



CHAPTER 6.0 Monitoring the Plan & Next Steps

6.1 Measuring the Success of the Plan – Using Performance Measures as a Tool

Implementation of the City of Woodstock’s Cycling Master Plan is intended to commence in 2014. It is recommended that the City implement the Plan in accordance with the short-term initiatives and priority projects identified in **Chapter 5.0**. This would also take into consideration the capital and promotional funding made available by City Council as well as County Council (where applicable) through budget review as well as additional external funding and partnership opportunities as they arise.

Collecting data to evaluate the different and changing aspects of on and off-road cycling behaviour will assist in evaluating the effectiveness and overall contribution of various activities to achieve the vision, goals and objectives of this plan. Over time, performance monitoring should examine user preference for facilities, levels of use and other key factors.



This data will inform and enable staff responsible for implementing the plan to make adjustments to infrastructure prioritization and programming and to adjust them to meet local needs.

Results from on-going data collection may be used to determine the success of implementing various types of cycling facilities. However, caution must be used when relying on an immediate response to a given improvement. An extended timeframe should be established to ensure that cycling awareness and communication initiatives are in place to assist in changing travel patterns and habits. This information should be collected every two to three years (maximum every 5 years) and at the same time / season each time.

Data collection through evaluation / monitoring programs along with information collected through on-going public consultation (e.g. user surveys and public attitudes surveys conducted every 5-years), will inform and assist in preparing a list of annual priorities while measuring the success of the plan. A component of measuring the implementation of the plan and its success in meeting objectives is to establish a set of performance measures and targets. **Appendix I** has been prepared as a set of preliminary performance measures which could be reviewed and confirmed based on input from the Active Transportation Advisory Committee with possible input from the county. The measures will ultimately be confirmed by the on-road and off-road cycling implementation leads from the engineering and parks and recreation departments.

In addition to staff time, the collection and analysis of data, development of relevant recommendations and adjustments to performance targets could be part of a scope of work for seasonal staff and / or students from post-secondary institutions who are studying community design, public health, transportation planning or engineering. Results of any such work should be reported to Council as part of an annual information report so they can remain informed about the process being made on the Cycling Master Plan, challenges or barriers which need to be mitigated or proposed budgets for the coming year.

6-1:

As part of creating a performance monitoring plan for the Cycling Master Plan, the City should review the preliminary performance measures described in **Appendix I**. These should be used to confirm a City-wide set of measures to evaluate the success of the Plan, and to monitor trends in cycling use.





6.2 Implementing the Next Steps

Tables 6.1 and **6.2** provide a consolidated list of recommendations found in Chapters 3.0, 4.0 and 5.0 of the Cycling Master Plan which can be used to facilitate the implementation of key next steps. The recommendations that have been developed throughout the master plan report have been prepared to ensure that the City has a strategic approach to the development of hard and soft cycling infrastructure, a strategic implementation strategy, a set of tools to facilitate the network's implementation as well as suggested timeline in which to pursue key next steps.

The recommendations have been organized based on the phase in which they are proposed to commence. The tables include the following information:

- **Recommendation:** The recommended action, initiative or strategy presented in the main body of the report
- **Page Number:** The page number of the recommendations as found throughout the individual chapters. [Note to readers: page numbering may change in future revisions of chapters 4, 5 and 6]
- **Responsibility:** Identifies the agency that will take the lead for the implementation of the proposed initiative.
- **Funding:** Identifies an anticipated cost or resource which would need to be drawn upon to implement the recommendation.
- **Potential Partners:** Identifies potential partners that could be engaged throughout the implementation process. Where appropriate participation by individual groups such as the Active Transportation Advisory Committee has been identified.

Additional considerations have been included where appropriate including key actions which may be required to facilitate the implementation of the initiative.



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>2-1: City staff should explore ongoing educational opportunities such as webinars, conferences, lectures to help facilitate the design and development of innovative cycling facilities, amenities and programming City-wide.</p>	2-17	Active Transportation & Recreation Coordinator*	Existing Municipal Resources *Additional Funds may be allocated for new position based on further discussions	<ul style="list-style-type: none"> Active Transportation & Recreation Advisory Committee Lead from the Engineering & Public Works Department Lead from the Parks & Recreation Department
<p>Key Consideration:</p>	<ul style="list-style-type: none"> Recommendation to be implemented in the short-term and continued into the medium and long-term. The Active Transportation & Recreation Coordinator should be responsible for identifying potential educational opportunities and would provide the leads from the Engineering & Public Works Department and the Parks & Recreation Department with the necessary information. 			
<p>4-1: Consider using the Route Rationale Tool when future updates or alterations are made to the cycling network or if opportunities offered by unopened road allowances, hydro rights-of-way, abandoned rail corridors, open spaces and future roadway improvements become available.</p>	4-17	<p>On-Road Facility Development & Design: Engineering & Public Works Department Lead</p> <hr/> <p>Off-Road Facility Development & Design: Parks & Recreation Department Lead</p>	Existing Municipal Resources	<ul style="list-style-type: none"> Active Transportation & Recreation Advisory Committee Oxford County Staff Oxford Trails Council Other Public Agencies (e.g. utility companies, etc.)
<p>Key Consideration:</p>	<ul style="list-style-type: none"> Recommendation is to be implemented in the short-term and continued into the medium and long-term. This recommendation should be considered once the master plan has been implemented, and as project opportunities arise. Consistent with OTM Book 18, the approach should be used by the Engineering & Public Works Department as well as the Parks & Recreation Department, where applicable, when selecting the location of on-road and off-road cycling facilities. 			





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>4-2: The Spine System should consist of routes designed to be direct, convenient and that connects people with places that they want to go throughout the City including but not limited to places of employment or other cycle touring routes in surrounding communities.</p>	4-18	<p>On-road Design & Development: Lead from Engineering & Public Works Department</p>	Existing Municipal Resources	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Active Transportation & Recreation Coordinator • Oxford Tourism
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • Recommendation is to be implemented in the short-term and continued into the medium and long-term • The City should use the hierarchy of routes as a means of promoting and branding select linkages and routes throughout the City where possible. • The City should consider partnering with Oxford Tourism to help promote the on and off-road facilities where possible using the hierarchy of routes. 			
<p>4-3: the Spine System should be comprised mainly of routes along arterial and collector roadways under City or County jurisdiction which would serve as a high-order cycling network.</p>	4-18	<p>On-road Design & Development: Lead from Engineering & Public Works Department</p>	Existing Municipal Resources	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Active Transportation & Recreation Coordinator • Oxford Tourism
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • Recommendation is to be implemented in the short-term and continued into the medium and long-term • The City should use the hierarchy of routes as a means of promoting and branding select linkages and routes throughout the City where possible. • The City should consider partnering with Oxford Tourism to help promote the on and off-road facilities where possible using the hierarchy of routes. 			



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>4-4: The Secondary “Neighbourhood / Local Road” System should consist of routes that lead into the spine system and should connect local destinations such as schools, community centres, arenas, residential areas, local stores, commercial nodes, parks and recreational areas.</p>	4-19	<p>On-road Design & Development: Lead from Engineering & Public Works Department</p>	Existing Municipal Resources	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Active Transportation & Recreation Coordinator • Oxford Tourism
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • Recommendation is to be implemented in the short-term and continued into the medium and long-term • The City should use the hierarchy of routes as a means of promoting and branding select linkages and routes throughout the City where possible. • The City should consider partnering with Oxford Tourism to help promote the on and off-road facilities where possible using the hierarchy of routes. 			
<p>4-5: The Urban-Green space System should consist of off-road routes in existing park and urban green spaces and should provide alternative off-road connections throughout the City to primary and secondary routes. The Urban-green space routes will provide connections to local destination such as schools, community centres, arenas, etc.</p>	4-20	<p>Off-road Design & Development: Lead from Parks & Recreation Department</p>	Existing Municipal Resources	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Active Transportation & Recreation Coordinator • Oxford Tourism
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • Recommendation is to be implemented in the short-term and continued into the medium and long-term • The City should use the hierarchy of routes as a means of promoting and branding select linkages and routes throughout the City where possible. • The City should consider partnering with Oxford Tourism to help promote the on and off-road facilities where possible using the hierarchy of routes. 			





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>4-6: Desire Lines should be identified throughout the City in areas where there is not currently a designated road system, available and / or the land is not under the jurisdiction of the City. The routes could provide additional connections in new development areas throughout the City of maximize the potential of hydro corridors or abandoned or active railways.</p>	4-21	<p>On-road Design & Development: Lead from Engineering & Public Works Department</p>	Existing Municipal Resources	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Active Transportation & Recreation Coordinator • Oxford Tourism
<p>Off-road Design & Development: Lead from Parks & Recreation Department</p>				
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • Recommendation is to be implemented in the short-term and continued into the medium and long-term • The City should use the hierarchy of routes as a means of promoting and branding select linkages and routes throughout the City where possible. • The City should consider partnering with Oxford Tourism to help promote the on and off-road facilities where possible using the hierarchy of routes. 			
<p>4-7: The City of Woodstock’s Cycling Network should consist or primary “spine”, secondary “neighbourhood / local road”, urban-green space routes and desired connections to connect existing on and off-road, key cycling destinations and points of community interest.</p>	4-22	<p>On-road Design & Development: Lead from Engineering & Public Works Department</p>	Existing Municipal Resources	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Active Transportation & Recreation Coordinator • Oxford Tourism
<p>Off-road Design & Development: Lead from Parks & Recreation Department</p>				



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>	<ul style="list-style-type: none"> Recommendation is to be implemented in the short-term and continued into the medium and long-term The City should use the hierarchy of routes as a means of promoting and branding select linkages and routes throughout the City where possible. The City should consider partnering with Oxford Tourism to help promote the on and off-road facilities where possible using the hierarchy of routes. 			
<p>4-8: The Cycling Network illustrated in Map 4.4 should be adopted by the City as the blueprint for the development of cycling facilities City-wide. Consideration should be provided to the County to be included as a schedule in the County’s OP when it is next updated or if the City explores the development of their own municipal OP.</p>	<p>4-23</p>	<p>Future OP Updates: Oxford County Planning Department</p>	<p>Existing Municipal and County Resources</p> <p>*Additional Funds may be allocated for new position based on further discussions</p>	<ul style="list-style-type: none"> Active Transportation & Recreation Coordinator
<p>City-wide Implementation: Engineering & Public Works Parks & Recreation Leads</p>				
<p>Key Consideration:</p>	<ul style="list-style-type: none"> The recommendation should be implemented as soon as the master plan has been adopted and should be used by members of the Engineering & Public Works Department as well as the Parks & Recreation department to guide future decision making and input. For future updates to the County’s OP, timing will be determined based on the timeline identified by the County. Should the City explore the development and adoption of their own Official Plan document, the mapping included in the cycling master plan or subsequent updates should be made a schedule of the OP. At this time no additional partners are required to facilitate the implementation of this recommendation as it will be the responsibility of applicable County and City departments to ensure the use of the master plan network and associated tools. Should the City explore the development of the position of an Active Transportation & Recreation Coordinator, they would be responsible for ensuring the implementation of the plan’s recommendations. 			





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>4-10: When identifying the preferred on or off-road cycling facility for the proposed linkage in the cycling network the three-step facility selection tool, as identified in OTM Book 18, should be used.</p>	4-25	<p>On-Road Facility Development & Design: Engineering & Public Works Department Lead</p> <p>Off-Road Facility Development & Design: Parks & Recreation Department Lead</p>	Existing Municipal Resources	<ul style="list-style-type: none"> • Active Transportation Advisory Committee • UTRCA • Oxford County
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The recommendation is to be implemented in the short-term but to continue as the City pursues the future development of cycling facilities in the long-term. • For those links found on lands without of the City’s jurisdiction, the City is encouraged to provide the respective agencies (e.g. the County or UTRCA) with the design guidelines / OTM Book 18 as a reference or should defer to preferred design alternatives as set out in adopted planning documents. 			
<p>5-1: The 10+ year implementation plan included in the master plan should be adopted in principle and used as a guide for the implementation of the network. Once adopted, the City should focus on the short-term (0-5 year) initiatives and priority projects.</p>	5-2	<p>On-Road Facility Development & Design: Engineering & Public Works Department Lead</p> <p>Off-Road Facility Development & Design: Parks & Recreation Department Lead</p>	<p>Existing Municipal Resources</p> <p>Funding for Off-road Trail Connections (e.g. Trillium Foundation, Trans Canada Trail Fund, Ontario Trails Council, etc.)</p>	<ul style="list-style-type: none"> • Cycling Implementation Coordinator (*based on available funding) • Active Transportation Advisory Committee • Upper Thames Conservation Authority • Woodstock Cycling Club • Oxford County Trails Council • Oxford County Cycling Committee • Community Grants Advisory Committee
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • Recommendation to be implemented in the short-term and carried through as the cycling master plan is updated (recommended updates to be undertaken every 5-years). 			



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-2: The implementation and development of the cycling network should be coordinated with the capital works plans developed by the City as well as the County (for County roads which form part of the cycling network).</p>	5-2	Lead from Engineering & Public Works Department	To be Determined – Subject to Annual and Forecasted Capital Budget Processes	<ul style="list-style-type: none"> • Cycling Implementation Coordinator (*based on available funding) • Active Transportation Advisory Committee • Oxford County Staff • Upper Thames Conservation Authority
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • Recommendation to be implemented in the short-term and should be continuous over the medium and long-term. • In the short-term, specific consideration should be made to review Oxford County’s Trails Master Plan, once approved and adopted by Council. • Meetings with the Active Transportation & Recreation Advisory Committee should be used to provide project and capital plan updates; however, regular communication and coordination must occur between the City and the County. 			
<p>5-3: The proposed organization structure and associated roles and responsibilities should be adopted as a guide for the implementation of the master plan and should be used when identifying internal department leads on a project by project basis.</p>	5-4	Active Transportation & Recreation Coordinator (*if identified) or Active Transportation & Recreation Advisory Committee	Existing Municipal Resources	<ul style="list-style-type: none"> • Lead from Engineering & Public Works • Lead from Parks & Recreation
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • Recommendation to be implemented in the short-term and should be the starting point from which the Active Transportation & Recreation Advisory Committee is established. • Recommendations should be initiated immediately following the adoption of the cycling master plan. 			





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-4: Identify an existing staff member(s) who will undertake responsibilities to oversee the transition between the finalization of the master plan and the development of key short-term priorities.</p>	5-4	Lead from Engineering & Public Works Department	Existing Municipal Resources	<ul style="list-style-type: none"> Lead from Parks & Recreation Department
<p>Key Consideration:</p>	<ul style="list-style-type: none"> In the first stage of implementation an individual who was part of the cycling master plan study team should be selected to facilitate initial project priorities. As the focus of the master plan was on on-road facilities it is suggested that this be led by the Engineering & Public Works Department. However, there should be ongoing communication with the Parks & Recreation department as off-road connections / short-term priorities arise. It is suggested that the City explore add the portfolio / requirements of a Cycling Implementation Coordinator to an existing staff member in the short term. As funds become available this position may be expanded into a full time contract as noted in recommendation 5-5. 			
<p>5-5: The proposed Active Transportation & Recreation Coordinator should be responsible for overseeing issues within the City which pertain to active transportation and recreation including but not limited to the implementation of the cycling master plan and future trail development.</p>	5-6	Active Transportation & Recreation Coordinator	*Additional funds to be determined for the development of a new position	<ul style="list-style-type: none"> N/A
<p>Key Consideration:</p>	<ul style="list-style-type: none"> Recommendation to be monitored during the short term in light of current initiatives such as the Oxford County’s Trails Master Plan and any future active transportation initiatives undertaken by the City and/or its partners. Specific consideration for this recommendation should be made during the mid- and long-term range of this Update. 			



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-6: An Active Transportation & Recreation Advisory Committee composed of representatives from the recreation advisory committee as well as community stakeholders should be established once the master plan has been adopted. As necessary, additional stakeholders will be consulted with as projects are implemented.</p>	5-6	<p>Active Transportation & Recreation Coordinator or Department Leads from Engineering & Public Works & Parks & Recreation</p>	Existing Municipal Resources	<ul style="list-style-type: none"> • Previous Members of the Recreation Advisory Committee • UTRCA • Woodstock Cycling Club • Oxford Trails Council • Service Groups • School Board Representatives
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • Recommendation to be one of the first priorities for implementation. • The committee will address all active transportation and recreation issues, programs and infrastructure throughout the City including but not limited to on-road and off-road infrastructure, trail promotion programs, community centre programming, etc. • The committee will be led by the active transportation and recreation coordinator and will also be able to provide direct input to those department leads responsible for the on-road and off-road facility design and development. • The recommendation should continue to be implemented over the medium and long-term. 			
<p>5-7: Once established, Active Transportation & Recreation Advisory Committee. It is recommended that the group meet on a regular basis (e.g. quarterly) to review and discuss the implementation of the master plan and provide input to priority projects.</p>	5-6	Active Transportation & Recreation Coordinator*	<p>Existing Municipal Resources or *Additional funds to be determined for the development of a new position</p>	<ul style="list-style-type: none"> • Leads from the Engineering & Public Works • Lead from Parks & Recreation Department • External Stakeholders on a project-by-project basis





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The recommendations is intended to be implemented in the short-term and continued through the medium and long-term. • Once the master plan has been adopted and Active Transportation and Recreation Committee has been established, they will confirm a frequency of meetings over the course of the year. • As meetings are confirmed, the coordinator will be responsible for developing an agenda and set of topic items for discussion at the meeting. 			
<p>5-8: The department leads, collaboratively with the Active Transportation & Recreation coordinator, should review and consider the use of the Five-Step Implementation Tool when undertaking the next steps to develop components of the cycling network.</p>	5-8	Active Transportation & Recreation Coordinator*	Existing Municipal Resources or *Additional funds to be determined for the development of a new position	<ul style="list-style-type: none"> • Engineering & Public Works Department Lead • Parks & Recreation Department Lead • Active Transportation & Recreation Committee
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The recommendation is intended to be implemented in the short-term and adapted as necessary by those responsible for the master plan’s implementation. • Once confirmed, the tool should continue to be used in the medium and long-term as the master plan is implemented and should be provided to members of the active transportation and recreation committee to better understand and provide input to the project selection process. 			
<p>5-9: The Cycling Master Plan for the City of Woodstock should be reviewed and give consideration when City or County roads (as identified in the City’s Cycling and Transportation Master Plans and the County’s Transportation Master Plan) and other capital infrastructure projects are identified and scheduled.</p>	5-8	Lead from Engineering & Public Works Department	Existing Municipal Resources or *Additional funds to be determined for the development of a new position	<ul style="list-style-type: none"> • Active Transportation & Recreation Coordinator • Active Transportation & Recreation Advisory Committee • Oxford County Engineering & Public Works Staff



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>				<ul style="list-style-type: none"> • Recommendation to be implemented in the short-term but to continue over the medium and long-term to ensure that coordination opportunities are realized. • Should a roadway be identified as part of the City or County’s capital works program that is not identified in the cycling master plan or is not identified in the same timeline, it is suggested that the City or County consider including a cycling or active transportation link where possible. • Staff would be directed to the 5-step implementation tool as well as the facility selection tool identified in OTM Book 18 to assess the potential for the design and implementation of a cycling or AT facility.
<p>5-10: The network phasing and route priorities identified on Map 5.1 should be used by the City as a guide for the development of the City-wide cycling network and should be a reference for the County, the local conservation authority as well as surrounding municipalities when future cycling or trail connections to or within the City of Woodstock are considered.</p>	<p>5-10</p>	<p>On-road Design & Development: Lead from Engineering & Public Works Department</p> <hr/> <p>Off-road Design & Development: Lead from Parks & Recreation Department</p>	<p>Existing Municipal Resources</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Coordinator • Active Transportation & Recreation Advisory Committee • Oxford County Staff





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>				<ul style="list-style-type: none"> • The recommendation should be implemented and used to guide the prioritization of routes at the staff level. The prioritization tool should be reviewed and confirmed by the leads from the Engineering & Public Works Department and the Parks & Recreation Department. If an Active Transportation & Recreation coordinator position has been established they should be responsible for facilitating this discussion. • Once the tool has been confirmed, the lead from the Engineering & Public Works Department will specifically prioritize on-road connections while the lead from the Parks & Recreation Department will prioritize the off-road connections. • Decisions regarding the prioritization of routes will be made based on input from the Active Transportation & Recreation Advisory Committee. • The Active Transportation & Recreation Coordinator will be responsible for organizing meetings / discussions between the affected agencies.
<p>5-11: The short-term initiatives identified in Table 5.2 and illustrated on Map 5.1 should be used as the primary reference to track the implementation of the Cycling Master Plan over the course of the first five years of implementation.</p>	<p>5-13</p>	<p>On-road Design & Development: Lead from Engineering & Public Works Department</p> <hr/> <p>Off-road Design & Development: Lead from Parks & Recreation Department</p>	<p>Existing Municipal Resources</p>	<ul style="list-style-type: none"> • Select Active Transportation & Recreation Advisory Committee Members (e.g. UTRCA) • Active Transportation & Recreation Coordinator • County Staff from the Engineering & Public Works Department • Surrounding Municipalities (where necessary)



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>				<ul style="list-style-type: none"> Once the master plan has been adopted, the priority projects and proposed network phasing should be used as a guide for future cycling improvements and should be considered in the short, medium and long-term. The implementation / phasing identified in the master plan should also be used to inform the development of future Capital Works Budgets for the City as well as the County. The Active Transportation & Recreation Coordinator should be responsible for ensuring that the City, County, UTRCA and surrounding municipalities are in communication regarding the implementation timeline and should ensure that cycling related projects are included in municipal and County budget discussions.
<p>5-12: The Priority Projects listed and described in Table 5.3 should be explored once the master plan has been adopted. The design concepts illustrated in Appendix F should be used to guide the detailed design component of the routes implementation.</p>	<p>5-15</p>	<p>On-road Design & Development: Lead from Engineering & Public Works Department</p> <p>Off-road Design & Development: Lead from Parks & Recreation Department</p>	<p>Existing Municipal Resources</p>	<ul style="list-style-type: none"> Transportation & Recreation Advisory Committee Members Active Transportation & Recreation Coordinator County Staff from the Engineering & Public Works Department
<p>Key Consideration:</p>				<ul style="list-style-type: none"> The recommendation should be implemented at the beginning of the short-term and should be completed by the end of the short-term. The Leads from the Engineering & Public Works Department and the Parks & Recreation Department, with input from the Active Transportation & Recreation Advisory Committee may wish to select key priority projects within the list of short-term initiatives which are to be undertaken first. The team is encouraged to establish a mix of on and off-road connections to establish some spine routes throughout the City. If developed, the role of the Active Transportation & Recreation Coordinator should be responsible for ensuring that the projects move forward in the appropriate timeline.





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Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-13: The Active Transportation and Recreation Advisory Committee and City staff responsible for the plan’s implementation should undertake an exercise to review existing community-wide destinations to assess the existing end-of-trip amenities and to document where future amenities could be implemented.</p>	5-17	Lead from Parks & Recreation Department	Existing Municipal Resources	<ul style="list-style-type: none"> • Lead from the Engineering & Public Works Department • Active Transportation & Recreation Advisory Committee • Active Transportation & Recreation Coordinator • Oxford Public Health • Oxford Tourism • Oxford County Staff
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The recommendation should be explored in the short-term to help promote the use of on and off-road cycling infrastructure, however, it should also be continued into the medium and long-term as necessary. • The lead from the Parks & Recreation Department should be responsible for the implementation of these features as many of the proposed locations are found under their jurisdiction. However, they should also consult with the lead from the Engineering & Public Works department as well as the Active Transportation & Recreation Advisory Committee to determine potential locations. • Oxford Public Health & Oxford Tourism should be consulted to discuss potential additional funding opportunities and the County may be involved should be location be deemed a County-wide destination. 			
<p>5-18: Explore the development of an Active Transportation Charter. The charter would be developed as a collaborative effort between City Staff as well as members of the Active Transportation and Recreation Advisory Committee.</p>	5-21	Active Transportation & Recreation Advisory Committee or Active Transportation & Recreation Coordinator*	Existing Municipal Resources or *Additional funds to be determined for the development of a new position	<ul style="list-style-type: none"> • Lead from Engineering & Public Works Department • Lead from the Parks & Recreation Department • Woodstock Police Service • Local By-law Enforcers • Oxford Public Health & Tourism



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Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>				<ul style="list-style-type: none"> As one of the first initiatives of the Active Transportation & Recreation Advisory Committee, an Active Transportation charter should be developed to outline active transportation as a priority City-wide. The charter should be developed collaboratively with City Staff as well as key members of the community including the Police Service, by-law enforcers, County Public Health & Tourism, etc. All members should be encouraged to sign the charter along with members of Council where possible. The recommendation should be initiated and completed in the short-term.
<p>5-19: Changes to the way on and off-road facilities are planned, designed and constructed as part of the development process should be communicated to the development community. Clear directions on the approach used to review site plans and development applications should be clearly laid out in City as well as County policy documents.</p>	<p>5-23</p>	<p>Lead from the Engineering & Public Works Department (specifically the Planning Department)</p>	<p>Existing Municipal Resources</p>	<ul style="list-style-type: none"> Lead Parks & Recreation Department Active Transportation & Recreation Advisory Committee Active Transportation & Recreation Coordinator Oxford County Staff
<p>Key Consideration:</p>				<ul style="list-style-type: none"> The recommendation should be initiated by staff from the Engineering & Public Works Department in the short-term once the master plan has been adopted. On an ongoing basis in the medium and long-term updated processes pertaining to development approvals should be communicated to the development community through updated design standards, guidelines and policies. For the development of off-road cycling / active transportation connections through new development areas the Parks & Recreation Department should be engaged. The Active Transportation & Recreation Coordinator collaboratively with the Active Transportation & Recreation Advisory Committee should be responsible for initiating the development of necessary communication materials. Any changes to City policy or process should be clearly communicated to the County to ensure that





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-20: The four levels of public and stakeholder consultation described in Table 5.7 should be used as a guide to consult with public representatives and interest groups as individual cycling network projects are being implemented.</p>	<p>5-27</p>	<p>Active Transportation & Recreation Coordinator* or On-road Design & Development: Lead from Engineering & Public Works Department Off-road Design & Development: Lead from Parks & Recreation Department</p>	<p>Existing Municipal Resources Or * Funding for a new coordinator position based on available finances</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Oxford County Staff
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • Once the master plan has been adopted and short-term projects are initiated, applicable City staff are encouraged to review and use the public and stakeholder consultation recommendations in the master plan. • As necessary additional refinements be made to proposed consultation activities based on current municipal and County processes as well as suggestions from the Active Transportation & Recreation Advisory Committee. • The recommendation should be continued in the medium and long-term as projects move forward into the design and implementation stages. • Should the City not proceed with the development of a coordinator position, the lead from the engineering and public works department will be responsible for projects related to on-road development and the lead from the parks and recreation department will be responsible for the off-road components of the network. 			



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-22: Undertake a detailed review of existing maintenance guidelines and make updates where necessary. City staff should also review and incorporate maintenance practices undertaken by the County and the Upper Thames Conservation Authority.</p>	<p>5-31</p>	<p>On-Road Maintenance: Lead from Engineering & Public Works Department</p> <p>Off-road Maintenance: Lead from Parks & Recreation Department</p> <p>or</p> <p>Active Transportation & Recreation Coordinator*</p>	<p>Existing Municipal Resources or * Funding for a new coordinator position based on available finances</p>	<ul style="list-style-type: none"> • Oxford County Staff • Surrounding Municipalities
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • Recommendation to be implemented in the short-term and continued over the medium and long-term. • For issues pertaining to on-road maintenance the Engineering & Public Works department lead will be responsible and for off-road maintenance the parks and recreation department lead will be responsible. • If developed, the Active Transportation & Recreation Coordinator will help to explore best practices regarding on and off-road maintenance specifically for the winter months. 			
<p>5-23: Conduct a regular (annual) review of physical infrastructure conditions with input from facility users. Report findings to the Active Transportation and Recreation Advisory Committee and City Staff as part of the process for establishing priorities for on-going maintenance of the cycling network.</p>	<p>5-31</p>	<p>Active Transportation & Recreation Coordinator* or On-road Review: Engineering & Public Works Department Lead</p> <p>Off-road Review: Parks & Recreation Department Lead</p>	<p>Existing Municipal Resources (e.g. Co-op Student) or * Funding for a new coordinator position based on available finances or Volunteer Based (e.g. Community Service Hours)</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Oxford County Staff • By-law Enforcement Officers





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>		<ul style="list-style-type: none"> A year after the master plan has been adopted, the recommendation should be implemented to document the existing condition of physical infrastructure. The yearly review will either be coordinated by AT and Recreation Coordinator or will be leave by leads from the Engineering & Public Works Department and the Parks & Recreation Department – based on the location of the infrastructure. Where necessary additional information will be gathered from external sources such as the UTRCA, Service Groups (who are responsible for some of the trail systems) and Oxford County Staff. Once the review has been undertaken the findings will be presented to the AT and Recreation Advisory Committee for their consideration. The findings will help to inform the identification of future improvements and priority projects. 		
<p>5-24: Annual maintenance budgets should be refined, where necessary, to fully accommodate the maintenance of on-road and off-road cycling facilities. The budgets should increase over time to correspond with the increase in the number / length of facilities that have been implemented.</p>	5-31	<p>On-road Maintenance: Engineering & Public Works Department Lead</p> <hr/> <p>Off-road Maintenance: Parks & Recreation Department Lead</p>	Existing Municipal Resources	<ul style="list-style-type: none"> Active Transportation & Recreation Advisory Committee Active Transportation & Recreation Coordinator Oxford County Staff
<p>Key Consideration:</p>		<ul style="list-style-type: none"> The recommendation should be implemented in the short-term but should continue into the medium and long-term based on the number and type of facilities which need Once the master plan has been adopted both the Engineering & Public Works Department and the Parks & Recreation Department leads should assess existing maintenance budgets and should revise them as necessary to reflect appropriate maintenance standards for on and off-road cycling facilities. Where necessary the Active Transportation & Recreation Coordinator (or other applicable City staff member) should coordinate with the County and UTRCA to ensure that maintenance practices are consistent with those employed by the City. 		



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-25: The City of Woodstock, through the Active Transportation & Recreation Advisory Committee and on and off-road implementation leads should consult with affected agencies on a project by project basis as required.</p>	<p>5-31</p>	<p>On-road Maintenance: Engineering & Public Works Department Lead</p>	<p>Existing Municipal Resources or * Funding for a new coordinator position based on available finances</p>	<ul style="list-style-type: none"> Active Transportation & Recreation Advisory Committee External Stakeholders (select stakeholders to be identified on a project by project basis) Private Landowners Utility Providers Ministry of Transportation Ontario
<p>Off-road Maintenance: Parks & Recreation Department Lead or Active Transportation & Recreation Coordinator*</p>				
<p>Key Consideration:</p>	<ul style="list-style-type: none"> The recommendation should be implemented in the short-term and continued over the medium and long-term as project arise. As projects are selected for implementation and move forward to the detailed design and implementation stage, the appropriate City Staff members will engage applicable stakeholders e.g. the UTRCA for trails or links within conservation areas, private land owners, utility providers, MTO, etc. All communication will be directly coordinated by the Active Transportation & Recreation coordinator should the position be developed. In addition to one-on-one conversations with select stakeholders, City staff may be encouraged to invite applicable agencies and stakeholder groups to an Active Transportation & Recreation advisory committee meeting to discuss potential linkages in the future. 			
<p>5-26: Consider the adoption of the maintenance recommendations outlined in Appendix C of OTM Book 18 Bikeway Facility Design</p>	<p>5-31</p>	<p>On-road Maintenance: Engineering & Public Works Department Lead</p>	<p>Existing Municipal Resources</p>	<ul style="list-style-type: none"> Active Transportation & Recreation Advisory Committee
<p>Off-road Maintenance: Parks & Recreation Department Lead</p>				





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>	<ul style="list-style-type: none"> The recommendation should be implemented in the short-term until future updates or iterations are developed and adopted. The guidelines should be distributed to all applicable City staff members who are involved in the development and design of on and off-road cycling facilities. This could be done via hard copy or electronically. 			
<p>5-27: The proposed risk management and liability prevention strategies should be reviewed and incorporated into day to day decision making processes when implementing the Cycling Master Plan.</p>	<p>5-33</p>	<p>On-Road Liability: Engineering & Public Works Department Lead</p> <hr/> <p>Off-road Liability: Parks & Recreation Department Lead</p>	<p>Existing Municipal Resources or * Funding for a new coordinator position based on available finances</p>	<ul style="list-style-type: none"> Active Transportation & Recreation Coordinator Active Transportation & Recreation Advisory Committee Administrative Services Department
<p>Key Consideration:</p>	<ul style="list-style-type: none"> The recommendation should be considered for implementation in the short-term but may be moved to the medium-term if existing risk management and liability prevention provide to be sufficient. Reviewing existing policies and strategies will differ based on the location of the project. As such, the Engineering & Public Works Department lead will be responsible for addressing all on-road requirements (with input from the County and other affected agencies) and the Parks & Recreation Department lead will be responsible for the off-road requirements (with input from the UTRCA, Oxford Trails Council, School Boards etc. through the Active Transportation & Recreation Advisory Committee). Should the revisions be made to day to day decision making regarding risk management and liability, the Active Transportation & Recreation Coordinator (should the role be developed) should be responsible for coordinating with the Administrative Services Department to ensure that people are aware of the changes that are being made. 			



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-28: Partnership should be explored with Oxford County, Oxford Tourism, Oxford Public Health, Woodstock Police Service, Share the Road Cycling Coalition and local clubs and interest groups to develop and implement a cycling education program to inform residents of the active transportation opportunities available City-wide and at key destinations throughout the County.</p>	<p>5-51</p>	<p>Active Transportation & Recreation Coordinator* with Oxford County Public Health</p>	<p>Existing Municipal Resources with a potential contribution of ~\$5,000.00 - ~\$10,000.00 annually</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee (focus on outreach with the Woodstock Cycling Club and Oxford Police Service) • Share the Road Coalition • Oxford Cycling Committee
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The recommendation should be implemented in the short-term through a range of select educational programs and initiatives – e.g. electronic - online, radio ads, etc. to physical education programs. • An initial priority would be to identify a representative from the Oxford Public Health team who would be the lead for the initiative and responsible for identifying existing programs that could be built on or additional funding which could be pursued • The Active Transportation & Recreation Coordinator (if the role is established) should work with Oxford Public Health to research additional education programs or educational program providers (e.g. Share the Road Coalition) which could be explored in the medium and long-term. • The Active Transportation & Recreation Advisory Committee should consider identifying youth representative to help develop potential educational programs. The school board representatives on the committee would be responsible for starting the discussion internally. 			





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-29: The City should work with Oxford Public Health and the local Conservation Authority to develop and deliver educational programming related to active transportation.</p>	<p>5-51</p>	<p>Parks & Recreation Department Lead & Active Transportation & Recreation Coordinator*</p>	<p>Existing Municipal Resources or * Funding for a new coordinator position based on available finances & Investigate funding partnerships with the Ontario Government or future allocated budget for trail education</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Engineering & Public Works Department Lead • Oxford County
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The recommendation should be implemented in the short-term and continued through the medium and long-term based on future partnerships with Oxford County and Oxford County Public Health. • Available funding should be identified in the City’s municipal budget and should also be explored from external sources (e.g. Ontario Trails Council, Trans Canada Trail, Oxford Trails Council, UTRCA, etc.) • Those responsible for trail maintenance and enforcement along trial linkages should be engaged in this discussion to identify ways in which they can participate in educational programming. 			
<p>5-30: The information presented in the Cycling Master Plan design guidelines (Appendix C) should be used to inform the development of educational materials as well as the development of a cycling map for the City.</p>	<p>5-51</p>	<p>Active Transportation & Recreation Coordinator* & Oxford Public Health</p>	<p>To be Determined & * Funding for a new coordinator position based on available finances</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Lead from the Engineering & public Works Department • Lead from the Parks & Recreation Department • Woodstock Police Service • Woodstock Cycling Club • Oxford Trails Council



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>				<ul style="list-style-type: none"> • The recommendation should be implemented in the short-term once existing educational materials have been consolidated and discussed. • The Active Transportation & Recreation Advisory Committee should meet and review existing promotional / educational materials that have been prepared by the City and the County to date. Once these items have been reviewed, the committee should consider identifying additional ways in which to educate the public including the development of a cycling map. • In the medium and longer-term the Advisory Committee along with city staff and representatives should engage in a discussion regarding the potential for a branded educational strategy using the design concepts presented in the master plan report.
<p>5-31: The City, in partnership with Oxford Public Health and Oxford Tourism should develop and distribute education materials such as hard copy (newsletters, posters, mapping and promotional materials) and on-line educational tools geared towards users of all ages and abilities. The materials could include but are not limited to “how-to guides” or frequent updates of City mapping.</p>	<p>5-31</p>	<p>Active Transportation & Recreation Coordinator* & Oxford Public Health</p>	<p>Existing Public Health Resources & * Funding for a new coordinator position based on available finances</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Oxford Tourism





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>				<ul style="list-style-type: none"> • The recommendation should be implemented in the short-term and enhanced over the medium and long-term as additional funding is made available. • Oxford Public Health along with the AT & Recreation Coordinator & Advisory Committee should review some best practices from other communities to identify sample templates and suggested approaches for select materials, online tools, etc. The group should also discuss potential outreach and education materials specific to different user groups and expectations. • Once the materials have been confirmed the group is encouraged to work with Oxford Tourism to integrate the materials into existing Tourism and promotion materials. • Public Health & the City should identify community stakeholders who could be contacted and engaged as partners to help distribute information to their members, clients and customers.
<p>5-35: Work with municipal employees to develop internal programming to promote the use of more sustainable forms of transportation for utilitarian purposes.</p>	5-52	Active Transportation & Recreation Coordinator*	Existing Municipal Resources or * Funding for a new coordinator position based on available finances	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Representatives from all City Departments
<p>Key Consideration:</p>				<ul style="list-style-type: none"> • Recommendation to be implemented in the short-term and is ongoing over the medium and long-term based on available funding and interest. • The City should work with the educational materials prepared for the public as well as existing programming at the County level and should tailor it to City employees. • Input should be gathered by the AT and Recreation Advisory Committee on the wants and needs of internal employees on a department by department basis where possible and should look to investigating the success of previous initiatives. Once confirmed, materials and promotional initiatives should be explored for implementation.



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-37: Work with the Active Transportation and Recreation Advisory Committee to develop priority bike valet parking at key public events to encourage people to travel to events by bicycle. The valet parking would be coordinated by the committee and supported by volunteer efforts.</p>	<p>5-52</p>	<p>Active Transportation & Recreation Coordinator* or Lead from Engineering & Public Works Department</p>	<p>Existing Municipal Resources or * Funding for a new coordinator position based on available finances</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Woodstock Police Service • By-law Enforcement • Local Volunteers • Local Bike Shops
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The recommendation should be implemented in the short-term as a pilot project and continued based on success into the medium and long-term. • The Active Transportation & Recreation Coordinator or the initiative lead should explore examples where this initiative has been implemented before (e.g. Niagara Region or the City of Burlington) and should implement a similar approach. • The Active Transportation & Recreation Advisory Committee should meet and discuss events and venues where a bike valet could be implemented (e.g. a summer outdoor street festival, etc.) and discuss a proposed approach to implementation. • The team is encouraged to engage local stakeholders including but not limited to the Woodstock Police service and local bike shops but also engage volunteers based on those who responded to the cycling master plan online questionnaire. 			





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-39: Using the GIS information developed for the Cycling Master Plan, the City should explore the design and development of a City-wide cycling map – Education pilot project. Using the steps identified in Chapter 5, the City should move to develop the map for promotion and tourism purposes which can be printed in hard copy of put online.</p>	<p>5-53</p>	<p>Active Transportation & Recreation Coordinator* or Lead from the Parks & Recreation Master Plan</p>	<p>Existing Municipal Resources or * Funding for a new coordinator position based on available finances & ~\$50,000.00 to prepare a cycling specific tourism map</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Lead from the Engineering & Public Works Department • Oxford Tourism • Local Businesses & Organizations
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The recommendation should be implemented in the short-term and updated appropriately every year or every two years. • The Active Transportation & Recreation Advisory Committee along with representatives from the applicable City departments should work together, with Oxford Tourism or an external consultant to prepare a tourism / educational focused cycling related map. • Additional information should be included on the mapping such as safe cycling and trail use information from MTO, promotion for local cycling related business and interest groups as well as key destinations throughout the community. • The AT & Recreation Advisory Committee should use the step-by-step approach included in Chapter 5 as a base from which to prepare the map. 			



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-40: Explore the development and coordination of a Cycling Facility “Opening Ceremony” as a cycling encouragement pilot project. The City should work with local partners to establish an event and assess whether the event could be used as a basis from which to further promote the use of new cycling facilities.</p>	<p>5-53</p>	<p>On-road Projects: Engineering & Public Works Department Lead</p> <hr/> <p>Off-road Projects: Parks & Recreation Department Lead or Active Transportation & Recreation Coordinator*</p>	<p>Existing Municipal Resources or Funding & Support from Local Businesses or Volunteerism * Funding for a new coordinator position based on available finances</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Oxford Tourism & Public Health • Local Businesses & Organizations
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The recommendation should be implemented as a pilot project once one of the first cycling or trail related projects has been implemented and should be continued over the medium and long-term. • The Active Transportation & Recreation Advisory Committee led by the Active Transportation & Recreation Coordinator will be responsible for developing an approach for both on and off-road project openings based on the suggested approach outlined in the cycling master plan. Once confirmed, this process / approach will be used for select projects as they are implemented. • The initiatives will be volunteer based. As such, the Advisory Committee is encouraged to develop a list of volunteers on which to draw upon for select cycling related events. • The Active Transportation Coordinator (if the position is developed) or the lead for the project will be responsible for altering the Active Transportation & Recreation Advisory Committee to the “opening” of the project / facility. The AT & Recreation Committee will require a minimum of 3 months to prepare for the event. 			





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-41: Work with the Woodstock Police Service to develop and implement the enforcement pilot project - a Share the Road Safety Campaign similar to the one developed for Halton Region – Safely Sharing Halton’s Roadway campaign with specific initiatives targeted to the City of Woodstock. The City may wish to engage the County and its local municipal partners to establish a County-wide initiative.</p>	5-53	Active Transportation & Recreation Coordinator*	<p>Existing Municipal Resources</p> <p>* Funding for a new coordinator position based on available finances</p> <p>&</p> <p>Funding from External Sources</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Share the Road Coalition • Oxford Tourism & Public Health • Woodstock Police Service
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The recommendation is to be implemented in the short-term based on the suggested approach outlined in Chapter 5 of the cycling master plan. Based on success or interest the recommendation should be expanded into the medium and long-term. • The Active Transportation & Recreation Advisory Committee led by the Active Transportation & Recreation Coordinator should engage in discussions with the Share the Road Coalition as well as the Halton Region Police Service to discuss their successes / approach and to discuss a Woodstock-specific program. • Addition involvement is anticipated from Oxford Tourism and Public Health to help promote the initiative as well as the findings after. Information generated for the “blitz” could be maintained and distributed by all of those involved. 			



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-42: Enforcement activities of the Woodstock Police Service should be supplemented by local by-law enforcement for issues relating to sidewalks, cycling, misuse of cycling facilities and trails and other network amenities. Where the jurisdiction changes, enforcement should be made the responsibility of the conservation authority.</p>	5-53	Lead from Engineering & Public Works Department	Existing Municipal Resources	<ul style="list-style-type: none"> • Active Transportation & Recreation Coordinator • Lead from Parks & Recreation Department • Woodstock Police Service
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The recommendation is to be implemented in the short-term and continued in the medium and long-term. • Updates to be provided to the Active Transportation & Recreation coordinator to track ongoing enforcement issues or successes. • The information gathered will also help to inform the Active Transportation & Recreation Advisory Committee and the department leads about areas of improvement throughout the network which could inform the selection of priority projects. 			
<p>5-43: To implement the short-term priorities (projects identified in the first 0 – 5 years), the City of Woodstock should budget a total of \$618,760.00 (see Table 5.11) over the first 5 years. This translates to \$123,752 per year or \$3.72 / person / year assuming a municipal population of 37,754 (Statistics Canada 2011 Census data).</p>	5-56	<p>Off-road Budgeting: Engineering & Public Works Department Lead</p>	Existing Municipal Budgets	<ul style="list-style-type: none"> • Other Applicable City Departments • Active Transportation & Recreation Advisory Committee
		<p>On-road Budgeting: Parks & Recreation Department Lead</p>		





Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>				<ul style="list-style-type: none"> The recommendation should be implemented in the short-term and revised as part of the master plan update (5 years later). Input will be provided to the Engineering & Public Works Department as well as the Parks & Recreation Department budgets based on select facility types, locations or programs design and intent and will be incorporated, where possible into the existing budget. The budget allocated will be informed based on input from the Active Transportation & Recreation Advisory Committee and the priority projects that are selected.
<p>5-44: In addition to capital funding, the City should consider and explore other outside funding sources and cost-sharing opportunities for the implementation of the Cycling Master Plan network, outreach and promotion programs.</p>	5-58	<p>Active Transportation & Recreation Coordinator* Or Leads from the Engineering & Public Works Department & the Parks & Recreation Department</p>	<p>Existing Municipal Resources or * Funding for a new coordinator position based on available finances</p>	<ul style="list-style-type: none"> Active Transportation & Recreation Advisory Committee Oxford Public Health & Tourism
<p>Key Consideration:</p>				<ul style="list-style-type: none"> The recommendation should be implemented in the short-term and be ongoing over the course of the medium and long-term as opportunities become available. Potential funding and partnership opportunities identified in the cycling master plan report should form the basis for future discussions between the department leads, the AT & Recreation Advisory Committee as well as the Coordinator (if applicable).
<p>6-1: As part of creating a performance monitoring plan for the Cycling Master Plan, the City should review the preliminary performance measures described in Appendix I. These should be used to confirm a City-wide set of measures to evaluate the success of the Plan, and to monitor trends in cycling use.</p>	6-2	<p>Leads from the Engineering & Public Works Department and the Parks & Recreation Department</p>	<p>Existing Municipal Resources or Volunteer / Student Based Research</p>	<ul style="list-style-type: none"> Active Transportation & Recreation Coordinator Active Transportation & Recreation Advisory Committee By-Law Enforcement Woodstock Police Service



Table 6.1 – Short-Term Recommendations (0 – 5 years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>				<ul style="list-style-type: none"> • The recommendation should be implemented in the short-term and continued in the medium and long-term at planned intervals as the master plan is implemented. • The preliminary measures identified in Appendix I are to be used and refined by the leads from the Engineering & Public Works Department, the Parks & Recreation Department as well as representatives from the Active Transportation & Recreation Advisory Committee. • Once the performance measures have been refined and confirmed, the City should adopt them as a means of tracking the use and status of on and off-road cycling and cycling related facilities.

Table 6.2 – Medium to Long-Term Recommendations (10+ years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>4-9: Recognize that the Cycling Network will change over time as new opportunities offered by unopened road allowances, hydro rights-of-way, abandoned rail corridors, open space and future roadway improvements become available. To respond to new opportunities or staff endorsed route modifications, departments and directors should have the authority to approve new routes or route modifications without the need for an Official Plan Amendment at the County level.</p>	<p>4-23</p>	<p>Off-Road Facility Development & Design: Engineering & Public Works Department Lead</p> <hr/> <p>Off-Road Facility Development & Design: Parks & Recreation Department Lead</p>	<p>Existing Municipal Resources</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Coordinator • Oxford County • Active Transportation & Recreation Advisory Committee





Table 6.2 – Medium to Long-Term Recommendations (10+ years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>				<ul style="list-style-type: none"> It is important to note that some opportunities may arise in the first phase of implementation. These should be identified and explored whenever possible. Opportunities not within the City’s jurisdiction will require additional consultation with other agencies, many of which participated in the Active Transportation & Recreation Advisory Committee and/or the project consultation workshops. The Active Transportation & Recreation Coordinator should try to be aware of all potential opportunities and to explore opportunities before presenting them to the Active transportation & Recreation Advisory Committee
<p>5-14: City Staff should explore the development of policies which speak to the provision of end-of-trip facilities at new developments including but not limited new buildings, development areas or transit facilities. The City should explore incorporating end-of-trip facilities into the Site Plan approval process.</p>	5-17	Lead from the Engineering & Public Works Department	Existing Municipal Resources	<ul style="list-style-type: none"> Active Transportation & Recreation Coordinator Active Transportation & Recreation Advisory Committee
<p>Key Consideration:</p>				<ul style="list-style-type: none"> The recommendation should be implemented once a set of end-of-trip facilities have been determined and implemented. Once completed, the policies will become engrained in city process and will be used to help guide future development. Should the City decide to develop and implement end-of-trip policies, they may wish to consider gathering input from other municipalities who have explored similar exercises. This should be the responsibility of the Active Transportation & Recreation Coordinator with input from the Advisory Committee.



Table 6.2 – Medium to Long-Term Recommendations (10+ years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-15: Explore the development and implementation of land-use planning initiatives and policies which support active transportation, a mixed-use, higher density urban core and continues to promote cycling friendly streetscapes as well as off-road connections in public and private spaces.</p>	5-20	Lead from the Engineering & Public Works Department	Existing Municipal Resources or * Funding for a new coordinator position based on available finances	<ul style="list-style-type: none"> • Parks & Recreation Department • Select Active Transportation & Recreation Advisory Committee Members
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The policies and initiatives currently in place should be reviewed and amended to reflect this recommendation. • As this would be a new policy and practice for the review of site plans and the overall site plan approval process, the City should explore the development of clear policies and provide updated communication and information regarding these updates policies to future developers. 			
<p>5-16: Continue to improve connections to off-road trail facilities on both public and private lands and to use trails as a means of promoting active transportation and recreation throughout the City.</p>	5-20	<p>On-road Connections: Engineering & Public Works Department Lead</p> <p>Off-road Connections: Parks & Recreation Department Lead</p>	Existing Municipal Resources or * Funding for a new coordinator position based on available finances	<ul style="list-style-type: none"> • Active Transportation & Recreation Coordinator • Select Members of the Active Transportation & Recreation Advisory Committee • Surrounding Municipalities
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The City should engage with select members of the Active Transportation & Recreation Advisory Committee including the UTRCA, Service Clubs and School Boards as well as other external stakeholders e.g. surrounding municipalities, County representatives etc. to ensure that are projects move forward there is connectivity and continuity between the routes. • The Active Transportation & Recreation Coordinator will be responsible for ensuring that there is consistent communication between these groups. 			





Table 6.2 – Medium to Long-Term Recommendations (10+ years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-17: Collaborate with Oxford County, Oxford County Public Health and Oxford Tourism to develop a Safe Routes to School pilot program within the City of Woodstock which could be expanded in key urban areas throughout the County.</p>	<p>5-21</p>	<p>Active Transportation & Recreation Coordinator* & Oxford Public Health</p>	<p>Existing Resources or Additional Funding Gathered from External Sources or * Funding for a new coordinator position based on available finances</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Active & Safe Routes to School Program • Oxford Public Health & Oxford Tourism • Engineering & Public Works Department Leads
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • Once a formal communication and outreach strategy with a detailed education and encouragement program has been prepared and adopted, the Active Transportation & Recreation Advisory Committee should work with Oxford Public Health to enhance potential programming. Partnerships will be essential, therefore, all committees are encouraged to provide their input on potential programming. • Engineering & Public Works Department Lead involvement should also be considered to ensure that active transportation and connectivity goals are achieved through development applications. 			
<p>5-21: Develop a strategy to secure public access for on and off-road cycling routes that are identified on lands currently in private ownerships or under the ownership of local public partners (e.g. Oxford County, Upper Thames Conservation Authority, etc.)</p>	<p>5-28</p>	<p>Active Transportation & Recreation Coordinator* Or On-Road Cycling Routes: Engineering & Public Works Department Lead Off-Road Cycling Routes: Parks & Recreation Department Lead</p>	<p>Existing Municipal Resources or External funding opportunities or * Funding for a new coordinator position based on available finances</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Oxford County Staff
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • One the master plan has been adopted the City should explore the development of a strategy to help secure public access for the purposes of cycling route development on private lands. • The City may engage the Active Transportation & Recreation Advisory Committee to identify potential routes on private lands for future consideration. They are also encouraged to look into similar strategies prepared by other municipalities as examples form which the City can move forward. 			



Table 6.2 – Medium to Long-Term Recommendations (10+ years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-32: Develop an online hub for sharing and distributing information about the cycling network or should work with the County to establish a County-wide hub of information regarding active transportation.</p>	<p>5-51</p>	<p>Active Transportation & Recreation Coordinator* or City Staff member responsible for web-development</p>	<p>Existing Resources or Additional Funds made Available or * Funding for a new coordinator position based on available finances</p>	<ul style="list-style-type: none"> • Active Transportation & Recreation Advisory Committee • Share the Road Coalition • Leads from the Engineering & Public Works Department • Leads from the Parks & Recreation Department • Oxford County • Oxford Public Health & Tourism • Oxford Trails Council
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • The Oxford Trails Council has prepared a webpage dedicated to the distribution of trail related information throughout the County and the County has recently developed and made available an interactive high-resolution mapping system. At the City level there is information on cycling and trail use on the municipal webpage. The information that has already been developed should form the base for the development of an Active Transportation and Recreation hub of information. • The Active Transportation & Recreation Advisory Committee should be the group which initiates discussions and coordination of existing efforts to develop the hub with input from external stakeholders such as Oxford Public Health & Tourism. • The Advisory Committee should consider engaging the Share the Road Coalition for input on how to develop an AT and Recreation hub and should also turn to other examples (e.g. York Region, etc.) as a basis from which to develop the webpage. • The City of Woodstock should help by providing input on Woodstock specific routes and programs. 			





Table 6.2 – Medium to Long-Term Recommendations (10+ years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-33: Develop a wayfinding strategy for both on and off-road systems in the City of Woodstock. The strategy would help users navigate the network and inform them about key destinations City-wide. The City could also partner with the County to develop a County-wide strategy to ensure continuity and connectivity between the local municipalities.</p>	5-51	<p>Active Transportation & Recreation Coordinator* or Parks & Recreation Department Lead</p>	<p>Existing Municipal Resources & * Funding for a new coordinator position based on available finances or Additional funding Alternatives or To be Determined based on available Budget and project-by-project basis</p>	<ul style="list-style-type: none"> • Lead from the Engineering & Public Works Department • Active Transportation & Recreation Advisory Committee • External Consultation (if necessary)
<p>Key Consideration:</p>	<ul style="list-style-type: none"> • Once the City has implemented the initial encouragement and promotion initiatives as well as the proposed infrastructure identified in the short-term timeline the City could consider working with all of the advisory committee to prepare a branding and signage strategy for the City’s on and off-road cycling facilities and trails. • Strategy can be coordinated with forecasted budgets as approved; additional funding resources may be required to address existing facilities. • Alternative funding sources should be investigated on an ongoing basis and should be explored by both the Active Transportation & Recreation Advisory Committee as well as the Active Transportation & Recreation Coordinator. 			
<p>5-34: A community based social marketing program geared towards the delivery of marketing and encouragement of cycling should be explore and developed by the City based on the steps identified in the section above.</p>	5-52	<p>Active Transportation & Recreation Coordinator* or Lead from applicable City Department</p>	<p>Existing Municipal Resources or * Funding for a new coordinator position based on available finances</p>	<ul style="list-style-type: none"> • Oxford County Public Health & Tourism • Active Transportation & Recreation Advisory Committee • Other Applicable City Departments



Table 6.2 – Medium to Long-Term Recommendations (10+ years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>Key Consideration:</p>				<ul style="list-style-type: none"> Review the Community Based Social Marketing techniques identified in Chapter 5 and discuss with the Active Transportation & Recreation Advisory Committee with initial communication through the Department Leads from Engineering & Public Works and Parks & Recreation. Those which could be explored by the City for implementation should be identified and prioritized in the medium-term once the Advisory Committee and other stakeholders have undertaken some initial cycling and trail promotion and outreach. Investigations to be initiated in the short-term with potential for roll-out in the short or medium term.
<p>5-36: Work with local employers and interest groups to identify potential incentive programs or supportive infrastructure which could help to decrease the use of single occupant vehicles for commuting and increase walking and cycling.</p>	5-52	Lead from the Engineering & Public Works Department	Existing Municipal Resources & support from City employers	<ul style="list-style-type: none"> Active Transportation & Recreation Coordinator Active Transportation & Recreation Advisory Committee Local Employers
<p>Key Consideration:</p>				<ul style="list-style-type: none"> Once the City has explored the promotion of sustainable transportation for local employers, they should work with local stakeholders and interest groups as well as the employers to develop incentive programs to decrease motor vehicle use for local trips. Initiatives should be coordinated by those undertaken or planned by the existing public transit providers within the City.





Table 6.2 – Medium to Long-Term Recommendations (10+ years)

Recommendation	Page #	Responsibility	Funding	Potential Partners
<p>5-38: Work with the Active Transportation and Recreation Advisory Committee, local employers, businesses and representatives from key community destinations to develop a bike parking strategy to help promote cycling throughout the City. The strategy will be based on a range of design alternatives identified in Appendix C as well as guidelines included in OTM Book 18.</p>	<p>5-53</p>	<p>Active Transportation & Recreation Coordinator* or On-road Amenities: Lead from the Engineering & Public Works Department & Off-road Amenities: Lead from the Parks & Recreation Department</p>	<p>Existing Municipal Resources</p>	<ul style="list-style-type: none"> Active Transportation & Recreation Advisory Committee
<p>Key Consideration:</p>	<ul style="list-style-type: none"> The recommendation should be implemented in the short-term based on discussions with the Active Transportation & Recreation Advisory Committee. The Advisory Committee should meet and discuss potential staging areas based on input from the parks and recreation department lead as well as select stakeholders including but not limited to the Oxford Trails Council, School Boards, Service Clubs and all other owners and operators of trails throughout the City. In addition, the advisory committee should also discuss key locations throughout the City which may require additional cycling supportive amenities e.g. bike parking Once a set of staging areas and key community destinations has been confirmed and mapped the advisory committee along with select stakeholders and City representatives should identify and begin the process of designing and implementing select cycling supportive amenities. 			