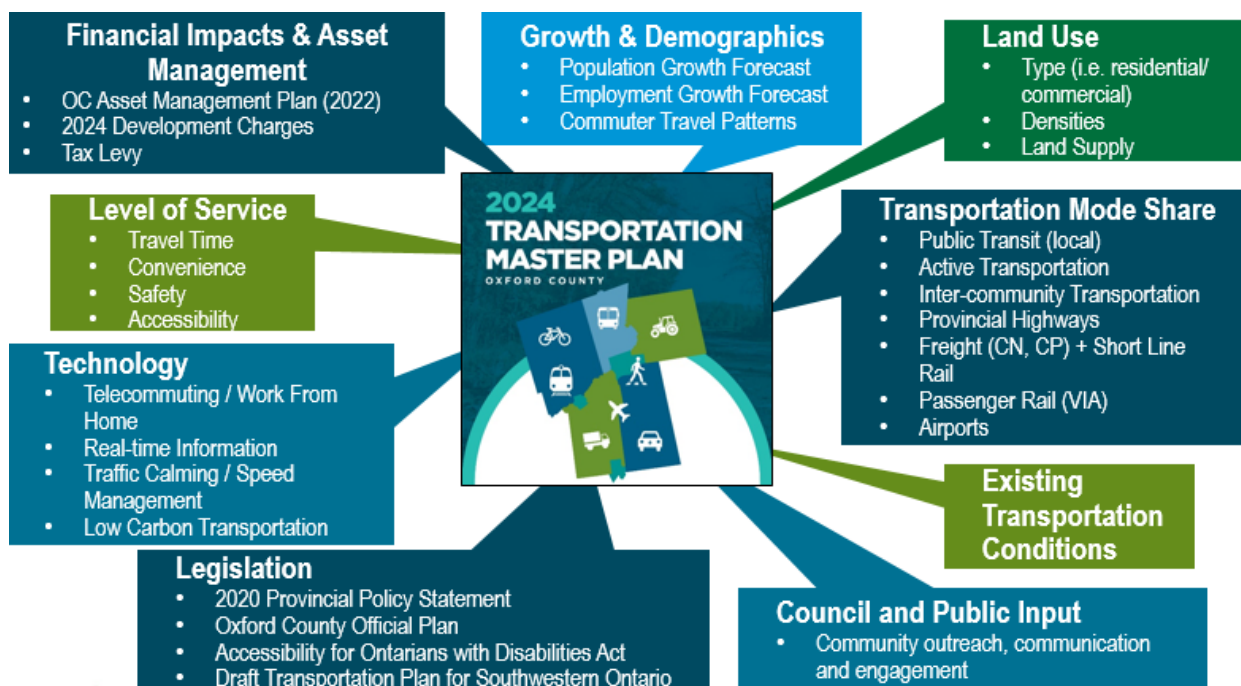


Figure 1 – Influences and Input Considerations to the 2024 TMP

The 2024 TMP will provide context for transportation decisions and will advocate for the County's transportation priorities as part of the broader, integrated transportation network across the County and neighboring municipalities. It will focus on creating a Master Plan that balances the needs of residents and businesses in rural and urban areas while considering changing travel patterns, economic vitality, increased connectivity, road safety, and promoting healthy communities.

The 2024 TMP is being undertaken in accordance with the Municipal Class Environmental Assessment (MCEA) process for Master Plans (Appendix 4, Approach #1 of the MCEA, October 2000, as amended in 2007, 2011 and 2015) and will complete Phase 1 and 2 of this process. Master Plans are long-range plans that integrate infrastructure requirements for existing and future land use with environmental assessment principles. Master Planning is a critical component in the County’s planning for growth and will provide the framework, timelines, and vision for its municipal transportation network infrastructure and related program needs. The MCEA process for Master Plans will ensure that all reasonable alternatives are considered and that a preferred alternative will have minimal impact on the natural, cultural, social and economic environment of the community.

### Integrated Growth Management

The County’s TMP will identify the path forward to comprehensively develop, evaluate and select preferred long-term transportation strategies and infrastructure improvements to support current and future levels of population and employment in accordance with the 2020 Provincial Policy Statement and the County’s approved Phase I Comprehensive Review (2020) which provided growth forecasts and land supply information to 2046. Further, the TMP will also include some sensitivity analysis to determine the potential impacts on the County’s transportation infrastructure needs should future growth somewhat exceed current forecasts. Tables 2 and 3 below illustrate the population and employment forecasts for the County and its Area Municipalities over the forecast period.

**Table 2 – Forecasted Population Growth for the County and Area Municipalities**

Municipality	Estimated Annual Population Growth *						Growth 2021-2046
	2021**	2026	2031	2036	2041	2046	
Woodstock	47,965	51,825	55,815	59,825	63,595	67,295	19,330
Tillsonburg	19,120	20,020	20,980	21,980	22,960	23,890	4,770
Ingersoll	14,065	14,955	15,915	16,895	17,855	18,785	4,720
Blandford-Blenheim	7,770	8,090	8,440	8,810	9,190	9,550	1,780
East Zorra-Tavistock	8,050	8,530	9,040	9,560	10,050	10,510	2,460
Norwich	11,450	11,920	12,420	12,960	13,490	13,990	2,540
South-West Oxford	7,785	8,025	8,295	8,555	8,765	8,975	1,190
Zorra	8,860	9,110	9,370	9,650	9,950	10,240	1,380
<b>Oxford County</b>	<b>125,065</b>	<b>132,475</b>	<b>140,275</b>	<b>148,235</b>	<b>155,855</b>	<b>163,235</b>	<b>38,170</b>

\* Where a Township contains more than one fully serviced settlement area, assumptions regarding the allocation of the Township’s total forecasted growth to each settlement will also be used to inform the study findings for each system.

\*\* 2021 Census population with preliminary correction for undercount of approximately 3%

Table 3 – Forecasted Employment Growth for the County and Area Municipalities

Municipality	Estimated Annual Employment Growth *						Growth 2021-2046
	2021	2026	2031	2036	2041	2046	
Woodstock	28,440	30,040	31,690	33,720	36,050	38,730	10,290
Tillsonburg	9,060	9,320	9,600	9,950	10,360	10,810	1,750
Ingersoll	9,710	10,080	10,470	10,950	11,510	12,150	2,440
Blandford-Blenheim	1,910	1,950	1,990	2,050	2,120	2,210	300
East Zorra-Tavistock	2,950	3,020	3,100	3,200	3,320	3,450	500
Norwich	4,200	4,280	4,360	4,470	4,600	4,740	540
South-West Oxford	2,920	2,960	2,990	3,040	3,090	3,150	230
Zorra	2,890	2,920	2,960	3,010	3,080	3,150	260
<b>Oxford County</b>	<b>62,080</b>	<b>64,570</b>	<b>67,160</b>	<b>70,390</b>	<b>74,130</b>	<b>78,390</b>	<b>16,310</b>

\* Figures may not add precisely due to rounding.

To support current and future levels of population and employment to 2046, the 2024 TMP will serve as the basis for determining where and what transportation infrastructure is required, and when and how this infrastructure should be implemented and prioritized based on available resources and funding. It will identify any potential gaps in transportation policies and provide guidelines which are needed to support the design and construction of this infrastructure. The graphic below provides a high level overview of Oxford's integrated growth management process and shows how the 2024 TMP fits within the process.

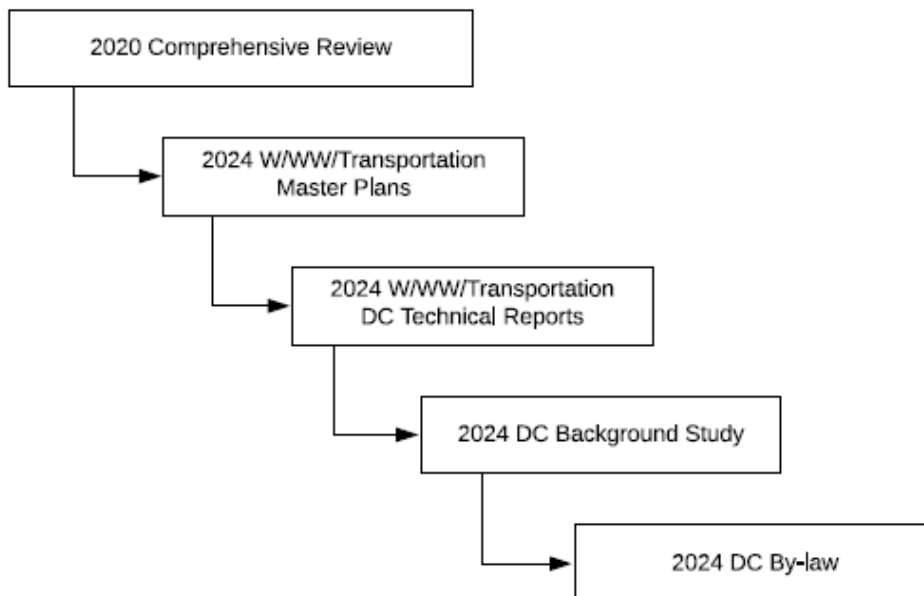


Figure 2 – Integrated Growth Management Process

## 2024 TMP Objectives

The 2024 TMP will have a definitive and realistic plan to implement the infrastructure, policies and programs needed to meet the transportation goals of the County. This includes, but is not limited to, the following:

- Ensuring the TMP project is consistent with and conforms to Provincial policies and legislation, County Official Plan, local Official Plans, Secondary Plans and other existing and ongoing planning initiatives;
- Updating transportation network strategies to meet growth projections to the year 2046;
- Providing a forum for input and awareness with the general public and Area Municipalities for transportation system initiatives;
- Identifying options for optimizing the effectiveness of the existing transportation network infrastructure, transportation demand management, and active transportation;
- Developing policies and guidelines for the movement of people and goods involving different modes of travel including road, rail, air, transit, commercial vehicles, personal vehicles, cycling and pedestrian uses;
- Promoting an integrated and effective strategic goods movement strategy that considers all forms of goods movement (including surface, rail, aggregate and agricultural);
- Identifying future transportation network infrastructure requirements which can be integrated within the 2022 *Oxford County Asset Management Plan*;
- Considering infrastructure operating and maintenance costs, including lifecycle costing, to evaluate overall long-term financial implications and sustainability;
- Recommending methods and approaches which encourage greater use of sustainable travel modes;
- Identifying growth-triggered transportation network infrastructure which will serve as inputs to the 2023 DC Transportation Technical Reports and 2024 DC Background Study; and
- Alignment with Oxford County Strategic directions.

## 2024 TMP Methodology

The 2024 TMP is being undertaken using the following methodology:

- Adherence to the MCEA Master Plan process, including extensive public consultation and engagement;
- Review of existing transportation system network (traffic volumes, levels of service, commuter travel patterns, collision data, linkages to neighbouring jurisdictions, etc.);
- Modelling of population and employment growth impacts on the transportation network;
- Evaluation of reasonable alternative solutions to achieve TMP vision and goals;
- Development of preferred TMP transportation strategy and 20 year implementation plan; and
- Development and/or updating of capital cost estimates for required infrastructure for use in developing the 2024 Development Charges By-law.

## Comments

### Engagement and Consultation to Date

The project team has been proactive in its approach to reach key stakeholders, particularly Area Municipalities and community partners. A summary of outreach and consultation to date for the 2024 TMP can be found below in Table 4.

**Table 4 – TMP Consultation Activities to October 2022**

<b>Consultation Activity</b>	<b>Date</b>
Notice of Commencement Memo to County Council	March 2, 2022
Notice of Commencement Memo to Area Municipal Councils	March 9, 2022
Internal Technical Advisory Committee (INTAC) Meeting #1	March 10, 2022
Notice of Commencement Posted	March 21, 2022
External Technical Advisory Committee (EXTAC) Meeting #1	March 24, 2022
Notice of Commencement sent to Stakeholders and Indigenous Communities	April 29, 2022
Economic Development (EcDev) Forum #1	May 4, 2022
Notice of PCC #1 Memo to County Council	August 10, 2022
Notice of PCC #1 Posted	August 10, 2022
Notice of PCC #1 Memo to Area Municipal Councils	August 12, 2022
Notice of PCC #1 sent to Stakeholders and Indigenous Communities	September 9, 2022

A project webpage for the 2024 TMP went live on March 21 on *Speak Up, Oxford!* (SUO). All further notifications and project updates have been posted on the SUO project page, which can be found here: <https://speakup.oxfordcounty.ca/2024tmp>.

Stakeholders invited to the EXTAC meeting included, but were not limited to, Oxford County municipalities, adjacent municipalities, conservation authorities, provincial agencies, railway authorities, local transit authorities, local emergency and medical services. For the EcDev Forum meeting, invited stakeholders included, but were not limited to, Local Business Improvement Areas (BIAs) – Tillsonburg and Woodstock, Community Engagement Services Oxford, local Chambers of Commerce, Rural Oxford Development Corporation, Toyota, and Cami (General Motors).



## Public Consultation Centre #1

The 2024 TMP's first PCC was held virtually on Tuesday, September 27 from 5 p.m. to 7 p.m. A video recording of this meeting, including the presentation from the County's retained consultant (Parsons Inc.) and the question-and-answer period that followed is posted on the County's SUO project page.

Additionally, as part of the TMP's PCC #1 public engagement strategy, a feedback response form (survey) and interactive map were created and posted on the County's SUO project page at the end of August. Residents could drop a pin to comment on the map or fill out the survey form to provide feedback on all forms of existing transportation. After the virtual PCC, the feedback form and interactive map remained active on the SUO webpage until October 19, 2022.

To provide residents the opportunity to engage with the project team in-person and to create awareness about the virtual PCC, feedback response form and interactive map, County and Parsons Inc. staff carried out three "pop-up" engagement events (one each in Woodstock, Tillsonburg and Ingersoll) as listed below:

- September 13, 2022, 8:30 a.m. – 4:30 p.m. | Canada's Outdoor Farm Show;
- September 20, 2022, 6:00 p.m. – 7:00 p.m. | Town of Ingersoll Council Chambers; and,
- September 23, 2022, 11:00 a.m. – 7:00 p.m. | Tillsonburg Ribfest

All feedback received will be summarized in the final draft 2024 TMP report upon completion.

## **Conclusions**

This report summarizes the progress of the 2024 Transportation Master Plan update, including the general approach of public consultation taken to date by staff.

A second public consultation centre for the 2024 TMP is anticipated in early 2023 and will follow a similar approach regarding notification to that outlined within Report No. PW 2022-46 for the first PCC.

## **SIGNATURES**

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### **Report Author:**

Original signed by:

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### **Departmental Approval:**

Original signed by:

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David Simpson, P.Eng., PMP  
Director of Public Works

### **Approved for submission:**

Original signed by:

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