

# cycling & trails

## MASTER PLAN

### CULTURE REPORT

June 2020



**connecting**  
KITCHENER



## WHAT WE HEARD

- Create promotional materials that allow people to see themselves using cycling routes and trails
- Create fun and interactive events to create familiarity with the cycling and trails network
- Include driver education so drivers are more aware of vulnerabilities of other road/sidewalk users
- Create school programs that promote cycling education and provide fun guided tours that encourage cycling and using trails to get to school
- Utilize partnership opportunities with local businesses, organizations, and regional agencies to implement the plan
- Integrate the City's policies and funding to support installing and maintaining cycling routes and trails

## CULTURE

While the installation of new cycling routes and trails is critical to increase the number of people walking, rolling, and cycling in Kitchener, a range of 'soft' support measures are also important to encourage more cycling and trail use. The strategies and actions under the theme of culture focus on achieving the third goal of the Cycling and Trails Master Plan **to create a culture of active living.**

These measures can help to provide education and raise awareness about cycling routes and trails in Kitchener and help achieve the goal of building a culture of active living. The theme of culture includes a range of strategies and actions that address support measures such as education, encouragement, and heightened awareness. These are all done with the intent of making cycling and trail use a safe, fun, and accessible part of everyday life.

Some of the ways the City can work to create an active culture and increase awareness and promotion of cycling routes and trails is through education and encouragement initiatives, skills-building programs, promotional campaigns, sharing updates on how the plan is being implemented, and public education campaigns.

Education and encouragement initiatives can include providing information to the public on the benefits of active travel, hosting events to promote walking, rolling, and cycling, and supporting programs that teach skills and awareness of road safety. Education and awareness initiatives are important and cost-effective measures to enable residents to feel safer and more comfortable using cycling routes and trails in Kitchener, and are important actions in addition to providing cycling routes and trails.

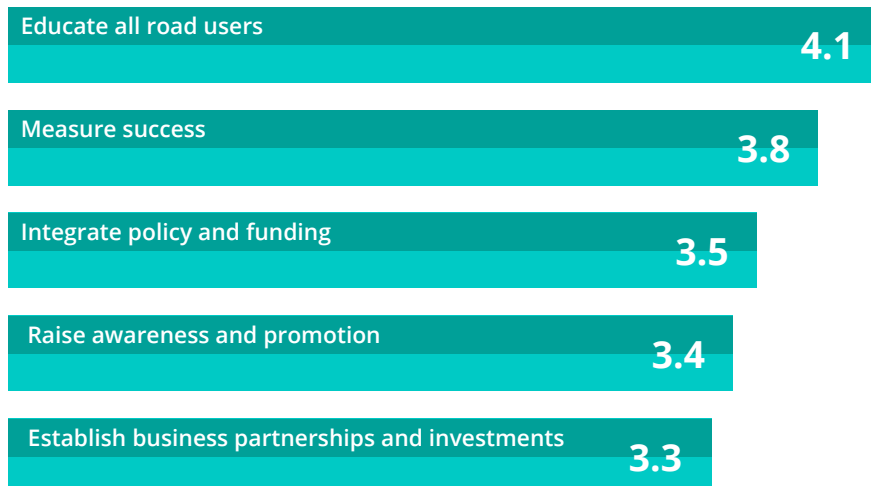
The Cycling and Trails Master Plan includes five strategies to develop a culture of active living:

- **Strategy 3A:** Raise Awareness and Promotion
- **Strategy 3B:** Educate All Road Users
- **Strategy 3C:** Integrate Policy and Funding
- **Strategy 3D:** Establish Business Partnerships and Investments
- **Strategy 2E:** Measure Success

Through the public engagement process, there was strong support for all five of these strategies. Online survey respondents were asked to rank the importance of each strategy on a scale of 1 (least important) to 5 (most important). All five strategies under this theme received scores of at least 3.3 out of 5, showing overall support. Educating all road users was the highest ranked strategy in the entire Cycling and Trails Master Plan. This was followed by measuring success and integrating policy and funding.

### LEVEL OF SUPPORT FOR STRATEGIES TO IMPROVE CULTURE

Rated on a scale of 1 (least important) to 5 (more important)





## ACTIONS ARE IDENTIFIED UNDER STRATEGY 3A:

- **Action 3A-1:** Use City and Region-wide campaigns to deliver positive messaging to promote cycling and trail use
- **Action 3A-2:** Celebrate cycling and trail related events and new infrastructure projects

### Strategy 3A: Raise Awareness and Promotion

Awareness and promotion of cycling routes and trails are important components that support the implementation of new infrastructure. Community-wide communications and marketing through radio advertisements, transit shelter advertisements, and website and social media content can be effective tools for reaching out to residents, increasing awareness and interest in walking, rolling, and cycling. Awareness initiatives can include providing information to the public on the benefits of walking, rolling, and cycling, and hosting events to promote cycling and trail use.

The actions identified are intended to raise the visibility of cycling routes and trails in Kitchener and promote the use of new and existing facilities.

To ensure appropriate funds are available for awareness, encouragement, and promotion, it is recommended that a portion (5 to 8%) of every cycling and trail project's capital budget should be allocated to education, awareness, and encouragement in addition to the capital cost. In addition, funding for education, awareness, and encouragement can also come from other community partners, such as the business community and neighbourhood associations.

#### Action 3A-1: Use City and Region-wide campaigns to deliver positive messaging to promote cycling and trail use

In many communities throughout North America, there is often a perception that cycling is typically only for people who are athletic, dressed in specialized clothing, and seeking to improve their race times. A key component of creating a culture for active living and promoting the use of cycling routes and trails is making using these facilities a part of everyday life. In order to see an increase in the number of people cycling and using trails, it is important to change this perception, and promote cycling as a safe, reliable,

convenient, and accessible transportation choice for all people, not just those seeking exercise. These types of campaigns also provide an opportunity to promote some of the other benefits walking, rolling, and cycling have on communities. This includes the benefits to the local economy, affordability, safety, health, the environment, and increased social interactions.

Campaigns should feature a diversity of ages, genders, and ethnicities as regular users of the network as a way to help normalize cycling for all. These campaigns should show people walking, rolling, and cycling for everyday purposes in everyday clothing, rather than those wearing specialty cycling gear. Campaigns can focus on the ease and joy of cycling and trail use and highlight people who choose to walk, roll, or cycle out of convenience and because it is an enjoyable way to get around. Even though it is a good form of exercise, campaigns should avoid language or images that portray walking, cycling, or rolling as a strenuous or sweaty activity. This will make cycling and trail use appeal to a wider audience while also humanizing the campaign.

The City should also work to promote the trails network and encourage more trail use. The City can consider developing informational materials that communicates and explains trail etiquette, appropriate trail use, and environmental stewardship. This can include signage and information at trailheads and along trails at specific environmental features or conflict areas. It should be noted that signage around conflict areas should not be a substitute for improving those conflict areas. The City can also actively promote trails in Kitchener to encourage use by residents but also encourage visitors from neighbouring municipalities and tourism.

The City should work with partners to improve education and awareness of cycling and trail use, as a cost-effective approach to encouraging more people to walk, roll or cycle in their community.

### **Action 3A-2:** Celebrate cycling and trail related events and new infrastructure projects

An important component of installing new infrastructure projects is ensuring residents are aware of new investments and familiar with how to use the facilities. The City should continue to find ways to celebrate the installation of new cycling and trail projects through website material, videos, social media, and events that raise awareness and get people excited about the ongoing implementation of the Cycling and Trails Master Plan. When new projects are completed, particularly when they create connections in the existing network, celebration events should be held such as ride-along events led by City staff. Kitchener will continue to promote new projects through social media, press releases and other forums to raise awareness and to provide people with an opportunity to try the new facility.



## ACTIONS ARE IDENTIFIED UNDER STRATEGY 3B:

- **Action 3B-1:** Develop videos, pamphlets and other tools to educate all road users on new cycling and trail infrastructure
- **Action 3B-2:** Continue to support programs and initiatives that educate and encourage people to use cycling routes and trails

### Strategy 3B: Educate All Road Users

Education initiatives geared towards all road and trail users are important components of implementing the Cycling and Trails Master Plan. Education initiatives can include developing materials and tools that educate all road users on how to use cycling routes and trails as well as supporting programs that teach skills and awareness of road safety for all road users. Education initiatives are both important as well as cost-effective measures to enable residents to feel more safe and comfortable walking, rolling, and cycling throughout Kitchener. These initiatives provide information for all road users about how to interact with vulnerable road users, and may contribute to increased compliance among all parties. While infrastructure is not built overnight, education items are often “quick wins”. In addition, education and awareness campaigns can actively build community interest for the City’s investments in cycling routes and trails.

**Action 3B-1:** Develop videos, pamphlets and other tools to educate all road users on new cycling and trail infrastructure

As the City works to install and implement new types of cycling routes and trails, it can be challenging to ensure that all road users, including cyclists and motorists, are both aware of its presence, as well as how to safely navigate it, either by bicycle or while walking or in a motor vehicle. Often, these new facilities may be entirely new or unfamiliar to many and can result in confusion as to how to safely interact with them. Undertaking a campaign that demonstrates the proper usage of these facilities for all road users, including cyclists and motorists, can help to increase both the safety of all road users, as well as help to encourage usage of these new facilities amongst residents. For example, the use of promoted videos, pamphlets, and providing guidance in city-wide documents can help to educate users. Cities such as Victoria, Calgary, and Edmonton have had staff riding



the new facilities to educate all road users on how to use the new facilities and highlight changes to traffic control and signalization. This also gives staff an opportunity to see how the facilities are functioning. Such educational materials are especially important for some of the new or atypical intersection cycling configurations since most of the confusion around how the facilities are intended to operate (along with a high percentage of collisions involving cyclists) occur at or near intersections.

The City can also partner with others, including Waterloo Regional Police Service or the Province, to develop a city or region-wide road safety awareness campaign for all road users. Road safety campaigns can be critical to raising awareness of common behaviours that can cause serious injuries and potentially fatal consequences for all road users. Road safety campaigns can focus on behaviours identified through a review of collision and safety data. The program should be targeted at all road users, people walking, rolling, cycling, and motorists. These campaigns can be developed in partnership with other agencies throughout the region and the province.





### Action 3B-2: Continue to support programs and initiatives that educate and encourage people to use cycling routes and trails

Targeting walking and cycling education, encouragement, and other support programs to people of all ages and abilities – including children, youth and seniors – can lead to significant community-wide benefits. The City should continue to work with different groups as part of on-going targeted engagement to understand their issues and barriers to walking, rolling, and cycling in more detail in order to collaboratively develop targeted strategies to increase walking and cycling among all residents. The City should also continue to work with its partners, including advocacy groups, non-profit associations and other government agencies, to develop and deliver targeted outreach programs. Below are some of the programs and initiatives the City is currently, or may consider supporting, to educate and encourage people of all ages and abilities to use cycling routes and trails.

- Cycling into the Future:** This program promotes the love of biking among Grade 5 students in the Waterloo Region. Built around modules that develop skills in such areas as tire repair, riding, and on-road safety awareness, Cycling Into the Future has trained over 4,000 students in schools in Cambridge, Kitchener, Waterloo, and Woolwich Township. Through a series of challenges, Cycling Into the Future seeks to build knowledge, skill, and confidence in students, so they can become safe and enthusiastic cyclists. The program provides refurbished bicycles and new helmets to students who cannot afford them. The Cycling Into the Future Program includes a comprehensive six module training program designed to teach children how to safely and confidently own and operate a bicycle. The City should continue to support this program to schools throughout Kitchener.





- **Active and Safe Routes to School:** School Travel Planning helps to promote the use of active school travel, and to reduce school traffic. School Travel Planning typically focuses on 6 E's: engineering, education, encouragement, enforcement, evaluation, and equity. Solutions are customized for each school site and often involve a group of interventions that might include Sidewalk Smarts education, Trailblazer patrollers, active transportation celebration days, tactical urbanism, walking clinics, the CAA Foot Patrol program, Drive to Five campaigns, Cycling into the Future education, bike rodeos, Walking School Buses and creative interventions customized to unique school scenarios. The City should continue to fund, support, and actively participate in School Travel Planning. This action would result in greater social attention and understanding of the impacts of mode choice; greater safety for those who are using active school transportation; and a gradual shift in mode choice away from family vehicle use.
- **Cycling Skills for Adults:** Adult cycling skills courses and workshops recognize that cycling education is an important component of encouraging individuals who may be interested in cycling but do not feel confident to make it a part of their everyday lives. Cycling skills education training can also be targeted towards newcomers and immigrants providing a practical and hands-on way for anyone to become comfortable riding as a means of transportation in Kitchener. They can also include basic maintenance skills to ensure sustainable use of cycling as a means for daily commuting.





- **Advisory Committees:** The City should continue to work with advisory committees such as the Grand River Accessibility Advisory Committee (GRAAC), Cycling and Trails Advisory Committee, Kitchener Youth Action Council (KYAC), and other committees through the planning and design process for new cycling routes and trails. The City should also continue to look for opportunities to engage with members of these groups to understand the challenges and opportunities for walking and cycling in Kitchener from their perspective. The City should continue to work with these groups to understand their key issues with cycling routes and trails, and identify opportunities to promote more walking, rolling, and cycling among these groups.





## Strategy 3C: Integrate Policy and Funding

Ensuring that the City's policies and internal operations support the implementation of the Cycling and Trails Master Plan can be done by integrating the strategies and actions into other projects and policies. It will be important that the Cycling and Trails Master Plan is reviewed and considered by City staff in relation to future road and infrastructure projects and the development of future policy documents. Guaranteeing the Cycling and Trails Master Plan is a referenced document within the City by various departments will result in a cultural shift within the City of Kitchener organization. This strategy also identifies the importance of ensuring adequate budget, funding, and staff resources are available to implement the Cycling and Trails Master Plan and achieve the long-term vision and goals of the Plan.

**Action 3C-1:** Update the City's Development Manual to reflect and reference the Cycling and Trails Master Plan and other documents that support the implementation of cycling routes and trails

Based on the completion of the Cycling and Trails Master Plan and the Complete Streets Guide, the City should undertake a review of its current Development Manual against the applicable content outlined in these documents and the updated Ontario Traffic Manual (OTM) Book 18. This should be done to ensure its current guidelines for cycling routes and trails are up-to-date with those being used throughout the city and the province. These guidelines should be developed and maintained based on national and international best practices and focus on providing design standards for high quality bicycle facilities, both on-street and off-street, including facilities for people of all ages and abilities and crossing treatments.

The City should install and upgrade designated cycling routes and trails using a consistent standard that meets or exceeds

## 2 ACTIONS ARE IDENTIFIED UNDER STRATEGY 3C:

- **Action 3C-1:** Update the City's Development Manual to reflect and reference the Cycling and Trails Master Plan and other documents that support the implementation of cycling routes and trails
- **Action 3C-2:** Ensure adequate budget, funding, and staff resources are available to implement the Cycling and Trails Master Plan



local and national design guidelines as well as design options that have been successfully implemented elsewhere. These guidelines can also include recommendations for facility type selection based on the characteristics and context of a given street. The City should also look for opportunities to implement the Cycling and Trails Master Plan as part of any new infrastructure and development projects. The Cycling and Trails Master Plan should be reviewed and incorporated into any updates of the City's planning documents. This includes the Official Plan, Integrated Transportation Master Plan, and any other applicable documents.

There is growing support from municipalities and organizations within Ontario to see an update to the current Highway Traffic Act. The City should look for opportunities to advocate for changes and update the Highway Traffic Act to better reflect the differences of motorized and non-motorized road users and the impact this has on active transportation.

**Action 3C-2:** Ensure adequate budget, funding, and staff resources are available to implement the Cycling and Trails Master Plan

To guarantee that the actions and infrastructure projects identified in the Cycling and Trails Master Plan are installed within the timelines outlined in the implementation plan, it will be important to ensure the amount of funding and resources are available to make this possible. This includes capital and operating budgets, staff resources, and equipment.

Details about the funding and resources required are outlined in the companion **Implementation Report**.



## Strategy 3D: Establish Business Partnerships and Investments

Walking, rolling, and cycling can contribute to a healthy and diverse economy. Neighbourhoods, employers, and destinations that support active travel throughout Kitchener can encourage residents to support local businesses and attract more visitors. Cycling routes and trails provide more choices for people travelling to work, which helps to reduce the amount of household income spent on transportation. They are also essential for individuals who may not have access to a vehicle. The provision of cycling routes and trails can also attract new residents and employers to Kitchener as more transportation options will make Kitchener a more vibrant and livable city. The promotion of walking, cycling, and rolling from a tourism perspective can provide a variety of benefits to the local economy.

**Action 3D-1:** Work with partners to ensure research on the benefits of walking, cycling, and rolling are shared within the City organization and with local businesses

There are various municipalities, agencies, and organizations that have been researching, or are interested in furthering research on, the economic impact that investments in active transportation infrastructure have on local businesses. For example, the Capital Regional District (CRD) in British Columbia conducted a “Bikenomics” study to assess the economic impact of cycling in Greater Victoria. The study examined how cycling affects the local economy, from boosting tourism and helping attract top tech talent to helping retail business flourish, providing jobs and more. Similarly, The Centre for Active Transportation (TCAT) recently published an Economic Impact Study of the bicycle lanes the City of Toronto’s Bloor Annex and Korea Town Neighbourhoods. The City should ensure that it stays abreast of the research and evaluate the local economic benefits walking, rolling, and cycling infrastructure.



### ACTIONS ARE IDENTIFIED UNDER STRATEGY 3D:

- **Action 3D-1:** Work with partners to ensure research on the benefits of walking, cycling, and rolling are shared within the City organization and with local businesses
- **Action 3D-2:** Consider reviewing and updating the City’s Transportation Demand Management Plan and TDM Checklist

The City should also consider working with local businesses to create a bicycle friendly business program. Bicycle Friendly Businesses can increase awareness about cycling by establishing initiatives that encourage visitors, as well as residents and employees, to cycle to businesses. Bicycle Friendly Businesses can vary in their focus, but all allow a business to “brand” itself as welcoming to customers who arrive by bicycle. Long Beach, California pioneered the Bicycle Friendly Business District and this has spread to a number of other communities, including Los Angeles, California, Winnipeg, Manitoba, and Canmore, Alberta.

The Ontario Share the Road Cycling Coalition has a well-established and respected Bicycle Friendly Business program that Kitchener should encourage local businesses to consider. With four different levels of certification, the program is designed to be both accessible for those businesses making initial movement towards becoming more bike friendly as well as encourage existing certified members to take further steps towards increased recognition. The City should work with its local Business Improvement Areas to encourage them to seek individual business recognition showing their support of customers that travel by bicycle and consider creating Bicycle Friendly Business Districts.

**Action 3D-2:** Consider reviewing and updating the City's Transportation Demand Management Plan and TDM Checklist

The City developed the Transportation Demand Management (TDM) Plan in 2010 and has a TDM checklist that was developed by Transportation Services. Through the Zoning Bylaw update, many of the items covered under the checklist have been incorporated into the bylaw as requirements. The City should consider reviewing and updating the TDM plan and checklist. The City should also continue to promote TDM programs and initiatives that encourage employees to walk, roll, and cycle as forms of transportation. This includes encouraging Kitchener employers to provide amenities and benefits that help to encourage employees to travel by sustainable modes, such as:

- Providing secure bicycle parking, showers and storage lockers;
- Subsidized or discounted transit passes for employees;
- Promoting carpool and ride share arrangements;
- Encouraging employers to consider flexible work schedules and work from home policies;
- Allowing for tele-commuting options; and
- Managing on-site parking.



## Strategy 3E: Measure Success

Measuring the success of the Cycling and Trails Master Plan means monitoring how well the City is working towards achieving the vision and goals of the Plan. Evaluation is one of the 'Six Es' that makes up a comprehensive approach to bicycle planning and design, along with engineering, education, encouragement, enforcement, and equity. Monitoring bicycle usage, patterns, and trends allows for evaluation to take place. Monitoring and reporting will also enable the City to appropriately allocate monetary and staff resources to implement prioritized initiatives. Monitoring also provides a means of identifying changing conditions which would require changes to the Cycling and Trails Master Plan.

The approach to measuring success must include a monitoring plan that is:

**Meaningful.** Monitoring should yield meaningful results and point to the success in achieving the vision and goals of the Cycling Master Plan.

**Measurable.** Monitoring needs to establish criteria that are measurable and for which data or information can be readily obtained.

**Manageable.** Monitoring implementation needs to consider resource limitations and identify measures where information is accessible or data is simple to collect.

Monitoring trips on cycling routes and trails, investments, and initiatives can help to tell stories of change and progress of cycling and trails in the city.



### ACTIONS ARE IDENTIFIED UNDER STRATEGY 3E:

- **Action 3E-1:** Develop a data collection and monitoring program, including a network of counters on cycling routes and trails to monitor activity
- **Action 3E-2:** Implement a reporting program to communicate results of the monitoring program on a biannual basis
- **Action 3E-3:** Develop a five-year action plan for implementing the Cycling and Trails Master Plan, to be updated on an annual basis to reflect changing priorities

### Action 3E-1: Develop a data collection and monitoring program, including a network of counters on cycling routes and trails to monitor activity

To assist in monitoring the implementation of the Cycling and Trails Master Plan, a comprehensive monitoring program should be developed. This program will help identify baselines for each of the goals of the plan as well as the various success measures that will be developed as part of the implementation plan. The monitoring program focuses on identifying 'measures of success' for two components: first, the degree of progress in implementing the plan, and secondly, the outcomes of the plan. Potential measures of success are described in the tables below, including general measures of success for the overall plan, as well as specific measures of success related to each of the first four themes of the plan.

#### MEASURES OF SUCCESS – OVERALL PLAN

Measure of Success	Indicator	Source
Cycling Mode Share (commute)	%	Statistics Canada Census
Cycling Mode Share (all trips)	%	Transportation Tomorrow Survey
Proportion of each of women, children, and seniors cycling (commute)	%	Statistics Canada Census
Proportion of each of women, children, and seniors cycling (all trips)	%	Transportation Tomorrow Survey
Cycling volumes on key corridors	#	Bicycle counts (see below)
Cycling funding levels (% of total budget)	%	City of Kitchener
Transportation GHG emissions/capital	Tonnes CO2/capital	City of Kitchener

#### MEASURES OF SUCCESS - THEMES

Measure of Success	Indicator	Source
<b>CONNECTIONS</b>		
Total length of cycling and trails network (by facility type)	Total km	City of Kitchener
Total length of AAA cycling and trails network	Total km	City of Kitchener
Total length of longest AAA continuous route	Total km	City of Kitchener
Proportion of total jobs and population within 400 metres of the existing cycling and trails network	% of City	City of Kitchener

Measure of Success	Indicator	Source
Proportion of total land area within 400 metres of the existing cycling and trails network	% of City	City of Kitchener
Length of completed cycling and trails network projects	Km	City of Kitchener
Length of trail and walkway upgrades	Km	City of Kitchener
Number of collisions involving people cycling or using trails	#	City of Kitchener / Police
Proportion of all collisions involving people cycling or using trails	%	City of Kitchener / Police
<b>EXPERIENCE</b>		
Total km of cycling and trails network within rapid transit bikeshed (800m of rapid transit station)	Km	City of Kitchener
Number of bicycle racks within the public right-of-way	#	City of Kitchener
Percentage of new developments with short-term and long-term bicycle parking and end-of-trip facilities	%	City of Kitchener
Percentage of City owned and operated facilities with short-term and long-term bicycle parking and end-of-trip facilities	%	City of Kitchener
Number of secure bicycle parking spaces at transit stops	#	City of Kitchener
Number of bicycle repair stations	#	City of Kitchener
Number of Public Bike Share bicycles (or other forms of micromobility)	#	City of Kitchener
Total km of trails cleared	Km	City of Kitchener
Total km of cycling routes cleared	Km	City of Kitchener
Total operating budget for year-round maintenance of cycling and trail routes	#	City of Kitchener
<b>CULTURE</b>		
Number of courses offered for adult education and cycling skills training	#	City of Kitchener
Number of school aged children participating in education and cycling skills training courses	#	City of Kitchener
Number of schools that have completed Active and Safe Routes to School Programs	#	City of Kitchener
Number of public wayfinding displays	#	City of Kitchener
Amount of funding allocated for promotion and education	\$	City of Kitchener





As part of its monitoring program, the City should also develop a dedicated cycling and trail use count program. The City already has an established vehicle count program and it has installed permanent bicycle volume counters at several off-street trail locations, including along the Iron Horse trail. These counters provide information such as the hourly, daily, weekly, and monthly usage of these facilities. For on-road cycling routes, the City collects bicycle counts at intersections as part of its regularly scheduled Turning Movement Count (TMC) program. However, bicycle data from TMC counts provides limited information, as these counts are only collected for a limited time period and only once every several years. The City should expand on its existing cycling and trail counts to develop a comprehensive data collection program for cycling routes and trails including a review of new technologies available to enhance the volume and frequency of walking, rolling and bicycling data collection.

The program should focus on collecting year-round 24-hour data and prioritize monitoring along key corridors as well as facilities located within the core of the city and routes that are popular year-round. A specialized program will ensure that the data collected is consistent, accurate, easily analyzed, can be used to help demonstrate the value of investments, and can be shared with the community. The City should also continue efforts to conduct a benchmark count prior to the construction of new infrastructure and to budget for ongoing counts at that location once new infrastructure is installed. This can be planned for by adding five years' worth of count costs into project budgets, or by installing permanent counters with new infrastructure investments. The City should also plan for new permanent pedestrian and cycling counters to be installed when new off-street trails (including Boulevard Multi-use Trail s and Multi-use Trail s) are built on major corridors.

The City should consider the following elements when developing a data collection and monitoring program:

- Selecting **count locations** (these may vary depending on the mode that is being counted);
- Selecting a consistent **count time period**;
- Selecting appropriate **data collection materials, technology, and equipment**;
- Developing a clear data collection **methodology**;
- Supporting opportunities for volunteer counts by **developing consistent materials**;
- Developing **data archival formats**;
- Establishing **data analysis techniques**;
- **Providing training** for both counting (where applicable) and analysis;
- Developing a **data reporting methodology** (see Action 5A.2); and
- **Leveraging data from the Region and neighbouring municipalities** to complete the City's dataset.

As a first step, the City should install additional permanent counters at five to ten additional locations across the City to provide information about geographic variation in cycling and trail use. The City can supplement these permanent count locations with temporary counts, which can be either manual counts or short-duration automatic counts, that can be supplemented with trends from the permanent count data. In addition to collecting this data, the City should ensure that the data collection program includes a process to regularly review and analyze the data.

**Action 3E-2:** Implement a reporting program to communicate results of the monitoring program on a biannual basis

A clear reporting methodology is required to ensure that data collected is analyzed, presented, and reported to staff, decision-makers, and the public in a systematic and consistent fashion over time. This will allow for the clear monitoring of trends as well as progress towards achieving transportation related goals.

An important follow-up to the collection of data is ensuring that it is analyzed and that the findings are communicated to the general public in a format that is transparent, visible, and easy to understand. This can involve installing visual bicycle count displays at prominent

locations along the cycling and trails network, so the numbers are easily viewed by both people walking, cycling, and people driving. In addition, some cities publish their cycling and trails network traffic count data online, which allows members of the public to view the results. Both of these tools help dispel myths that people might have about whether the cycling and trails network is well-used.

As another mechanism for sharing data, several communities in Canada and internationally have developed report cards or yearbooks that report back statistics and provide updates on the current state of active transportation within a community. These documents are often considered both a way to report back on statistics and figures and also as a community-wide marketing and communication campaign. A Cycling and Trails Report Card should be developed to communicate the results. The Cycling and Trails Report Card can also be used as a community-wide marketing tool to promote and encourage cycling. It is recommended that this information can be shared with the public every two years. The City should also install a bicycle visual count display on a well used off-street trail.

**Action 3E-3:** Develop a five-year action plan for implementing the Cycling and Trails Master Plan, to be updated on an annual basis to reflect changing priorities

A five-year standalone action plan should be developed as part of the Cycling and Trails Master Plan that aligns with Kitchener's priorities. The initial five-year Cycling and Trails Action Plan can be developed based on current Council direction and the recommendations of the implementation plan for the Cycling and Trails Master Plan. This action plan should be updated as part of the annual budgeting process to identify upcoming projects, initiatives, funding sources, and implementation partners as part of its efforts to prioritize the implementation of Cycling and Trails Master Plan actions, to monitor and communicate successes, and to keep the Cycling and Trails Master Plan a living document. The five-year Cycling and Trails Action Plan should be reported back to the public to ensure awareness for current planned projects and investments in cycling.







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**K I T C H E N E R**