APPENDIX B

Vision and Goals

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1.0 | Introduction

This memo presents the transportation vision statement and complementary goals for the Wellington Road Master Action Plan (RMAP). The vision statement represents the desired transportation future and will steer the direction of the RMAP. Goals build on the vision and are designed as high-level outcomes that each recommended action and strategy from the RMAP will work towards.

The following steps were taken to develop a vision and goals for the RMAP, which are described in more detail in this memo:

- Identify the language and elements of an effective strategic transportation policy;
- Describe the role of the vision and goals within the RMAP;
- Review existing policy documents to identify core values that should be incorporated into a vision statement and corresponding goals for the RMAP;
- Draft a vision and goals for the RMAP;
- Collect feedback on draft vision and goals from the Technical Advisory Group (TAG) and the public through Phase 1 of the engagement process; and
- Finalize the vision and goals for the RMAP.

The final vision and goals presented in this memo will guide the actions taken in the RMAP.

2.0 | Terms and Definitions

In common speech, action planning terms like "Vision", Goals" and "Objectives" are often used interchangeably. This results in confusion during discussions and the creation of documents that refer to similar ideas by completely different terms. To avoid confusion and misunderstanding, a definition is provided for each.

2.1 Vision

A vision is a statement of the desired future state. It governs the direction of all future efforts. A clearly stated vision statement belongs in overarching strategic documents such as Official Plans (OPs) and the RMAP.

Examples of vision statements include:

- *By 2050, transportation of people and goods in the County will be fully sustainable; and*
- *Residents and visitors to the County will always be able to get to any destination of their choice without a risk to their safety.*

Note that powerful vision statements directly reflect the community's values, which are the top priorities and core beliefs. The desired future is typically a state where all of the values are upheld and fully realized. Examples of values include:

- *Safety;*
- *Efficiency;*
- *Sustainability;*
- *Environmental-Responsibility; and*
- *Quality of Life.*

Vision statements should be short, succinct and memorable, and not try to identify every attribute or outcome to be achieved. This is the role of goals.

2.2 Goals

A goal is a high-level outcome that is expected to be achieved in the long-term. Several goals will support a single vision statement. Ideally, goals align directly with the core values of the vision for the future.

Examples of transportation goals include:

- Eliminate transportation-related deaths and injuries (aligns with value of safety);
- Improve transit services offered to residents (aligns with value of sustainability);
- Reduce congestion through downtown areas (aligns with value of quality of life); and
- Reduce GHG emissions (aligns with value of environmental-responsibility).

3.0 Existing Transportation Policy Directions

There are several existing strategic plans and documents that provide direction to the development of a vision and goals for the RMAP. To ensure that the transportation vision for Wellington County builds upon existing strategies and directions, the team completed a review of policy statements related to transportation within these documents.

This section identifies key transportation-related excerpts from the review of the documents, including vision, values, goals and objectives. Where applicable, action planning terminology as

it appears in those documents was changed to improve alignment with the definitions presented in this memo.

The documents reviewed, arranged by date of publication, include:

- Wellington County Official Plan (2019);
- Wellington County Strategic Action Plan (2019);
- Wellington County Active Transportation Master Plan (2012); and
- Wellington County Asset Management Plan (2013).

For each document reviewed, values are identified that provide insight into the development of a vision statement and goals for the RMAP.

3.1 Wellington County Official Plan

The Official Plan sets direction over the next 20 years for the physical development of the County, its local municipalities and to the long term protection of County resources. The plan also includes policy direction for the County's transportation network. The following was taken from Part 12: Transportation of the Official Plan.

Policies	Overview of Relevant Values
Vision *"The County will encourage the development of safe and efficient transportation systems which are both environmentally responsible and convenient for users. The County will co-operate with surrounding jurisdictions to develop a transportation system that recognizes the mobility of people within this area and their need for effective inter-regional transportation systems." (Page 153)* **Goals** *"Over the next twenty years County Council commits to pursue planning policies which achieve the following:* *Goal #13: Provide the infrastructure required to accommodate growth in an environmentally and fiscally responsible manner;* *Goal #20: Develop a safe and efficient transportation system for people, goods and services" (Pages 3-4)* (The following was taken from the Urban Centres section of the Official Plan) *The major objectives of all urban centres are:*	*Safety for vehicles and pedestrians* *Efficient and fiscally responsible* *Environmentally responsible* *Convenient for users* *Effective inter-regional connections* *Reliance on automobiles and trucks* *Facilitate desire to use automobiles*

Policies	Overview of Relevant Values
"k) to provide for a safe and efficient vehicular and pedestrian transportation system in the community." (Page 78) (The following was taken from the Roadways section of the Official Plan) *"Roadways are far and away the most important means of transportation in Wellington. The County of Wellington accepts the heavy reliance on automobiles and trucks in small towns and rural areas and will make its best efforts at encouraging safe, efficient and convenient community design practices which facilitate people's desires to use automobiles." (Page 154)*	

3.2 Wellington County Strategic Action Plan

The Plan was developed by County senior staff and elected municipal officials to provide direction to strengthen the County's corporate culture, collaborative nature, cohesiveness and decision-making processes. The plan includes strong corporate values and how to capitalize on potential opportunities in the future. Many of these have relevance to how transportation decisions are made.

Policies	Overview of Relevant Values
Values • *Personal well-being of its residents, employees, elected citizen representatives – Wellington County understands that the People it serves, the People it employs and the People that help provide direction and guidance are what make the County special. They give it character and are ultimately the reason why the County is in business.* • *Openness and transparency in the decisions the County makes and how it conducts business – Wellington County understands that to be successful in being the best at providing services and making decisions it needs to ensure they are working in an environment that promotes openness through trust and transparency. This also includes creating a corporate environment built around principles of inclusion and diversity.* • *Collaboration as a base for how the County works internally and with external partners – Wellington County understands that it is better to work together as a cohesive team and with its partners instead of going it alone. True community success is built more*	*Openness and transparency in decision-making process* *Collaboration with stakeholders* *Environmental sustainability* *Well-being of residents* *High quality services and infrastructure*

Policies	Overview of Relevant Values
effectively and most efficiently through collaboration and unison of efforts. • *Responsibility for the County's future – Wellington County understands that as an organization it is the gatekeeper to the County's future – a responsibility it does not take lightly. This also means the County is a good steward of the environment as it employs principles of sustainability in its daily operations and decision-making processes"* (Page 4) **Goals** *"Wellington County will embrace its values as it aspires to… Continuously work collaboratively to ensure the County has the:* • *Best PEOPLE in place to provide the best services and make the best decisions* • *Best PROCESSES in place to collectively make the best decisions* • *Best SERVICES in place to service the County's residents and businesses* • *Best INFRASTRUCTURE in place to meet the current and future needs of the community"* (Page 5)	

3.3 Wellington Active Transportation Master Plan

The Active Transportation Plan identifies important policies and values that are focused on the implementation of bicycle networks on both local and County roads.

Policies	Overview of Relevant Values
Vision *"Create and improve opportunities through the County for active recreation and active transportation."* (Page EX-3) **Values/Goals** *"The principles guided the initial stages of the route selection process during the Active Transportation Plan study.* *Visible - Active transportation routes should be a visible component of the transportation system*	*Connecting communities in the County* *Visible* *Easy to access* *Integrated with all modes* *Sustainable* *Cost effective*

Policies	Overview of Relevant Values
Connected/Linked - The Active Transportation network should link communities and important destinations throughout the County such as commercial, employment and residential areas, community centres, leisure, recreation and tourist destinations, parks, schools, etc.	*Context sensitive to different environments*
The County-wide network should link existing and planned Active Transportation and trail facilities at the local municipal level and should be seamlessly connected to neighbouring municipalities. Active Transportation routes will provide crossings of major barriers (e.g. railways, highways, major arterial roads, valleys and rivers etc.) at appropriate locations.	*Attractive and interesting design*
Easy to Access - Routes should be easily accessible from local neighbourhoods within the County	
Integrated - The network should be integrated with other modes of transportation, particularly public transit. Routes will provide access to existing and future/planned transit stations and hubs (e.g. GO, Greyhound etc.).	
Attractive & Interesting - Routes should take advantage of attractive and scenic areas, view and vistas. Routes should provide users with the opportunity to experience and appreciate the natural and cultural heritage assets throughout Wellington County.	
Accessible - Where possible and practical, off-road routes will be accessible. It is recognized however that not all off-road routes will be accessible in all locations. Routes will be appropriately signed to communicate the level of accessibility so that users can make their own decision about use based on their personal level of mobility.	
Context Sensitive - Facility design for individual routes should follow widely accepted guidelines but may also be modified to respond to the immediate surroundings. For example, off-road routes should be appropriately located when associated with natural heritage features, therefore each site's characteristics should be carefully considered when the alignment and design details are being developed for routes in natural heritage areas.	
Sustainable - Sustainability will be a key consideration in the alignment, design and selection of materials for on and off-road Active Transportation routes.	
Cost-Effective - The cost to implement and maintain the Active Transportation and trail network and supporting facilities/amenities should	

Policies	Overview of Relevant Values
be phased over time and designed to be affordable and appropriate in scale for the County and the local municipalities. User safety will not be compromised in the interest of minimizing initial construction or ongoing operational costs. Opportunities for partnerships with other levels of government and outside organizations should be pursued wherever possible." (Page 5-4 – 5-5)	

3.4 Wellington County Asset Management Plan

The County's Asset Management is an integrated approach to provide services to the community at Council approved levels in a sustainable manner. The plan uses life cycle best practice principles to facilitate long term financial planning to reduce risk and to achieve the best value from corporate asset investment. The plan includes principles for the transportation network, including how to preserve and expand assets.

Policies	Overview of Relevant Values
Vision *"The County of Wellington provides a safe and functional transportation network for people and products. The Roads Division maintains, repairs and rehabilitates this network." (Page 7)* **Goals** • *"Preserve the transportation system* • *Provide user safety and mobility* • *Expand system capacity" (Page 7)* *"County Official Plan identifies sustainable development as a core goal. How and where the County plans to grow must balance investment in new infrastructure with investment in existing infrastructure. Asset management plans help to identify the long-term capital costs of maintaining, rehabilitating, or replacing existing assets as they age." (Page 3)* *Currently the County is addressing capital investment and has assumed that operational maintenance activities occur at a level that allows the asset to achieve its expected useful life. Tracking maintenance activities by asset may be a future consideration in order to better document the entire asset life cycle cost." (Page 5)*	*Preserving the system (tracking maintenance of assets)* *User safety* *User mobility* *Expand capacity (need to invest in new infrastructure*

4.0 Summary of Findings

The review of existing documents identified key values from each document that relate to a desirable Vision and Goals for the RMAP. The transportation-related values from each document are summarized in **Table 1**.

Table 1: Values from Existing Documents

Values	Wellington County Official Plan	Wellington County Strategic Action Plan	Wellington Active Transportation Master Plan	Wellington County Asset Management Plan
Sustainable		X	X	X
Safety	X		X	X
Visible and Easy to Access (Cycling)			X	
Reliance on Automobiles and Trucks	X			
Facilitate Desire to use Automobiles	X			
Connecting Communities	X		X	
Environmentally Responsible	X	X		
Convenient	X			
Context Sensitive (Cycling)			X	
Attractive and Interesting Design (Cycling)			X	
Integrated with all Modes (Cycling)			X	
Cost Effective / Efficient / Fiscally-Responsible	X		X	X
Openness and Transparency		X		
Collaboration with Stakeholders		X		
Well-being of Residents		X		
High Quality Services and Infrastructure		X		
Preserve the System				X
Improve User Mobility			X	X
Expand Capacity (need to invest)	X			X

The values identified in **Table 1** were the foundation for the proposed vision statement (including their definitions) in the following section.

5.0 Vision and Goals for the Wellington RMAP

The vision statement and goals should build on the values identified in other County policy documents noted in **Table 1** above. The values outline both key attributes of the County's transportation network (e.g. safety, environmental responsibility, etc.), and how decisions are made (e.g. openness and transparency). These are both important elements to identify in a vision statement and corresponding goals of the RMAP.

A draft vision statement and goals were presented to the TAG. There was support from the TAG on both, with some minor comments received which were incorporated into the final statements below.

The refined vision and goals were then presented to the public during the first round of engagement using an online survey. There were 103 responses received, the majority of which was positive.

Respondents were asked if the vision statement captured what mattered most in the RMAP. More than 75% of the respondents selected "yes". Other community values that were important to respondents include health, environment and inclusiveness. The values were captured in the reference to "sustainability" in the vision statement, while others were captured in the goals. Based on this, no changes to the draft vision statement were made based on public feedback.

Respondents were also asked to prioritize the goals of the RMAP in order of importance. This helped the project team understand the most important issues that the public would like to see addressed. The final goals identified below are presented in order of importance to the public.

5.1 Vision

Based on the above assessment, the following vision is proposed for the RMAP.

To connect people and goods across the County safely, conveniently, efficiently and sustainably.

5.2 Goals

The following goals are recommended that align with the vision. The goals are ordered based on the level of importance to the public, and are separated into:

A. Transportation Network Goals: Goals that are used to help assess transportation options

B. Process Goals: Goals that define a process of how decisions are made

A. Transportation Network Goals:

1. **Create a Transportation Network with a Focus on Safety**

The movement of people and goods in Wellington County will be safe for users of all modes.

All maintenance, repairs, rehabilitation and expansion of the County transportation network will prioritize safety and functionality.

2. **Provide Sustainable and Equitable Mobility Options that Connect Communities**
The County will continue to find ways to improve/enhance mobility options including active transportation and transit to provide sustainable and equitable access of goods and service, employment and education and recreational opportunities between urban hamlets and other key destinations in the County.

3. **Be Proactive in Planning for Future Expansion of the County Road Network based on Complete Streets Principles while Considering the Quality of Life of Residents**
The County will be proactive in expanding the capacity of County roads to accommodate anticipated growth in traffic to minimize peak period delays where warranted based on Complete Streets principles, while considering the residents' quality of life. Complete Streets is a framework which aligns the role and function of the facility, including its ability to accommodate a wide range of users and modes as appropriate, with its design. This could include access and use by cars, trucks, bicycles, pedestrians and transit. Some aspects of the Complete Streets principles will need to be co-ordinated, implemented, funded and maintained by the local municipality. During this planning process, the local residents' quality of life will be considered as part of determining the appropriate design of the road network.

4. **Make Investment Decisions that are Environmentally Responsible**
The County will approach the development of the transportation network in a manner that promotes environmental responsibility. Decisions regarding planning and future construction will employ standards of sustainability, will consider options to accommodate sustainable modes (e.g. transit and cycling) or the use of lower carbon vehicles, and reduce the need to travel long-distances to access goods and services.

5. **Support Economic Development**
The County's transportation network will support tourism activities, the efficient movement of goods, and provide access to employment and education opportunities for all residents.

B. Process Goals

6. **Be Fiscally-Responsible When Making Investment Decisions**
The decision to maintain or expand the County's transportation network will be fiscally-responsible, and consider funding opportunities, lifecycle costing and ability to cost-effectively achieve strategic priorities when prioritizing transportation investments.

7. **Develop Transparent Policy Tools that Guide Investment Decisions in the Transportation Network**
The County will develop open and transparent policy tools and frameworks to guide decision-making to address immediate operational concerns and long-term investment needs of the County's transportation network. The will improve accountability of decisions and priorities made.

8. **Create a Culture of Collaboration with Municipal Stakeholders where the County Transportation Network Intersects with Areas of Local Importance**
The County will collaborate with local municipal stakeholders to develop a transportation network that recognizes the different priorities of roads that traverse built-up communities and the need for an effective inter-municipal transportation system focused on long-distance movement of people and goods. When partnering with other jurisdictions, lower-tiered municipalities and community partners, success will be measured by the effectiveness of collaboration efforts (i.e. was the action item successful in achieving the vision for all partners?).