



**WALK WHEEL
WINDSOR**



**ACTIVE TRANSPORTATION MASTER PLAN
DISCUSSION PAPER #2 | OCTOBER 2018**







TABLE OF CONTENTS

1.0	INTRODUCTION	1
2.0	CONTEXT FOR FUTURE DIRECTIONS	2
	2.1 Policy Context	3
	2.2 Stakeholder Input	7
3.0	RECOMMENDED VISION, GOALS, AND TARGETS	14
	3.1 Revised Vision	14
	3.2 Revised Goals	14
	3.3 Revised Targets	16
4.0	NEXT STEPS	20

SUMMARY OF FIGURES

FIGURE 1 - PROJECT TIMELINE	1
FIGURE 2 - STAKEHOLDER WORKSHOP INPUT: VISION	9
FIGURE 3 - OPEN STREETS INPUT: GOALS	11
FIGURE 4 - STAKEHOLDER WORKSHOP INPUT: GOALS	11
FIGURE 5 - PROPOSED SUSTAINABLE TRANSPORTATION MODE SHARE TARGETS	12
FIGURE 6 - COMMUNITY AND STAKEHOLDER INPUT: TARGETS	12
FIGURE 7 - REVISED SUSTAINABLE TRANSPORTATION TARGETS	17
FIGURE 8 - COMPARISON WITH MODE SHARE TARGETS IN ONTARIO COMMUNITIES	17
FIGURE 10 - HISTORIC COMMUTE MODE SHARES IN WINDSOR	18
FIGURE 9 - 5-YEAR INTERIM MODE SHARE TARGETS	18

SUMMARY OF TABLES

TABLE 1 - NEIGHBOURHOOD MODE SHARE TARGETS	19
--------------------------------------------	----



INTRODUCTION

The City of Windsor is Canada's southernmost city, located on the south shore of the Detroit River and Lake St. Clair. Home to approximately 220,000 residents, Windsor is a diverse community, with unique neighbourhoods and several major education and employment centres, including the University of Windsor and St. Clair College.

Windsor is the main employment, population and cultural centre in the Essex Region consisting of the City of Windsor, Essex County, and Pelee Island. As such, the well being of the region is closely linked to the activities that occur within Windsor.

Windsor is also a main port of entry between Canada and the United States, serving as an international gateway for people and commerce. Windsor is intimately connected with the Detroit metropolitan area with the City of Detroit located on the north side of the Detroit River. Windsor's unique location has led to a diverse population and major employment in manufacturing, tourism, and education.

As set out in its Official Plan, Community Energy Plan, Bicycle Use Master Plan, Corporate Climate Action Plan, and the Windsor Area Long Range Transportation Study, the City of Windsor is committed to sustainability and recognizes the importance of active transportation to enhance community health and safety, reduce congestion and improve quality of life. The City of Windsor is also committed to contribute to the reduction of air pollution by increasing opportunities for walking, cycling and transit. The City's 20-year Strategic Vision further commits to promoting active transportation as healthy and environmentally-friendly modes of transportation.

The City of Windsor has a history of recognizing the significance active transportation plays in shaping a sustainable, healthy, and robust community. The adoption of the recommendations made in the Bicycle Use Development Study in 1991 led to the construction of the marquee Riverfront Trail. The vision and direction continued with the development of the Bicycle Use Master Plan in 2001, which shifted the view of bicycles as not only used for recreation but playing an important role in the transportation system. In the years since the adoption of the Bicycle Use Master Plan, significant progress has been made in implementing bicycle lanes along many of the identified routes. In fact, Windsor has been recognized as a Bronze Bike Friendly Community since 2011. However, with the Bicycle Use Master Plan approaching the end of its lifespan, and with a need for a broader focus beyond cycling to other forms of active transportation, the City is developing a new Active Transportation Master Plan, which is referred to as Walk Wheel Windsor.

The Active Transportation Master Plan will outline an integrated network for cycling, walking and transit use. Connecting these high-quality pathways to a developed on-street network will allow commuters, recreational users, and others to have safe, convenient, attractive and fun options to travel by walking, cycling or transit.



FIGURE 1 - PROJECT TIMELINE

CONTEXT FOR FUTURE DIRECTIONS

The proposed vision, goals and targets shape the overall direction of the Active Transportation Master Plan and serve as a basis from which improvements and investments are identified and prioritized. To understand their importance, it is first necessary to elaborate on the distinction between the vision, goals and targets for this process.



VISION

The Vision describes the broad aspirations for the future of active transportation in Windsor. A vision statement is meant to be aspirational in guiding the future we are working towards.

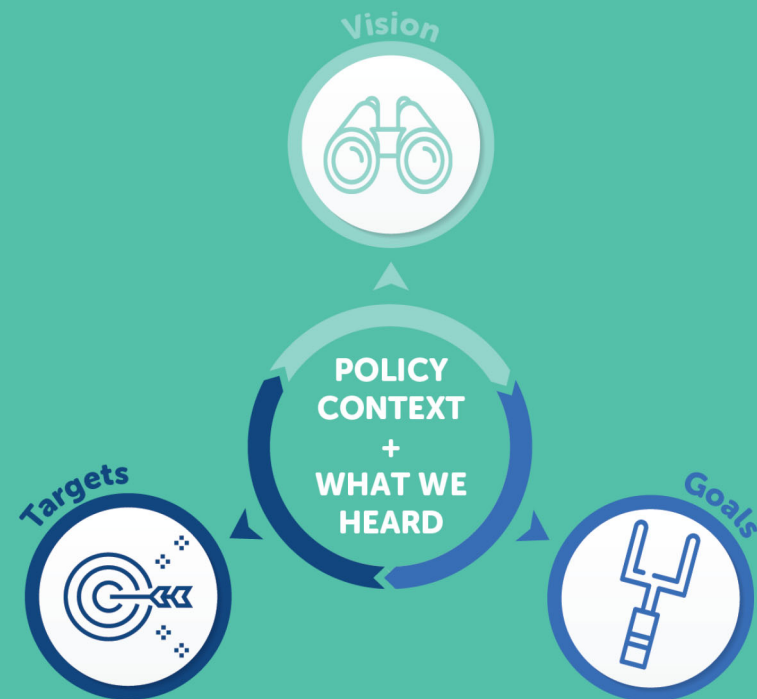
GOALS

The goals help guide the City towards fulfilling its vision. Goals are meant to be overarching, simple, succinct statements that are easily remembered and referenced. Goals should also be easily measurable.

TARGETS

The targets serve as benchmarks to measure progress towards achieving the goals of the Active Transportation Master Plan and help to ensure that it is being implemented as intended.

This section describes the policy context and stakeholder feedback that helped to inform the development of the vision, goals and targets as well as input received from residents and stakeholders.



2.1 Policy Context

Walk Wheel Windsor Discussion Paper #1 outlined key policy documents containing transit, pedestrian and cycling-related policies, plans, and goals. These, and several other long-range planning documents were reviewed to ensure the Active Transportation Master Plan is informed by and builds on these existing plans.

The City is committed to the development of a healthy, thriving, and sustainable community and has developed several plans and policies with a strong emphasis on ensuring Windsor continues to grow along this path. The following is an overview of several overarching municipal plans and policies that will play a significant role in informing the Active Transportation Master Plan.

- Local Improvement Act--Cost Sharing of Pavements and Sidewalks Policy (1985)
- Snow Removal By-Law (1986)
- Windsor Area Long Range Transportation Study (1999)
- Bicycle Use Master Plan (2001)
- All Way Stop Policy (2005)
- Transit Master Plan (2006)
- Community Strategic Plan (2006)
- Pedestrian Generator Policy (2007)
- Community Based Strategic Rail Study (2008)
- Climate Change Adaptation Plan (2012)
- Official Plan (2012)
- Transportation Impact Study Guidelines (2013)
- Parks and Outdoor Recreation Master Plan (2015)
- Traffic Calming Policy (2015)
- Road Safety Report (2016)
- School Neighbourhood Policy (2016)
- Downtown Transportation Strategy (2016)
- Community Energy Plan (2017)
- Environmental Master Plan (2017)
- Transit Service Review (in progress)



2.1.1 OFFICIAL PLAN & COMMUNITY STRATEGIC VISION

The Official Plan and Community Strategic Vision outline the following shared vision:

"Windsor is a quality city full of history and potential, with a diverse culture, a durable economy, and a healthy environment where citizens share a strong sense of belonging and a collective pride of place."

The Official Plan provides a framework for physical development in the city over the next 20 year period, and takes into account social, environmental, and economic goals for the City. It focuses on practical and efficient land use management strategies. These strategies promote compact growth patterns and encourage sustainable, and healthy community development that ensures walking, cycling, and transit play a more balanced role in the transportation system. The plan identifies policies and strategies that support the establishment and maintenance of a citywide walking, cycling and transit network for people of all ages and abilities.

The plan recognizes that community members want to be a part of neighbourhoods that meet their needs as places to live, shop and play, with destinations within a comfortable and convenient walking distance. It also recognizes that transportation corridors should provide residents with opportunities to travel by bus, bicycle or on foot to their desired destination within or beyond their neighbourhood. This includes the need to maintain an efficient transit network and to promote the density, land-use patterns, and mixed-use development that will reduce vehicle trips and support public transit. In order to achieve this, the infrastructure design needs to be accessible and strategies to achieve this are outlined throughout the plan and include, for example, the development of Active Transportation Plans at schools.

The plan vision is supported by four inter-related pillars, which are pictured and summarized below:

- A **vibrant economy** that is nurtured and is competitive
- A safe, caring, and **diverse community**
- A sustainable and **healthy environment** and transportation system
- A responsive, effective **local government** with strong community partnerships and trust

COMMUNITY STRATEGIC PLAN

OUR ECONOMY

Cultivated and Competitive

- Grow business
- Partner productively
- Capitalize on strengths
- Reach out to the world
- Develop skills

OUR SOCIETY

Diverse and Caring

- Stay safe
- Invest in quality living
- Protect community wellness
- Strengthen the social fabric
- Create complete neighbourhoods
- Celebrate diversity
- Honour heritage
- Value art

OUR ENVIRONMENT

Clean and efficient

- Improve our environment
- Develop responsibly
- Conserve energy
- Maintain infrastructure
- Make transportation efficient

OUR GOVERNMENT

Responsive and Responsible

- Improve financial success
- Make services responsive
- Form beneficial partnerships
- Encourage public engagement
- Cultivate administrative talent
- Build political leadership

2.1.2 DOWNTOWN TRANSPORTATION STRATEGY

The Downtown Transportation Strategy identifies opportunities to enhance Windsor's downtown through increased placemaking and improved transportation options for pedestrians, cyclists, and transit users. The vision is articulated as:

“Downtown Windsor becomes a vibrant and inviting place in which people want to work, play, and shop and have the opportunity to use transit, walking, and cycling modes rather than only motorized vehicles.”

Building on the bicycle facilities identified in the downtown from the Bicycle Use Master Plan, and evaluating the potential to repurpose existing right-of-way areas, the strategy identifies locations that have the best opportunities for transformation.

The strategy determined that several key roadways have excess road and parking capacity which can be used to improve the pedestrian/cycling environment. Also identified were key destinations and which corridors should be prioritized to encourage ease of travel, as well as streets where existing improvements that favour active transportation could be maintained or enhanced through the BUMP plan recommendations.

To support implementation, the strategy includes a checklist, design toolbox, and evaluation toolbox for those that are developing and designing these identified locations in the future. These tools ensure that the designer can easily prioritize the urban design and facility needs that will support a preference for walking, cycling, and transit.

2.1.3 COMMUNITY ENERGY PLAN

The City's Community Energy Plan (CEP) supports the City to better comprehend, plan, and manage for their local energy needs. The plan was developed as part of the Federation for Canadian Municipalities Partners for Climate Protection five milestone framework. After establishing a greenhouse gas emissions inventory and forecast, the City set emissions reductions targets and developed the CEP which lays out opportunities, and targets by sector in order to implement and achieve the goals of the plan. Through this plan, Windsor can create a smart energy future, implementing strategies that improve efficiency, energy security, improving the local economy, competitiveness, and quality of life.

“The Community Energy Plan aims to create economic advantage, mitigate climate change, and improve energy performance. It strives to position Windsor as an energy centre of excellence that boasts efficient, innovative, and reliable energy systems that contribute to the quality of life of residents and businesses.”

The CEP takes an integrated approach and aligns energy, infrastructure, and land-use planning which is critical to ensuring sustainable municipal development over the long term. The transportation sector makes up 36% of Windsor's greenhouse gas emissions at 663,900 tonnes per year. The plan's targets are to:

- Reduce per capita primary energy use by 40% from 2014 baseline by 2041;
- Reduce per capita GHG emissions by 40% from 2014 baseline by 2041



Several strategies are identified based on best practices to support achieving these targets. The strategies identified for Transportation include

- Encourage a modal shift towards public transit – **Double transit ridership increasing from 3% to 6% by 2041 dropping emissions by a factor of three per passenger**
- Develop and implement an Active Transportation Master Plan – **A plan should be developed with mode shift targets and recognizes that even a modest shift of 2% of trips would see a 1% reduction (8,000 Tonnes CO₂) in the total emissions by 2041.**
- Foster the adoption of electric vehicles – **Switching 10% of cars and trucks to alternative fuels by 2041, will contribute to a 5% reduction (40,000 Tonnes CO₂) in the total emissions by 2041.**
- Continue to advance smart energy systems by integrating into the land-use planning process – **By following the City's Official Plan and supporting the development of smart energy systems, the City can build neighbourhoods with more density which use less energy, and are developed to support sustainable transportation. At least 2% of light vehicle trips can be eliminated through mixed use, compact urban form, and good urban design.**

2.1.4 OVERARCHING THEMES:

When looking at all these plans and policies side-by-side, several key themes emerge. These themes were used in conjunction with the stakeholder input described in **Section 2.2** as a guide to developing key plan goals and the plan vision.

- Quality of Life
- Innovation Hub
- Centre of Excellence
- Reputation
- Economic Development
- Healthy Community
- Environment
- Diverse Community
- Resilience
- Accessibility
- Vibrant
- Cost-Effective
- Safe

2.2 Stakeholder Input

The proposed vision, goals, and targets are based on the relevant planning documents identified in the previous section, as well as input received from City staff, stakeholders, and members of the community. Meaningful and on-going engagement with residents, community, regional stakeholders, City staff, and Council is a foundation for the Active Transportation Master Plan.

The first round of public engagement for the Active Transportation Master Plan took place in the Spring of 2018. This round of engagement focused on gaining a better understanding of:

- How community members currently travel around Windsor for their daily routines
- Why walking, biking, and transit are important to residents
- What challenges residents face today when walking, cycling, or accessing transit
- What opportunities exist to improve mobility options in

A summary of the engagement findings from Phase 1 is provided in the **Walk Wheel Windsor Engagement Summary #1**.

The second round of public engagement is taking place between September and December, 2018. This second phase of the engagement process will test the core principles that will underpin the Active Transportation Master Plan, ensuring stakeholders see their concerns and ideas reflected in the policy options being considered. This phase includes an online survey, a second stakeholder workshop, and a community roadshow targeting specific neighbourhoods.

Initial drafts of the proposed vision, goals and targets were developed, and revised with participant feedback. Below

is a summary of what was heard during an Open Streets Engagement Lab event on September 23, and the second Stakeholder Workshop on September 24. Engagement will continue throughout the Fall and will include neighbourhood level engagement activities. A complete summary of what was heard during the second round of public engagement will be compiled in the **Walk Wheel Windsor Engagement Summary #2**.

VISION

A vision statement was developed to describe the broad aspirations for the future of active transportation in Windsor. The vision statement builds on the City's commitments as outlined in several overarching plans and strategies, as well as reflects input received from various stakeholders throughout the public engagement process to date. At the Windsor Open Streets event and Stakeholder Workshop, participants were presented with the following vision to describe the future state of active transportation in Windsor:

“By 2041, Windsor is renowned as an innovation hub for active transportation where walking, cycling, and transit are safe, convenient, and enjoyable mobility options for all residents and visitors, regardless of age, ability, trip purpose, or time of year.

Active Transportation connects Windsor's local and regional communities, contributing to a resilient, equitable, and healthy city and a high quality of life for Windsor residents.”

Participants provided the following comments on the overall vision for the Active Transportation Master Plan:

- Vision needs to be accompanied by targets and the creation of immediate goals that are specific, measurable, and achievable
- The vision should highlight equity as a central importance
- The concept "innovation hub" did not resonate, however the idea of being a leader and staying current feels right.
- The vision text could be shorter in length
- The second part of the vision statement feels accurate
- 2041 feels very far away, would like to see change happen faster, or have intermediate goals
- Highlight new technology and emerging opportunities and programs such as bikeshare
- Emphasize safety of all road users
- Highlight tourism opportunities
- Leadership and political support will be critical to achieving vision
- Comprehensive – all ages and abilities and inclusive of all mobility types
- Convenient – make it easy and enjoyable
- Target specific populations such as youth for safe routes to school, new residents, immigrants
- Prioritize accessibility
- Needs to be incorporated with land-use planning, neighbourhoods need to be designed as walkable and integrated with transit planning.

- Should acknowledge and reflect new cultures in Windsor
- Builds on our assets – flat geography and mild winter
- Need to focus on building a strong foundation and network before focus on being innovative
- Captures the key components of including the broader region, integrating communities, connecting neighbourhoods, trails, and park systems.
- Should include the concept of sharing: ideas, strategies, resources, development opportunities etc with nearby communities.
- Encourage individuals to consider trip purpose and opportunities where they may be able to use other modes as an option
- Education is important, encouraging events, promotion, and education about each mode and the benefits. This includes wayfinding, signage, and supports the cultural change.
- Infrastructure needs to be connected and cohesive
- Promote and enable: a paradigm shift from car culture to sustainable transportation
- Demonstrate the possibilities to the public through special events, education, and infrastructure

Overall, the stakeholders were supportive of the vision and demonstrated this through their comments as well as voting as part of their exit surveys at the workshop.

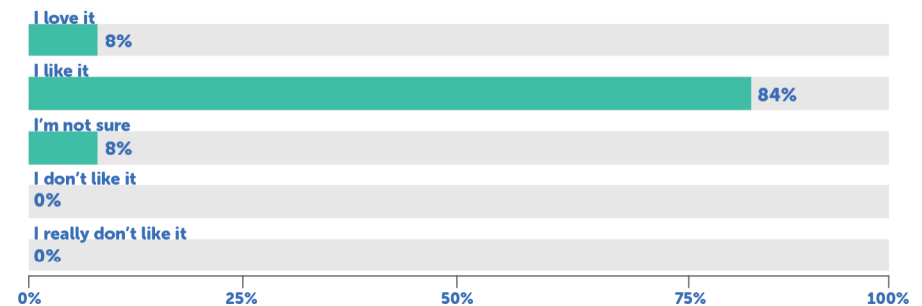


FIGURE 2 - STAKEHOLDER WORKSHOP INPUT: VISION

A revised vision statement was prepared adjusting the language and working to incorporate the stakeholder feedback and can be found below in **Section 3.0**. The feedback will also be incorporated into the supporting goals and actions of the larger plan.

GOALS

Five supporting goals were developed to provide clear direction on how to achieve the vision as described above. The proposed goals are presented below:

- Foster a culture for active transportation
- Increase the number of walking, cycling, and transit trips
- Develop a complete active transportation network that connects all neighbourhoods
- Ensure that the active transportation network is equitable and accessible for all residents
- Improve the safety of vulnerable road users

These goals were presented to stakeholders for discussion at both the Open Streets event, and the Stakeholder Workshop. In general, there was strong support for these goals, and discussions focused on their priority and supporting actions, as well as considerations for additional goals.

Participants provided the following comments regarding the draft goals:

- Corresponding benchmarks are required to ensure accountability to goals
- Goals should be measurable and have metrics to follow progress
- Environment and infrastructure change is required before behaviour/cultural change will take place. Supportive land-use planning practices that create more vibrant public spaces and destinations that are enjoyable to walk, bike, and are convenient for transit use
- Safety and accessibility should be the primary focus
- Equity should be a key goal: low income transit, access to bicycles
- Inclusive for all ages and abilities as a foundation
- Engaging the public and providing opportunities to experience bike culture in other regions (Detroit) for inspiration
- Fostering change and education through outreach, programming, and awareness - Active transportation can be used as a promotion tool for local events
- Building a network with no gaps, complete, connected, and reliable
- Need to create some quick and easy wins in terms of infrastructure. Look at affordable options.
- Education for all road users: identify the benefits, how to use systems, and focus on improved relationships and understanding between road users
- Ensure year-round maintenance of all facilities
- Create opportunities for local businesses to be accommodating for cyclists (e.g. Bike Friendly Businesses)
- Ensure infrastructure includes important amenities such as wayfinding signage, lighting, and end-of-use facilities including bike parking, bike repair, showers.
- Education and approach need to be targeted (e.g. newcomers, youth learning to walk and cycle confidently, older adults)
- Goals could be more ambitious to reflect national leadership
- Supporting individuals to make new transportation choices and identifying their daily trip options, providing incentives and opportunities to try it out (e.g. bike share)
- An emphasis should be made to educate individuals about the idea of multi-modal trips - focus on improving integration
- Recreation is still important
- Ensure the emphasis is placed on year-round travel for all types of trips, not only recreation
- Reducing travel times for sustainable transportation by increasing priority and convenience over driving
- City can act as a role model and should communicate where infrastructure is completed to celebrate and educate
- Plan should focus on specific areas of the city to enhance unique conditions and address individual transportation challenges (e.g. Downtown Core) - improvements should start in areas with already high participation rates in walking and cycling

At the Open Streets Workshop, participants were asked to vote on which goal they felt would have the most impact in achieving the draft vision. The results were:

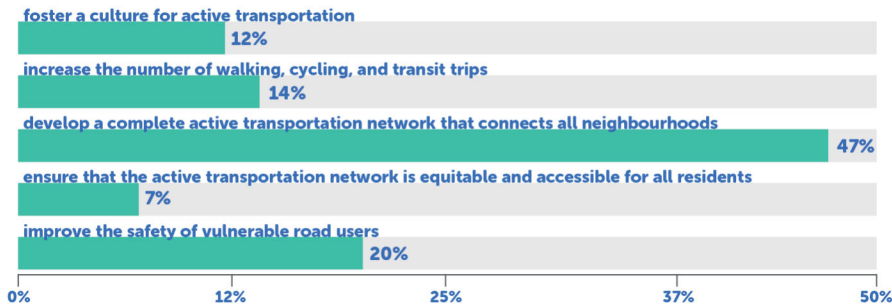


FIGURE 3 - OPEN STREETS INPUT: GOALS

At the Stakeholder Workshop, participants voted on the proposed goals as part of their exit survey. The results were:

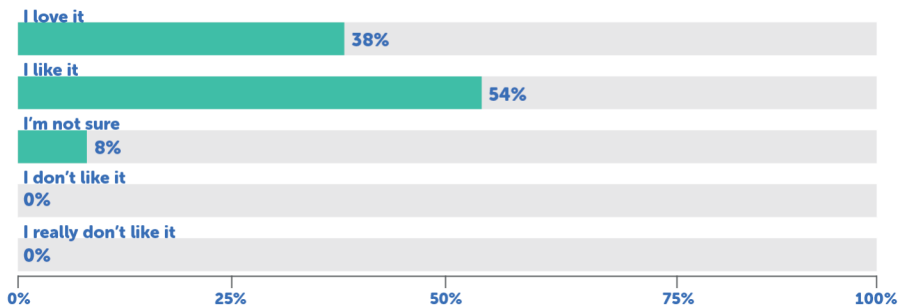


FIGURE 4 - STAKEHOLDER WORKSHOP INPUT: GOALS

Using this important feedback, the goals were updated and revised goals can be found in **Section 3.0**. Additional items that did not fit in as overarching goals will be included as feedback towards supporting actions in the development of the plan.



TARGETS

The City's Community Energy Plan identifies a goal of achieving a 6% transit mode share by 2041 and outlines that active transportation targets will be outlined in the Active Transportation Master Plan. Draft targets were identified through an analysis of *active transportation targets in other Ontario communities*, as well as discussions with the project team and technical committee (further described in **Section 3.0**). The following was presented to the public for feedback:

The transportation target is that transit, walking, and cycling will account for 20% of all commute trips by 2041, essentially doubling the existing mode share.

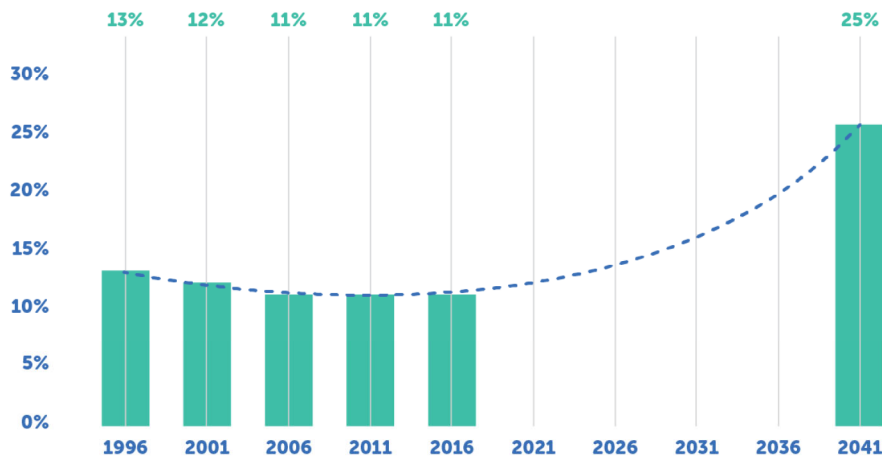


FIGURE 5 - PROPOSED SUSTAINABLE TRANSPORTATION MODE SHARE TARGETS

At the Open Streets event and second Stakeholder Workshop, participants were invited to provide feedback on this target. As shown below, one third of respondents (34%) felt the target was just right, however most respondents (64%) overall felt that this target was not high enough.

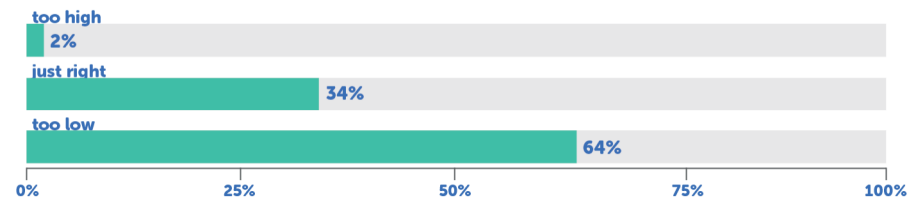


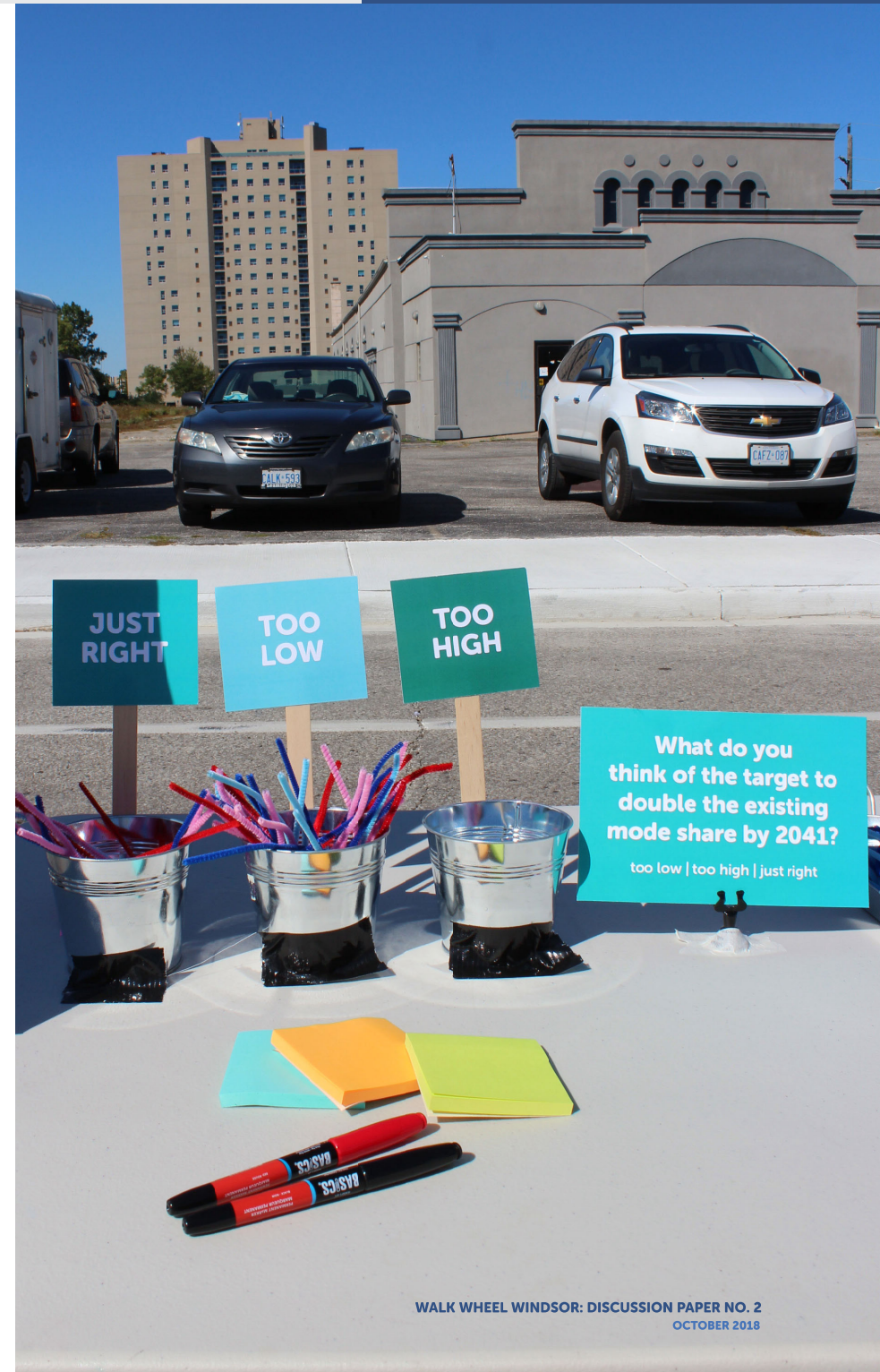
FIGURE 6 - COMMUNITY AND STAKEHOLDER INPUT: TARGETS

Participants provided the following feedback on the draft targets:

- The target could be more ambitious in the short term, achieving 20% increase in sustainable transportation by 2041
- The target by 2041 feels too ambitious, 15% is more realistic
- The target feels ambitious, however it can be achieved by 2041
- The mode share ratios and their targets should be clear and separated
- The targets could be created to have a geographic reference reflecting that each community is different
- Political support is critical to achieving the necessary investment
- It is critical to be clear to communicate the social benefits and business case for investing in active transportation to decision makers as well as the general public

- Creating the culture is integral, changing attitudes and stigmas, highlighting the benefits clearly for the community and celebrating unique geography and mild weather
- Getting the infrastructure built should be the priority
- Safe and active travel to school needs to be a key focus. Community needs to be engaged and connected, accompanying programming and support needed
- Older adults need certain transit amenities such as smaller buses, and tailored routes.
- Immigrants and newcomers rely on sustainable transportation and need to be supported.
- Network should prioritize key destinations
- Amenities are critical to making sustainable transportation practical and enjoyable.

Based on the feedback received from the public and stakeholder, the project team worked to revise these targets, with a modified target to work towards a 20% sustainable transportation mode share by 2031, and to have walking, cycling, and transit make up 25% of all trips by 2041. Further detail on the revised target can be found in **Section 3.0**.



RECOMMENDED VISION, GOALS, AND TARGETS

3.1 Revised Vision

A vision statement was developed to describe the broad aspirations for the future of active transportation in Windsor. As outlined in **Section 2.1**, the vision statement builds on the City's commitments as outlined in several overarching plans and strategies, as well as reflects input received throughout the development of the Active Transportation Master Plan. Participant feedback highlighted that there was significant support for the vision, however the language around being an "innovation hub" did not feel familiar, and that the goal of being a leader and among other leading cities felt more in line with the community aspirations. The revised vision to describe the future state of active transportation in Windsor is:

"By 2041, Windsor is a leader in active transportation. Walking, cycling, and transit are safe, convenient, and enjoyable mobility options for all residents and visitors, regardless of age, ability, trip purpose, or time of year.

Active Transportation connects Windsor's local and regional communities, contributing to a resilient, equitable, and healthy city with a high quality of life for Windsor residents."



This vision statement for Windsor sets the overall direction of the Plan, its goals and targets, as well as the directions and actions that will be developed as part of this process.

3.2 Revised Goals

Five supporting goals were developed to provide clear direction on how to achieve the vision. These goals were refined based on input received through the engagement process and are intended to be both achievable and measurable to ensure the implementation of the Plan is successful. Participants felt that five goals were a good amount for the plan.

Through the voting mechanisms at the Open Streets event, and the participant input at the Stakeholder Workshop there was significant support for the development of a complete active transportation network. In fact, nearly half (47%) of all visitors at the Open Streets event felt this goal would have the most impact towards achieving the plan vision; as such, this goal was moved to the top of the list.

There was also a lot of support to ensure that safety and accessibility for vulnerable road users as a top goal, which brought this closer to the top of the list. There were many who felt that to see behaviour change, environmental change must take place first. Supportive land-use planning practices, can ensure the physical environment is made more convenient and enjoyable to travel on foot, bicycle, or using transit. As such, the goal around increasing the number of walking, cycling, and transit trips was broadened to include this understanding of how planning and development practices facilitate this shift.

Many workshop participants discussed the importance of ensuring accessibility and equity in planning for transportation is a key priority and overarching guide. This goal was moved up to reflect this, and supporting actions will be included in the plan.

Developing a culture for active transportation and building an environment of respect amongst all road users is critical to supporting the corresponding shift in travel mode. A great deal of discussion focused on needs for education, outreach, promotion and celebration. As much of the discussion focused on how to foster this cultural change, and recognized its overarching importance as a goal, this goal was left as is.

The revised goals are presented below:

- Develop a complete active transportation network that connects all neighbourhoods
- Improve the safety and accessibility of vulnerable road users
- Support effective land-use planning to build an environment that makes walking, cycling, and transit convenient and enjoyable
- Ensure that the active transportation network is equitable and accessible for all residents
- Foster a culture for active transportation



3.3 Revised Targets

Targets are a critical component of an Active Transportation Master Plan, as they provide an effective way to measure progress towards achieving the goals of the Plan. Targets will help to ensure the Active Transportation Master Plan is implemented as intended and help to determine whether the plan is achieving its goals.

To be effective, targets should be:

- **Meaningful** | Targets can be used to point to success in achieving the goals as well as the broader vision of the Active Transportation Master Plan.
- **Measurable** | Targets must be based on criteria that are readily measurable and for which data or information can be readily obtained.
- **Manageable** | Targets should be based on measures that take into account the resource limitations of the City and be limited to measures where information is accessible or data is simple to collect. To be manageable, targets should also be limited to areas or policies over which the City has significant influence or control.
- **Achievable** | Targets should strike a balance between being bold and ambitious, while also ensuring they are achievable and realistic.

One of the most common targets for Active Transportation Master Plans is mode share, or the percentage of trips made by each mode of transportation. It implies much more than simply how people are choosing to travel. Among other things, changes in mode share provide an indicator of how attractive the city will be for walking, cycling, and transit; how integrated Windsor's transportation system is with land-use; and how well the transportation system is helping to achieve the City's goals to support a healthy environment and high quality of life for its residents. Mode share is also an indication of how investments in sustainable transportation are changing the amount of people driving to other transportation options and supporting the development a healthier more vibrant community.

An important consideration when establishing mode share targets is to consider whether the targets should be based on only commute trips to work and school, or whether these should be based on all trips for all purposes. This distinction is typically made based on the source of the data, as the mode share for commute trips is typically based on Statistics Canada data, whereas the mode share for all trips can be based on other surveys such as trip diary surveys. Looking at mode share targets in other Ontario communities, most have established their targets on commuter trips due to data availability. It is generally preferred to establish mode share targets for all trips, as this is a more complete representation of all travel activity being made within the community, as opposed to focusing on only one trip purpose.

Today, 10% of commute trips in Windsor are made by walking, cycling, and transit as identified from the Census. The City's Community Energy Plan identifies a transit target of 6% mode share by 2041. The plan also identifies that walking and cycling

targets will be defined through the Active Transportation Master Plan. Considering the existing targets, and those of other Ontario communities, the project team proposed a recommended mode share target. The proposed target included transit, walking, and cycling for 20% of all commute trips by 2041, essentially doubling the existing mode share. Feedback from the public at our Open Streets and Stakeholder Workshop events indicated that a target to double this over the next twenty years felt too long-term, was not bold enough, and suggested a higher target.

As such, the proposed revised target for the Active Transportation Master Plan is to double the proportion of trips made by walking, cycling, and transit by 2031, with a longer-term target of 25% of all trips in Windsor made using sustainable transportation by 2041.

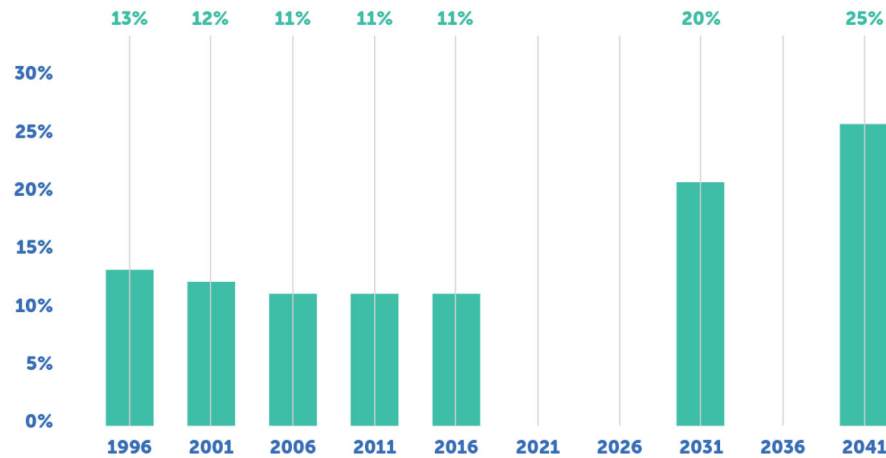


FIGURE 7 - REVISED SUSTAINABLE TRANSPORTATION TARGETS

To put these targets in perspective, a comparison was made between several other communities across Ontario that have established mode share targets.

As shown in **Figure 7**, a doubling in the mode share for sustainable forms of transportation is ambitious, yet comparable to targets established in many other communities.

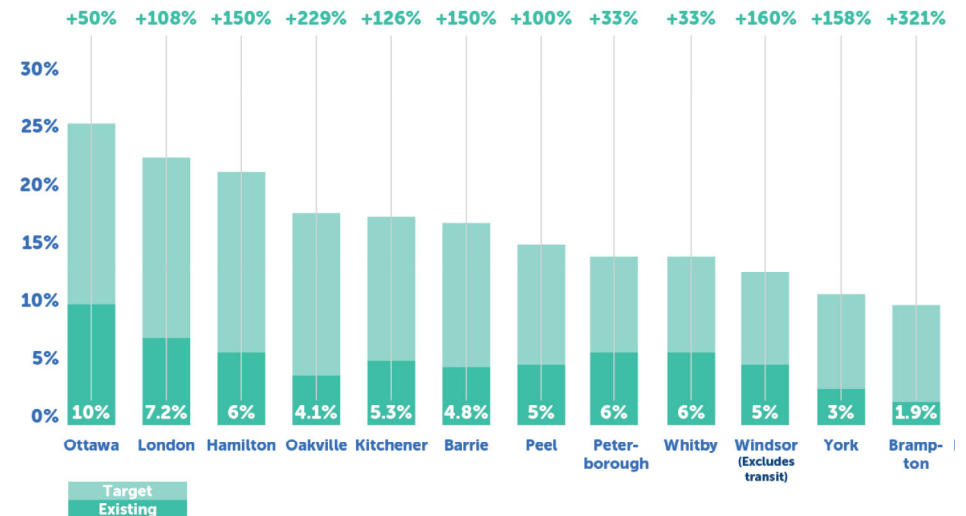


FIGURE 8 - COMPARISON WITH MODE SHARE TARGETS IN ONTARIO COMMUNITIES (WALKING AND BIKING ONLY)

To provide additional context for the proposed mode share targets, a historical comparison was also made with historic mode share data from the Census in Windsor. The mode share for sustainable transportation has slowly decreased over the past 20 years, from 12 % of commute trips in 1996, to 10% in 2016 – a 2% decrease over twenty years. The proposed target begins with a focus on reversing this downward trend to achieve 1996 sustainable transportation levels by 2021, and continues to project this increasing trend into the future at a significantly accelerated pace.

In addition to the long-term target that 25% of all trips made by Windsor residents in 2041 will be by walking, cycling or transit, it is also useful to establish interim targets to monitor progress. **Figure 10** illustrated the interim targets broken down for each mode are recommended for each five-year horizon that reflect historic trends. At the midway point in 2031, this would result in 20% of trips in Windsor to be made by walking (7%), cycling (3%), and transit (10%).

In addition to community-wide targets, stakeholders identified the value of recognizing that a significant portion of the increase in walking and cycling trips will be achieved in the urban areas and more mature areas that have been designed to better accommodate walking, cycling, and transit use. As such, the Active Transportation Master Plan will include targets that vary by neighbourhood type (**Table 1**). The bottom row of the table shows the overall existing mode share, and transportation mode share target, as described above. The additional four rows of the table show first, how these areas of the city are currently traveling, as well as a breakdown as to how these neighbourhoods will play a role in achieving the city-wide target, as well as the percentage change required to meet that difference. Overall, we see a

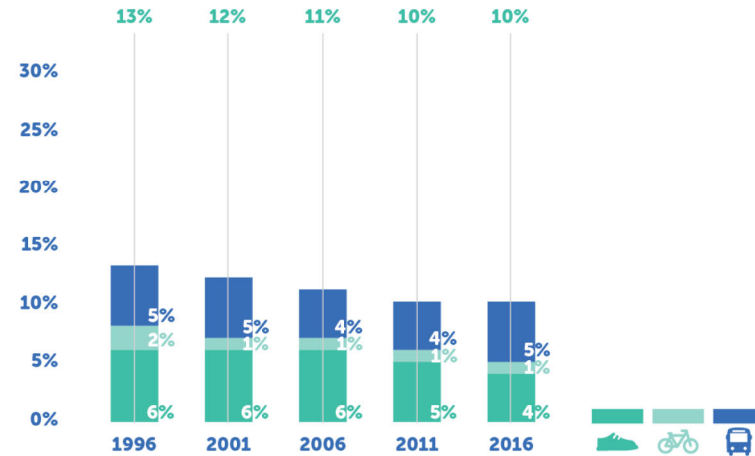


FIGURE 9 - HISTORIC COMMUTE MODE SHARES IN WINDSOR

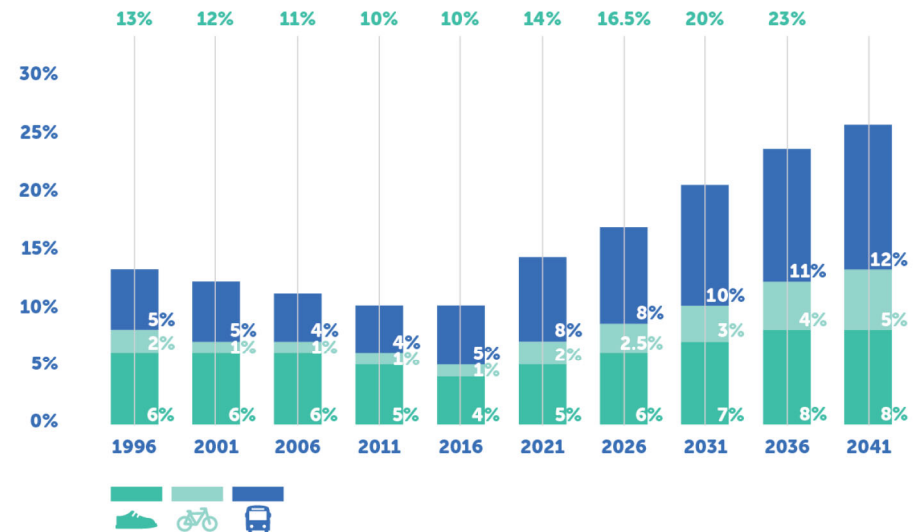


FIGURE 10 - 5-YEAR INTERIM MODE SHARE TARGETS

higher proportion of the target being achieved in the inner city and mature neighbourhoods of Windsor. However, we do see a more significant change in newer and industrial/undeveloped communities. These targets will be monitored using the Census Journey to Work data, which can be broken down by Census Tract or geographic area of residents that complete the survey.

	EXISTING MODE SHARE (WALKING, CYCLING, TRANSIT COMBINED)	2041 TARGET MODE SHARE (WALKING, CYCLING, TRANSIT COMBINED)	%CHANGE
Total city-wide	10.2%	25%	145%
Inner City Neighbourhoods	22.5%	45%	100%
Mature Neighbourhoods	8.3%	22%	165%
Newer Communities	3.8%	14%	270%
Industrial and Undeveloped Areas	2.1%	6.5%	215%

TABLE 1 - NEIGHBOURHOOD MODE SHARE TARGETS



NEXT STEPS

This Discussion Paper, the second prepared as part of the Walk Wheel Windsor process, charts the course for the future of active transportation in Windsor by establishing a community vision with supporting goals and targets.

The next phase of work will focus on identifying how the City will work towards this vision, goals and targets by developing strategies and actions to improve active transportation over the next 20 years and beyond.



