WALKABILITY TOOLKIT

walkON

Acknowledgements

Six Ontario Heart Health Programs: Taking Action for Healthy Living (OHHP:TAHL) projects in Central West Ontario came together in 2004 to work collaboratively on the creation of walkable communities. This partnership, called walkON, consisted of Choices 4 Health in Halton Region, Brant Healthy Living in Brant County, Health Action in Haldimand and Norfolk Counties, Together 4 Health in the Region of Waterloo, Healthy Living Niagara, and the Community Heart Health Network of Wellington-Dufferin-Guelph. One of the valuable outcomes of this collaboration was the creation of the walkON Walkability Toolkit.

The Walkabilty Toolkit is a work in progress. As of January 2009, the Canada Walks department of Green Communities Canada, in collaboration with Walk & Bike for Life, received a three-year grant from the Ontario Trillium Foundation[1] to update and disseminate this resource to OHHP:TAHL sites across the province as part of a project called Ontario Communities walkON (http://www.canadawalks.ca/project_walkon.asp).

Please feel free to copy this resource and share it with colleagues to further promote the shared vision of walkON, Canada Walks, and Walk & Bike for Life of creating an Ontario where walkable communities are the cultural and social norm.

[1] The Foundation is an agency of the Government of Ontario and works to help build healthy and vibrant communities by strengthening the capacity of the voluntary sector through investments in community-based initiatives (website: http://www.trilliumfoundation.org).

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CHAPTER ONE

01 Introduction

Introduction:

The Walkability Toolkit has been created to serve as a resource for people interested in creating walkable communities focusing on pedestrian friendly environments. The toolkit is a collection of a variety of Canadian articles including statistics that will enable you to provide sound research for your projectinit.

This Toolkit is a work in progress and is based on the America Walks Pedestrian Advocacy Toolkit.

1.1 Background and Statistics

Walking is good for people's health, community vitality, and the environment. According to a report prepared by the Maine Development Foundation, "walking improves community interaction as people are more likely to talk with neighbors and shop in local stores when they are walking through a community. It also provides easy, inexpensive and low-impact exercise that can improve the overall health of community residents. Walking instead of driving also protects environmental quality. Reducing vehicular emissions benefits plants, watersheds, and the health of wildlife and people alike."[(1)]

One of the fundamental supports that show positive outcomes in changing lifestyles behavior is the use of land in our community. [(2)] Built environments that facilitate more active lifestyles and reduce barriers to physical activity are desirable, because of the positive relationship between physical activity and health. Continuing changes to the built environment provide opportunities, over time, to institute polices and practices that support the provision of more activity-conducive environments. Opportunities to increase physical activity levels exist in many settings – at home, at work, in travel and in leisure. The built environment has the potential to influence physical activity in each of these settings.[(3)]

In 2004, approximately 6.8 million Canadian adults aged 20-64 were overweight, and an additional 4.5 million were obese. [(4)] The rising prevalence of overweight and obesity in Canada is not restricted

> "...the evidence clearly shows that people who live in spread-out, car-dependent neighbourhoods are likely to walk less, weigh more, and suffer from obesity and high blood pressure..."

to the adult population; data for children mirror the trend among adults.[(5)] As the ongoing issue of obesity plagues Canadians, we research best practice guidelines for solid evidence to support methods of creating change.

According to the Ontario College of Family Physicians, the evidence clearly shows that people who live in spread-out, car-dependent neighborhoods are likely to walk less, weigh more, and suffer from obesity and high blood pressure and consequent diabetes, cardio-vascular and other diseases, as compared to people who live in more efficient, higher density communities.[(6)] The low-walkability of sprawling neighbourhoods and the resulting increase in car use contribute to the growing obesity epidemic, especially in children. A lack of safe pedestrian thoroughfares and diminished natural environments also lead to the decline of social capital and psychological well-being.

Other health implications of urban sprawl include social isolation and age segregation in the elderly and young.[7] Sprawl impacts greatly on the elderly and disabled, who consequently become isolated and unable to access social or medical services. Children and those not able to drive are also affected by the lack of access to an automobile especially if transit is unavailable. This can lead to a lack of independence, and inability to participate in a variety of social events. Similarly, parents and those who can drive are forced to be a chauffeur, which lessens their free time.

The private automobile, with its supporting infrastructure of roads, highways and parking lots, continues to dominate as the primary mode of transportation. This has resulted in an increase in the amount of land used for transportation, impervious paved surfaces, associated problems of flooding and heat islands, and the resulting negative health effects. In addition to providing adequate funding for public transportation and building at transit-supportive densities, innovation and change in the transportation sector must be made a priority.

Many people move to the suburbs to escape the perceived "ills of the city". Although there appear to be many benefits to suburban life, such as less exposure to noise pollution, less overcrowding, decreased stigma and fear of crime, and a greater experience of nature, there is growing evidence that the negative health impacts are enormous and ultimately far outweigh these benefits.

Escape from crowding can lead to extreme anonymity and isolation that result from a loss of community. As a sanctuary from life stress, sprawl communities have increased loneliness, inactivity, depression and commuting stress with which to contend. Ironically, the promise of increased contact with nature is contradicted by the fact that sprawling development reduces the amount and quality of natural areas.

The impact of the built environment on health is an emerging field of study and more rigorous research is needed, especially in Canada. Despite this, the results of current studies clearly indicate that serious public health problems will continue to escalate unless decisive and immediate action is taken to control urban sprawl and preserve sufficient greenspace, improve air quality, and protect water sources.

(1) Let's Talk Business, Economic Benefits of A Walkable Community: Summarized by Bill Ryan, Issue 83 July 2003

(2) Active Living by Design, www.activelivingbydesign.org, 2006

(3) Stewart, Virginia, Walkable Communities Literature Review, 2006.

(4) Statistics Canada, Canadian Community Health Survey, 2004.

(5) Library of Parliament, The Obesity Epidemic in Canada, 2005

(6) OntarioCollege of Family Physicians, Environmental Health Committee, 2.1 Physical Health Impacts of Sprawl, January 2005, Pohanka.

(7) Social Capital: Broadly defined in the early twenty-first century are social networks of cooperation in which people invest and from which they may ultimately derive benefits. According to most contemporary theorists of the concept, the three most important diagnostic features of such networks are social interaction, civic trust, and normative behavior, http://science.jrank.org/pages/8084/Social-Capital.html.

1.2 Making Walking Easier in Your Community

People who live in pedestrian-friendly neighborhoods make nearly four times as many walking and bicycling trips and more than three times as many transit trips as people who live in neighborhoods with poor pedestrian environments. If we want more people walking, it is important for us to make walking as easy as possible. One way to achieve this is through street design.

There are factors related to street design that can encourage walking. One factor is topography, or the lay of the land. It may seem rather obvious, but people tend to walk more if the route is flat rather than steeply sloped. Given a choice, most people prefer to walk on a level plane rather than up or even down a hill.

A second factor is connected streets. Once you set out on a walk, you usually want to end up somewhere else. If the street becomes a dead end, or simply loops back to where you started, it is difficult to get any place at all. Certainly, suburban streets are not closed loops. But the distance from the center of a suburban development (typically laid out in cul-de-sacs and looping streets) to a convenience store located on a neighboring busy street is usually farther than most people will walk. On the other hand, a well-connected network of streets provides a more direct link to any number of destinations.

A third factor that encourages people to walk is continuous sidewalks. According to a San Diego State University study published in the June 2009 edition of the American Journal of Preventative Medicine, the biggest single factor influencing physical activity around the world is accessibility to sidewalks.(1)

Research suggests that walking in areas where buildings are located close to the street is significantly higher than where buildings are set back from the street, especially if the sites have parking lots in front of them. The reason for this is that when buildings are far from the street line drivers will typically drive faster as there is a perception it is more open and like a highway. This illustrates the value of street design and building location in creating pedestrian-friendly mixed-use neighborhoods and commercial centers. As we continue to build and alter our communities, we must insist that we create communities that are literally built for walking.(2)

(1) American Journal of Preventative Medicine, Volume 36, Issue 6, pages 484-490 (June 2009)
(2) Adapted source: Walk Tall: A Citizen's Guide to Walkable Communities, Pedestrian Federation of America, 2002.

1.3 Design Elements of a Walkable Community

Creating places for people to walk means more than just special trails, though those might certainly be an important element of an overall plan. Creating an active community environment means taking a look at the broader scope of where there are – and aren't – opportunities to walk in safety. It involves land use design, retrofitting the transportation infrastructure, funding, and much more.

Compact, mixed-use development allows walking, bicycling and transit to work more effectively. This type of higher-density development accommodates and encourages these modes as alternatives to the automobile. Although this may not entirely solve the congestion problem, it is a start, and reduces public infrastructure requirements and costs. There are ways to go back and fix the problems in existing neighborhoods.

Communities with little or no urban sprawl tend to be more people and pedestrian friendly.(1) Through their design, compact cities and towns encourage daily physical activity, such as walking and riding bicycles. Four urban planning features are key when designing communities that enable and promote daily physical activity.(2)

Connectivity refers to the directness or availability of alternative routes from one point to another within a street network. Areas of urban sprawl have low connectivity, typified by long blocks and dead-end or crescent streets. This indirect street pattern is less safe and less convenient for walking and cycling.

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1.3 Design Elements of a Walkable Community

continued....

Density refers to the measure of the amount of activity found in an area, often defined as population, employment or building square footage per unit area. Sprawling communities have low density with fewer people living on large lots in large areas far away from businesses, jobs, stores and restaurants.

Land-use mix refers to the amount of different land uses within a given area. A mixed-used neighborhood includes homes as well as offices, stores, restaurants and other services and amenities such as religious institutions, schools, social and recreational facilities. Urban sprawl communities typically have low mixed-use land patterns, with large residential areas separated from businesses and services.

Aesthetics refers to the attractiveness or appeal of an area. Aesthetics includes building design, landscaping and availability of amenities such as benches, shade and lighting.[1]

(1) The National Center for Bicycling and Walking, www.bikewalk.org

1.4 Re-thinking the Role of Transportation

One of the keys to creating walkable communities is to rethink our approach to development and planning. Developing communities that are oriented to a more balanced transportation system supporting walking, cycling, transit and automobiles is one way of creating a walkable community. Communities designed using this approach include the following features:

- A neighbourhood centre that provides transit facilities and retail/office space that is located within 5 minutes walking distance.
- The streets are laid out in well-connected patterns, at a pedestrian scale, so that there are alternative automobile and pedestrian routes to every destination.
- The streets are treated as complex public spaces, containing traffic and parking, and they are an integral part of the "public realm," including trees, sidewalks, and the buildings that front on them.
- The streets are relatively narrow, in order to discourage high-speed automobile traffic. Streetscapes should be well-defined by buildings and trees along them.
- On-street parking is permitted and provides an adequate supply of spaces. The cars act as additional buffers between pedestrians on the sidewalks and moving vehicles on the adjacent street. They also serve to slow down the passing traffic, helping to balance the overall use of the street.
- The buildings are generally limited in size, and building uses are often interspersed; that is, small houses, large houses, outbuildings, small apartment buildings, corner stores, restaurants, and offices are compatible in size and placed in close proximity. Ideally, buildings should be at a pedestrian scale for the first three or four stories (after which they can be stepped back as they increase in height), with plenty of doors and windows to make them more encouraging to walk along.[1]

(1) The National Center for Bicycling and Walking, www.bikewalk.org

1.5 A Checklist for Creating Pedestrian-Friendly Communities

- **Continuous Systems/Connectivity.** Provide a complete system of interconnected streets, pedestrian walkways, and other pedestrian facilities to increase pedestrian travel.
- **Shortened Trips and Convenient Access.** Provide connections between popular origins and destinations, between dead-end-streets or cul-de-sacs, or as shortcuts through open spaces.
- **Linkages to a Variety of Land Uses/ Regional Connectivity.** Provide pedestrian circulation and access to shopping malls, transit, downtown, schools, parks, offices, mixed-use developments, and other communities within the region.
- **Coordination Between Jurisdictions.** Put pedestrian facilities in place to meet current and future needs by ensuring close coordination between jurisdictions and other modes of transportation.
- **Continuous Separation from Traffic.** In pedestrian-oriented areas, minimize or eliminate street and driveway crossings. Provide buffers from motor vehicles.
- **Pedestrian-Supportive Land-Use Patterns.** Use a grid street layout with short blocks in business districts and downtowns to enhance pedestrian mobility. This street network is helpful in all areas.
- **Well-Functioning Facilities.** Ensure adequate width and sight distance, accessible grades, and alignment to avoid blind corners for all pedestrian facilities. Make sure common problems, such as poor drainage, are avoided.
- **Designated Space.** Delineate, sign, and mark pedestrian facilities, as appropriate.
- **Security and Visibility.** Design walkways to ensure a secure environment for pedestrians. Lighting, increased visibility, open sight-lines, and access to police and emergency vehicles are important considerations.
- **Automobiles are Not the Only Consideration.** Design streets to accommodate all modes of transportation.
- **Neighborhood Traffic Calming.** Design narrow streets lined with trees, install roundabouts (small traffic circles) and curb bulbs; make use of other techniques to lower vehicle speeds and create safer, more pleasant conditions for pedestrians.
- **Accessible & Appropriately Located Transit.** Situate transit facilities adjacent to work, residential areas, shopping, and recreational facilities to encourage pedestrian trips.
- **Lively Public Places.** Provide secure, attractive, and active spaces as focal points for community, where people can gather and interact (e.g., pedestrian pocket parks and plazas).
- **Pedestrian Furnishings.** Provide furnishings, such as benches, rest rooms, drinking fountains, artwork, architectural fountains (especially for play!), and other similar elements to create more attractive and functional environments for pedestrians.
- **Street Trees and Landscaping.** Provide street trees to bring a human scale to the street environment.
- **Proper Maintenance.** Provide frequent cleanup and repair on a regular basis to ensure continued use of areas by pedestrians.
- **Safe Pedestrian Crossings.** Well signed and marked crosswalks, signalized pedestrian crossings that allow enough time to cross the intersection.

(1) Adapted source: The National Center for Bicycling and Walking, www.bikewalk.org

1.6 Problem Solving

Creating walkable communities presents many challenges. These challenges have been faced by many communities and we have the opportunity to learn from those experiences. The following provides some examples of problems and some of the ways that communities have addressed those problems. But, these are just examples. Think creatively about some of the problems you might encounter and how you could solve that problem.

Problem:
There are no sidewalks where I live. How do I change that?

The following provides some guidelines around specific areas that you could focus on:

- Sidewalks should be installed on both sides of all but the most rural streets.
- Check that sidewalks approaching and crossing bridges are wide enough to comfortably separate walkers from motorists.
- In those areas without curbs and gutters, asphalt walkways may be a better choice than a more permanent concrete sidewalk.
- Ideally, sidewalks should be separated from the road by a minimum 4 to 6 foot planting strip or boulevard. This separates walkers from cars and provides a place to plant trees.
- Sidewalks should be required in all new housing and commercial developments.

(Source: The National Center for Bicycling and Walking)

- The preferred sidewalk width in a downtown or other activity area is 12 feet (3.65 metres), at least half of which (6 feet/1.83 metres) should be clear of obstructions. This width allows two pedestrians to walk side by side, or to pass each other comfortably. It generally provides enough width for window-shopping, some street furniture (benches, lamps, etc.) and places for people to stop. More width is desirable to accommodate bus shelters, sidewalk cafes, and other outdoor retail. In a pinch, 8 feet (2.43 metres) is acceptable. Outside of the downtown area, sidewalks should be at least 5 feet (1.5 metres) wide.
- The condition of the sidewalk, i.e. state of repair, cracks, etc., is also very important.

Problem:
Traffic is too fast. How can I slow it down?

Many communities have traffic that is too fast for pedestrians to feel comfortable. Many communities are experimenting with speed bumps, traffic circles, wide sidewalks at intersections and other self-enforcing measures that slow traffic down and make walking more inviting and safe. Some things to consider are:

- Traffic circles reduce the amount of through traffic, lower the speed of remaining cars and help improve the look of the neighbourhood.
- Even something as simple as making street corners sharper can effectively slow traffic down.
- Traffics speeds can be controlled on residential and main roads alike so motorists can still get where they want to go – but not at the expense of the community or people who want to be able to set foot outside their own front doors.
- Sidewalk extensions, diverters and raised medians can break the straight lines that encourage drivers to go too fast. They also provide greater protection for pedestrians.
- Encourage the town/county/ municipality to allow buildings to be built closer to the street.
- Reducing the number of traffic lanes.
- Include stop signs, street lights, cross walks, etc. into the design of communities.

Problem:
I can't cross the road. How do I change that?

There are three problems with the way streets are designed that spell trouble for people on foot.

1. Wide streets increase the amount of time you could be hit while crossing the street.
2. Intersections with wide corners or free-flowing right-turn lanes allow motorists to make turns at relatively high speeds.
3. Parked cars may make it difficult for walkers to see oncoming cars and for motorists to see people waiting to cross.

Solutions to these problems include:

- Making sidewalks wider at intersections shortens crossing distances.
- Build "curb bulbs" at intersections by extending sidewalk and curb out into the street. Curb bulbs and smaller curb radii can shorten the crossing distance, slow the speed of turning motorists, make it easier for pedestrians to see approaching traffic, and give motorists a better view of people waiting to cross.
- Install raised medians on wide roads. These give pedestrians a protected half-way point to stand in if they can't make it across the street during one traffic light cycle. However, at signalized intersections, it's important to install "pedestrian push buttons" on the median, so pedestrians don't get stranded in the middle of the street.
- It may be necessary to remove car parking near intersections and at mid-block crosswalks so pedestrians and drivers can see each other. This is especially important where young pedestrians are common; it is very hard for drivers to see youngsters through parked cars.
- Increase the amount of time a traffic light gives people to cross the street. This is especially important in an area with many older adults, people with disabilities, and young children.

Problem:
People in wheelchairs can't get around. How do I change that?

Accessibility for all citizens is an important tenant of walkable communities. It is important to ensure that people with wheelchairs and other mobility issues have equal access to all that our communities provide. Obstacles in the sidewalk such as utility poles and newspaper boxes that make travel difficult or impossible for disabled people are often the same stumbling blocks that make walking unpleasant or unsafe for everyone. Elements that are important include:

- Ensuring that the sidewalk is free of obstacles.
- If obstacles are necessary, ensure that there is sufficient space for people with mobility issues to avoid the problem.
- Properly designed curb cuts are necessary for people with disabilities.
- Use of chirping crosswalks for the blind, as well as sidewalk 'edges'.
- Sidewalk widths that consider a wheelchair as well as someone passing them in a smooth enough surface for ease of movement.
- Winter care that ensures sidewalks are properly maintained for passage throughout the year.

Source: Walk Tall: A Citizen's Guide to Walkable Communities, Pedestrian Federation of America and the Ontario College of Family Physicians, The Health Impacts of Urban Sprawl Information Series, Volume Three: Obesity, September 2005.

CHAPTER TWO

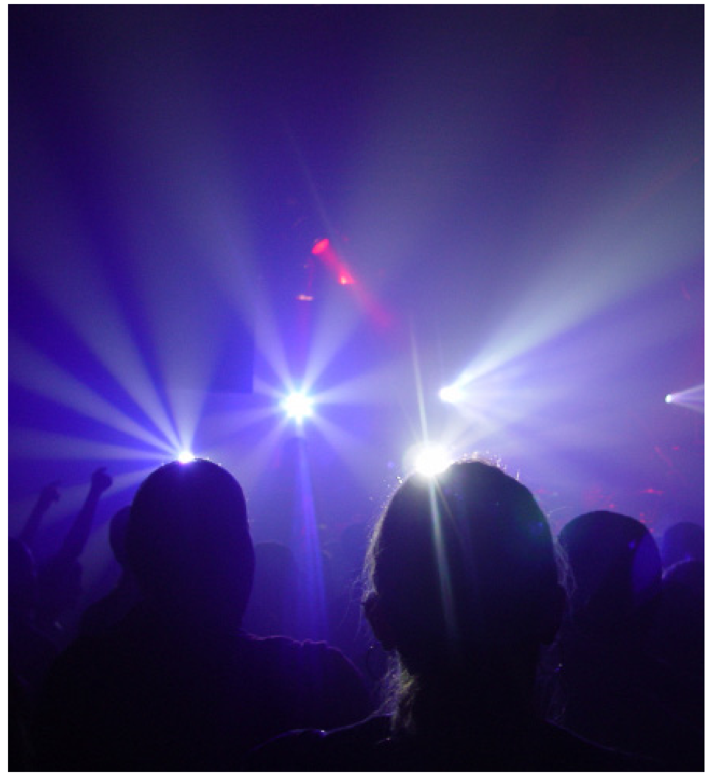
02 Organizing a Pedestrian Advocacy Group

Organizing a Pedestrian Advocacy Group

Adapted from America Walks, the national coalition of pedestrian advocates. This material is anti-copyrighted. Feel free to use it and copy it. Just give credit to America Walks if you do. "Think globally, walk locally." Americawalks.org

There are three important reasons for organizing a pedestrian advocacy group. First, organizations have more credibility than individuals. Second, an organization's members bring a variety of perspectives and skills that energize and sustain your advocacy effort. And finally, organizations bring increased community contacts and awareness. The earlier you hear about problems or plans, the earlier you can get involved and the more likely you are to succeed.

This section provides information that may help you if you decide to organize your group in a traditional way. It also includes some tips for solving organizational problems and how to have productive meetings.



2.1 Recruiting members

Having a strong group of committed people will help you in your work. Here are a few ideas to help you recruit members for your committee:

1. Make a list of all the possible individuals, groups or organizations who may be involved. Once the list is compiled, categorize the individuals on a "need to know" basis. Possible categories are:
    - Those who need to be involved in the committee.
    - Those who need to be aware of what is happening.
    - Those who need to be called upon based on expertise.
2. Have a meeting and invite all the people on your list and explain your purposes and what you hope to achieve.
3. Invite them to participate in your group. Have a list of ways that they can be involved:
    - Help out at events.
    - Help to write media articles or reports.
    - Help organize and plan events.

Use the Action Planning Form to help you create your plan. Review the list of topics you brainstormed. As a group, choose one or two topics on which to focus. Hopefully your committee will be able to decide as a group, but if there are lots of different opinions you may have to compromise or vote to decide.

Once you've selected your topic area, try to turn that topic into a specific goal – a sentence that identifies the solutions or actions that your committee will take. Write down all of the possible goals thought up by your committee.

2.2 Choosing your activity/project

Once you've decided what your committee wants to accomplish (your goal), brainstorm about the kinds of activities you can do to achieve your goal(s). In the third box, list what you will have to do as part of your activity/project. You can also record how your project will improve the health of your community, and how you'll know if you're successful. In the sixth box, write down who and what you'll need in order to make your activity happen (for example, money, a specific contact, posters, a room to hold your activity, and so on).

Action Planning Form

1. Our community goal is:

2. Our activity/project is:

3. Describe what you plan to do:

4. In what ways will your project improve school health?

5. What resources (who, what, where) will you need?

6. How will you know you were successful?

2.3 Arriving at a Mission Statement

A mission statement says what your group exists to do. If you can't agree what you've come together to do, it will be hard to do it. You need a mission statement when you apply for funding from a foundation.

Your group has a mission – that's why you organized in the first place. Now you need to find a way to state it. A mission statement tells who you are, what you do and where you are headed. A mission statement should be brief and elegant. It should be simple enough and convincing enough that every member can repeat it whenever they talk about the group.

A mission statement can be augmented by a vision or values statement and a set of goals, objectives or action items that tell what you will do to carry out your mission.

The following provides an example of how to write a mission statement:

1. Bring the group together

Bring together people who are interested in participating in the group. It need not be a large group or have everyone interested involved. But it is good to have all the real workers and organizers together. Whatever its size, we will call this "the large group." When the large group has successfully generated the ideas for the mission statement, you will probably need to turn the job over to 1-3 people to craft and polish the statement. We will call these people "the wordsmiths."

2. Generate the words

For the large group you will need a room equipped with a writing surface, such as a chalkboard, whiteboard or large paper pad on an easel. You will also need a wall or bulletin board that you can tape or pin cards to, a set of blank 5x7 index cards, and fat felt-tip pens for everyone. One person can be the recorder, and another person can act as the timekeeper and facilitator.

The first exercise for the large group will be a values discussion. The facilitator should go around the room and encourage each person think of some words for the values of your group. It can be an idea of what the world will be like if your group is successful or basic principles of beliefs that underlie your work. It can be just one word, or a phrase, or a statement, whatever comes to mind. The recorder should record these where everyone can see them. Since this is a session to generate ideas, no one should criticize or argue with another person's suggestion. The facilitator should keep the discussion going until people have said everything they need to say.

Now everyone will get up and make three marks (they can be numbers, asterisks, check marks, or you can use dots if you're working on paper) for the words or phrases they believe are most meaningful of the values for your group. Encourage people to pick no more than three to help you begin narrowing down your selection. You may spread your marks out, or put them all in one place. Then, as a group look at the words and phrases that got the most marks. What do these suggest? Take a few moments to see if the group can come up with a short combined statement of values that incorporates the most evocative ideas. Don't worry if the wording is a little rough, the wordsmith will refine it.

The second exercise is to answer the question: what does your group do? What is its business? For this exercise, work in groups of three people. Have everyone take some blank 5x7 index cards, and in about ten minutes put down at least ten actions they think your group is or could or should be taking to achieve the vision you've identified. Go around the room and have someone from each group read these out. Begin to group similar items, pinning them up on the wall as you go. See if the group can come up with headings for similar groups or categories of action.

Now you are ready to have everyone answer the big question: what is the purpose of your group? Why do you exist? Go around brainstorming as you did for the values exercise, recording statements on the board. Go over these results together. Can the group come up with one statement that describes the purpose of the group?

Go back and look at the action cards pinned on the wall. Which actions are most important to accomplishing the purpose of the group?

Can the group agree on a statement of purpose, a set of core values, and the critical actions to send with the wordsmiths?

3. Wordsmith

Choose one or two people who are good with words to take the raw material generated by the large group session and craft a draft mission statement. They should do this in a separate setting, and should have some time (not too long) to complete the task. They may choose to draft more than one possible mission statement.

The wordsmiths may find that some of the ideas fit well into a list of goals or action items, and that some of the most meaningful words can be used as a vision statement or a values statement.

The wordsmiths then bring the draft mission statement(s) back to the large group for approval.

4. Refresh your mission statement

A group should revisit its mission statement every three to five years to ensure that it still fits what the group is doing. This can be done at a strategic planning session, for example. Here are the questions to ask:

- Do activities match the mission statement?
- Does the statement still reflect the group's core values?
- Does the statement restrict the group's flexibility?

If the answer to any of these questions is a no, it may help to guide your future activities, or you may decide to update your mission statement.

Sample Mission Statement

walkON

walkON is a partnership of Central West Ontario heart health projects that, together, have identified a need to support the development of walkable communities.

MISSION

To promote the development of communities that support people powered-transportation.

VISION

walkON envisions an Ontario where people value and seek to live in communities that are safe, convenient, and accessible for people powered-transportation to meet their daily needs.

GOALS

walkON seeks to…

- Mobilize communities to focus on improving the built environment.
- Improve the built environment to support people powered transportation.
- Increase the proportion of residents in Central West Ontario who choose people powered transportation as a way to be active.

Sample Mission Statements

Vision
We envision a community where citizens of all ages can enjoy walking and other forms of people powered transportation in safety in their neighbourhoods, parks, trails and business districts.

Mission
Walkable Edmonton is using a multifaceted approach that encourages awareness and behavioural changes to enhance individual ownership, community ownership and environmental well-being through walking. We also recognize that walkability is one critical element of larger projects around people-powered transportation

Objectives
To develop a framework of action for a Walkable Edmonton, based on leading practices and showcasing local projects. **(Phase I)**

To develop a comprehensive body of civic resources to facilitate and inform civic and community walkability projects and actions, providing a new lens of walkability for the many existing kaleidoscope of corporate and department projects that speak to the development of a walkable community. (Phase II)

To engage the community in creating, fostering and sustaining a walkable city, by raising awareness through public education, addressing barriers encountered in creating pedestrian-friendly environments and reaching out to the corporate sector in showcasing successful walkable projects. **(Phase III)**

Core Values:
The work of the Walkable Edmonton team will be based on the following four core values:

Community ownership - Edmontonians will place a high value on the changes that a walkable city will bring for them; they will defend the basic principles of walkability and will demand extension of the concepts and practices throughout the city.

Health and Wellness - Personal, community and environmental well-being are our ultimate goals.

Modelling Best Practices - We will endeavour to learn from successful practices developed elsewhere, and will promote and celebrate our own achievements.

Individual Empowerment - Edmontonians will become personally and actively involved in making change happen.

MISSION
WalkSacramento is dedicated to achieving safe, walkable communities – for personal health and recreation, for liveable neighbourhoods, for traffic safety and for clean air.

Our activities include:
Sponsoring and supporting walking related events for walking enjoyment and to give individuals a better understanding of the issues facing pedestrians.

Communicating the benefits of walking and walkable communities to the media, policy makers and the general public.

Collaborating with community organizations to build awareness of safety needs in the walking environment, and to sponsor and support projects to increase community walkability.

Working with the city and county planners to develop pedestrian design standards and support funding for pedestrian infrastructure.

Commenting on proposed plans and proposed projects to encourage the development of optimum pedestrian accessibility. Commenting on legislation to support measures and funding to enhance community walkability.

Working with neighbourhood groups to identify barriers to walking and measures to overcome the barriers. WalkSacramento is preparing check-lists for neighbourhood groups to use in assessing their neighbourhoods and solving the pedestrian difficulties.

Working with schools and students to increase neighbourhood walkability. Students can learn about their community by working on walking related projects.

Sponsoring conferences, meetings and workshops aimed at increasing the understanding of walking issues.

Sponsoring research on pedestrian accessibility and community liveability.

For more information about activities and upcoming walks visit our website:

www.walksacramento.org

walkBoston

WalkBoston promotes walking for transportation and recreation. Our mission is to create and preserve walkable, liveable communities through education and advocacy.

PEDESTRIAN COALITION WILLAMETTE

The Willamette Pedestrian Coalition is a citizens action group, which seeks to make walking a pleasure throughout the Portland Metro area. We believe that:

- Walking must be safe.
- Walking should get you there.
- Walkable communities require careful design.
- Streets shared by walkers and others are the best streets.
- Walking is transportation that builds better communities.

WALK SAN FRANCISCO

Walk San Francisco promotes walking as a safe and sustainable form of transportation that increases our city's liveability, enhances public life, and improves public and environmental health. We are a coalition of organizations and individuals that seeks to improve San Francisco's walking environment through activism and policy advocacy that educates residents, city agencies, and elected officials regarding the need for more pedestrian-friendly streets.

Our goals are:

- To ensure the design of a human-scaled, pedestrian-oriented city.
- To promote community attitudes and government policies that favour walking.
- To increase funding for pedestrian-friendly transportation planning and projects.
- To reduce pedestrian deaths and injuries.
- To increase walking in San Francisco by making it fun again.
- To make San Francisco the most walkable city in the United States.

America walks is a non-profit national coalition of diverse, local advocacy groups dedicated to promoting walkable communities. Our mission is to foster the development of community-based pedestrian advocacy throughout the United States and to educate the public about the benefits of walking.

Goals:

1. Accelerate the formation of grassroots pedestrian advocacy groups across the country and support the growth and vitality of existing advocacy groups.
2. Raise national awareness of the issues facing pedestrians and of the growing pedestrian advocacy movement.

Los Angeles Walks

Los Angeles Walks is a volunteer-driven organization dedicated to promoting awareness of the metropolitan area as a network of interesting, walkable neighbourhoods, and fostering the development of safe and vibrant environments for all pedestrians.

Why is walking important:

- Offers personal health benefits.
- Creates a sense of pride and ownership of the public realm.
- Reduces car trips.
- Promotes cleaner air.
- Reduces personal transportation costs.
- Pedestrian-oriented streets are safer.
- Provides economic benefits to communities.
- Creates “eye-on-the-street” for increased safety.
- Increases sensory perception.
- Fosters community awareness.
- Because its fun!

To create a more walkable Los Angeles we will:

- Conduct a series of walking tours that celebrate a community’s history, architecture and natural environment and showbenefic their walkability.
- Serve as pedestrian advocates by influencing policy, planning and funding decisions at all levels of government.
- Educate and inform the public – especially parents and their children – about the benefits of walking and why walking is important.
- Bring our issues to the media by working with reporters and writing op-eds and letters to the editor.
- Reach out to colleges and universities so as to involve the next generation in our vision of a more walkable city.
- Co-sponsor pedestrian projects in particular communities by working with elected officials and agency staff, and by encouraging public-private partnerships.
- Develop coalitions with organizations that share our vision of a more sustainable transportation system and more sustainable land use patterns.
- Develop a multi-media educational campaign (including a website).
- Provide a voice for pedestrians in transportation planning.
- Promote the equitable use of transportation funding.
- Work with cities and communities to develop and implement human scale, sidewalk and community design standards that support and encourage pedestrian activity.
- Empower neighbourhoods to create their own pedestrian plans.
- Enhance economic infrastructure.
- Encourage beautification of the urban environment through the planting of shade trees.
- Help to reduce the risk to pedestrian of injury and death by promoting safe streets and sidewalks.
- Encourage new “street” typologies that promote pedestrian activity and linkages.
- Designate clearly identifiable accessible pedestrian paths to neighbourhood places and transportation nodes.
- Promote the stability of neighbourhoods through the balance of pedestrian, vehicle and economic needs.

2.4 Creating Your Terms of Reference

Terms of reference are a set of agreements that create a foundation for the group to work well together. Talk about how often the group should meet and when, what your meetings will be like, how everyone should be treated and how you can respect each other doing your meetings. Try to get specific and record your agreement in writing. You can refer to this agreement if you are having problems during a meeting.

Your committee will be most successful if your members are dedicated to being on the committee. The terms of reference should also outline member expectations so all participants know in what direction they are headed.

Example of Terms of Reference

walkON Terms of Reference Approved: Nov. 24, 2006

MISSION

To promote the development of communities that support people-powered transportation.

VISION

walkON envisions an Ontario where people value and seek to live in communities that are safe, convenient, and accessible for people powered transportation to meet their daily needs.

GOALS

walkON seeks to…

- Mobilize communities to focus on improving the built environment.
- Improve the built environment to support people powered transportation.
- Increase the proportion of residents in Central West Ontario who choose people powered transportation as a way to be active.

STRUCTURE

Coordinating Committee

Membership of the Coordinating Committee shall consist of heart health coordinators from the participating communities, and a Project Manager.

The Coordinating Committee shall:

- Meet regularly, independently of the Central West Network Meetings.
- Record minutes and post in Choices 4 Health electronic library until the walkON member's only library is established.
- Set direction and make decisions to move the project forward.
- Establish ad-hoc task groups, lead by a coordinating committee member, to work on defined project activities.
- Authorize budget expenditures.
- Report to the Ministry of Health Promotion.
- Ensure communication occurs with local community partnerships.
- Monitor and evaluate progress of projects
- Hire and oversee any contract work.

Task Groups

The role of each of the task groups is to plan and organize a specific activity. Each group will do the necessary work to complete the task. Task groups have full autonomy to make decisions. If an activity falls outside of the approved plan, the sub-committee will approach the Coordinating Committee with recommendations. When decisions need to be made, the task group will make recommendations and forward to the Project Manager at least one week prior to the meeting. Each task group will forward monthly budget updates to the Project Manager and will forward any web updates to the Media and Community Relations task group.

The sub-committees and their respective roles are outlined below:

Resource Tools

- Develop and adapt resources to be used in conjunction with the walkON project.

Community Education

- Background research, pre and post tools, developing the plan.

Advisory Board

- Advisory Board membership consists of representatives from a variety of stakeholder groups, including community services and the Ministry of Transportation. Other members should include politicians, the Medical Officer of Health, planners, community members, people-powered transportation advocates, and developers.
- Provide technical expertise, input and guidelines around different aspects of resources offered by walkON.
- Conduct meetings at a minimum of two times per calendar year; one face to face with a professional development opportunity and the other via teleconference.

Partnership Groups

- Membership consists of regional/provincial groups who share the same values and commitment to encouraging an environment that supports people-powered transportation.

ROLES & RESPONSIBILITIES

Strategic Lead

- Champion annual strategic objective-setting process.
- Act as gatekeeper of the strategic plan and ensure that objectives are set, met and revised as needed.
- Lead the development of the multi-year plan, including potential provincial roll-out.
- Identify potential funding sources and facilitate decisions about necessary processes such as completion of proposal, reporting, and accounting.
- Regularly liaise with Project Manager to ensure the alignment of strategy and program execution.

Treasurer and Ministry Liaison

- Coordinate the payment of the invoices from the Central West budgets.
- In collaboration with the Project Manager, allocate and reallocate program and evaluation budgets as needed.
- Coordinate Ministry budget reporting.
- Establish budgeting mechanism.
- Complete planning and report documents on behalf of walkON to the MOHP.
- Provide a draft copy to each community partnership for input.
- Provide a final draft to each community partner who will be responsible for submitting a copy with their local reports/plan.
- Liaise with ministry representative as needed.

Media and Community Relations

- Respond to media requests (internal and external).
- Ensure the develop of media release templates.
- Identify opportunities for media releases.
- Determine involvement in presentations.
- Write abstracts for presentations.
- Identify presenter and resources for conferences.
- Liaise with web master to complete updates.
- Maintaining and update website needs.
- Develop guidelines for use of website.
- Respond to general requests outside of Coordinating Committee.
- Develop the highlight report schedule and content.

Walkability Workshop and Information Session Coordinator

- Liaise with coordinators to ensure community workshops are planned and coordinated.
- Manage consultants to ensure they are meeting deliverables.
- Coordinate supporting resources.
- Identify and provide opportunities to connect consultants to necessary resources and people.
- Maintain presentation for use at information sessions.
- Monitor delivery of information sessions and assume responsibility for any necessary changes.
- Support evaluation collection, data analysis and final summary for both workshops and information sessions.

Partnership Relations

- Establish relationships of Central West partners and determine working relationship moving forward.
- Develop a communication plan for partnership group.
- Coordinate Advisory Board's annual meeting.
- Coordinate a communication mechanism for the Advisory Board.
- Maintain a representative Advisory Board to ensure all appropriate disciplines are represented.
- Explore potential partnerships with groups outside of Central West who may want to become part of walkON.

Resource and Research Coordinator

- Evaluate incoming resources and share as appropriate.
- Establish criteria for determining which resources to circulate and prepare summaries as appropriate.
- Collect and lead development of FAQs.
- Support coordinators in responding to FAQs.
- Coordinate and support interested research students.
- Make recommendations to subgroup for future resource support.
- Maintain connections with other government and NGO organizations and leveraging resource development.

Project Manager

- Maintain budget – program and evaluation and take decisions to Treasurer around allocation and reallocation of budget.
- Ensure tasks are completed including in support of evaluator.
- Ensure timelines are being met.
- Support strategic planning process.
- Facilitate meeting, set agendas and circulate provided pre-meeting work.
- Ensure clarification of decisions needing to be made.
- Ensure decision making process is being followed.
- Liaise with coordinators to determine the most appropriate contact person for each task.
- Provide support to coordinators to ensure optimum group functioning.
- Complete in-depth evaluation of program.
- Organize mentoring of new coordinators.

DECISION-MAKING

Members work collectively and decision-making is by consensus, when possible. When consensus cannot be reached, a simple majority (50% + 1) will be needed to reach a decision. Each of the six sites will be awarded one vote.

CONFLICT

Any conflict of interest will be declared and recorded.

OWNERSHIP

All materials and resources created by walkON will be the property of the joint partnership and will be made available equitably across the participating community partnerships.

- Use of walkON Logo:
  The walkON logo will appear on all promotional materials and resources developed for the project. The consistent use of our logo will make our activities, promotions and resources readily recognizable. The Coordinating Committee shall approve use of the logo. Any conflict regarding use of the logo will be identified, discussed and resolved by the Coordinating Committee.

DATA

Data collected as part of the in-depth evaluation will be jointly owned by the walkON Partnership and will not be used for purposes other than evaluation of walkON programs. No officials of the health units other than evaluators, data entry clerks, and data analysts contracted or subcontracted by the walkON Partnership or by its contractors (in accordance with their agreements for the purposes of the evaluation with the Partnership) will have access to raw data during the in-depth evaluation.

Care and treatment of data

For the duration of the project raw data will remain under the care and control of the principal evaluator through a contract with the Walk-On Partnership. Upon completion of data analysis and reporting and prior to long-term storage, in accordance with conditions of informed consent for the project, identifiers will be removed from the raw data in all its forms and the redacted data retained and disposed of according to the provisions of informed consent.

Access to data during the project

During the phases of data collection, analysis, and reporting, access to the raw data will be restricted to evaluators, data entry clerks, and data analysts contracted or subcontracted for the purposes of the in-depth evaluation either by the Partnership or its contractors in accordance with the contractors' agreements with the Partnership. While Coordinators will be named as co-investigators for the evaluation, they will not have access to raw data.

Long- term care and treatment of data Where for the purposes of analysis and reporting the in-depth evaluation, data are site specific, those data may be retained (and disposed of) by the individual partner site; where for the purposes of analysis and reporting data have been merged those data will be retained (and disposed of) by one site, as specified by the Coordinating Committee.

Specifically, where data are site-specific and where there is no risk of identifying individuals beyond the provisions of informed consent, for the purpose of further evaluation of Walk-On programs, individual sites may have access to redacted data pertinent to their specific site to the extent possible given the conditions of the provisions of informed consent. Sites may hold, store, and dispose of those data in accordance with their policies and procedures. Where data have been merged either for the purposes of protecting identity of participants or for analytical purposes, the merged redacted data will be retained by a Health Unit/Department as specified by the Coordinating Committee and held, stored and disposed of according to its policies and procedures. Access to those merged redacted data may be granted for the purposes of further evaluation of the Walk-On programs by the Partnership Coordinating Committee in accordance with the provisions set out in the various related informed consents.

BUDGET

Each heart health coordinator will be responsible for overseeing the allocation and spending of their budget for this project. However, all budget allocations and expenditures should be reported to the project treasurer to be captured on the master budget spreadsheet. Consideration of contributing the GST rebate for eligible expenses will be at the discretion of each heart health coordinator. Budget expenses will be approved by the Coordinating Committee and will include the following categories: external conferences, internal workshops, contracts (such as those for coordination, administration, development.)

COMMUNICATION

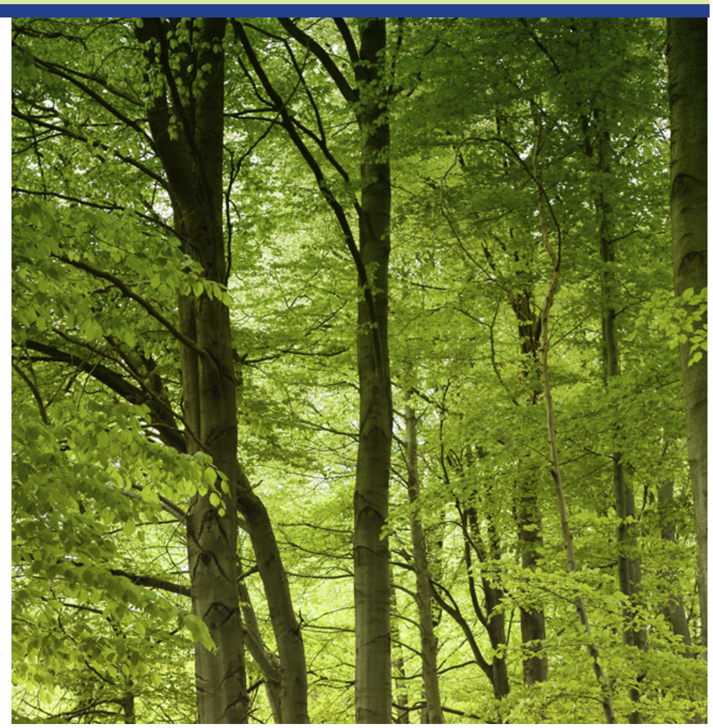
The Coordinating Committee and the Ad-hoc Task Groups shall keep record of their meetings and relevant actions/decisions made at meetings. Minutes will be shared with all by posting on the Choices 4 Health website. All minutes and documents related to the walkON (such as, terms of reference, workplans, budget, etc.) will be filed in the Choices 4 Health (Halton) electronic library. Kristie will post items to the library and will provide username and passwords to member to access library.

STRATEGIC PLANNING

A standing strategic planning session will be held annually in the Spring for planning purposes.

2.5 Thriving and Growing as a Group

Now that your group has been formed you will need to consider these next few sections on thriving and growing as a group. These next few sections can be considered as a starting point for your group. Further, these sections can also be used as check points for you to review every couple of months to make sure that your group is working effectively and maintain the momentum that your group has started.



2.5.1 The need for diversity

(Source: Regan McClure, reprinted courtesy Community Bicycle Network of /Toronto)

Ask yourself these questions:

- Does everyone who has (or could have) an interest in your group know about what you do?
- Do the people in your group represent the people that you serve or speak for?
- Does everyone who gets involved in your group participate equally?
- Do you meet the needs or provide services that are equally useful and needed by everyone you should be serving?
- Does everyone in your group feel comfortable with your group's structure, activities and policies?

It would be unusual for any group to answer "Yes" to all of these questions. Many groups haven't even thought about asking them in the first place. It's important to consider these issues because small groups often repeat the same structures, assumptions and mistakes that are made in society at large.

We come together in groups because they're so powerful - we can accomplish more than if we worked on our own. However, our personal prejudices can take on new power as we enforce them by developing policy, claiming to speak on behalf of a community and creating an informal group culture.

Not having diversity in your group can limit your effectiveness and understanding of the issues you're working on. For example, if no one in your group is Portuguese, you may not know about the big Portuguese community centre just down the street. Even if you've seen it, you aren't as likely to develop any networks with it because it's unfamiliar to you.

We bring valuable personal experiences to a group -that's probably why we get involved. If everyone in the group shares those experiences, working in the group comes quickly and easily -we all agree on some basic things. This comfort comes from the power of getting together and sharing our experiences, but it also comes from our shared assumptions. What happens when those shared experiences don't reflect our community? What happens if our assumptions exclude people from our organization? The barriers we set up may be invisible to us from the inside - but they are very effective at keeping people out.

Working with power and diversity is an ongoing task because power structures are always being reinforced by society. There are a number of steps your group can take to be more welcoming and fair, but it's important to remember that it isn't something you do once, get perfect and forget about! It's an ongoing process.

2.5.2 Assess Where You Stand: Define Your Community

Define your community by asking yourself who the people are who share your issues, concerns and needs? For example, if your group is working on a bike lane on your street, your community might be the people on the street, local businesses and other groups who are working on bikes in their neighbourhood. There may be people who might use your street but not live in your area. They could be part of your community too.

Does your community expand beyond the city or the province? If you end up defining a whole city, look at the different sections of the city. What do you know about the people who live there? Is it possible that their concerns might be different? What would you like to learn about them?

Are there other groups that face the same problems? Are there potential allies with whom you could work? Does your community relate to a specific area? If so, get the census information about the people in that area. It will probably be quite eye-opening. You may even want to do some research yourself. For example, stand along your bike lane route and ask people who ride past where they're from and where they're going.

2.5.3 Look For Who's Missing

How well does your group reflect your community?

Compare the representation of people already involved in your organization with what you might expect it to be statistically-based on your census survey or other forms of research. You can also compare it to your goals - for example, if you want to work on behalf of youth, you may want to have a higher-than-average proportion of youth in your organization.

Activity

Get a map of your community. Have all of your volunteers place a dot where they live. Make dots of the other groups with whom you have connections. What's your "mental map" of familiar spots? Do you see any patterns?

2.5.4 Assess Your Resources

Take an inventory of:

1. **Your physical space**

- Is it wheelchair accessible?
- Is it an intimidating building?
- If you have meetings at night, is it in an area that is safe after dark?
- Is it in a prominent place in the community?
- Is it easy to find?
- What kind of atmosphere does your meeting space have?
- What groups and people do you share your space and/or resources with? Are there resources you could offer other community groups?
- Is it easy to find things in your space?
- Look at the posters on the walls of your space. What races, genders and cultures are represented?

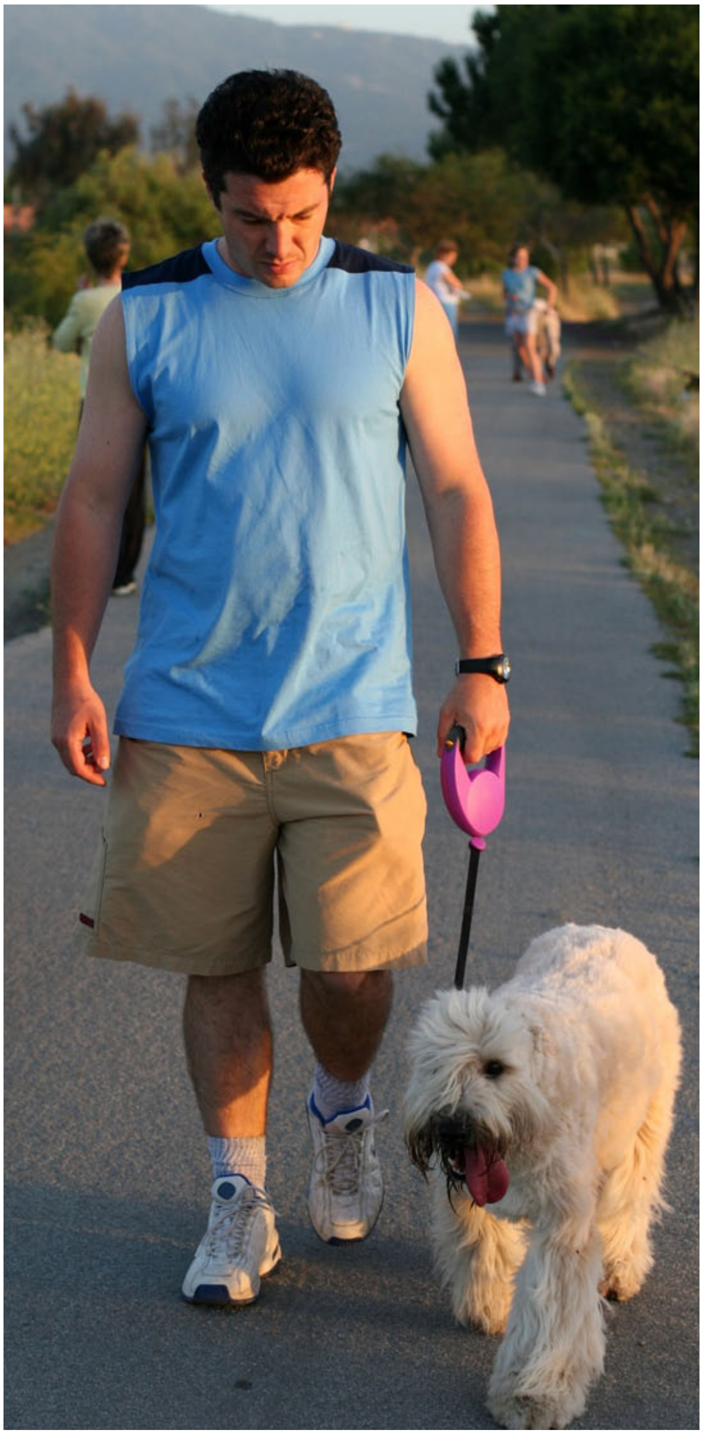
2. **Your printed materials**

- Who are they written for?
- Who would understand them best? Who would identify with them best?
- Do they have a lot of difficult words, acronyms (e.g. TCCC, TO, CBN) or jargon (eg. sustainable transportation, traffic calming) that need explanation?
- In which languages are they written?
- What images are represented?

3. **Group norms**
(that got established when no one was looking)

- Do you assume everyone who volunteers has a computer?
- Do you assume everyone knows how to facilitate a meeting?
- Do you meet at a time that's convenient for parents?
- Do you provide transit tokens for people who can't afford travels costs to come to your meetings?
- Is everyone equally informed about what's happening in your organization?

- Can people take on a variety of roles and duties in your organization? do you provide training and opportunities for people to learn new skills and take on new roles?
- Where do you go for drinks or coffee after a meeting – is it an expensive restaurant or a bar?



2.5.5 Taking the Next Steps

There are probably some obvious gaps in your group - most groups have them. If this is the case, the next step is to figure out why your group lacks diversity and how you can change that.

Identify what you want to learn

Create a set of questions for which you'd like answers. These may be questions like:

- What concerns would a pedestrian in Neighbourhood A have that would be different from pedestrians in Neighbourhood B ?
- What proportion of the people in our area would be more comfortable reading our pamphlet in a language other than English?
- How many youth in our area are unemployed? Are they interested in our programs?
- ***If one third of the people in our area is from a specific ethnic community, why isn't there anyone from that community part of our group?***

Get input and feedback

You might think the next step would be to figure out answers to these questions. However, it's actually easier - and more accurate - to ask. Communicating with people who aren't involved in your organization is very important, especially if you want to be an open, dynamic group that represents your community.

Part of welcoming new people and being willing to share is the realization that the new people will bring many skills and experiences with them of which you aren't aware. Diverse involvement will change your organization -- you will be more responsive to your community. This can be unpleasant for people because it means giving up power in "your" organization. The priorities and energies of the group will change, and you might find yourself missing the comfortable feeling of being in the majority. However, being aware of the need for diversity and your responsibility to pursue it will make the outreach process easier.

2.5.6 Reaching Out to a Community

Quick tips for reaching out:

- Go to the source for your information -- the community itself. Ask representatives of a community you want to reach to give you feedback and information about how your group looks from the outside.
- Create a survey about your group. Ask whether people have heard about you, what they think you do, and what they would like to see from your group. You can ask people on the street to fill out the survey, drop off surveys at key locations and events, or even conduct a door-to-door survey.
- Have a meeting with members of other community organizations. They will have helpful knowledge. This may also be a good first step to working together on common issues.
- Hold a small group meeting (often called a "focus group") where you ask people from that community what they think about your group and how it can meet their needs. A focus group assumes that if you ask ten people questions, you'll get results similar to what you'd get if you had asked 100 people -- but you'll get the answers faster. You can see if people in your group know anyone you could ask, or you could take an ad out in the paper. It's customary to at least provide free food and transportation costs in exchange for the information. If you place an ad, paying about $20 to $40 for a two hour interview is standard. You need about 4 to 8 people for a focus group, and you can have several groups that represent different communities (for example, if you want to hear what young mothers, business people or students think about your organization, you could arrange a small group meeting for each of those groups).

2.5.7 Getting Feedback from Your Members

You can also get feedback about the experience of people within your organization. In particular, you may want to ask for their feedback about:

1. Levels of power and divisions within the group

Quite often there is a lot of diversity within an organization, but the group members are divided among demographic lines, with one group holding more power than another. In this context, "power" can be expressed by always working on the higher profile projects, or on wielding more influence over the group.

For example, you may have an unfair power balance if all the men work on one aspect of the group, while all the women are involved in something else. Another example is youth who work on events, but never get training in administration. Or perhaps all your program trainees are working class, but all the trainers have university degrees.

To help identify the location of power within your group, you may want to ask your members the following questions:

- Is there a core group of people who make all the decisions and attend all the meetings?
- Are group meetings in a public space at regular times?
- Who does the inviting? Who gets invited?
- How easy is it to find out where a meeting is being held? Are only some people reminded about the meeting?

You can use a survey, focus group, volunteer meeting or other way to find answers to these and other questions you might have. If you suspect that people might want to make negative comments, you may want to provide an opportunity for people to respond privately, such as using a survey with no names attached to the responses.

2. People who don't stay involved with your group

It's very important to get feedback from people who were interested in your group but who left fairly quickly. Were they put off by your group or are they just busy?

3. Working in partnerships

Partnerships with other community organizations let you share your networks to help you market jointly-produced material, accurately identify the concerns of your communities, and establish credibility for your groups.

Sometimes a partnership takes the form of one person who is a member of both groups. However, the partnership is likely to last longer and have a bigger impact on both groups if it is a more formalized arrangement that involves several people in both groups meeting with each other and working together on joint programs.

Partnering with another community group to conduct your outreach efforts can prompt you to consider the following important questions:

- What do we want?
- What can we offer?
- What do they want?
- What can they offer?

Two groups working in partnership have a better balance of power than a single individual working from inside a group. Your partnerships can also help you recruit more diverse members as you establish credibility in diverse communities, and give new volunteers from those communities an indication that your group is open to dealing with these issues.

Your partnership may include two or more groups, but it is important that every group participates equally in the partnership. Sometimes one group will dominate a "partnership" because they have staff or resources and other groups don't, or because they really just want other groups to support their programs and don't listen to their partner groups. Make sure that the goals of the partnership are clear and that each participant has an opportunity to give ideas, make decisions and share control of the partnership.

4. Consultants

Don't rely on your own skills to figure out how you're doing. This is new territory, and it's hard to see what's happening when you're on the inside. Invite outsiders to come and do workshops, interview people or analyze your group and prepare a report. This will give you some objective feedback about your group and help focus and sustain your efforts over the long term.

5. Change

Members of your group must understand why it's important to become more diverse and be open to suggested changes without becoming defensive.

Try to:

- Prepare people for change and ask them to be part of the change. From re-decorating the office to mailing out your first newsletter, everyone can be involved in helping your organization grow.
- Promote the changes as positive. Explain what you're trying to accomplish and why.
- Provide opportunities for people to express their doubts and concerns about the changes taking place. Identify if there are steps you can take to respond to their needs.

6. Changing your membership

By changing your programming, your reputation and your publicity, you will:

- attract more diverse members.
- keep members involved.
- have more diverse representation at all levels of your organization.

It's important to not put a lot of pressure on new members to represent "their" community, take on complex tasks or work on things in which they aren't really interested. It's unfair to force your priorities on someone this way. Have faith that there will be other people who are interested in doing this work.

7. Changing the way your group does things

Public image
Think about your strategies for communicating with people within and outside your group. If your group isn't reaching a wide diversity of people, it may be your public image. Think about all the ways you reach the public -- newspaper listings, flyers, newsletters, public speakers, events, personal contact. Personal contact and appearances are more effective than mass media strategies. If possible, find out what methods are working best for you right now. You can ask, for example:

- Where do your volunteers find out about you?
- What groups have heard about you?
- Who do you define as an ally?
- Do people in your group attend the meetings of other groups? Which ones? This is a powerful form of networking. Are there other groups with which you might want to set up this relationship?

What's you're reputation in different communities? (Some groups might work closely with you, others might never have heard of you).

Are there existing opportunities for outreach that are underused?

Are your materials translated? (Note that there isn't much point in translating your brochure into different languages unless you have people who can answer phone calls and questions in those languages. Work with other multi-lingual community groups to starting working in different languages.)

Changing policies and priorities
Your policies will come to reflect the more diverse needs of the communities you serve or represent. These important policy changes will come through:

- sharing decision-making power.
- asking for community input into your activities and goals.
- listening to criticisms and praise about your group.
- following through on your commitments.

2.5.8 Common Problems and Solutions

1. Power struggles

Group work can be emotional, and the process of inviting feedback can sometimes make one feel angry, stupid, or ashamed of past mistakes. It can be difficult to be criticized about a group on which you've spent a lot of time and effort. It can be hard to watch a group change when you were comfortable with it the way it was. It can even be difficult to recognize that these feelings are part of losing control when you believe that you weren't in a position of power anyway.

Power struggles often arise when people are trying to protect their position of power. There can be many forms of power -- employment, a position of status, respect from peers, or control over the group itself. People often don't recognize that they are actually engaging in a power struggle; instead they think "...that new person doesn't know what she's doing. I'm not going to let her destroy everything I've worked to build" or "...I've put years into this program, I don't see why I'm being forced out now." If and when these feelings surface, make sure that you have some way to watch for and deal with them. Try to:

- identify this process as a power struggle.
- identify the issues and fears that the changes in the group have raised.
- recognize and be honest about the challenges you face.
- acknowledge what your power was and what you're losing. Make plans to deal with this loss that help you make the transition.
- express your doubts without letting them simmer.
- identify any conflicts of interest and make plans to avoid them.
- have a meeting once a year to evaluate the diversity and power relations in your group.
- have regular workshops or training programs that address these issues.

2. Credibility of your efforts

Having a good reputation in many diverse communities can be a real asset in your work. Unfortunately, some groups end up using their members or coalitions to enhance their credibility and give nothing in return. Sometimes, this happens in coalitions where one group controls all the staff and resources, and makes all the decisions, and the other groups are just expected to put their names on the poster. Sometimes, individual volunteers within a group are asked to be token representatives, taking on media work, networking, or other roles that they aren't comfortable with or interested in doing. Be honest when you are looking for credibility. Then think about what you're going to offer in exchange for that (training, access to resources, real decision-making power).

3. Working in isolation

Meeting people is an important aspect of paid work and volunteering. It can be hard to be working in isolation in a group. For example, you may be working on transportation issues with people who have disabilities. However, if 10% of the population is disabled and you have a total of ten people in your group, it would be difficult for just one person to represent the needs and issues of all disabled people. It's a lot of pressure to be asked to speak on behalf of a very large and diverse group of people. In this case, the group would want to have several people with disabilities in your group giving input, regardless of the proportion of people with disabilities in the general population.

4. "Neutral" is not the same as "friendly"

Some groups try to be neutral. They put a lot of work into removing signs of their identity; for example, they use cartoons on their pamphlets that are meant to be gender- and racially–neutral, or they have a gender neutral language policy. Unfortunately, being neutral or generic is not the same as deliberately welcoming diversity. For example, a pamphlet that is designed to not be offensive to First Nations communities will not get the same positive response as a pamphlet that directly speaks to First Nations people.

5. Factional fighting

Organizational change is often a chaotic process. What many new members in a group encounter is an internal battle in process -- one group of people within the organization are fighting for change, while another group likes things the way they are. This kind of in-fighting drives away new people and can be very disruptive to your group. It's important to ensure that everyone understands the need for change, is educated about the process, and has a chance to express their concerns. Try to heal these divisions as you make changes; this will lay the groundwork for further positive growth.

6. Increased workload

Doing things for the first time is very time-consuming; there's a lot to learn. If you make a lot of changes in your group, you will find yourself experiencing a rapid increase in work. Much of this is the initial effort of learning new ways of doing things. Over time, welcoming and sustaining diversity will become second nature. In the short term, it can be useful to:

- Hire consultants or grant staff to undertake new projects -- but make them part of your team. Don't isolate them in the organization!
- Recruit more members.
- Share the workload by working in partnership with other groups.
- Be patient if the results of your work seem to come more slowly than you would like.
- Avoid taking on more than you can handle. Take a long-term perspective and pace yourself.

2.5.9 Definitions

Census - Information about the population that's collected by the government. Census data can tell you which languages are spoken in your area. It can also provide you with demographic information about the age ranges, cultural backgrounds, income levels, and races of people in your community.

Conflict of interest - When individuals use their power, officially or unofficially, to influence the group's activities in a way that will benefit them personally, they are said to have a conflict of interest.

Focus group - Refers to a small group representing a particular community. This group will help provide information about your organization's relationship with their community.

Needs assessment - A survey or series of interviews that assesses the needs of your group, your clients, members, volunteers, staff etc. A needs assessment also identifies what needs are currently being met and what needs are not being met, and makes suggestions for improvement.

Outreach - Another word for "communication." It implies an awareness of an inner circle, the norm already established within the group. This inner group must learn to "reach out" to become more diverse.

Recommended Reading:

Bolton, R. ***People Skills: How to Assert Yourself, Listen to Others and Resolve Conflicts***, *Toronto (Simon and Schuster). Clear and practical guide to topics listed in title.*

Bush and Folger. ***The Promise of Mediation: Responding to Conflict Through Empowerment and Recognition*** *(Jossey-Bass)*. Outlines an approach to mediation that de- emphasizes simple achievement of a settlement and emphasizes disputant self. determination and the development of their capacity to relate to one another.

Cornelius, Helena and Shoshana Faire. ***Everyone Can Win: How to Resolve Conflict*** *(Simon and Schuster). Sourcebook on recognizing and resolving conflict.*

Fisher, Roger and Scott Brown. **Getting Together: Building Relationships as We Negotiate** *(Penguin Books).* Sequel to the bestseller Getting to Yes (see below).

Fisher, Roger and William Ury. **Getting to Yes: Negotiating Agreements Without Giving, In** *(Penguin).* Short, easy to read. The book that introduced the concepts of principled negotiation.

Hoffman, Ben. *Conflict,* ***Power, Persuasion: Negotiating Effectively*** *(Captus Press)* Description of negotiation analysis and implementation.

Macbeth, Fiona and Nic Fine. **Playing with Fire: Creative Conflict Resolution for Young C/ Adults** *(New Society Publishing)*. Excellent guide for anyone working in groups (with adults too), useful exercises.

Moore, Christopher. ***The Mediation Process: Practical Strategies for Resolving Conflict*** *(Jossey-Bass).* Very thorough description of theory and practical strategy for mediation in many contexts.

Tannen, Deborah. ***You Just Don't Understand: Women and Men in Conversation*** *(Ballantine Books).* Detailed description and case examples of conversational style differences between men and women and the misunderstandings they create.

Ury, William L., Jeanne M Brett, and Stephen B. Goldberg. ***Getting Disputes Resolved*** *(Jossey-Bass, you may order it through Parentbooks, Toronto)*. Useful analysis and helpful ideas for designing dispute resolution systems.

2.6 Setting Up an Advisory Committee

Consider setting up an advisory committee whenever a major issue or resource is too complex to be handled by your group. An advisory committee is made up of people who have specific knowledge and skills that complement those of your group. For example, individual members of the committee can provide expertise on technical matters, input and guidance on different aspects of your group's activities.

The advisory committee makes recommendations and/or provides key information to the group. The committee can be either on-going (for major activities) or ad hoc (for one-time activities or those lasting less than a year). However, it does not have authority to run your group or to issue any orders.

Ideally, your advisory committee should consist of experts from different sectors involved in the built environment, walkability issues and health. Develop an interdisciplinary advisory committee by recruiting politicians, planners, representatives from public works, transportation experts, physicians, community agencies, and local citizens.

Clearly define the role of the advisory committee in your group's Terms of Reference. Be specific regarding the committee's purpose, duration, guidelines for membership, how it contributes knowledge and skills, and how it interacts with your group.

2.7 Having Productive Meetings

1. Set a Clear Agenda

- Each meeting should have a concise written agenda that is distributed in advance to all participants.
- Sequence items so they build on one another from easiest to most difficult or more controversial.
- Keep the number of topics within reasonable limits.
- Avoid topics that can be better handled by subgroups or individuals.
- Separate information exchange from problem solving.
- Define a finishing time as well as a starting time.
- Depending on meeting length, schedule breaks at specific times where they will not disrupt important discussions.
- Evaluate how the meeting went at the end of each meeting.

Distribute the agenda at least 10 days in advance. If you want people to do some homework before the meeting, get your agenda out well in advance of the meeting.

Example of Agenda:

Meeting:		Date & Time:	
Location:			
Chair:			
Time:	Topic:	Speaker:	Decision to be made:

2. Running the Meeting

A. Select a chair/facilitator

- Each meeting should have a chair/facilitator who is responsible for keeping the meeting focused and moving it forward. This may or may not be the meeting organizer.
- A good chair/facilitator will be objective and will have the ability to tactfully prevent anyone from dominating the meeting. The facilitator should see that no one's contribution is attacked or over looked. Sometimes the best facilitator is someone with no personal or emotional stake in the outcome of the meeting.

B. Establishing Ground Rules

- First thing, go over the agenda.
- Make changes as necessary.
- Clarify the issues you plan to discuss.
- Get participants to approve the final agenda.

C. Maintain Focused Discussion. It is the chair/facilitator's responsibility to:

- Give direction to the discussion.
- Keep it focused on the issues.
- Minimize interruptions, disruptions and irrelevant comments.
- Encourage and support participation by all members.
- Encourage different points of view, critical thinking and constructive disagreement.
- Discourage the clash of personalities. You must quickly intercede to stop personal attacks or other forms of verbal insult.

3. Keep a Meeting Record

- Every meeting should have someone assigned to record the key information and outcomes of the discussions.
- It is very important to list any items requiring additional action, including the name of the responsible person the date the action is to be completed.
- The record should also indicate how information will be communicated and co-ordinate between meetings.
- Don't finish any discussion in the meeting without deciding how to act on it.
- Listen for key comments that flag potential action items and don't let them pass by without addressing them during your meeting.
- Assigning task and projects as they arise during the meeting means that your follow-through will be complete. Addressing off-topic statements during the meeting in this way also allows you to keep the meeting on track.

Minutes should include:

- Time, Date, Location.
- Participants present, regrets and absences.
- Don't make the mistake of recording every single comment. Use initials rather than full names. Concentrate on getting the gist of the discussion and taking enough notes to summarize it later. Think in terms of issues discussed, major points raised and decisions taken.
- Don't be afraid to ask for clarification at any point.

Example of Template for Recording Minutes:

Meeting:		Date & Time:	
Location:			
Present:			
Absent:			
Chair:			

Agenda Topic:	Action Required:	Person Responsible:	Due Date:

2.8 Common Meeting Problems and Solutions

1. Lack of follow-through on task

- The effectiveness of a meeting can be measured in terms of its outcomes. If people don't follow-through on action plans, task and decisions after the meeting ends, then one needs to question the value of having a meeting in the first place.
- The chair/facilitator is the single most important factor in follow-through. It is your job to be clear at the end of every meeting who is responsible for what and by when.

Solution:

A chair/facilitator can use these tools and techniques to achieve more effective follow-through after a meeting:

- Written action plans. People usually need to be able to see in writing what action is required of them and by when.
- Point persons ensure that a goal is moving forward, i.e. who is taking responsibility for the task.

Example of Task Manager:

Task:	Who's Going To Do It?	Due Date:	Cost/materials needed:

2. Key persons don't attend

- When key people don't attend meetings, decisions may be made that are later questioned and not implemented as hoped.

Solution:

- Diagnose the problem by understanding why people are not attending. Ask a few non-attenders why they don't come.
- Make your meetings worth attending so that real work gets done. If meetings are used primarily for announcements and information sharing, there may be better ways to share the information (e.g. e-mail, web, bulletin).

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3. Re-hashing decisions

Issues that were discussed and decided on in previous meetings sometimes reemerge to be re-hashed. This can be very discouraging to the group or committee. Some reasons for this include:

- People were not aware that a conclusive decision was actually made regarding a specific issue.
- People recall that a decision was made, but the record of it is not available.
- Dominant participants pushed through a decision in a previous meeting and silent participants begin to speak up afterwards.

Solution:

- For groups that meet regularly, someone is responsible for keeping meeting notes, agendas and supporting documents in one place where they can be referenced later. Ideally these past decisions should be available during the meeting as a reference.
- Use decision-making and prioritizing techniques that involve everyone, including less verbal members.

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4. Silent participants

People are quiet in meetings for different reasons:

- Some are reticent by nature.
- Others are fearful that their opinions will be ridiculed and dismissed.
- Some are not comfortable speaking if they don't know for sure who everyone is.

Solution:

- Distribute name tags.
- Ask a question early in the meeting that most people can respond to and then go around and ask for a response from everyone.
- Get people to write down ideas, thoughts before asking them to speak.
- Break into small groups or pairs to discuss aspects of an issue before opening the general discussion.

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5. The purpose of the meeting isn't clear

There may be no clear agenda, or the items on the agenda may be badly defined, for example, people may not know if they are being asked to make a decision, listen to an announcement, brainstorm a solution. If the goal of the meeting isn't clear, the group runs the risk of nothing being decided.

Solution:

- Make a clearly outlined agenda and stick to it.
- Classify agenda items — are they announce-ments, updates, items for discussion?
- Appoint someone from the group to chair the meeting: this is a great way for committee members to improve their facilitation skills.
- Rotate the chair from meeting to meeting so that everyone has a chance to improve their skills.

6. Facilitator was inadequate

Some meetings are more demanding than others. There is no "perfect" facilitator, but sometimes people aren't up to the challenges, and allow the discussion to digress, conflicts to rage and proposals to be confused.

Solution:

- For difficult meetings, get an outside person who is trained to take over.

2.9 Definitions

Agenda: A list of topics that will take place at a meeting. Agendas usually include the time given to discuss each topic.

Agenda item: A topic on the agenda.

Brainstorming: A creative process where people generate as many ideas as they can without evaluating them until later.

Chair/facilitator: Someone who coordinates the process of the meeting.

Minutes: The written record that documents the decisions and participants of a meeting.

Minute taker: Someone who writes down the minutes and types them up for the group for review at the next meeting.

CHAPTER THREE

03 Influencing Planning Policy

walkON

3.0 Influencing Public Policy

This chapter outlines how advocates can change their environment through policy. The key to changing transportation and planning policy is to learn your community's decision-making process and then effectively insert yourself into that process. In this section we've provided some information about the federal, provincial and municipal level for transportation policy and planning, along with samples of letters written for local pedestrian advocacy groups.

Using the media to get attention to your issues is another effective way to affect change. Please refer to Chapter 4 for details on working with the media.

3.1 The Policy and Planning Framework

Before roads, tracks, lanes and sidewalks are built in a community, other factors are considered during the planning process, such as environmental impacts, quality of life, and economic development opportunities.

Transportation infrastructure and services consume an substantial amount of both money and land. They have a tremendous impact on how our public space is used and how we move through our daily lives. Every level of government is involved in providing transportation options; interactions among these governments can be complex. The next several pages provide an overview of the transportation and planning policies at the national, provincial, territorial and municipal levels that affect walkability. Although most of the planning that we are interested in is covered by provincial and municipal legislation, it is important to understand all levels.

3.1.1 Federal Responsibility

Overview

Three major forces drive the federal government's role in transportation: transportation, infrastructure and communities. These 3 elements are a point of convergence for some of the most important issues facing Canada today: the productivity of our economy, transportation safety and security; environmental sustainability and the quality of life in our cities and communities.

Transport Canada

Transport Canada was started in 1936 and is the federal government department responsible for most of the transportation policies, programs and goals set by the Government of Canada to ensure that the national transportation system is safe, efficient and accessible to all its users. The department's vision statement is to have a transportation system in Canada that is recognized worldwide as safe and secure, efficient and environmentally responsible. The mission of Transport Canada is to serve the public interest through the promotion of a safe and secure, efficient and environmentally responsible transportation system in Canada.

Transport Canada is responsible for a number of acts that govern national transportation and planning with respect to railways, waterways, air and safety. The most relevant piece of national legislation The Canada Transportation Act.

Legislation

The Canada Transportation Act (1996) offers a variety of transportation services accessible to persons with disabilities and that makes the best use of all available modes of transportation at the lowest total cost to serve the transportation needs of shippers and travellers, and to maintain the economic well-being and growth of Canada and its regions.

3.1.2 Provincial Responsibility

Overview

The Ministry of Transportation (MTO)

Provincial Highways connect numerous communities across Ontario. In larger communities, sections called 'Connecting Links' are established through the community where improvements along the provincial Highway are the municipality's responsibility. The Ministry of Transportation (MTO) will consider designating a Highway as a Connecting Link when the development pressure on the adjacent properties makes it more appropriate for the municipality to control the Highway and certain criteria/conditions are met.

A Highway that has been designated as a Connecting Link remains a Highway under the jurisdiction and control of the Municipality except for intersections with Upper Tier Highways. In this instance the intersection remains under the jurisdiction of the Upper Tier unless otherwise stated in a consolidated bylaw.

Although the Municipality and the Upper Tier, where applicable, retain jurisdiction and control over a Highway designated as a Connecting Link, MTO retains the right to approve all municipal by-laws and traffic control signals that restrict or interrupt the flow of through traffic on the Connecting Link Highway, in addition to any other by-law for which approval is required under either provincial statutes or regulations or both.

In smaller communities (hamlets) where there are no Connecting Links, MTO's jurisdiction over Highway improvements continues through the community.

If MTO is considering Highway improvements as part of a design study, then community input is sought as part of the design and environmental assessment process. Newspaper Notices advertise the start of a design study, and members of the public, property owners, agencies and municipalities are encouraged to identify specific issues or areas of concern, such as provision of sidewalks, illumination, etc. so they can be considered during the project.

If MTO is not carrying out a design study for improvements to a section of provincial Highway and the public in a community wants MTO to consider sidewalks, lighting, etc., then these issues would be dealt with through MTO's Guideline for Highway Improvements Associated with Development.

Sidewalks:

If there is a demonstrated need, MTO will consider allowing for installation of sidewalk under an Encroachment Permit at the municipality's cost. Consideration will include but not be limited to the existing cross section, posted speed limit, availability of land adjacent to the roadway and anticipated usage.

Illumination:

If the municipality is looking to have illumination installed within a built up community, MTO will allow them to construct it, but municipality is responsible for ongoing energy and maintenance costs.

Speed Zones:

Speed zones are set based upon safe operating speeds for Highways. When considering changes to speed zones a field review, speed study, collision review etc. are conducted to confirm whether or not a change in speed is warranted. Municipalities have the ability to implement Community Safety Zones where a legitimate need exists such as adjacent to schools, seniors centers etc. There are separate defined processes for requests on Connecting Links and on provincial Highways.

The following information is available from the MTO website www.mto.gov.on.ca. Details are provided on "Highway Corridor Management", A Guideline for Highway Improvements Associated with Development", and "Encroachments on the MTO Right-of-Way". However, for complete information, the actual website should be accessed.

Highway Corridor Management

Anyone planning to construct on or adjacent to a provincial highway may require a permit from the Ministry of Transportation (MTO). MTO issues permits under the Public Transportation and Highway Improvement Act and administration of the permits is the responsibility of the Corridor Management Office. The Corridor Management Office reviews applications from developers, municipalities, utility companies, and the general public for adherence to policies and impacts on the highway system, resolving conflicts, issuing permits, and enforcement of violation of policies.

To clarify the respective responsibilities of MTO and proponents where land development necessitates highway improvements, a guideline is provided. The guideline outlines the procedures for proponents who must deal directly or indirectly with MTO and the responsibilities with regard to the design and construction, as well as the financial responsibilities:

- A Guideline for Highway Improvements Associated with Developments

The Corridor Management Office administers control over the following activities on and adjacent to provincial highways:

- Commercial Signage
- Building Construction and Land Use
- Entrances to Provincial Highways
- Encroachments on the MTO Right-of-Way

Table of Contents:

A Guideline for Highway Improvements Associated with Development

Forward

Highway Improvements necessitated by land development (Development) within the Ministry of Transportation's (MTO) permit control area, as specified in the Public Transportation and Highway Improvement Act, R.S.O. 1990, c.P.50 (PTHIA), will generally be the responsibility, financial and otherwise, of landowners, developers and/or municipalities (Proponents).

This Guideline is written for Proponents and is available on MTO's Internet site. This Guideline will expedite the development review and approvals process by ensuring up front that MTO's requirements are clear and understandable for Proponents.

The purpose of this Guideline is to clarify the respective responsibilities of MTO and Proponents, where Development necessitates Highway Improvements. In addition, this Guideline will clarify the procedure to be followed by Proponents who must directly or indirectly undertake the construction of Highway Improvements on a provincial highway right-of-way. This Guideline is intended to deal with Highway Improvements that are generally more complex than the construction of standard commercial entrances.

...continued on next page

A Guideline for Highway Improvements Associated with Development

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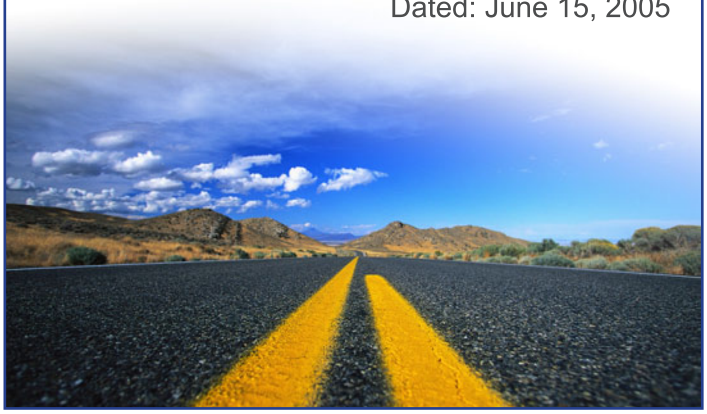
continued...

The following additional reference material can be referred to regarding legislation, policy and procedural documents regarding this Guideline:

- Public Transportation and Highway Improvement Act, R.S.O. 1990, c.P.50 (PTHIA)
- Corridor Control and Permit Procedures Manual
- Traffic Impact Study Guideline
- Guide to Environmental Assessment Requirements for Development Driven changes within the Highway Right of Way (EA Guideline)
- Commercial Site Access Policy and Standards Manual
- Stormwater Management Requirements for Land Development Proposals
- Class Environmental Assessment for Provincial Transportation Facilities (2000)

Original signed:

C.A. Hennum Assistant Deputy Minister Operations Dated: 05-05-26	**Bruce McCuaig** Assistant Deputy Minister Policy, Planning & Standards Dated: June 15, 2005



Encroachments on the MTO Right-of-Way

An encroachment, generally, is any installation or works, upon, under or within the limits of a provincial highway right-of-way placed by someone other than the MTO.

Encroachments may include acceleration and deceleration lanes, curbs, gutters, sidewalks, safety islands, sewers, pipelines, coaxial or fibre optic cable, or other works or structures that may during the construction, installation, or maintenance thereof, obstruct, cause material to be deposited upon, enter upon, take up, bridge over, tunnel under or in any way interfere with the land within the limits of a highway or the roadway or any structure forming a part of the highway.

In order to receive and Encroachment Permit, applicants must submit the following to the Corridor Management Office:

1. An Encroachment Permit application form (PDF - 76 K).
2. 4 copies of the plans for the proposed work.
3. Payment in the amount of $450.00
   All encroachment permits are subject to the following standard conditions as well as any site-specific conditions that may apply.

The Ministry of Municipal Affairs and Housing

This Ministry's primary responsibilities are policy development for local government and urban affairs, land-use planning, building regulation, and housing. The ministry also has some direct program delivery responsibilities, for Planning Act approvals and rural development programs.

Key responsibilities include:

- Developing and administering the policy and regulatory frameworks for local government, municipal financing, land-use planning, social and affordable housing, and building regulation.
- Delivering planning services under the

The Ministry of Municipal Affairs and Housing, *cont'd*

Planning Act. MMAH also develops, funds and administers programs in support of municipal governance and accountability, and social and affordable housing.

- Coordinating Ontario government policies and programs that impact municipalities, acting as a centre of expertise, and providing advice, education and training on a regional basis for municipalities and other stakeholders.
- Developing and administering disaster and emergency recovery and other transfer payment programs to assist communities and individuals.

Provincial Legislation

The Planning Act

The Planning Act sets out the ground rules for land use planning in Ontario and describes how land uses may be controlled, and who may control them. The Act is designed to:

- Promote sustainable economic development in a healthy natural environment within a provincial policy framework.
- Provide for a land use planning system led by provincial policy.
- Integrate matters of provincial interest into provincial and municipal planning decisions by requiring all decision-makers to be consistent with the Provincial Policy Statement.
- Provide for planning processes that are fair by making them open, accessible, timely and efficient.
- Encourage co-operation and coordination among various interests.
- Recognize the decision-making authority and accountability of municipal councils in planning.

The Act provides the basis for:

- Considering provincial interests, such as protecting and managing natural resources.
- Establishing local planning administration including planning boards in northern Ontario.
- Preparing official plans and planning policies that will guide future development.
- Establishing a streamlined planning process which emphasizes local autonomy in decision-making.
- Exempting official plans and official plan amendments from approval.
- Regulating and controlling land uses through zoning by-laws and minor variances.
- Dividing land into separate lots for sale or development through a plan of subdivision or a land severance.
- Ensuring the rights of local citizens to be notified about planning proposals, to give their views to their municipal council, and, where permitted, to appeal decisions to the Ontario Municipal Board (OMB). The OMB is an independent administrative tribunal responsible for hearing appeals and deciding on a variety of contentious municipal matters.
- Providing that provincial appeals are to be made through the MMAH.

What is the Province's Role Under the Planning Act?

The province:

- Issues provincial policy statements under the Planning Act.
- Promotes provincial interests, such as protecting farmland, natural resources and the environment.
- Provides one-window planning service to municipalities through the Ministry of Municipal Affairs and Housing, the primary provincial contact for advice and information on land use planning issues.
- Gives advice to municipalities and the public on land use planning issues.
- Administers local planning controls and gives the approval where required.

What is the Provincial Policy Statement?

The Planning Act provides that the Minister of Municipal Affairs and Housing may, from time to time, issue policy statements on matters related to municipal planning that are of provincial interest.

The Provincial Policy Statement which came into effect on March 1, 2005 contains clear, overall policy directions on matters of provincial interest related to land use planning and development. The Provincial Policy Statement promotes a policy-led system that recognizes that there are complex inter-relationships among environmental, economic and social factors in land use planning.

It contains three major policy areas: Building strong communities, wise use and management of resources, and protecting health and safety.

The Provincial Policy Statement is a framework which provides direction on the use and protection of the province's resources —agricultural land, mineral resources, natural heritage resources, ground and surface water and cultural heritage resources for their economic, environmental and social benefits; reducing the potential for public cost or risk to Ontario's residents by directing development away from areas where there is a risk to public health or safety, or of property damage.

When decision-makers exercise any authority that affects planning matters, they are obliged to consider the application of all relevant policies when carrying out any planning responsibility. In making decisions on planning matters, decision-makers ensure their decisions are "consistent" with the Provincial Policy Statement. It is expected that decision-makers will implement the Provincial Policy Statement in the context of other planning objectives and local circumstances.

How Does The Planning Act Work?

Municipal councils, landowners, developers, planners and the public play an important role in shaping a community. Community planning is aimed at identifying common community goals and balancing competing interests of the various parties.

The central activity in the planning of a community is the making of an official plan, a document that guides future development of an area in the best interest of the community as a whole. Your municipal council must give you as much information as possible when preparing its official plan, and in some cases hold a public open house to do this. And before it adopts the plan, council must hold at least one public meeting where you can give your opinion.

It is up to council to decide the best way to let people know about the public meeting, but notice must be given at least 20 days ahead of time, either through local newspapers or by mail and posted notice. The act encourages early upfront involvement and the use of mediation techniques to resolve conflict. Make sure you make your views known early in the planning process. If you don't, you are not eligible to appeal certain types of planning decisions and you may not be eligible to be a party to appeals of certain types of planning decisions.

The Planning Act requires a similar procedure for changes to the official plan, for zoning by-law amendments and approval of plans of subdivision.

Planning & Conservation Land Statute Law Amendment Act (2007)

Formerly known as Bill 51, this act is now part of the Planning Act as well as making a series of amendments to some other acts. These changes reflect the province's commitment to more sustainable communities (environmental, social and economic); public participation earlier in the planning process; greater support for public transportation; and balanced growth between residential and industrial/ commercial land use. The end point is to "line up" all planning legislation to ensure a consistent process for planning.

Amendment to the Line Fences Act (2007)

When a railway company sells an abandoned railway line, the new owner is not responsible for the entire costs of a line fence unless an abutting farming business has made a written request. The usual fence viewing arbitration process continues to apply to all other lands abutting an abandoned railway line.

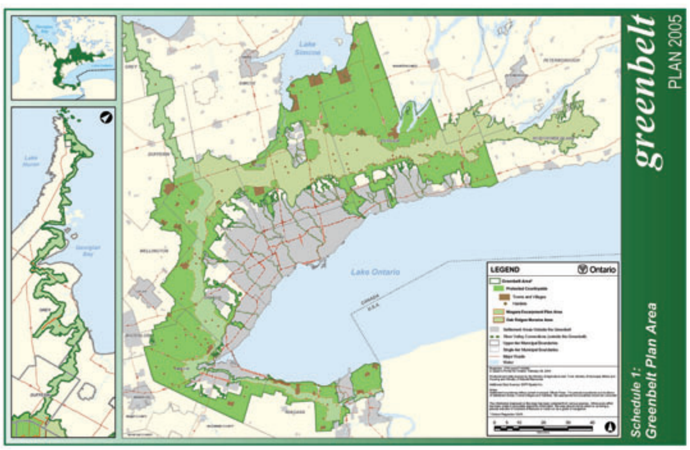
Amendment to the Highway Traffic Act (2007)

Municipalities now have the authority to set speed limits up to 100 km/h in any increments chosen by the municipality on local roads. Previously, municipalities could set speed limits in 10 km/h increments only.

The Greenbelt Act and Plan (2005)

The purpose of the *Greenbelt Act* is to create a Greenbelt Plan to protect about 1.8 million acres of environmentally sensitive and agricultural land in the Golden Horseshoe from urban development and sprawl. It includes and builds on about 800,000 acres of land within the Niagara Escarpment Plan, and the Oak Ridges Moraine Conservation Plan. The Greenbelt area also contains Canada's largest network of hiking and recreational trails.

The Act authorizes the government to designate a Greenbelt Area and establish a Greenbelt Plan. The plan sets out a vision, goals and objectives for the Greenbelt. In addition to providing agricultural and environmental protection, the Greenbelt contains important natural resources and supports a wide range of recreational, tourism and cultural opportunities. The Act also requires planning decisions to conform to the Greenbelt Plan.



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Vision

The Greenbelt is a broad band of permanently protected land which:

- Protects against the loss and fragmentation of the agricultural land base and supports agriculture as the predominant land use.
- Gives permanent protection to the natural heritage and water resource systems that sustain ecological and human health and that form the environmental framework around which major urbanization in south-central Ontario will be organized.
- Provides for a diverse range of economic and social activities associated with rural communities, agriculture, tourism, recreation and resource uses.

Goals

The goals of the Greenbelt Plan are to enhance our urban and rural areas and overall quality of life by promoting the following matters within the Protected Countryside:

1. Agricultural Protection
Protection of prime agricultural land and specialty crop area by preventing further fragmentation and loss of agricultural land base and allowing supportive infrastructure and value added uses necessary for sustainable agricultural uses and activities.

2. Environmental Protection
Protection, maintenance and enhancement of habitat for flora and fauna, as well as the restoration of natural and open space connections between various ecologically significant sites (Oak Ridges Moraine, Niagara Escarpment, Lake Ontario, etc.)

3. Culture, Recreation, and Tourism
Provision of a wide range of publicly accessible built and natural settings for recreation including facilities, parklands, open space areas, trails and water-based/shoreline uses that support hiking, angling and other recreational activities enabling continued opportunities for sustainable tourism development.

4. Settlement Areas
Support for a strong rural economy by allowing for the social, economic and service functions through the residential, institutional and commercial/industrial uses needed by the current and future population within the Greenbelt while sustaining the character of the countryside and rural communities.

5. Infrastructure and Natural Resources
Support for infrastructure which achieves the social and economic aims of the Greenbelt and the proposed Growth Plan in a sustainable manner in addition to recognizing the benefits of protecting renewable and non-renewable natural resources within the Greenbelt.

The Ministry of Energy and Infrastructure

The Ministry of Energy and Infrastructure is responsible for Ontario's energy supply and use; working with partners to fund, build, and modernize public infrastructure and community facilities such as schools, hospitals, and public transit; and planning for and managing growth through the Places to Grow project.

Places to Grow Act, 2005

The foundation of the Places to Grow project is the Places to Grow Act, 2005. The Places to Grow Act helps the Ontario government plan for growth in a coordinated and strategic way. It gives the Province authority to:

- designate any geographic region of the province as a growth plan area.
- develop a growth plan in consultation with local officials, stakeholders, public groups, and members of the public.
- develop growth plans in any part of Ontario.

Growth Plan for the Greater Golden Horseshoe, 2006

The Province's Growth Plan for the Greater Golden Horseshoe, 2006 is a 25 year plan for managing growth in this rapidly growing urban region ringing western Lake Ontario. It will achieve this by:

- Revitalizing downtowns to become vibrant and convenient centres.
- Creating complete communities that offer more options for living, working, shopping, and playing.
- Providing greater choice in housing types to meet the needs of people at all stages of life.
- Curbing sprawl and protecting farmlands and greenspaces.
- Reducing traffic gridlock by improving access to a greater range of transportation choices.

For more information on the Growth Plan for the Greater Golden Horseshoe, please visit www.placestogrow.ca and see section 3.1.3. of this document.

Growth Plan for Northern Ontario

The Province is developing a growth plan for Northern Ontario. The focus of this Growth Plan is to attract and sustain growth, in order to create opportunities that will enable people of all ages to live, work, and raise families in the north.

The Growth Plan for Northern Ontario will build on existing work to provide a coordinated, long-term and comprehensive approach to supporting a globally competitive region. It will focus on:

- Retaining and attracting people through improved urban environments and job creation.
- Advancing existing industries through innovation and knowledge export.
- Maximizing growth potential in research and innovation sectors.
- Developing a skilled workforce for the new economy.
- Engaging a growing Aboriginal population.
- Promoting the north's geographic, economic, and cultural diversity.

For more information and to get involved in development of the Growth Plan for Northern Ontario, please visit www.placestogrow.ca.

Simcoe: A Strategic Vision for Growth

On June 4, 3009, the Ontario Government released a strategic vision which builds on the Growth Plan for the Greater Golden Horseshoe to allow for more controlled growth in Simcoe County, Barrie, and Orillia. For more information, visit: http://www.placestogrow.ca/index.php?option=com_content&task=view&id=165&Itemid=15

3.1.3 Greater Toronto and Hamilton Area Responsibility

Overview: Greater Toronto and Hamilton Area (GTHA) and Metrolinx

The Greater Toronto and Hamilton Area (GTHA), located in southern Ontario, is Canada's largest urban region and one of its fastest growing areas. With a current population of over six million people, the GTHA is forecast to be home to 8.6 million people by 2031.

The GTHA's current public transit system is comprised of nine separately-governed local transit agencies and one regional transit provider. Traffic congestion costs the GTHA economy and commuters $6 billion. Walking and cycling comprise only 9% of GTHA morning rush hour trips and 32% of school trips by children 11 years or older.

In 2006, the Government of Ontario established Metrolinx to tackle the GTHA's major transportation challenges, which affect people, the environment and the economy, and to fulfill the Province's commitment to implement the transportation network and policies of the Growth Plan for the Greater Golden Horseshoe.

Metrolinx was established by the *Metrolinx Act, 2006* with the mandate to champion, develop, and implement an integrated multi-modal Regional Transportation Plan (RTP) for the GTHA, and assume responsibility for core GTHA services and programs such as GO Transit and the Smart Commute Initiative.

Regional Transportation Plan: *The Big Move*

From December 2007 to October 2008, Metrolinx held RTP consultations across the GTHA, including stakeholder meetings and public meetings/open houses, and invited comments through a 24/7 Virtual Open House on-line portal. The resulting RTP document, *The Big Move*, sets out an integrated multi-modal transportation plan and investment strategy to be implemented over the next 25 years. The RTP is available at www.metrolinx.com/thebigmove

Big Moves and Strategies to Increase Active Transportation

The RTP includes nine Big Moves (Priority Actions) and a number of goals, strategies, and objectives to guide transportation planning, and promote and facilitate co-ordinated decision-making and investment in the GTHA. *The Big Move* outlines a vision of an expanded regional rapid transit network, greater usage of sustainable and active transportation, excellent customer experience, an integrated fare system, and significantly reduced emissions from transportation.

The Big Move envisions that, 25 years from now, one in five trips to work will be taken by walking or cycling and 60% of children will walk or cycle to school. The following RTP Big Moves and strategies pertain directly to walking and pedestrian infrastructure improvements:

- Big Move #4: Complete walking and cycling networks with bike-sharing programs.
- Big Move #7: A system of connected mobility hubs.
- Strategy #2: Enhance and expand active transportation.
- Strategy #4: Create an ambitious transportation demand management (TDM) program.
- Strategy #7: Build communities that are pedestrian, cycling and transit-supportive.

Moving Forward

The *Metrolinx Act, 2006* requires Metrolinx to be guided by the RTP to ensure those projects in the plan move forward expeditiously. The act enables the province to issue Policy Statements for guiding transportation planning at the municipal level.

Continuing Opportunities for Public Involvement in Transportation Planning

As Metrolinx moves forward with the implementation of *The Big Move*, it continues to extend opportunities for public involvement in transportation projects. Metrolinx posts all opportunities to attend consultations, submit comments through the on-line portal, and get involved in other ways on its website: www.metrolinx.com.

3.1.4 Municipal Responsibility

Municipal Overview

Many municipalities have a planning department. Their mandates can vary from municipality to municipality. Planning departments are responsible for both short term and long range community planning within their planning district. Long range planning involves the preparation of a new municipal Official Plan and Zoning By-law. Short term planning includes the processing of official plan and zoning by-law amendments, site plan approvals, minor variances and plans of subdivision.

What is the Municipality's Role Under the Planning Act?

The local municipality:

- Makes local planning decisions that will determine the future of communities.
- Prepares planning documents, such as: an official plan, which sets out the municipality's general planning goals and policies that will guide future land use, and zoning by-laws, which set the rules and regulations that control development as it occurs. The Planning Act also gives planning boards in northern Ontario the power to pass zoning by-laws for unorganized territory within their planning areas..

Upper-tier municipalities (e.g counties, regions), as well as planning boards, deal with broad land use planning issues that concern more than one local municipality. Some municipalities have their own official plans and have the authority to approve local official plans, in place of the Minister of Municipal Affairs.

Some municipalities are also the approval authority for plans of subdivision. In some areas of the province, municipalities in one or more counties, with the approval of the minister, may constitute a municipal planning authority to do joint planning to address common issues on managing growth and providing services. A municipal planning authority would have the same power as the council to prepare an official plan for the defined municipal planning area. It may also be given the power to approve plans of subdivision and consents.

Contact your municipal clerk to determine the approval authority for official plans and plans of subdivision in your area.

Municipal Legislation

What is an Official Plan?

The Official Plan is a policy document that outlines land use planning in a municipality. It contains a statement of long-term goals and objectives together with policies on major planning issues. The Plan contains schedules (maps) which establish where residential, rural, parkland, commercial, industrial, green corridors and agricultural areas are to be located. The appropriate approval authority, either the County/Region or the Ministry of Municipal Affairs, must approve the Plan. The Official Plan is required to be reviewed every 5 years. In preparing an Official plan, a municipality is required to hold at least one public meeting, notice of which must be given through local newspapers or by mail.

There have been changes in the Planning Act requiring that official plans be revised at least every five years to conform with current provincial policies. There are also requirements for conformity changes to the Growth Plan by 2009.

...continued on next page.

Municipal Legislation
What is an Official Plan?
--
continued...

The Official Plan provides the ideal opportunity for the community to set policy goals and objectives – especially walkability and connectivity – across the entirety of the community, rather than a site-by- site development process. The Official Plan also outlines how and where future growth areas will be developed, and which infrastructure supports will be required to support them.

Why Amend the Official Plan?

Any development proposal in a municipality must conform to the Official Plan. If the proposal does not meet the requirements set out in the Official Plan, the developer may have to apply for an Official Plan Amendment. It is important to note that the proposal must also be in compliance with local Zoning By-laws. Any changes to a lower-tier Official Plan must also conform to the upper-tier Official Plan.

Developers are encouraged to meet with municipal planning staff to determine if an amendment is necessary. They will evaluate the proposal to ensure it meets the goals, objectives and policies of the municipality as outlined in the Official Plan. If it does not, an Official Plan Amendment is needed and the Planning Department staff will guide interested parties through the process.

It is also important for members of the community to be aware of Official Plan Amendment meetings to ensure that walkability is being considered in the development and that it has the proper linkages, mix of uses, etc.

3.2 Creating Changes in Current Policies

An Advocate can use Legislation to Support Walkability

You can be an important part of the land use planning process by keeping informed about what's going on in your community and by taking part in public meetings.

Getting involved in the process early is the best option to come up with an acceptable compromise for everyone, before a great deal of expense has arisen on the part of the developer.

With your input, the municipal council will be able to make better decisions that affect your future. If you are concerned about all or any part of a planning proposal or policy change, you should:

- Find out as much as possible about the proposal.
- Think about how it will affect you.
- Talk to your neighbours about it.
- Go to public meetings and information sessions and let council know what you think.
- Write to the municipal clerk or planner responsible about your views. This information will go in the development file, and you will be recognized as someone who commented on the application if an OMB hearing should arise in the future.
- Work with council and the municipal staff to resolve your concerns.

Finally, if you are not happy with council's decisions on planning issues you may have the ability to appeal to the Ontario Municipal Board (OMB) for a public hearing, however only if you made a written or oral statement.

3.2.1 What Makes Politicians Jump?

Adapted from Charles Gandy

Ten tips can be applied to closing a business deal, working out a disagreement with a neighbour and romantic persuasion.

1. **Make a Good First Impression.**
This is an important first step. Be friendly, have a good attitude, and assume the politician is a nice, good person. Most are and those that aren't will prove that to you in due time. Expect them to reciprocate and try to make a good impression on you. Most politicians are masters at this first step.

2. **Listen Before Telling.**
A theme that runs through Stephen Covey's 7 Habits of Highly Effective People is to "seek first to understand, then to be understood." How do you get the politician to tell you what she thinks? Ask open-ended questions such as "Where do we need to start with this issue: background, supporters/opponents, current status?" Follow it with something like "How much do you want to know about this issue?" or "What do you need to see or hear to convince you to say yes to us?" If you can do what s/he wants, commit to doing it. If you can't, suggest an alternative threshold you can obtain. S/he will probably negotiate with you.

3. **Expect to Give Before You Get.**
Are you likely to return a favour to someone who's done one for you? If you like to work with your friends and look for ways to help them be cause they have helped you, congratulations! You are thinking like a politician. Savvy advocates work in political campaigns. Look for opportunities to help politicians get what they want, known as "you scratch my back and I'll scratch yours." Accept this law of politics. It is rarely broken.

4. **Be Prepared.**
Know the technical side of your topic but don't necessarily use it. Most politicians are generalists and "people" people. They are unlikely to want to become an expert on your topic. You should be confident with the technical side of your issue, be able to demonstrate it if called on, but do not dwell on its details.

   More importantly, be prepared by knowing what is important to the politician. You can do this by asking people who know him/her, other advocates, lobbyists, or his/her staff. You can ask them directly. You may be surprised to find out s/he has had a personal friend injured or killed in a bike or pedestrian accident and wants to do something to honour that person.

   Know your opponents' arguments inside and out. You will probably be asked to tell the politician why people will be opposed to your plan. This is your chance to show the weaknesses in your case and immediately rebut them with your overwhelming facts. You are answering the same question you have already asked yourself. "Since nothing is perfect or absolute, what are the holes in this plan and how have I concluded that they are inconsequential or outweighed by the strengths of this plan?"

5. **Be Honest.**
Don't lie or stretch the truth. If you don't know, find out. If you make a mistake, admit it and apologize. You don't lose face by saying up front, "I don't know but I will find out." Integrity and honesty are what make facts persuasive.

What Makes Politicians Jump?
continued

6. **Be Flexible.**
   Be ready to answer the politician's questions however off the wall they may seem to you. Be prepared for the absurd.

   Be prepared to compromise on your position. Having a motion, by-law or amendment pass without negotiation or compromise is often a sign of an inconsequential policy. If you are in the business of progress, change or improving your condition, isn't it better to take a partial victory through compromise than defeat through intransigence? Of course I'm not suggesting compromising your core values. Be willing to accommodate other perspectives, agendas and timelines to achieve your key objectives.

7. **Be Persistent.**
   Or as Churchill declared, "Never give up. Never, never, never." Recognize there will come future opportunities to exploit if you continue to play the game.

8. **Be Sincere and Not Sanctimonious.**
   Your key issues may be the centrepiece of your life and define for you right from wrong, good versus evil. You can expect the politician's key issues to be different. Coming on righteously without preaching can be very persuasive. Remember the office holder is trying to balance the interests of all his/her constituents. S/he truly believes that there are sincere, passionate people on both sides of all arguments. S/he wants to make the right decision, not necessarily be converted to the cause.

9. **Be Focused.**
   Many individuals and organizations make the classic error of trying to be everything to everybody, forfeiting effectiveness for anybody. Being focused means developing a reputation among the politicians as an expert in your area. It is good to be known as Mrs. or Mr. Walkable Communities. On walking issues they will think of you and value your input.

10. **Be Ambitious.**
    Most of us shoot too low. We don't think big enough. Upon reflection those who have achieved great things in life often are the most surprised. They had a clear vision of where they wanted to go but probably didn't see clearly the path beyond the first few steps. Having faith, they took those first steps and discovered the closer they came to their vision the clearer it became.

    Politicians respond to advocates with vision. They want to contribute to successful projects because it reflects favourably upon them. The savvy advocate will give them an opportunity to participate.

3.2.2 Letters

(a) Short Letter
See example on page ...

(b) Long Letter
See example on page ...

Sample Short Letter:

walkON

BRANT COUNTY

HALDIMAND-NORFOLK

HALTON REGION

NIAGARA REGION

WATERLOO REGION

WELLINGTON-DUFFERIN-GUELPH

Date

Name
Street
Town, Province
Postal Code

Re: Walkable Communities & The New Bridge Construction

Dear __________:

As a member of walkON in Small Town, Ontario, I am writing to express support for Small Town's proposal for design changes and phased-in construction of the new "A" Street Bridge. The success of this project depends heavily on the proper allocation of incentives and disincentives. As currently proposed, the design for the bridge provides a level of convenience for single occupant vehicles that will keep most drivers in their cars. Virtually every downside of the project – including the intersections, free right turn lanes, and skewed intersections – adversely affects pedestrians.

walkOn supports the recommendations for reducing the design speed of the bridge; eliminating the free right turn lane; and eliminating an eastbound right turn lane from the bridge at "B" Street. walkON also recommends reducing the lane width to 11 feet and reducing the turning radii at intersections.

Additional right of way purchased for the later phases of the bridge could be used for attractive medians and public space. These changes would encourage behaviour to change, possibly eliminating the need for future expansion of the bridge. Phased construction would also enable our town to obtain more accurate forecasts of traffic conditions before building additional capacity.

Small Town is currently one of the most intense pedestrian environments in the region and this is the trend we wish to support. walkON encourages you to support the proposal for design changes and phased construction of the bridge. Small Town cannot build its way out of congestion, but must rely on changing travel behaviour. Give pedestrians a chance!

Sincerely,

Chair, walkON

A Heart Health Partnership of Central West Ontario
www.walkon.ca

Sample Long Letter:

walkON

BRANT COUNTY

HALDIMAND-NORFOLK

HALTON REGION

NIAGARA REGION

WATERLOO REGION

WELLINGTON-DUFFERIN-GUELPH

Date

Name
Public Works Department/Planning Department
City, Ontario
Postal Code

Re: Proposed New Sub-Division

Dear Mr. ____________ & Mr. ______________:

walkON is a partnership of Central West municipalities that, together, have identified a need to support the development of walkable communities. We believe that together, we can build sustainable, walkable communities to improve the health of our citizens, our children and our environment. We appreciate the opportunity to comment on your new sub-division plan and appreciate your assistance in meeting with us to help us understand the nature of this complex project.

Outline of Our Comments:

walkON finds that the proposed project, if implemented, would constitute a significant negative impact to the planned pedestrian environment. The City's policies and standards support an improved pedestrian environment. The proposed project negates that vision.

To minimize the significant negative impact, we recommend that the proposed project:

- Provide shade street trees in the planter strips along all streets of the proposed project
- Include utility poles and traffic boxes in the planter strips to leave the sidewalks clear for walkers including the handicapped
- Provide crosswalk design that encourages pedestrian usage by including pedestrian islands on all arterials, flashing lights when pedestrians are in the crosswalks, and crosswalks on all corners of the streets.
- Manage the speed on the arterials by reducing the lane width to 11 feet, and by timing the signals to maintain the traffic at the appropriate speed.
- Continue to allow parking on streets with lower traffic volumes. This will be a positive for businesses, will help slow the traffic and will provide a barrier between the traffic and the pedestrian enhancing the pedestrian's safety.

A Heart Health Partnership of Central West Ontario
www.walkon.ca

Sample Long Letter, continued...

walkON

BRANT COUNTY

HALDIMAND-NORFOLK

HALTON REGION

NIAGARA REGION

WATERLOO REGION

WELLINGTON-DUFFERIN-GUELPH

OFFICIAL PLAN – CONTEXT

Overall Goals Related to Transportation: (emphasis added)

- Create a safe, efficient surface transportation network for the movement of people and goods.
- Provide all citizens in all communities of the region with access to a transportation network that serves both the City and region, either by personal vehicle or transit. Make a special effort to maximize alternatives to single-occupant vehicle use, such as public transit.
- Maintain a desirable quality of life, including good air quality, while supporting planned land use and population growth.

In the proposed sub-division plan the discussion focuses mainly on bicycles and the Bicycle Master Plan. There is little analysis of the needs of pedestrians even though the Official Plan calls for an increase in this mode.

The proposed sub-division does include some pedestrian improvements – the elimination of free right turn lanes on two roadway segments, the addition of sidewalks to streets that do not now have sidewalks and the increased street connectivity. However, these improvements are far short of what would support an "increase in the pedestrian mode." They make pedestrian access barely possible but not safe, comfortable or desirable. The improvements do not offer a good alternative to the automobile. The automobile continues to receive priority in this facility design to the detriment of pedestrians.

The key elements that are needed to make the environment pedestrian-friendly include:

- Direct Routes – the ability to go directly to one's destination – this includes connectivity of the sidewalk and trail system.
- Safety – along the street and in the crosswalks – concerns about speeding traffic, large trucks, the time it takes to walk across busy, wide streets, lighting, and eyes on the street.
- Convenience – the ability to cross the street from all corners and approximately every 300 – 500 feet.
- Comfort – trees that shade the sidewalk from summer heat and benches to provide places to stop to regain strength.

A Heart Health Partnership of Central West Ontario
www.walkon.ca

Sample Long Letter, continued...

walkON

BRANT COUNTY

HALDIMAND-NORFOLK

HALTON REGION

NIAGARA REGION

WATERLOO REGION

WELLINGTON-DUFFERIN-GUELPH

- Attractive – trees, landscaping, interesting vistas, etc. Trees enhance the comfort for pedestrians. Additionally, it will slow traffic and will enhance the attractiveness of the roadway both for the pedestrians and the drivers. Trees that provide a canopy over the roadway will also reduce the heat island effect of the additional asphalt, an air quality benefit. Additionally, trees by protecting the asphalt extend the life of the asphalt, a cost-savings.
- Intersections – the provision of islands in the median and adjacent to turn lanes, and the estimated time it will take a pedestrian to cross the particular intersection.

We appreciate the opportunity to comment on this proposed project and to offer our suggestions for making the project a positive improvement for pedestrians and the overall community. We would be happy to meet with you to answer any questions you may have regarding these comments.

Sincerely,

Chair, walkON
(area code) 888-0099

c.c. Neighbourhood Association
Regional Transit
Area Bicycle Advocates
Trails Association

A Heart Health Partnership of Central West Ontario
www.walkon.ca

CHAPTER FOUR

04 Working with the Media

(Adapted from Community Bicycle Network of Toronto)

walkON

4.1 Step One: Choose Your Media Strategy

The media develops a story about your group and the work you do. This "story" will not equal the reality of what you're doing - with all of its many details - it will only portray a small piece of your work. Plan a media strategy to make sure the right aspects are covered.

What do you want your media campaign to accomplish? Do you want to promote an event or get new members for your group? Decide the image you want portrayed and what kind of reaction you're looking for. These decisions will help you figure out how to create the story you want. This may seem like a calculating thing to do, but if you don't decide what the story is, the reporter will.

Quick tips:

- Always have one person in your group who is the media contact.
- Nothing you ever say is "off the record".
- Make it easy for reporters to make news about you.

4.2 Step 2 - Appoint a Media Contact Person

Journalists like to deal with one person – it's less confusing for them. If your contact person doesn't have much experience with the media, ask them to observe the day-to-day routine at a community radio station or newspaper office.

If they've never given an interview to the media before, have them role-play with a friend first or member of your group, or have them sit in on someone else's interview.

Don't be taken by surprise. Get to know who's who in the media so you know who is supportive and who is hostile. You can research a journalist by reviewing articles that they've published and see what their views have been in the past. You can also ask them some informal questions before they interview you to get a sense of their views.

Nothing is ever "off the record". Never contradict yourself, blurt out something or confide in a journalist and think they didn't notice because they didn't write it down.

If you are worried about being misquoted, you can tape your interview. However, this may offend some journalists. You may want to explain that you're learning about giving interviews and you want to review how you did.

Be available at all times. Journalists work with very short timelines. Your media contact should be able to respond quickly to requests for quotes and interviews.

4.3 Step Three: Draw up a Media Contact List

Find out where to send a press release or announcement. Ideally, you should also know which reporter is to receive it. If you can't get a name, ask for the city editor, assignment editor or features editor. Also include newsletters, small community papers and ethnic papers, church bulletins and so on.

Be aware of the deadlines for sending in your material. There are often different deadlines for writing a letter to the editor, a feature story, a community calendar listing and a classified ad.

Make repeated contacts with the media as deadlines approach. Send an advisory note about an event well in advance, and then follow it up with a formal press release and a phone call later.

4.4 Step 4 - Create your Event with Media in Mind

Make your event easy to photograph. TV stations and newspapers are always looking for good images (they're known as photo opportunities).

Make everything into an event. Even if it's a report that you worked on for two years, develop a forum to release the results so there's an "event" that can be covered. Rallies, walkathons, book launches, petition drives, well-known speakers and press conferences are all events that promote a more complex issue.

Remember that problems and conflicts are often considered newsworthy events. Don't go public with negotiations you're making with a politician or internal problems in your group unless it somehow serves a purpose (or the information has already been leaked and there's nothing you can do). Once a situation is made public, people are usually less willing to change their stand. If you want to put pressure on a politician through the media, ask for something (a meeting with your group, a public forum, etc.) that let's them save face.

Try and make abstract ideas concrete. Use visual images and examples to illustrate your point. For example, don't just give numbers of how many cars pass through your region each year. Instead, say that if they were piled nose to nose they would reach however many miles into space.

4.5 Step 5 - Provide all of the Required Information

If you do the background research, reporters will quote you. Check your sources because they won't forgive you if you make them look foolish.

The less work a reporter has to do on your story, the easier it is for them to fit your news into their schedule. You also want to attract their interest; they receive many more announcements that they can use. Try and catch their attention by being clear, brief and interesting. They are looking for something that's new and of particular interest to their audience.

If you are holding an event, offer them your help in arranging for interviews and photographs. Have any relevant information or background material on hand, and wear badges to identify the organizing crew.

4.6 Step 6 - Writing a Press Release

Style

Press releases follow a strict style. They are 1 to 1 ½ pages long, double-spaced and typed. They should be clear and concise and designed to grab the attention of the editor who scans 200 of them a day and picks out 20 to follow up on. Try and tell it like a news story, give your event a headline and an angle that you want them to use.

Leading information

What, how, why, when and who should be covered in the first paragraph. The "why" is very important – why is this news? Why is this happening and why is it interesting? You need to give this information in 3 or 4 sentences.

Try answering such questions as:

- What will take place?
- Why are you holding this event?
- Who will be there?
- When and where is it?
- How many people are participating and what will they be doing?
- What do you expect to come out of the event?

Background information

The next paragraphs should give more detailed information, background statistics, a summary of the issue, or details about the event. Use sentences that would make good quotes and give facts that capture their interest. If you are asking for an interview, or want them to attend a press conference, remember that you'll have another chance to give them information. Don't drown them in details.

Contact information

At the bottom of the page, include the name of the media contact for your group and their phone number(s), as well as the name of the person organizing the event (who can arrange interviews or filming) and your group's logo.

4.7 Definitions

Media Contact Person

The designated person in your group a reporter should interview or ask for information.

Photo Opportunity

An event that looks visually interesting, so that TV reporters will cover it.

Press Release

An announcement you send to a newspaper, TV or radio station about something you want them to report on.

Public Service Announcement (PSA)

Similar to a press release, except that you are asking for a free announcement about something that benefits the public.

CHAPTER FIVE

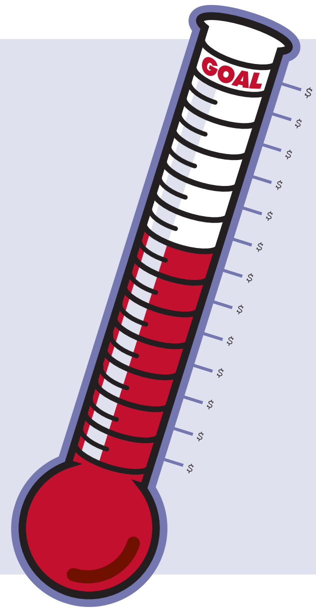
05 Fundraising and Grant Writing

walkON

5.1 Fundraising

Source: *Regan McClure, reprinted courtesy Community Bicycle Network Toronto*

Different non-profit groups may have radically different approaches to fundraising. Some groups, such as art centres, may focus their efforts on finding a consistent base of donors to financially support their organization. Other groups may seek people who support the group's activity despite the fact they will never benefit directly from the group's service (for example, the Hospital for Sick Children doesn't ask the kids for a donation, although the families certainly make donations).



5.1.1 Basic considerations

To get started, ask yourself the following questions:

- Do you have charitable status? If you do, you can issue a tax receipts, which make private donations more attractive and is required for applying to certain granting foundations.
- Do you have a clearly defined community?
- Do they have enough money to give some to your group?
- Do you have administrative costs? Few people get excited about fundraising to cover office supplies -- it can be hard to rely on donors or campaigns to raise these costs. Project-oriented campaigns stir people's imaginations more easily. Writing grants can be a better source of funding for operational costs.
- Do you have the resources (staff, office, financial reports, structure) to apply for and receive large grants?
- How much money do you need? You won't meet a $50,000 budget doing bake sales. You might want to assess a number of different funding sources to make up your total budget.
- How defined and easy-to-contact is your community? If your members move frequently, the possibility of a long-term funding base becomes very difficult. Many organizations rely on a small group of ten to 100 donors who contribute every year. Is this strategy possible for you?
- How much time do you really want to spend fundraising? Grant writing can take months, and some groups spend a lot of time just raising their minimal budget. Assess your resources in terms of potential labor, skills and enthusiasm for fundraising.
- Can your goals be met by having more money? Before you go off after money, really think about ways to try to accomplish what you need with less funding. Don't spend time raising money you don't need. That may sound obvious, but sometimes organizations apply for grants just because they're there, not because anyone has thought through how the organization will really use the money.

5.1.2 Charitable donations

Individuals and companies like to receive tax receipts for their donations. You can try to set up a charitable fund as an aspect of your organization; however, there are restrictions. Charities can only engage in non-political activities, so if some of your work is going to be advocating to city councils about the need for walkable communities, this would not qualify as a charitable activity. Charities also need to have their own board, which means you need to be organized enough to fill out forms and reports on time (charities are closely supervised by the government).

"Education work" is the most likely category to get an application for charitable status approved. Sometimes you can set up a sub-fund for your group; for example you may wish to establish a trust fund for a scholarship to be awarded to students working on bicycling issues.

5.1.3 Project funding

Most of your fundraising should come under the category of project funding -- it's much easier to access these funds than funds for general administration. You may wish, therefore, to align core staff with a series of projects, rather than account for their time as "administrative" work. Your group can meet its overall operating costs by combining a number of project budgets.

Specific projects are good to fundraise around because the reasons you need the money are self-explanatory. You can think up many different kinds of projects, including events, publications, conferences, lobbying campaigns and so on, that you can raise money for by charging admission, grant writing, co-sponsorships, direct mail campaigns and so on. Even if you are fundraising to cover your basic operating costs, promote your efforts as fundraising for something specific, such as purchasing a computer. People like to know where their money goes, and the "buy a computer campaign" spells it out pretty well!

Small is beautiful!

You don't have to design big campaigns to raise a lot of money. Decide on and pursue what you need. It is a disadvantage if you think "Oh, we could never raise enough to do that." Don't let yourself fall into that trap. Professional fundraisers can pull in millions of dollars with slick campaigns. However, they also spend hundreds of thousands of dollars and years of work getting the money.

The best way to frame the problem of raising funds is to define:

- why you need the money,
- how much you need, and
- who you can ask for it.

Some general tips:

Be consistent.

The best thing to do is develop a specialty and stick with it year after year. When you've done it before, you already have the contacts, know the location, and know where to take out an ad and send the posters. The events are well attended too, because they develop a reputation over time.

The hardest part of fundraising is building up a group of people who like to give you money and a group of people who like to organize fundraising events for you. Every time you run an event you get better at it, expand the number of people who participate in it and make progressively more money. Changing strategies every year will just frustrate you.

This doesn't mean you have to stick with a bad idea, but don't have really high expectations for the first few years. It takes time to work out the bugs in the system. A good fundraising campaign comes naturally out of the purpose and structure of the organization; it's developed over the years because of its value in publicity, volunteer recruitment and educational purposes before it begins to make real money.

Pick what you know.

Your group needs to have the skills to pull off your chosen fundraising activity. Capitalize on your collective strengths -- if together you have skills with artwork, don't try to make money by offering to repair computers. It is difficult to learn how to do something at the same time you're trying to get it done. Your group also needs to be organized enough to support fundraising activities.

For some organizations, having a canvassing campaign makes sense because they already have a newsletter (which they offer to people who donate money), people who know how to organize canvassing efforts, people in the community who know who they are (the result of years of publicity), and so on. If you don't have that existing level of organization, canvassing can be a disaster.

Pick who you know.

People don't give money to organizations; they give it to other people. It's good if you represent a worthwhile organization, but they need to have a sense of "knowing" who you are. Try to get money from people who've come into contact with you before -- past board members, volunteers, staff, community leaders, members of similar organizations, people who've benefited from your work in some way. Also, you need publicity in general if you plan on a big fundraising campaign. Explaining what your group stands for, what kinds of work you do, how you operate and why you want their money takes too long when soliciting donations. Recognition value helps you focus more on the issue at hand without having to do all that background work.

Use the resources you already have to the fullest advantage.

If your group has staff people, skilled volunteers, office equipment and other resources that can be used in raising money, then take on the tasks that other, less-resourced groups partners can't. This reduces competition and makes better use of your resources. A good example of this is selling products through an office, since many groups can't provide the staff needed to keep an office open or can't even afford rent.

Cover your costs.

One of the best ways to raise funds is just to not spend anything up front. For example, you can put on a conference where the advertising is paid for by the campus radio station and newspaper (who are co-sponsoring it), the printing is donated by another campus group (they paid for the printing, your volunteers will be doing the postering), the speakers are sent by a local speaker's bureau, the event is organized by a grant staff person, the food organized by a catering service, and miscellaneous expenses are covered by passing a basket around after an enthusiastic speech during the conference.

When people participate in something, the need for funding is obvious. Because they benefit directly, many are often willing to donate money or donations in kind towards the cost of the event. Many of your programs can make back some of their costs.

Recognition

Develop a logo that people can quickly recognize. If your group isn't well known, organize around a cause that is. If more people will come out for "Bicycle Parts to Cuba" or bicycle user groups, then organize your campaign around those issues. Tell them about your group's larger mandate after they arrive.

5.1.4 Fundraising Events

Listed below are a number of fundraising event ideas. Based on your group's goals, resources, and interests, you may wish to consider organizing one or more of these events.

Move-a-thons

Organizational status: no official status needed

Volunteer needs: high

Infrastructure: contact phone, good community contacts

Time Commitment: initially very high, possibly 3 months

Fund use: unrestricted.

Expertise needs: high

Recognition needs: high

Financial gain: $2000 and much higher

A move-a-thon allows for people to use whatever mode of transportation they wish, including wheelchairs, to walk, run, or otherwise travel together. You can attract people just for the sport of it, including biking, boating, swimming, skating, go-carting and so on. Be creative. Sports-oriented people are happy to pay a $5 or $10 registration fee for the chance to sweat and win prizes (for the top competitors). You can often get prizes donated by businesses.

Move-a-thons are hard to organize the first time, but get a lot easier as you go along. It is especially useful if you have a lot of volunteers who can help out on special occasions. You need to get the permit to hold the event, and you can use a city street or make it a trek through a park or woodland area (especially handy if you're trying to raise money to clean up the area). Contact your City Department of Public Works if you want to get a permit.

How popular the event becomes depends on how much fun it is -- try to be creative.

Raffles

Organizational status: charitable status legally needed

Volunteer needs: low

Infrastructure: venue to make sales, contacts with businesses to donate prizes

Time Commitment: fairly low, mostly selling time

Fund use: unrestricted

Expertise needs: low

Recognition needs: low, especially if you have good prizes

Financial gain: $100 to $1000 average, very large draws possible

Raffles involve administration, ticket distribution and sales. You'll need at least one volunteer in charge of each aspect. The more ticket sellers and distributors you have, the more tickets you can sell.

Allow for enough time in planning your raffle. It takes time for the raffle permit (see below) to be approved (usually a week or two, but up to 30 days if this is your first raffle), the tickets to be printed (3 to 4 days) and the sales to occur (2 to 3 weeks). You also need to search for donated prizes before you even get the permit.

You need to keep track of how many tickets were printed, who has taken tickets to sell, who has actually sold tickets and who bought which ticket and their phone number so you can contact them. Don't make the ticket stubs too long to fill out, especially if you want people to buy several. Their name and phone number is enough.

Raffle permits

You may need a permit from your City Hall Clerk's Office to operate a raffle. It's not hard to fill out the required paperwork, but the need for charitable status is difficult. You may want to co-sponsor (officially) with a charitable group.

You need to know what the prizes are, how many tickets you'll print, how much you're selling them for and when the date of the draw will be before you get the permit. Once you've decided on this, you can't change it, so be sure to get a few extra tickets printed so you don't run out.

Don't start selling tickets before you get the permit --tickets must be printed with the permit number on them and sequentially numbered. The name of the printer must also be on each ticket, which gives you a chance to ask the printer to give you the job at cost, since they get advertising with every ticket you sell.

If any tickets or stubs go missing, your raffle is invalid and your license will no longer apply. Keep good records of all the tickets. You'll need to send in a report after the raffle is over. The report form should come with the application.

Prizes

Raffles and lotteries can vary from raffling off a bike to full-fledged casino nights. The latter is recommend only if you have some people skilled in running these events. In some towns, you can hire companies that provide professional blackjack dealers and so on for a portion of the proceeds.

Prizes don't have to be expensive to be valued. For example, you could make a package of a dinner at a restaurant and a limousine to an evening performance. The total cost is only about $120, but since so few people can afford to spend that much money in a single evening; it seems like a real luxury.

Other items that people value but don't spend money on are personal services, especially massages (it's not too hard to get a professional massage therapist to donate one free massage), having their apartment painted, body lotions and creams, entertainment, travel, books, good clothes, computers, camping gear and bikes. Remember, the sense of "luxurious" is what counts.

You can also raffle off "experiences" such as a dinner with a local author, a chance to meet someone famous, etc. People who are famous, semi-famous and otherwise notorious are usually happy to donate their time to a cause in which they believe.

Stores are usually willing to donate merchandise or gift certificates. Approach the businesses in your area or that cater to your clientele.

When making the pitch, get right to the point. Introduce yourself and the group. Explain that you're organizing a raffle to raise funds for this registered, non-profit charity, and ask if they can support your efforts by donating a specific gift or dollar amount. Don't go into a long explanation about the group unless they ask questions; give them a pamphlet instead. Sometimes visiting stores can be good, because you can see their merchandise selection. Ask for gift baskets if they have them.

If they say yes, make arrangements to pick up the prize right away. Have someone go and collect it within a few days. If they say maybe, arrange to call them back on a specified date. If their prize is going to be first prize, say so. Remind them of the advertising value of their prize.

Sales

The lower the price of your ticket, the more tickets you can sell. Compare it with other ticket prices. If tickets for competing raffles are selling for $1 and $2, your prize needs to be substantial if you plan to charge more, especially when you compare it with some of the large, government- sponsored lotteries where you can win substantial amounts of money for a $2 or $5 ticket.

If your prizes are small and don't warrant a ticket price of $1, sell 2 or 3 for $1, but never 50 cents each. Avoid any ticket price that involves coins. You may want to group tickets into books of 6 and sell them for $1 each or 6 for $5. This makes your accounting a little more difficult, so add up the sales before you pull the ticket books apart for the draw. (Otherwise, put the tickets into books of 10 to make records easier).

Don't pressure people into taking more tickets than they can sell. If you give them 50 tickets and they only sell 10, they don't feel good returning 40 tickets. It makes them feel as though they've failed, which isn't true. Since people feel badly about returning the unsold tickets, they won't give them to you until moments before the draw, or maybe after. All along, you might assume that they were able to sell 50 tickets, and overestimate the number of ticket sales.

The draw

The draw should be at a public event or, for example, the culmination of an Open House day, an Annual General Meeting, a conference, or other event. It is ideal if the winner is likely to be present at the draw. Send a press release after the draw announcing the winner. Always collect people's phone numbers on the ticket stub so you can call them to tell them they won.

Concerts and Special Event

Organizational status: nothing official

Volunteer needs: moderate to high

Infrastructure: cash up front for booking venues etc., a well-organized volunteer base, contact phone, good advertising and places to sell tickets

Time Commitment: moderate

Fund use: unrestricted

Expertise needs: moderate

Recognition needs: low, especially if it's a fun event

Financial gain: $400 to $3000 average

With some exceptions, special events are not large money raisers for the time involved. However, hosting special events is a way to give people something in exchange for their donation. Small businesses are usually more able to contribute in-kind donations for an event than make a cash donation. It's also much more fun for volunteers to work on organizing an event. Special events bring you publicity and community awareness, can help increase your volunteer base and can otherwise introduce people to your organization. Carefully choose events that will be relatively easy to organize.

Selecting an event

Start up costs can affect the type of event you choose. Suppose you brought in a big speaker for $4000 and sold 1000 seats at $10 each; that's a tidy profit for the evening. However, you need to have the $4000 up front, as well as money to invest in advertising, booking the hall and other expenses. The gains are big, but the losses can be unmanageable if you don't sell enough tickets. If you plan to put on a major event like this, be sure you also have enough money to properly advertise it and distribute the tickets. If you don't have experience organizing events of this size, stick to smaller events.

Put on events you'd actually like to go to yourself, not something you think people "should go to." If you think it's nice but wouldn't go if you weren't organizing it, chances are that other people feel the same way. Try to be creative; try a new approach. Your event should be fun to organize and fun to attend.

Make sure the date of your event doesn't conflict with other community events that would draw the same crowd. Call around different organizations and ask them what they're planning.

While estimating costs, assume that you'll have to pay for everything. If you get donations, that only increases your profit. When estimating revenue, lean on the conservative side to avoid unrealistic expectations.

Sales tips

Never just sell tickets at the door. Advance ticket sales are the bulk of most sales for large productions. If someone's already bought a ticket, they will make every effort to attend. Sometimes people will buy a ticket just to support the group, even if they don't plan on attending. To encourage advance sales, offer cheaper prices in advance and higher prices at the door.

Distributing advance tickets is essential. A ticket coordinator should make sure volunteers sell tickets and that they don't sit in people's cupboard at home. Also, tickets should be available through bookstores, your office and other places where people who might want to attend the event hang out. Unless you sell out, tickets should be available at the door.

Print up tickets with stubs or a detachable receipt. The stub can be used for auditing and record keeping, and can be used for fundraising or volunteer lists. A simple check off if people would like to volunteer with your group can recruit some volunteers.

Volunteers

Some events require more volunteers than others. Only take on events if you have enough volunteers or can easily recruit more. Some groups offer an honorarium to a volunteer who agrees to be responsible for the overall coordination of the event. While not everyone agrees with the concept of a paid volunteer, the purpose is to ensure that someone has ultimate responsibility for the task, which increases their commitment and often makes other volunteers more responsible with their tasks. For some reason, this increased sense of responsibility doesn't come when a staff person is being paid to coordinate the event, mostly because volunteers figure the staff person can devote full- time hours to finishing last-minute tasks.

Try and sub-contract out where possible to simplify the event. Don't arrange food; sell space for a food booth to another community group for 10% of their profits. By the same token, don't organize liquor sales; try to get a bar to give you free space if they get the money from the bar. This simplifies your event, and you can take on more responsibility as you gain experience.

Advertising

Advertising is essential to a successful event. A general rule for advertising is that the less you think you can afford it, the more you're going to need it. Ideally, your event would be co-sponsored with a radio station and a newspaper, who would agree to carry a sizeable ad for you. Advance ticket sales also help bring publicity, and tables and posters can help raise awareness. Also, free listings are often read more thoroughly than the rest of the paper.

For major events, however, paid advertising is a must. Don't waste $78 dollars on an ad that's 2 inches tall. Instead, "waste" $500 on a half page that will actually get someone's attention. At least you stand the chance of someone seeing it and buying a ticket.

Whenever possible, design the ad yourself. Newspaper staff is often rushed and can't always do the job just the way you want.

You can also put on special events with other groups in order to cut costs and share the labor of putting on the event. If you don't have the money, volunteers, experience or ticket distribution network to put on the kind of event you think would be good, approach another group. Learn as much as you can from groups that have experience with these kinds of events.

Parties and dances

- Organizational status: nothing official required
- Volunteer needs: low to moderate
- Infrastructure: cash up front for booking venues etc., a well-organized volunteer base, contact phone, good advertising and places to sell tickets
- Time Commitment: moderate
- Fund use: unrestricted
- Expertise needs: moderate
- Recognition needs: the dance itself needs a good reputation
- Financial gain: $400 to $1500 average

The logistics of hosting a party or a dance are about the same, except that a party is considered a private event (and you don't need a permit), while a dance will require a liquor permit.

Parties are smaller to organize and net less money. They are usually advertised through word of mouth (because other advertising makes it public and occasionally illegal, depending on whether you sell alcohol and so on). You make money by charging for drinks, or for admission. You can include food or snacks as part of the deal if you charge an admission fee. You can raise a fair amount of money by hosting a party/dinner for $50 a plate.

Dances are public events. The easiest way to organize a dance is to hold it in a bar. The bar can provide the liquor and the liquor permit, and keep the profit from the sale of alcohol. You can charge admission at the door, as well as through a coat check, raffle and food sales. Bars and pubs are usually amenable to this. Be sure to get a busy night (Fridays or Saturdays are generally good). Most bars like to have events on nights when no one comes anyway, so they don't lose anything. However, there are reasons people don't go to a bar on a Wednesday night, so it's safest to stick with the weekend.

Sometimes you need to arrange for the DJ or band; other times you need to hire someone yourself. The cost is usually about $400. Ask another organization that has put on a dance who they hired and what they paid. The music is very important, so you may even want to get two different DJs who will draw different crowds.

Dances can be time consuming at first, but you can spend less time and make more money as they go on. Once you pick a good venue, a good DJ and get a good reputation, dances and parties can be good return for your money. Unlike special events, they can be repeated fairly regularly.

Letter campaigns

Organizational status: nothing official required

Volunteer needs: high during set-up, low thereafter

Infrastructure: quite a bit; potential to lose money on initial costs

Time Commitment: high set-up, moderate thereafter

Fund use: unrestricted

Expertise needs: high, especially for set-up

Recognition needs: high

Financial gain: $500 to $5000 average; more is possible

Also called direct mail, letter campaigns can take several forms: a few handwritten notes to friends, a photocopied letter to several supporters, or a several-piece mail-out to hundreds or thousands of people.

What you need:

A computer
Doing a mail out without a computer is difficult and it's impractical for more than 100 pieces of mail. Ideally, you also need to have the database software to go with it. Your local computer store can recommend a program that will meet your needs. If you must, you can type up sheets with addresses on them that you photocopy onto labels, but you'll need to track who made a donation by hand.

A reliable mailing list
Having an up-to-date address list of potential donors is essential. If you mail a request for donations to total strangers, you can expect that 2% of them will respond to your pitch. On the other hand, some groups have mailing lists of previous donors where 75% of them donate each year. This vastly reduces your mailing costs.

If you want to begin a mailing list, try inserting a fundraising flyer with a related newsletter (it's cheaper than mailing on your own).

Tips

Tailor your appeal when speaking to different groups. Your organization means different things to different people, so you can have several versions of your letter that emphasize different aspects of your work.

Make it an occasion
Don't make yours just another letter asking for money – make it eye-catching and interesting! Think of a compelling and creative title, such as "Send a Bike to Cuba," "Annual Move-a-thon for Greener Cities" or "Environments without Borders."

Do follow up
The first few mail-outs will be difficult and costly. Once you begin to narrow down your mailing list, you will usually end up with a trim group of a 20 to 200 people who give regularly. Allow for follow-up for people who don't donate at first -- give them two tries and then cut them from the list. Some people will drop out over the years. They need to be replaced by new donors, usually acquired by exchanging mailing lists with another group.

Don't duplicate lists. It's wasteful
Make sure you spell the recipients' names right and that their addresses are up to date.

Keep track of people who have given money from year to year. Keep records of who donated how much and when they donated. If someone has donated before, they should be kept on the list even if they didn't donate this year. Also track the types of donors -- individuals, companies, university-related people, community groups and so on. You may not want to start this process if you think that a large percentage of your donors will relocate each year, since you be sending 10% or 20% of your mail to wrong addresses each year.

Don't do direct mailings for environmental causes.
You may get some money, but you'll get more comments about how you're wasting paper. Unless you plan on printing on hemp paper, you'll be better off sticking to phone calls or some other fundraising method.

Piggyback your mailing with another organization's newsletter or mail out, or with your own newsletter or regular publication. The costs of mailing are quite high, and many groups are willing to let your insert your flyer and/or fundraising letter as long as you help them with the work of stuffing and mailing.

Some things to include are:

- a brochure describing your work.
- a return envelope (not stamped -- you don't want people thinking you have money to waste).
- a donation card or clip-out section.
- a financial report (especially when mailing to businesses).

The fundraising letter should be short and positive. Don't beg or threaten extinction without their support. People don't want to donate only to watch you close down in three months.

Merchandise sales

- **Organizational status:** nothing official required
- **Volunteer needs:** low
- **Infrastructure:** venue to make sales, cash up front
- **Time Commitment:** low
- **Fund use:** unrestricted
- **Expertise needs:** low
- **Recognition needs:** low
- **Financial gain:** $200 to $1500 average; more is possible

What to sell
You can sell practically anything. String shopping bags, sweatshirts, T- shirts, hats, scarves, key chains, coffee, pens, postcards, bumper stickers, crafts, mugs, plants, mess kits and publications are all examples.

There are distributors for most of these items who sell mass quantities to groups. This way, you can get your name or logo and/or a message printed on the item for sale.

Don't sell items that have a limited selling season, such as Christmas cards and "day-a-books." Don't sell items that have stiff competition (especially from other non-profits) and avoid items that make more money for the distributor than you (such as chocolate bars, which rely mostly on the chocaholic volunteers breaking down and eating them, then having to pay you back for the boxes they took to sell).
Sell things that make sense, and don't create waste. Your publications also serve an educational purpose. As a test, decide if you would personally pay money for the product. Don't ask people to buy junk just to support your group.

Price
The price must be low enough to make the sale, especially if you are beginners at this. For example, sweaters are nice to sell, but not many people walk around with $50 on hand. Stick to something less expensive. Also, don't buy too much different merchandise; it's hard to keep track of it all. If you sell plants, having only three or four prices for a variety of plants makes sales easier to track. Only have variety at a bazaar table, where the variety will attract people.

Offer discounts for bulk sales. For example, sell greeting cards $1 each or 5 for $3. As they say in sales "a quick nickel is better than a slow dime."

How to Sell

Don't count on selling everything to your membership's friends and relatives. It's a good market, but we tend to overuse it. Sell items at each event throughout the year. Ask other groups if you can set up a display to sell goods at their events; they'll likely agree if you allow other groups to do the same at your events.

Some stores (especially bookstores) will agree to sell your merchandise, but usually only on a consignment basis (which means that they don't owe you any money until the goods have been sold, and that they can return unsold merchandise to you). They also usually want a commission of 20% to 40%, so work that into your price. You must have accurate records and follow-through on sales to keep track of where your merchandise is stocked and how much has been sold.

You may decide that the publicity and educational objective is enough to give the item away. Buttons and pens are great to give away at speaking events. Usually asking for a donation for these items will more than repay the cost of producing them.

Before you begin, ask other organizations about their experiences. How many copies of the book did they print? How many buttons do they sell? How many did they sell in their first year? They can tell you about their successes and failures.

5.1.5 Definitions

Charitable status A status granted by the government that allows people who donate to the designated group to get some of their money back through a tax deduction based on the amount they donated.

Donor A person or organization that gives your group money.

Funding base The sources from which you derive funding.

Funding strategy Your group's plan for securing funding.

Honorarium A nominal cash amount paid to someone for a task. An honorarium is usually not for full value of the labour, but rather is offered as an added bonus. Honorariums are usually small amounts for short-term work.

Infrastructure The internal structure that is needed to make all other activities possible. For example, having phones is necessary to offering phone counseling, so the phone equipment and phone costs are part of the core structure needed to support the group's activities.

Operating costs Ongoing, basic costs of keeping a group going. Operating costs include costs for office space, bookkeeping, having a phone and other costs that will exist regardless of what projects in which you are involved.

Project costs Costs associated with a specific activity, such as ads, staff people, photocopying flyers, etc.

Recognition needs Used in this chapter to refer to the level of knowledge people need to have of your organization in order to make your event a success. In some cases, people may only support your fundraising if they know you're a great group (high recognition needs); in other cases, they may attend an event even if they've never heard of your group (low recognition needs).	**Sponsors** The organizations that are giving money, time or other support to your group or one of its projects. Any group that is involved in supporting a project should be credited or otherwise acknowledged on written materials, ads and announcements about the project.

5.1.6 Fundraising Internet Links & Resources of Interest to Non-Profit Groups

Idea List
The Nonprofit FAQ is a collection of frequently asked questions, and their answers, based on on-line communications about non-profits beginning in the early 1990s. Websites that offer fundraising support and services of various kind are provided on the site.

The Council on Foundations
The Council on Foundations is a membership organization of more than 2,000 grantmaking foundations and giving programs worldwide. The website offers links to many foundations, as well as general information on foundations and giving.

The Foundation Centre
The Foundation Center's mission is to strengthen the non-profit sector by advancing knowledge about U.S. philanthropy. The Foundation Center's site provides links to foundation and corporate sites of interest to fundraisers. This site also includes general information on foundations and giving.

The Grantsmanship Centre
This website, links to foundation and corporate sites of interest to fund raisers, and has general information on fund raising.

Fund Online
This Online Fundraising Resource Center is the work of Adam Corson-Finnerty and Laura Blanchard of the Department of Development and External Affairs, University of Pennsylvania Library. It contains excerpts from their book, Fundraising and Friend-Raising on the Web, now available from ALA Editions. This web site also includes teaching materials and presentations.

Charity Web
Charity Web offers a variety of secure transaction processing products that can be customized to meet the everyday fundraising needs of many kinds of organizations. Charities using the service can accept donations, sell their own items, and offer event registration from their websites without having to install, maintain, and customize all the software on their own servers.

Canadian Fundraiser
Since 1991, the Canadian Fundraiser newsletter has been updating nonprofit managers twice monthly on news, trends, tips and analysis of developments in the fields of fundraising and non-profit management. Over the years, they have expanded to include workshops and books for their members/subscribers.

Management Help Online
This Free Management Library provides easy-to-access, cluter-free, comprehensive resources on a variety of topics, including Non-profit Fundraising and Grant Writing.

5.2 WRITING GRANTS

Source: *Regan McClure, reprinted courtesy Community Bicycle Network of Toronto*

Grant writing is another way to raise funds for specific projects.

5.2.1 Strategizing

Before you write a grant application, you need to:

- determine the type of funding you need.
- identify potential funders.
- find out about application procedures and deadlines.
- request applications packages if needed.
- apply for the funding.

5.2.2 Grant-Writing Considerations

NEED – To determine what kind of funding you need, you must know your fundraising goals as an organization. Before you approach anyone, figure out how much money your group needs and how you will use the funds. Don't just apply for money because it's there -- this can consume a lot of staff time and result in unneeded projects.

VARIETY- You need to find lots of sources of funding, and pursue different types of funding. Don't be dependent on any one source of funds for your organization, or to support your group's large projects. If a group of funders are supporting a project, no single funder can take control. Also, funders rarely like to pay all the costs related to a single project; they often like to see that other sources have been approached for funding as well.

INTERNAL FUNDRAISING – Remember that events, memberships, user fees and donations are also a part of funding for your organization. Be sure to mention that the staff supervisor, the rent and overhead costs of a project are being shared by your group; grant agencies like to know this.

ORGANIZATIONAL MEMORY – This is important for grant writing. The fundraising process is annual and ongoing. Establishing a relationship with funders and an awareness of when grants are due is important. Whenever you write a grant that's rejected, try to find out why. This will help you learn more about the art of grant writing.

LONG-TERM & SHORT-TERM OBJECTIVES for grant writing should be established. Before you apply for grants, consider your objectives now and into the future. For example, do you want staff hired with the grant money to assist in developing your community profile (an objective of the board), or do you want the jobs being created to provide students with summer research opportunities? These are the decisions you should make before you apply for grants. Your group should also have some kind of policy on applying for funding from corporate sponsors, private foundations, government agencies and more. Are you going to review funders on a case-by-case basis, or have you already decided that a particular source of funds is not appropriate for you? Introducing a grant-writing policy that corresponds with your organization's overall plan will help direct your group's efforts.

DOCUMENTATION – Be sure to document your need for funding. You need to show not only that you want the money, but that you need it too. There are different types of funding --core, project, operating and capital funding. What areas of your operation need funding the most? Do you have statistics, needs assessments, financial details, and letters of interest or support that show a need for what you propose to your funders? What kind of funding are you seeking? In addition to monetary contributions, you can request in-kind support (e.g. ask a computer store to give you a deal on a computer ask for help setting up a filing system, or ask for office equipment, supplies, free publicity, or other items you need).

WHAT CAN YOU LIVE WITH? Grants come with conditions. Always. What conditions can you live with? Some employment grants require you to pay staff people minimum wage – can you accept this? Some places will only fund projects that fit their criteria -- do you fit those? How far are you willing to alter you goals to get the money? Sometimes the condition may be financial reporting -- can your group provide that?

5.2.3 Identifying sources of funding

Two questions to ask yourself about funders are:

1. Who do you think should pay for your group's services? This question particularly applies to government organizations. Many government agencies get their work done through community groups. They want to give you money because it's part of their job.

2. Who has supported similar ventures in the past? This question most applies to private foundations and corporations, which tend to have trends in the type of projects they'll fund. Although their criteria may change from year to year, if they've funded something similar in the past it's worth asking them again. Also, you can ask other organizations which have done similar projects where they got their money from -- this can makes this process go faster.

When possible, identify sources of funding in advance of working on a project. This way you won't miss deadlines or end up rushing around. Keep information you find on file to use again next year.

Brainstorm

A good start to identifying funders is to brainstorm all the possible aspects of your program. Don't just think "bicycles" -- think energy conservation, health, physical fitness, environment, education and community services. Don't just think "community garden" -- think municipal greens pace, recreational activity, environment, public education (schools?), social services (old age homes?), parks and recreation, food and agriculture.

5.2.4 Types of funding

PUBLIC FUNDING: This means government agencies and departments -- federal, provincial and municipal. Generally, these programs have application forms to fill out; and while you can develop a relationship with these agencies, it isn't as important as with private sources of funding.

PRIVATE FUNDING: This includes the United Way (which only gives to charitable organizations), religious charities, businesses and individual donors. Having a charitable number really helps when you're approaching these types of funders.

FOUNDATIONS: Consider approaching community, corporate and family foundations which provide funding for similar causes. The best way to find out about them would be to go to the library and look up information on foundations. Many communities have branches of the Foundation Center.

COMMUNITY FUNDING: Other community groups may be willing to give you funding, especially for projects of joint interest. These include unions, service clubs, women's groups and other community groups.

FUNDRAISING: Many funding agencies positively view your group raising money for its cause in addition to asking them for money. Many agencies also prefer if your group has some provision to recoup costs of a publication, event, or other fundraising activity.

5.2.5 Time spent writing grants

Writing grants is a lot like writing resumes -- you are asking someone for their money to do something you like. Like resumes, it saves a lot of time to write up a few basic applications, and then make variations to suit each individual grant. This means that planning and drafting your initial applications will take a lot of time, but that each subsequent application will go more quickly. Getting multiple funders for a project also means that you reduce your dependency on any one source of funding.

On average, it can take anywhere from four hours to three days to write a proposal. Sometimes a proposal for $2,000 will take more time than one for $40,000; there's not always a correlation between the time the proposal takes to develop and the ultimate funds generated by your efforts. In general, the first grant you write is the longest because you have to collect information such as annual reports, budgets, letters of support, and a list of board members. Make up a calendar of deadlines so you aren't rushed.

It helps to ask organizations that are similar to yours what their experiences have been with different funders. Some agencies encourage everyone to apply but rarely give out grants; some don't provide you with the money until after the project is completed, leaving you with a cash crisis.

Generally, it's good to apply to four or five reliable funders each year (i.e. funders that have given money to your group or a related one in the past) and add a few off-the-wall applications each year just to see if you have a chance.

5.2.6 Applying for funding

What to learn about your funders:

- eligibility criteria.
- application forms.
- application deadlines.
- program descriptions (who they serve).
- program priorities and how often they change.
- a key contact person (in government agencies personnel change, but for private funders a contact person is essential).

5.2.7 Approaching the funders

To apply for funding from government agencies, you normally just have to fill out and send in a form. If you want to approach private funders, who have a lot more "discretionary funds," it's a good idea to take a personal approach. This involves attending a meeting to explain your proposal. Invite the funders to learn more about your organization by inviting them to a volunteer night or annual general meeting.

5.2.8 Writing an effective funding application

You need to show that your proposal is:

- unique (that someone else isn't already doing it).
- effective (that you will make something happen).
- credible and dependable (that you won't mess up).
- needed (that what you're doing fills some need out there).

Ensure that all the funder's questions are answered. On government forms, there are a few open-ended questions that allow you to show that you've read their funding criteria carefully. Repeat, using creative variations, all the key words in their guidelines. As funders skim your proposal, these words should jump out at them. Don't, however, parrot them line for line.

Most government forms are fairly standard, although for private donors you have to make up your own funding package. Following are some tips for creating an effective funding package.

- Give your proposal a title. Put key words in the title so you can file it easily.
- Identify the specific project or service that needs the money.
- Prepare an introduction to both your organization and the project for which you require funding. If funders aren't familiar with your group, tell them about your organization's history, mission statement, year of incorporation, charitable or non-profit status, client group, significant accomplishments, structure (i.e. board of directors) and size.
- Describe why the project is needed and how you know this. If you can get letters of support or statistics, include them.
- State your group's short- and long-term objectives.
- Describe how your group will carry out your project's goals, deliver your services, etc., and in what time frame.
- Build in an evaluation component that will give you feedback (e.g. evaluation forms, an objective increase in users, etc.).

- Describe your financial management system, including a recent auditor's report and current budget proposals. Provide a budget specific to the program or project being proposed. In some cases, you may want to specify the aspect of the project for which you need funding (e.g. tools for the garden project, items for the raffle) or you may want to ask for money to fund the project as a whole (e.g. $5,000 to fund the book project, not just for researching the book).

Include a summary sheet that states:

- your organization's name, address and phone number.
- your objectives as an organization.
- achievements that show your credibility.
- needs that the organization addresses.
- activities or programs that you provide.
- the total projected cost of the program.
- how much you're requesting from the funder.
- how your group's project fits into their priorities.

General tips:

- Don't use acronyms or unfamiliar terms.
- Keep the language simple and clear.
- Alternate short and long sentences.
- Don't waste the funder's time with useless detail. Find out what they want to know and tell them quickly.
- Make use of charts and diagrams if they help explain things faster.
- Follow the exact format specified by the agency.
- Proofread carefully.
- If you say you're going to call, write it down so you remember.
- Keep a copy of your proposal and file it.
- Plan ahead so you have enough time to write it.

The budget

You should always present a balanced budget. Funders want to know that the project has enough integrity and support to function -- don't try a "without your support it will all collapse" approach. Income and expenses should always equal each other, even if you have to list "potential" funders. Note that you have approached other people for funding and how much you expect to get. This is helpful if you've applied for three times the amount of money you need.

Funders always want to know what you are contributing. Always include all of the costs related to the project. This especially includes volunteer labour, staff supervising time, rent, a portion of your overhead costs, photocopying, phone costs, office supplies etc. Don't inflate your request assuming the funder will cut it in half; most funders can spot what's real and what's needed.

Don't submit an unrealistic wish list, but do add whatever bells and whistles would make your project go along more easily. Sometimes it's helpful to describe how your effectiveness and scope will be reduced if you get partial funding.

If you ask for unnecessary funding, what will you do if you get it? Remember, more than one group has applied for seventeen grant staff members and then had to figure out where to put them.

5.2.9. After receiving the money

Reporting

Some grant agencies ask for reports on the project when you're done. Ensure you fill these out, or the agency may refuse to pay the final grant installment, ask you to repay the money, or not fund you for the next few years. Either way, always write in your grant timelines when you need to file interim and final reports.

It's a good idea to review what information these reports require, so you can set up systems to keep track of this information during your work.

Budgets

Funders often want to see budgets, and sometimes receipts, of where their money went. Be sure to provide them with this documentation.

Lying

Lying to funders can get you in lots of trouble. This happens especially with grants where staff is only being paid minimum wage. Sometimes groups allow their staff people to work part-time and get another job. If you end up firing any of those staff people, they may tell the granting agency you're doing this. If your morals require you to pay people a decent salary, it might be worth considering topping up their wages yourself rather than ignoring the conditions of the grant.

If you've emphasized different portions of the project to different funders, make sure you haven't got incompatible images in play. Be honest, if inexact, and don't make promises you can't keep.

Building your expertise

Every year you'll get better at writing grants. Keep organized files of the grants you've written, how much you've received, and new funding sources to which you may apply.

Thank you letters

Always send thank you letters or notes to all donors, regardless of how much funding they have contributed to your organization. Be prompt -- a month is too long to wait before sending a letter. Letters make donors feel appreciated; they know that their contribution has been noticed and was welcomed. Letters give your donors a sense of loyalty and foster positive feelings towards your group, which helps you keep your donors and increase the size of their gifts.

Thank you cards also go over very well for people who donate time, whether they are your own volunteers or speakers at a special event. In the excitement of counting the money, we tend to overlook the people whose non-cash contributions made the fundraising happen. Certificates of appreciation and small gifts are very effective at showing how much you value your volunteers.

5.2.10 Definitions

Charitable status	A status granted by the government that allows people who donate to the designated group to get some of their money back through a tax deduction on the amount they donated.
Deliverables	What your group agrees to produce as part of a grant or project. When you receive funding, you define what will come out of the work that the funding makes possible (e.g. reports, written materials, a 50% increase in cycling in your co-op, a survey on community needs, etc.).
Foundations	A fund of money that is set aside for the purpose of making donations. Foundations are often started by wealthy individuals or corporations.
Granting agency	The organization that is giving money for a project or for your group.
In-kind donations	Donations that don't involve money but rather something else of value -- for example, your volunteers donate their time. You can work out the cash value of this donation by figuring out how much you'd have to pay for their labor if they weren't volunteering. Administrative support, phone access, space, equipment and supplies are other things that you may be receiving that can be counted as in-kind donations.
Sponsors	The organizations that are giving money, time or other support to a project or to your group. Any group that is involved in supporting a project should be credited or somehow mentioned on written materials, ads and announcements about the project.

CHAPTER SIX

06 Resources

walkON

6.1 Websites

www.canadawalks.ca
The Canada Walks website has been designed to be a portal to an extensive library of information on walking and walkability from across Canada and around the world. From this one website, you will find information on all of Green Communities projects including Active and Safe Routes to School and School Travel Planning, best practices including the various case studies from the 2007 Walkability Roadshow, and an extensive list of links to toolkits, research, articles, and other Canadian and international organizations involved in work on walking and walkability.

www.walkON.ca
walkON is a partnership of Central West Ontario regional municipalities that have identified a need to support the development of walkable communities. walkON promotes the development of communities that support walking for transportation, health and recreation. It provides resources and programs to support local communities in increasing their "walkability".

www.walkandbikeforlife.org
This website features useful information, examples of some best practices and useful links, with the objective of providing assistance to people interested in promoting walking and cycling as activities, and parks, trails and open spaces as great places.

6.2 Other Toolkits

www.walk21.com/charter/
The International Charter for Walking has been built on extensive discussions with experts throughout the world. This Charter shows how to create a culture where people choose to walk it identifies the needs of people on foot and provides a common framework to help authorities refocus their existing policies, activities and relationships to create a culture where people choose to walk. A growing number of Ontario communities have signed the charter, both on line as well as signing a hard copy to show publicly their commitment to this work. An in-depth benchmarking tool is also available as part of a consulting process through Green Communities Canada.

Mayor of Brantford, Mike Hancock, signing International Charter for walking as Harry Sawchuk, chair of the Brantford Walkability Taskforce looks on.

6.2 Other Toolkits
continued...

www.kidsonthemove.ca
Child and youth friendly land-use and transport planning guidelines have been developed by Richard Gilbert and Catherine O'Brien for Ontario and are being developed for all other provinces. The guidelines discuss why land-use and transport planning should be made more child and youth friendly and set out 27 guidelines for municipal transport and land-use planners to implement. In this manner, transportation is appropriate not only for children and youth, but for all ages and abilities.

www.sustainablecommunities.fcm.ca/Capacity_Building/Sustainable_Transportation/default.asp
The Federation of Canadian Municipalities (FCM) has a number of tools supporting walkable communities and other forms of sustainable transportation including "Communities in Motion: Bringing Active Transportation to Life" and "Improving Travel Options with Transportation Demand Management (TDM)."

Appendix A Sample Mission Statements

walkON is a partnership of Central West Ontario heart health projects that, together, have identified a need to support the development of walkable communities.

MISSION
To promote the development of communities that support people-powered transportation.

VISION
walkON envisions an Ontario where people value and seek to live in communities that are safe, convenient, and accessible for people powered-transportation to meet their daily needs.

GOALS
walkON seeks to…

- Mobilize communities to focus on improving the built environment.
- Improve the built environment to support people powered transportation.
- Increase the proportion of residents in Central West Ontario who choose people powered transportation as a way to be active.

Walk San Francisco promotes walking as a safe and sustainable form of transportation that increases our city's livability, enhances public life, and improves public and environmental health. We are a coalition of organizations and individuals that seeks to improve San Francisco's walking environment through activism and policy advocacy that educates residents, city agencies, and elected officials regarding the need for more pedestrian-friendly streets.

Our goals are:

- To ensure the design of a human-scaled, pedestrian-oriented city.
- To promote community attitudes and government policies that favour walking.
- To increase funding for pedestrian-friendly transportation planning and projects.
- To reduce pedestrian deaths and injuries.
- To increase walking in San Francisco by making it fun again.
- To make San Francisco the most walkable city in the United States.

Vision
We envision a community where citizens of all ages can enjoy walking and other forms of people powered transportation in safety in their neighbourhoods, parks, trails and business districts.

Mission
Walkable Edmonton is using a multifaceted approach that encourages awareness and behavioural changes to enhance individual ownership, community ownership and environmental well-being through walking. We also recognize that walkability is one critical element of larger projects around people-powered transportation.

Appendix B Sample Terms of Reference

walkON Terms of Reference Approved: November 24, 2006

MISSION
To promote the development of communities that support people-powered transportation.

VISION
walkON envisions an Ontario where people value and seek to live in communities that are safe, convenient, and accessible for people powered transportation to meet their daily needs.

GOALS
walkON seeks to…
- Mobilize communities to focus on improving the built environment.
- Improve the built environment to support people powered transportation.
- Increase the proportion of residents in Central West Ontario who choose people powered transportation as a way to be active.

STRUCTURE
Coordinating Committee
Membership of the Coordinating Committee shall consist of heart health coordinators from the participating communities, and a Project Manager. The Coordinating Committee shall:
- Meet regularly, independently of the Central West Network Meetings.
- Record minutes and post in Choices 4 Health electronic library until the walkON member's only library is established.
- Set direction and make decisions to move the project forward.
- Establish ad-hoc task groups, lead by a coordinating committee member, to work on defined project activities.
- Authorize budget expenditures.
- Report to the Ministry of Health Promotion.
- Ensure communication occurs with local community partnerships.
- Monitor and evaluate progress of projects
- Hire and oversee any contract work.

Task Groups
The role of each of the task groups is to plan and organize a specific activity. Each group will do the necessary work to complete the task. Task groups have full autonomy to make decisions. If an activity falls outside of the approved plan, the sub-committee will approach the Coordinating Committee with recommendations. When decisions need to be made, the task group will make recommendations and forward to the Project Manager at least one week prior to the meeting. Each task group will forward monthly budget updates to the Project Manager and will forward any web updates to the Media and Community Relations task group.

The sub-committees and their respective roles are outlined below:

Resource Tools
- Develop and adapt resources to be used in conjunction with the walkON project.

Community Education
- Background research, pre and post tools, developing the plan

Advisory Board
- Advisory Board membership consists of representatives from a variety of stakeholder groups, including community services and the Ministry of Transportation. Other members should include politicians, the Medical Officer of Health, planners, community members, people-powered transportation advocates, and developers.
- Provide technical expertise, input and guidelines around different aspects of resources offered by walkON.
- Conduct meetings at a minimum of two times per calendar year; one face to face with a professional development opportunity and the other via teleconference.

Partnership Groups

- Membership consists of regional/provincial groups who share the same values and commitment to encouraging an environment that supports people-powered transportation.

ROLES & RESPONSIBILITIES

Strategic Lead

- Champion annual strategic objective-setting process.
- Act as gatekeeper of the strategic plan and ensure that objectives are set, met and revised as needed.
- Lead the development of the multi-year plan, including potential provincial roll-out.
- Identify potential funding sources and facilitate decisions about necessary processes such as completion of proposal, reporting, and accounting.
- Regularly liaise with Project Manager to ensure the alignment of strategy and program execution.

Treasurer and Ministry Liaison

- Coordinate the payment of the invoices from the Central West budgets.
- In collaboration with the Project Manager, allocate and reallocate program and evaluation budgets as needed.
- Coordinate Ministry budget reporting.
- Establish budgeting mechanism.
- Complete planning and report documents on behalf of walkON to the MOHP.
- Provide a draft copy to each community partnership for input.
- Provide a final draft to each community partner who will be responsible for submitting a copy with their local reports/plan.
- Liaise with ministry representative as needed.

Media and Community Relations

- Respond to media requests (internal and external).
- Ensure the develop of media release templates.
- Identify opportunities for media releases.
- Determine involvement in presentations.
- Write abstracts for presentations.
- Identify presenter and resources for conferences.
- Liaise with web master to complete updates.
- Maintaining and update website needs.
- Develop guidelines for use of website.
- Respond to general requests outside of Coordinating Committee.
- Develop the highlight report schedule and content.

Walkability Workshop and Information Session Coordinator

- Liaise with coordinators to ensure community workshops are planned and coordinated.
- Manage consultants to ensure they are meeting deliverables.
- Coordinate supporting resources.
- Identify and provide opportunities to connect consultants to necessary resources and people.
- Maintain presentation for use at information sessions.
- Monitor delivery of information sessions and assume responsibility for any necessary changes.
- Support evaluation collection, data analysis and final summary for both workshops and information sessions.

Partnership Relations

- Establish relationships of Central West partners and determine working relationship moving forward.
- Develop a communication plan for partnership group.
- Coordinate Advisory Board's annual meeting
- Coordinate a communication mechanism for the Advisory Board.
- Maintain a representative Advisory Board to ensure all appropriate disciplines are represented.
- Explore potential partnerships with groups outside of Central West who may want to become part of walkON.

Resource and Research Coordinator

- Evaluate incoming resources and share as appropriate.
- Establish criteria for determining which resources to circulate and prepare summaries as appropriate.
- Collect and lead development of FAQs.
- Support coordinators in responding to FAQs.
- Coordinate and support interested research students.
- Make recommendations to subgroup for future resource support.
- Maintain connections with other government and NGO organizations and leveraging resource development.

Project Manager

- Maintain budget – program and evaluation and take decisions to Treasurer around allocation and reallocation of budget.
- Ensure tasks are completed including in support of evaluator.
- Ensure timelines are being met.
- Support strategic planning process.
- Facilitate meeting, set agendas and circulate provided pre-meeting work.
- Ensure clarification of decisions needing to be made.
- Ensure decision making process is being followed.
- Liaise with coordinators to determine the most appropriate contact person for each task.
- Provide support to coordinators to ensure optimum group functioning.
- Complete in-depth evaluation of program.
- Organize mentoring of new coordinators.

DECISION-MAKING

Members work collectively and decision-making is by consensus, when possible. When consensus cannot be reached, a simple majority (50% + 1) will be needed to reach a decision. Each of the six sites will be awarded one vote.

CONFLICT

Any conflict of interest will be declared and recorded.

OWNERSHIP

All materials and resources created by walkON will be the property of the joint partnership and will be made available equitably across the participating community partnerships.

- Use of walkON Logo:
  The walkON logo will appear on all promotional materials and resources developed for the project. The consistent use of our logo will make our activities, promotions and resources readily recognizable. The Coordinating Committee shall approve use of the logo. Any conflict regarding use of the logo will be identified, discussed and resolved by the Coordinating Committee.

DATA

Data collected as part of the in-depth evaluation will be jointly owned by the walkON Partnership and will not be used for purposes other than evaluation of walkON programs. No officials of the health units other than evaluators, data entry clerks, and data analysts contracted or subcontracted by the walkON Partnership or by its contractors (in accordance with their agreements for the purposes of the evaluation with the Partnership) will have access to raw data during the in-depth evaluation.

BUDGET

Each heart health coordinator will be responsible for overseeing the allocation and spending of their budget for this project. However, all budget allocations and expenditures should be reported to the project treasurer to be captured on the master budget spreadsheet. Consideration of contributing the GST rebate for eligible expenses will be at the discretion of each heart health coordinator. Budget expenses will be approved by the Coordinating Committee and will include the following categories: external conferences, internal workshops, contracts (such as those for coordination, administration, development and research), promotional materials and services (for example, graphic design of communication materials), and meeting expenses.

COMMUNICATION

The Coordinating Committee and the Ad-hoc Task Groups shall keep a record of their meetings and relevant actions/decisions made at meetings. Minutes will be shared with all by posting on the website.

Appendix C Sample Agenda

Meeting:		Date & Time:	
Location:			
Chair:			
Time:	Topic:	Speaker:	Decision to be made:

Appendix D Sample Template for Recording Minutes

Meeting:		Date & Time:	
Location:			
Present:			
Absent:			
Chair:			
Agenda Topic:	Action Required:	Person Responsible:	Due Date:

Appendix E Sample Short Letter

Date:

Name
Street
Town, Province
Postal Code

Re: Walkable Communities & The New Bridge Construction

Dear _________:

As a member of walkON in Small Town, Ontario, I am writing to express support for Small Town's proposal for design changes and phased-in construction of the new "A" Street Bridge. The success of this project depends heavily on the proper allocation of incentives and disincentives. As currently proposed, the design for the bridge provides a level of convenience for single occupant vehicles that will keep most drivers in their cars. Virtually every downside of the project – including the intersections, free right turn lanes, and skewed intersections – adversely affects pedestrians.

walkON supports the recommendations for reducing the design speed of the bridge, eliminating the free right turn lane, and eliminating an eastbound right turn lane from the bridge at "B" Street. walkON also recommends reducing the lane width to 11 feet and reducing the turning radii at intersections.

Additional right of way purchased for the later phases of the bridge could be used for attractive medians and public space. These changes would encourage behaviour to change, possibly eliminating the need for future expansion of the bridge. Phased construction would also enable our town to obtain more accurate forecasts of traffic conditions before building additional capacity.

Small Town is currently one of the most intense pedestrian environments in the region and this is the trend we wish to support. walkON encourages you to support the proposal for design changes and phased construction of the bridge. Small Town cannot build its way out of congestion, but must rely on changing travel behaviour. Give pedestrians a chance!

Sincerely,

Chair, walkON

Appendix F Sample Long Letter

Date:

Name
Public Works Department/Planning Department
City, Ontario
Postal Code

Re: Proposed New Sub-Division

Dear ______________:

walkON is a partnership of Central West municipalities that, together, have identified a need to support the development of walkable communities. We believe that together, we can build sustainable, walkable communities to improve the health of our citizens, our children and our environment. We appreciate the opportunity to comment on your new sub-division plan and appreciate your assistance in meeting with us to help us understand the nature of this complex project.

Outline of Our Comments:
walkON finds that the proposed project, if implemented, would constitute a significant negative impact to the planned pedestrian environment. The City's policies and standards support an improved pedestrian environment. The proposed project negates that vision.

To minimize the significant negative impact, we recommend that the proposed project:

- Provide shade street trees in the planter strips along all streets of the proposed project.
- Include utility poles and traffic boxes in the planter strips to leave the sidewalks clear for walkers including persons with disabilities.
- Provide crosswalk design that encourages pedestrian usage by including pedestrian islands on all arterials, flashing lights when pedestrians are in the crosswalks, and crosswalks on all corners of the streets.
- Manage the speed on the arterials by reducing the lane width to 11 feet, and by timing the signals to maintain the traffic at the appropriate speed.
- Continue to allow parking on streets with lower traffic volumes. This will be positive for businesses, will help slow the traffic and will provide a barrier between the traffic and pedestrians, enhancing the pedestrians' safety.

OFFICIAL PLAN – CONTEXT
Overall Goals Related to Transportation: (emphasis added)

- Create a safe, efficient surface transportation network for the movement of people and goods.
- Provide all citizens in all communities of the region with access to a transportation network that serves both the City and region, either by personal vehicle or transit. Make a special effort to maximize alternatives to single-occupant vehicle use, such as public transit.
- Maintain a desirable quality of life, including good air quality, while supporting planned land use and population growth.

In the proposed sub-division plan the discussion focuses mainly on bicycles and the Bicycle Master Plan. There is little analysis of the needs of pedestrians even though the Official Plan calls for an increase in this mode of transit.

The proposed sub-division does include some pedestrian improvements – the elimination of free right turn lanes on two roadway segments, the addition of sidewalks to streets that do not now have sidewalks, and the increased street connectivity. However, these improvements are far short of what would support an "increase in the pedestrian mode." They make pedestrian access barely possible but not safe, comfortable or desirable. The improvements do not offer a good alternative to the automobile. The automobile continues to receive priority in this facility design, to the detriment of pedestrians.

The key elements that are needed to make the environment pedestrian-friendly include:

- Direct Routes providing the opportunity to go directly to one's destination. This includes connectivity of the sidewalk and trail system.
- Safety along the street and on the crosswalks to help eliminate concerns about speeding traffic, large trucks, the time it takes to walk across busy, wide streets, lighting, and eyes on the street.
- Convenience – pedestrians should be able to cross the street from all corners and approximately every 300 – 500 feet.
- Comfort – trees that shade the sidewalk from summer heat and benches to provide places for pedestrians to stop and regain strength.
- Attractive – trees, landscaping, interesting vistas, etc., enhance the comfort for pedestrians. Additionally, such amenities will slow traffic and will enhance the attractiveness of the roadway both for pedestrians and drivers. Trees that provide a canopy over the roadway will also reduce the heat island effect of the additional asphalt, an air quality benefit. Trees also by protect the asphalt, thereby extending its life, a cost savings.
- Intersections – The provision of islands in the median and adjacent to turn lanes, and the estimated time it will take a pedestrian to cross a particular intersection, must be considered.

We appreciate the opportunity to comment on this proposed project and to offer our suggestions for making it a positive improvement for pedestrians and the overall community. We would be happy to meet with you to answer any questions you may have regarding these comments.

Sincerely,

Chair, walkON
(area code) 888-0099

c.c. Neighbourhood Association
Regional Transit
Area Bicycle Advocates
Trails Association