Active Transportation 101

Bringing AT to your community and developing an AT plan

Ecology Action Centre

NOVA SCOTIA
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Forward

Active Transportation 101 represents an interesting and exciting step forward for bicycle and pedestrian advocacy in Nova Scotia. For the first time, the wealth of knowledge and experience collected by planners, advocates, and citizens from around the province has been assembled in one place with the intention of encouraging and recruiting passionate new leaders into the AT community.

In these pages, the authors and contributors offer suggestions for the journey toward realizing an AT-friendly community/municipality. In recent years, conversations and actions on active transportation have progressed exponentially. Still, Nova Scotia is very much in its infancy when it comes to reconsidering the place of walkers and cyclists in the physical and transportation landscape. So, don’t be discouraged if growth doesn’t happen as fast as you’d like or if you encounter a minor setback. That is all to be expected.

Your voice and your actions are a crucial part of creating the vibrant and healthy communities we all want. Together, we are turning the tide in our province.

Welcome to the Adventure.

Gord Tate
Active Living Coordinator,
Municipality of Chester,
Nova Scotia
The term Active Transportation (AT), defined as any travel that is human powered and non-motorized, was first coined by Go For Green in 1994. In the early years of programming, the goal was the reduction of greenhouse gases and the focus was on simply driving your car less. People were encouraged to walk or cycle for short trips in an urban setting.

Through one of Go For Green’s funded projects — Active & Safe Routes to School (based out of the Ecology Action Centre) — AT began to garner interest and attention throughout the province. This spotlight widened when the provincial government came onboard. Since 2003, the Nova Scotia Department of Health and Wellness has taken a lead role in supporting AT-related programming, research, and educational campaigns.
There have been a number of key events over the last 25 years that have advanced AT to a top priority for many sectors within the province:

» Commitment to community-based trail development (late 1980s)
» Development of Trans-Canada Trail concept (1992)
» Go for Green’s creation of the phrase “Active Transportation” and subsequent provincial partnerships (1994)
» Nova Scotia Go for Green Consultant seconded by Nova Scotia Health Promotion to focus on Go for Green programs in Nova Scotia (2003)
» Atlantic AT Conference in Moncton (2004)
» Recreation Nova Scotia 10th Annual Pathways for People conference with active transportation as the main focus (2007)
» Nova Scotia Bicycle Summit (2006-11)
» Declaration of June as AT Month (2011)
» Supportive cycling policies within the Nova Scotia Motor Vehicle Act (2011)
» Nova Scotia government inter-departmental AT Committee (2011)
» Rural AT Summit (2011)
» Active Transportation 101 published and workshop series delivered across the province (2012)

Non-profit groups and organizations at both the community and provincial levels have come together in many different ways to discuss and debate the advancement of AT. Some of the groups involved include:

» Bicycle Nova Scotia
» Ecology Action Centre
» Halifax Cycling Coalition
» Heart and Stroke Foundation
» Hike Nova Scotia
» Nova Scotia Trails Federation
» Union of Nova Scotia Municipalities
» Velo Cape Breton
» Velo Halifax

Of course, these organizations are populated with a whole host of real people, committed to AT in their communities and working at a grassroots level to raise awareness.

These folks are employed in the fields of recreation, environment, transportation, and health, and are functioning as:

» municipal government officials and administrators
» policy and programming professionals
» planners
» researchers
» educators
» leaders in AT and physical activity
» volunteers and students

Many individuals have worked very hard to bring AT to the forefront in our province. Levels of awareness have never been higher and there has never been a keener interest from a variety of audiences. We are light years beyond where we began only two decades ago. Keep that in mind as you read on and imagine where we can go from here!
If you are reading this document, it’s likely you are already an AT fan. You probably use AT yourself regularly and encourage others to do so. Maybe you work for a municipality or a community group and your daily work focuses on health and wellness, advancing physical activity, and promoting AT.

If you love AT and you’re looking for an AT “How-to-Guide”, you’ve come to the right place! We aim to inspire the already inspired and offer you a document that will help you bring more of what you already live, and have benefitted from, to your broader community.
We want to encourage, celebrate, and build upon what has already been accomplished in Nova Scotia through the examples, ideas, and suggestions presented here. It is our hope that this resource will help you set AT goals and achieve them. It takes energy, effort, and time to make any community a better place to live. Kudos to you for your vision and your hard work to date.

YOU’RE NOT ALONE AND YOU CAN MAKE THIS HAPPEN!

It’s all here. AT 101. Everything you need to know about bringing AT into the lives of people and communities. Call it a map or a “how-to” or a checklist, this resource will support you in laying the groundwork for an AT-friendly environment. There are tips on:

» bringing AT champions together and forming a committee
» assessing the needs of your community
» setting goals and priorities
» building community awareness and support
» establishing strategic partnerships
» getting buy-in from council

And for those communities/municipalities that have already done this work and are ready for an AT Plan, the resource will guide you through the next necessary steps:

» developing and implementing your plan
» securing funding for plan development and implementation
» identifying roles and responsibilities within the municipality
» hiring consultants
» maintaining strategic partnerships
» continuing public outreach
» evaluating progress

The Transportation Bicycle / Pedestrian Projects Create 46% More Jobs Than Road-Only Projects.

For Each $1 Million Spent On:

• Cycling = 11.4 Jobs
• Pedestrian = 10 Jobs
• Multi-Use Trails = 9.6 Jobs
• Infrastructure That Combines Road Construction with Pedestrian and Bicycle Facilities = 9.5 Jobs
• Road-Only Projects = 7.8 Jobs.

WHAT IS ACTIVE TRANSPORTATION?

Easy to use and fun, Active Transportation (AT) is catching on all over the world, with more people choosing to realign their travel patterns and get around using their own steam. AT is about using cars less for short trips to and from work or around the neighbourhood. AT can also be about enjoying nature, being healthier and more active, making our cities and towns more liveable, and cutting down on air and noise pollution. Often AT is combined with public or community transit, such as buses and ferries. AT is not limited to city and town use and has grown in rural areas in the form of recreational activities, such as hiking and paddling.

AT has three components: ‘activity’ (what you are doing), ‘location’ (where you are doing it), and ‘motive’ (why you are doing it). Understanding these components is important to achieving your AT objectives.

ACTIVITY

AT, by definition, is any form of self-propelled (non-motorized) transportation. AT is mostly about walking and cycling, but can include other modes of human-powered transport such as in-line skating, skateboarding, and jogging.

LOCATION

AT HAPPENS IN TWO LOCATIONS:

» On-road locations: roads, shoulders, sidewalks, bicycle lanes, etc.

» Off-road locations: trails, rivers, lakes, beaches, ocean, etc.

MOTIVES

THERE ARE ROUGHLY TWO MOTIVES FOR AT:

1. UTILITARIAN AT:

» Includes active destination oriented trips (e.g.: commuting to work or school) and active workplace travel (e.g.: delivering materials or attending meetings)

» Focuses on using cars less for short trips to and from work, school, shopping, or around the neighbourhood

» Often combines with public and community transit such as buses and ferries

» Tends to be located in urban areas and regional towns due to shorter distances between destinations

2. RECREATIONAL AT:

» Includes leisure, recreational pursuits, and fitness (e.g.: dog-walking, hiking, paddling, etc.)

» Often takes place in off-road locations

» Is available in urban areas, regional towns, and rural areas

Note: Utilitarian AT and Recreational AT exist along the same continuum and it can be hard to identify where one stops and the other begins. There are instances where both utilitarian and recreational instances apply.
The beauty of AT is that it has so many benefits to ourselves, each other, our communities, and our environment. It improves our physical and mental health, reduces greenhouse gas emissions that lead to climate change, reduces air and noise pollution, decreases traffic injuries, and helps to make our neighbourhoods less congested and more liveable.

**USING AT HAS A MYRIAD OF POSITIVE IMPACTS:**

**HEALTH**
- decreases the 2.8 million deaths around the world annually from being overweight and obese and the 3.2 million deaths from physical inactivity
- encourages daily physical activity
- helps individuals achieve and maintain a healthy weight
- contributes to improved mental, emotional, and social health
- reduces the chance of developing chronic diseases such as heart disease, osteoporosis, stroke, and diabetes

**COMMUNITY**
- increases property values in areas with local AT infrastructure
- provides opportunities for informal neighbourhood connections
- attracts new residents and businesses

**FINANCIAL SAVINGS**
- decreases household costs including need for second vehicle, car maintenance, gas, and other operating costs
- decreases road building and maintenance costs
- reduces demand and maintenance costs for parking in high traffic areas

**ENVIRONMENT**
- reduces vehicle emissions and slows down climate change
- improves local air quality
- increases manufacturing of sustainable modes of transport

**ECONOMIC DEVELOPMENT**
- increases the number of healthy and productive employees
- enhances tourism opportunities for businesses and communities
- increases access to businesses and downtown cores

**SAFETY**
- promotes safer spaces, with more “eyes on the street”
- increases visibility of AT users with more volume
- encourages AT education programs, such as Can-BIKE and Share the Road campaigns, that make the roads safer places for all users

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**WHY IS ACTIVE TRANSPORTATION IMPORTANT?**

**THE TRANSPORTATION SECTOR IS THE SINGLE LARGEST CONTRIBUTOR TO GREENHOUSE GAS EMISSIONS IN CANADA. IN NOVA SCOTIA ALONE, TRANSPORTATION ACCOUNTS FOR 26% OF TOTAL GREENHOUSE GAS (GHG) EMISSIONS WITH 18% OF THESE EMISSIONS RELATED TO PERSONAL VEHICLE USAGE. NOT ONLY DO VEHICLE EMISSIONS RELEASE TONNES OF CARBON DIOXIDE (CO2) AND OTHER GHGS INTO THE AIR, THEY ALSO AFFECT PUBLIC HEALTH.**

**A REASONABLE DISTANCE TO WALK TO WORK OR SCHOOL IS 3 KILOMETRES, AND TO BICYCLE IS 9 KILOMETRES. ON AVERAGE IT TAKES 30 MINUTES TO WALK 3 KILOMETRES AND 30 MINUTES TO CYCLE 8 KILOMETRES.**

**WALKING IS A CRITICAL COMPONENT OF OUR URBAN AND RURAL TRANSPORTATION SYSTEM AND A PRACTICAL TRANSPORTATION CHOICE WITH POWERFUL BENEFITS FOR BOTH INDIVIDUALS AND THEIR COMMUNITIES.**

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*Introduction to Active Transportation*
AT planning occurs at a local government level to make infrastructure improvements and create more supportive environments for physical activity. Community design, policy, and transportation planning all have to be taken into consideration and AT practitioners need to work with public works, engineering, and planning departments. This will ensure that AT is built into new development programs.

In Nova Scotia, almost all municipalities have integrated AT-specific goals and objectives into their Integrated Community Sustainability Plan (ICSP), Municipal Planning Strategy (MPS) or Municipal Physical Activity Leadership strategy (MPAL). These documents address infrastructure improvements such as sidewalks, trails, bicycle lanes, and signage, as well as supportive policies, education, promotion, and safety programs. Going even further than that, there are a number of municipalities and regions that have developed an AT plan for their communities: Halifax Regional Municipality, Cape Breton Regional Municipality, Yarmouth County, Colchester County, Pictou County, Bridgewater, and the Municipality of the District of Lunenburg are just some. Find a more complete list at www.ecologyaction.ca/content/AT-resources.

**What is Active Transportation Planning?**

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**An AT Planning Process Involves:**

» assessing your community’s needs
» identifying existing assets and barriers
» creating a comprehensive vision for your municipality
» setting goals and objectives to meet this vision
» evaluating options and prioritizing actions
Within their Integrated Community Sustainability Plan (ICSP), the Town Council for the District of East Hants made the following commitments:

» To take the needs of cyclists into consideration when planning street improvements or new street construction

» To encourage the Nova Scotia Department of Transportation and Infrastructure Renewal to consider dedicating cycling lanes along the highways of the region if they are ever widened

» To use the Nova Scotia Trails Federation Manual as the standard in East Hants for trail development

» To support the long-term development of a linked open space system through a comprehensive trails network linking villages and the wider municipality
AT-RELATED ACTIONS IN INVERNESS COUNTY’S MUNICIPAL PHYSICAL ACTIVITY STRATEGY

» Work with Cape Breton Island Hoppers and the Heart and Stroke Foundation to develop hiking and walking programs that utilize the community’s extensive trail system
» Work with Velo Cape Breton to establish local cycling groups that utilize trails and roadways
» Promote the development of recreation infrastructure, linked by sidewalks, trails, and paths
» Create a network that promotes our natural assets and encourages local residents to be active
» Pilot a walk-to-school program in the village of Inverness and work with individual schools to develop school travel plans
AT-SUPPORTIVE POLICIES IN THE TOWN OF WOLFVILLE’S MUNICIPAL PHYSICAL ACTIVITY STRATEGY

The Town of Wolfville commits to a bold vision supportive of AT: “It should be possible for anyone to live comfortably in Wolfville and beyond without owning a private automobile.” Nine policies within their MPS support this vision, including a requirement for future developments to make provisions for pedestrians, bicyclists, transit users, and automobiles.
WHAT IS THE ROLE OF MUNICIPALITIES IN ADVANCING ACTIVE TRANSPORTATION?

Municipalities play a key role in advancing AT in Nova Scotia. The players required to make improvements to infrastructure and policy can be found at the local level — land use planners, sustainability coordinators, transportation engineers, police officers, recreation and park staff, and public health staff.

To that end, the adoption of the Union of Nova Scotia Municipalities Resolution 20A in 2008 set the stage for municipal leadership on AT.

Having municipal council acknowledge AT-specific goals, policies, and actions is a strong step in getting municipal departments and staff thinking about AT.

THE ROLE OF MUNICIPAL STAFF AND COUNCIL COULD INCLUDE:

» building AT into daily decision making regarding planning, engineering, road maintenance, parks, recreation, health, and policing
» amending and creating bylaws that support AT
» ensuring new developments incorporate AT (e.g., residential developments built to include walking and cycling routes)
» ensuring that municipal buildings are inviting to AT users, including on-site walking routes, pedestrian lighting, secure bicycle racks, and other features that announce the value of AT
» leading by example — walking or cycling to and from work and other destinations
Introduction to Active Transportation
Most community projects get their start because an individual, or a few individuals, want change. They want AT to be safer, more accessible, and more prominent in their community and they are willing to champion AT in a variety of ways. Interest in the issue may be generated by citizens, municipal staff, business members, or municipal councillors. For example, in the Town of Bridgewater, Eric Shaw, the Director of Planning, and Bill McInnis, a member of Town Council, were pivotal in creating momentum for AT. In Cape Breton Regional Municipality, Velo Cape Breton, the island-wide bicycle association, was a driving force behind CBRM’s AT Plan.

The following are Tried and True Strategies that have been used by municipalities throughout Nova Scotia to get started.

**STEP 1**

**BECOME A FIRST-HAND USER. DO IT YOURSELF!**

In order to be an AT champion, this is a crucial starting point. You need first-hand experience using your own energy to get around (in all seasons!). If you don’t already do this, start by walking to work, to a friend’s house, or to the local corner store. Notice what makes you feel comfortable and safe while walking and biking, as well as what makes you feel uncomfortable or unsafe. If possible, borrow a wheelchair or baby stroller and attempt to navigate the local streets. Take notice of the barriers to getting around.

**STEP 2**

**LEARN ABOUT AT. INSPIRE YOURSELF WITH IDEAS!**

In addition to experiencing AT first-hand, draw on available tools and resources to educate yourself. Get informed and inspire yourself with ideas. What are other municipalities across Nova Scotia doing? What is happening in other provinces? What about overseas? This will give you the knowledge and the background needed to educate others and advocate for change. For specific questions related to AT, you can contact the Outdoor Recreation Consultant of Nova Scotia’s Department of Health and Wellness and the Active Transportation Coordinator of the Ecology Action Centre, whose roles include building AT capacity among municipalities.

Refer to www.ecologyaction.ca/content/at-resources for a list of online AT resources, including provincial, national, and international links.
The Kieran Pathway Society (KPS), a not-for-profit organization focused on AT in the Grand Pre-Coldbrook-Berwick corridor, is located in Kings County, Nova Scotia. Almost half the population of Kings County lives in what functions essentially as a linear city. The Grand Pre-Coldbrook-Berwick corridor connects commerce, medical services, retail, higher education, and large industry. KPS views this section of highway as a key link between two densely-populated areas and scenic cycling routes in Kings North. However, the roads along the corridor are so unfriendly to pedestrians and cyclists that they act as a hindrance to AT in the Annapolis Valley.

Most of KPS’s efforts over the past three years have been tied to trying to shape provincial policy on shared use trails through Greenways Nova Scotia. A kilometre-long unpaved section of the Kieran Pathway as a rail to trail corridor in Wolfville has been built. Research is ongoing for the completion of this project. KPS has also achieved some on-road successes including a paved shoulder separated by a rumble strip across the Greenwich to Port Williams dyke.
REGULAR CYCLISTS TEND TO BE FITTER AND HEALTHIER THAN NON-CYCLISTS. THIS CONTRIBUTES TOWARDS GREATER PRODUCTIVITY AND LOWER RATES OF ABSENTEEISM DUE TO ILLNESS. SEVERAL UK COMPANIES GRANT STAFF AN EXTRA FIVE MINUTES HOLIDAY EVERY TIME THEY CYCLE TO WORK. IT DOESN’T SOUND LIKE A LOT, BUT FOR REGULAR CYCLISTS IT CAN AMOUNT TO AN EXTRA TWO-AND-A-HALF DAYS’ LEAVE EACH YEAR.

QUEBEC HAS DEDICATED $88.5 MILLION SINCE 1995 TO HELP FUND ITS ROUTE VERTE BICYCLE ROUTES IN COLLABORATION WITH VELO QUEBEC AND VARIOUS REGIONAL PARTNERS. BIKEBC HAS A BUDGET OF $30 MILLION.

THE YARMOUTH COUNTY AT MOVEMENT STARTED WITH THE HOSTING OF AN AT WORKSHOP IN MAY 2008. SUBSEQUENTLY, A GROUP OF CHAMPIONS IN ATTENDANCE FORMED THE BASIS OF THE AT COMMITTEE. THEY ALSO AFFECT PUBLIC HEALTH.

STEP 3 BRING ALLIES TOGETHER. THERE IS NO “I” IN TEAM!

A team of people working to promote AT will achieve more than one individual, no matter how enthusiastic that person is. It’s important to identify and contact potential allies to initiate conversations about AT in your municipality.

YOUR TEAM OF ALLIES CAN INCLUDE:

» people who walk, bike, or use other forms of AT to get around
» individuals who participate in AT recreationally (e.g., belong to recreational cycling or running clubs)
» members of trail groups or other outdoor clubs
» public health professionals
» municipal physical activity coordinators
» recreation and planning staff
» members of local non-governmental environmental organizations
» enforcement officers
» local business owners who support AT

Need a few more participants? Try asking your colleagues and friends for their help. Most people have a vast network and everyone loves to feel needed. Enlarge your own circle by picking the brains of your contacts. Who do they know that may be interested in growing AT?

Another option is to hold a public meeting or event where you talk about your vision. Ask people who are interested to leave their names and contact information if they would like to help promote AT in your community. Don’t forget about local schools, regional non-governmental organizations, and chambers of commerce or business improvement associations. All would have comprehensive networks to tap into.

STEP 4 IDENTIFY THE CHAMPIONS!

Among your collection of allies, there will be those who are extra keen. These are your AT champions. They want AT to be safer, more accessible, and more prominent in their community and they are willing to champion AT initiatives. Identify these individuals early on and give them leadership positions where they can show their natural initiative.
Bringing AT to Your Community
Creating an AT Committee is key to generating enthusiasm and commitment, and is often a precursor to developing a municipal AT Plan.

**It is important to include a range of stakeholders on the committee:**
- municipal councillors
- municipal staff, including physical activity coordinators and recreation, traffic, and planning staff
- public health professionals
- police officers
- representatives of walking, biking, running, skateboarding, and trail groups
- members of not-for-profit environmental organizations
- local business owners
- members of the local chamber of commerce
- regional economic development representatives
- local tourism office staff
- parents of children and youth attending local schools
- youth, seniors, and persons with disabilities

**TIPS WHEN FORMING AN AT COMMITTEE:**

**CONSIDER WHAT ALREADY EXISTS**

Does your municipality already have a committee to promote physical activity?

If so, it could become the AT Committee (e.g., in Guysborough and Antigonish, the AT committee is a subgroup of the larger Guysborough/Antigonish Active Living Network).

**BE INCLUSIVE IN THE RECRUITMENT PROCESS**

As you recruit members, ensure that your AT Committee represents diverse ages, abilities, backgrounds, and income levels in your community. It is important that youth, seniors, and persons with physical disabilities are represented, as well as the different geographic areas of your municipality.

A committee that represents a cross-section of society will help ensure that AT planning is inclusive and will assist you in establishing strategic partnerships and getting buy-in from decision-makers in your municipality.
YOUTH INVOLVEMENT IS ESSENTIAL
In the words of Enrique Penalosa, former mayor of Bogota, Colombia, renowned for his work in transforming Bogota from a car-oriented to a pedestrian-oriented city: “Children are a kind of indicator species. If we can build a successful city for children, we will have a successful city for all people.” Children and youth must be part of the AT planning processes as walking, cycling, skateboarding, and scooting are their primary modes of independent transportation. Research suggests that youth who have opportunities for meaningful participation in their communities are less likely to engage in risky behaviour. They tend to have higher self-esteem, be more physically active, show a greater commitment to friends, families, and communities, and are more likely to achieve healthy development.

EXPERTISE IS ALSO ESSENTIAL
A variety of skills are needed to bring AT to your community (e.g., engineering expertise for infrastructure, planning skills for design, recreation experience for programming and education). Ensure your committee members have a broad range of the skills you need, or access to these skills when needed.

GET THE WORD OUT!
The more people who know that you are assembling a group to make your community more AT friendly, the better. Advertise your events thoroughly and make sure they are all open to the public. Public service announcements in the local newspaper, and radio spots designed to announce community events are two examples of ways traditional media can be utilized. Establishing a Facebook page, a Twitter account, online videos, and a blog are more modern methods of networking and relaying information.

TERMS OF REFERENCE
If you don’t know what this heading means, here’s a nutshell version. Terms of Reference describe the purpose and structure of a project, committee, or group of people who have agreed to work together to accomplish a shared goal. Simply put, you should develop a Terms of Reference that covers the purpose, composition, and structure of the committee, the location and frequency of your meetings, and your decision-making protocol.

THE FOLLOWING QUESTIONS CAN BE USED AS A GUIDE TO DEVELOP YOUR TERMS OF REFERENCE:
» What is your purpose?
» What goals do you want to achieve?
» Who needs to be there to achieve these goals?
» How will you achieve these goals?
» How will your committee be organized? Will you have a chair, co-chair, secretary, and treasurer?
» How will your committee make decisions? Will you work by consensus or through votes?
» How often will you meet and where?
» Who will organize the meetings and take notes?

SEE APPENDICES A AND C FOR MORE INFORMATION ON AND SPECIFIC EXAMPLES OF TERMS OF REFERENCE DOCUMENTS.
AT COMMITTEE EXAMPLE: DISTRICT OF CHESTER

The composition of the AT Committee in the District of Chester includes:

» the Active Living/Active Transportation Coordinator for the municipality
» one municipal councillor
» the director of the Recreation and Parks Department
» one representative from the NS Department of Health & Wellness
» four representatives from the community, representing the tourism, business, community development, and education sectors

In addition, the Chester AT Committee aims to include citizens from both the coastal area of the municipality, inland communities, and youth. The committee feels strongly that identifying the barriers for children and youth helps AT work for everyone and that school travel planning should be part of every municipality’s AT Plan.
In order to be able to participate in long-term visioning within your community, you need to first understand the current context. Throughout Nova Scotia, there are urban, suburban, rural, and remote communities. AT will look slightly different in each of these places and so will the process of developing it.

Two important aspects of knowing your community are: asset mapping and needs assessments. Essentially they describe what the community already has in place in terms of AT and what it needs. Identify what works and what is missing when deciding on the appropriate infrastructure priorities, policy changes, promotional activities, and education programs for your municipality. The better you know your community, the better you will be able to implement solutions that work for your local context.

**FOR MORE DETAILED INFORMATION ON RESOURCES THAT MAY HELP YOU IN YOUR ASSET MAPPING AND NEEDS ASSESSMENTS, CHECK OUT APPENDIX B.**

Once you have completed an AT needs assessment, you can use that information to set clear priorities, goals, and objectives that will enable your AT committee to work constructively. These initial goals and objectives should lead you toward the creation of an AT Plan and should be reviewed annually and adjusted.

The committee can set short-term and long-term goals for improving AT in their community.

**SOME EXAMPLES OF SHORT-TERM GOALS MAY BE:**

- collecting information from residents and businesses to get a feel for their knowledge and attitudes towards AT
- completing an initial community walkability or bikeability assessment
- setting up booths at local events and in key community locations to generate support for AT
- identifying some quick and easy wins (bike racks, signage, etc.)

**SOME EXAMPLES OF LONG-TERM GOALS MAY BE:**

- identifying sources of research that could be used to strengthen your funding and project proposals
- talking to your surrounding municipalities to see what projects they are working on (this is key when approaching funding sources)
- preparing for and making presentations to agencies, such as local school boards, regional development authorities, and community health boards

Once you feel your group is ready, attempt to get municipal buy-in for your initial ideas. It’s advisable to use only one person, who can present information in a clear and succinct manner, as your representative.

**More on this in Step 10, page 23.**
In order to create an AT culture in your community, you first have to let people know what is going on, so they can express interest and buy into the concept. This means visibility and positive associations! Brainstorm with your AT committee to come up with a list of your own ideas, but here are a few tips to get you started:

» Show a family-friendly, AT-focused film at the local school or library (for a list of short films documenting livable streets worldwide go to streetfilms.org).
» Co-host an autumn trail hike with a local business and offer complimentary beverages or snacks. Make sure to choose an accessible trail.
» Organize a short, monthly bike ride at a regular time departing from a regular place.
» Celebrate international, national, and provincial AT events.

» Participate in walk to school and walk to work events.
» Create an online AT survey and use social networking to get people to fill it out. Offering an AT-friendly prize from a random draw of completed surveys may help.
» Set up a Facebook page and use other forms of social media. This will allow you to pass on information about events, generate buzz, and create a huge network.
» Organize a trail walk or ride in your region. Trails Nova Scotia and the Nova Scotia Trails Federation are great resources for information on the trail systems throughout the province.
» Celebrate and promote small infrastructure wins (e.g., bike racks at local businesses or a new section of trail built).

Always let local media know about every AT meeting or event. The more engaging and unique the event, the more likely it is to make it into the newspaper or receive coverage on the radio or television. Keep it positive and keep it up!

We can’t emphasize powerfully enough the importance of using social media to spread the AT word. Facebook, Twitter, blogs, and websites are essential, and good photos and videos seal the deal! If you don’t feel comfortable in this realm, make sure you have someone on your team who is, and put that person in charge of online messaging and promotion. Social media is a powerful tool in promoting AT and can reach many more people than was once possible.
Making connections with potential partners should be an early priority. An AT culture will grow more quickly with the energy, knowledge, insights, and skills of carefully chosen partners.

It can take time and perseverance to establish and build strategic partnerships. Before meeting with potential partners, make sure you understand their perspectives and concerns and then frame your discussions about AT to address them. For instance, when approaching businesses, present research and examples that prove increasing AT will bring more people to their shops and services. Be prepared for tough questions and have your answers ready.

### POTENTIAL LOCAL PARTNERS

<table>
<thead>
<tr>
<th>Chamber of Commerce, business community</th>
<th>Regional Development Association and Tourism organizations</th>
<th>Unions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Authority, Public Health Services, Community Health Board</td>
<td>School board and individual schools</td>
<td>Youth Organizations</td>
</tr>
<tr>
<td>Churches, other religious groups</td>
<td>Libraries</td>
<td>Environmental organizations</td>
</tr>
</tbody>
</table>

For a listing of potential government, non-profit and other partners, see [www.ecologyaction.ca/content/at-resources](http://www.ecologyaction.ca/content/at-resources).

“BE IT RESOLVED THAT THE UNSM MAKE ACTIVE TRANSPORTATION A PRIORITY THROUGH PARTNERING TO PROMOTE ACTIVE TRANSPORTATION STRATEGIES AMONG THE MEMBERSHIP AND WITH OTHER GOVERNMENT AGENCIES AND TO ADVOCATE FOR IMPROVED ROADS AND OTHER INFRASTRUCTURE TO DEVELOP AND ENCOURAGE SAFE WALKING, CYCLING AND OTHER ACTIVE TRANSPORTATION OPPORTUNITIES FOR BOTH NOVA SCOTIANS AND VISITORS.” (SOURCE: UNION OF NOVA SCOTIA MUNICIPALITIES RESOLUTION 20A. RETRIEVED FROM WWW.SUSTAINABILITY-UNSM.CA/ACTIVE-TRANSPORTATION-VIDEO.HTML)

**Health Care Costs of Inactivity Are Staggering.** Annual direct costs are $66.5 million plus $247 million for productivity loss due to premature death and disability. This $354 million per year works out to an extra $629 for each inactive Nova Scotian. Every year 2,224 potential years of life are lost (PYLL) to inactivity. (Source: Colman, R. (2002). The Costs of Chronic Disease in Nova Scotia, GPI Atlantic: [www.gpiatlantic.org/](http://www.gpiatlantic.org/).
The WiserTrips project was established to work with Dalhousie University to identify key areas to improve cycling. Research identified cycling infrastructure and education as two areas to be improved. Partnering with the Dalhousie Athletics Department and the Office of Sustainability, the Dalhousie Campus Bike Centre pilot project began in the fall of 2009. The Bike Centre’s mission is to establish Dalhousie University as a bicycle-friendly campus; recognize the importance and impact of bicycle traffic in and around the campus; and endorse the bicycle as a viable, economical and desirable mode of transportation. The Bike Centre supports these strategies by providing a fully equipped repair work space, and educational programming classes focussing on cycling safety and bike repair. They also have a bike share program to facilitate travel between the three campuses as well as appointments off campus. The pilot project has been a great success, involving students as well as staff as volunteers in programming.
In the early stages of bringing AT to your municipality, you may achieve success without the support of municipal council and senior staff. However, it is advisable early on to get their support in order to build the AT movement in your municipality more easily.

**COUNCILLORS**

Councillors (including mayors and wardens) are the decision-makers in your municipality. Whether or not your municipality develops an AT Plan, council support is key if you wish to complete any major AT initiatives, especially those that require municipal funds.

**TIPS FOR GETTING COUNCIL SUPPORT:**

- First and foremost, get to know your particular council.
- Look to other municipalities that have attained council buy-in and ask for tips and advice.
- Focus on what AT would look like in your municipality and come up with concrete examples of how AT would help its citizens.
- Spend time focusing your message, using phrases that are “bite-size and digestible”.
- Clearly articulate the benefits of AT for the wider community.
- If you have an AT Committee, request to make regular short reports to council in a formal way, telling councillors about all the work that you are doing and showing them that their voters support AT.
- Consider having these regular reports made by one consistent representative of your AT Committee; someone who is an articulate speaker and who can present information in a clear and succinct way.
- Get to know all the councillors and find out where they stand on AT. Some may already be on board because they think it’s a healthier choice or will result in cost savings for their municipality. For those who may need some convincing, arrange individual meetings and show them examples of successful AT infrastructure. Explain how AT makes neighbourhoods safer and more accessible to different modes of travel. Don’t forget to use AT supports such as the Outdoor Recreation Consultant at the Department of Health and Wellness and the Ecology Action Centre’s Active Transportation Coordinator. These folks can help you strengthen your presentations.

**IMPORTANT THINGS TO REMEMBER DURING INDIVIDUAL MEETINGS WITH COUNCILLORS:**

- Remember that councillors are busy — if they give you an hour to talk, be sure to make the most of it.
- At the end of your meeting ask the councillor for his or her support in pursuing your AT goals and offer concrete suggestions on how the councillor can help.

**SENIOR STAFF**

Senior staff such as Chief Administrative Officers and managers lead the implementation of plans, decide on budget priorities, and make recommendations to council. Simply put, they are enormously important to you and you need to have them on your side.

One of the best things you can do is invite a supportive senior staff person to sit on your AT Committee. Also, routinely ask them for their ideas and set up meetings where you can update them on the good work you are doing. If you can’t find support, go back to the community to build more support and seek additional partnerships.

Don’t be discouraged if a councillor gives you the cold shoulder or does not seem interested in your AT agenda. Remember that they are trying to meet the needs of all constituents. Your job is to show them that your AT Plan was created with input, support, and understanding from citizens.

If a councillor is unsupportive or non-committal, you may need to continue to build strategic partnerships and public awareness of AT in your community. Councillors do respond to public demands, so your attention may best be focused on using social media to create buzz, get citizens on board, and ensure they are willing to be vocal with councillors.
If possible, partner with community and business groups to help carry out these projects. This will open up funding opportunities and help you access volunteer time and donations. Small projects may be eligible for funding from:

- the Physical Activity, Sport and Recreation Responsibility Centre (Department of Health and Wellness)
- your local Community Health Board
- the Heart and Stroke Foundation’s Walkability Grants

You can raise public awareness and build momentum for AT by generating some local success stories, or “quick wins.” These are highly visible and low-cost investment infrastructure projects that do not take much time or energy to complete. Examples could include building benches next to popular walking routes, painting lines for crosswalks, erecting share-the-road signs, or installing bike racks in popular and visible locations. These projects need to be well advertised and highly visible to the community in order to build awareness.

**STEP 11: QUICK WINS**

**Note:** Painting lines for crosswalks and erecting share-the-road signs is regulated and requires approval. Champions can partner with the Nova Scotia Department of Transportation and Infrastructure Renewal and the municipal department responsible for crosswalks for the projects.

Two million Canadians have type 2 diabetes, a condition that is preventable through proper exercise and diet. (Source: Canadian Diabetes Association)

In NS, 62% of all residents do not get enough physical activity. This is a major concern considering 32% of Nova Scotians aged 2-17 are overweight or obese, compared to 26% of Canadians of the same age (Statistics Canada, 2004).
Celebrate all of your successes, large and small, and appreciate the individuals and groups who have been integral to making it happen. In addition, make sure to join forces with organizations that already have well-established annual AT activities (International Walk to School Month, Bike Week activities, Open Streets events, etc.)

**EXAMPLES OF AWARENESS RAISING INITIATIVES INCLUDE:**

- Annapolis County’s *Share The Road Campaign* — designed to make the roads safer for cyclists, pedestrians, and motorists. [HTTP://ANNOPLISCOUNTY.CA/ (CLICK RECREATION)]
- Heart and Stroke Foundation’s *Walkabout* program — building a culture of walking in Nova Scotia. [WWW.WALKABOUTNS.CA]
- Halifax Cycling Coalition’s Social Marketing Campaign — aimed at normalizing the use of the bicycle as transportation and having a positive impact on the attitudes toward cyclists. [WWW.CYCLEHALIFAX.CA]

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**STEP12 CELEBRATE & APPRECIATE: THE FUN FACTOR**

Not only do two out of three (66%) Canadians say they would like to cycle more often, but clearly, an overwhelming majority could cycle to routine destinations within 30 minutes or 8 kilometres of home. Over eight in ten (84%) Canadians live within a 30-minute cycle of a routine destination, including:

- Shopping/Errands (68%)
- Leisure/Recreation (57%)
- Friends/Family (47%)
- School (48%)
- Work (33%)

(2001 CENSUS CANADA)

The seed for Bridgewater’s AT Plan was planted when the town formed an Active & Safe Routes to School Committee, working with the Ecology Action Centre to map safe routes to school for the town’s students. It evolved into the AT Committee, which led to the development of Bridgewater’s AT Plan.
Developing an Active Transportation Plan

ARE YOU READY?

You know you are ready for an AT Plan when you have the following elements in place:

- AT Committee – active and composed of a variety of diverse stakeholder groups
- Strategic partnerships – providing a strong base of community support
- Asset mapping and needs assessment – complete
- Goals and priorities – identified
- An engaged public – desiring more AT in their community
- Consensus on direction – a collective vision based on community feedback
- Municipal buy-in – supportive councillors and senior staff
- Funding commitment – municipal and provincial funding sources have been identified and initial conversations with funding partners have been established

- A home for the AT Plan – the logical municipal department has been chosen to coordinate the Plan
- A relationship with local Transportation and Infrastructure Renewal (TiR) officials – especially important in rural communities where most roads are owned and maintained by TiR

Once you have all of the elements on the checklist above, you are ready to prepare a formal AT Plan for your community. Remember to draw on lessons learned in other communities and to get lots of help and input from local AT users, your strategic partners, and the municipality. Your AT Plan should set your vision and state how you are going to get there. The information in this section will help you feel confident in your abilities to both create and bring to life the AT Plan for your community.
INGREDIENTS OF AN AT PLAN

A good AT Plan provides strategic direction to a municipality or community for twenty or more years. It is integrated and cohesive, and should serve to motivate staff, council, and the public in creating the vision laid out in the document. The centrepiece of your plan must be the development of safe, connected, continuous, and accessible routes for AT transportation. Without this, AT infrastructure is likely to be patchy.

A good plan also integrates AT into everyday municipal activities: land use planning and design, transportation engineering, road and trails maintenance, public health, and recreation. The plan should ensure that AT infrastructure is supported by safety enforcement, public education, social marketing, policies, and supportive community planning and design.

ESSENTIAL ELEMENTS OF A GREAT AT PLAN:

- **ENGINEERING**
  Identifying the infrastructure needed to create a connected network is key. A connected network, or “connectivity,” essentially means that barriers, such as incomplete sidewalks, non-continuous bike lanes, buses without bike racks, and inadequate end-of-trip facilities are identified and then remedied to make travel convenient for AT users.

- **EDUCATION**
  The plan must also outline how the municipality will educate and monitor the municipal staff who are designing and implementing the AT solutions. What do engineers, planners, and public works employees need to know and who will inform them? The plan should also outline education strategies for both drivers and AT users on using the new infrastructure.

- **ENFORCEMENT**
  Once the infrastructure is in place and more AT users take to the roads, an AT Plan needs to suggest guidelines for the enforcement of safety rules. How will “sharing the road” be enforced in order to ensure the safety of cyclists, pedestrians, and motorists? Local police and RCMP should be involved in this piece to help draft guidelines for enforcement.

- **ENCOURAGEMENT**
  In terms of public awareness and engagement, the plan should build on the good work you’ve already been doing. This could include more social marketing and media campaigns, and more AT events, such as participation in Bike Week and International Walk to School Month. Remember to keep track of the number of participants at each event, as this will help in quantifying the success of your projects.
**EVALUATION**

It’s essential to establish a baseline of AT use in your community before implementing your plan. This way you’ll understand transportation patterns unique to your community. From this baseline data, you can assess whether your investments are having the desired effect of shifting transportation options. This data can be gathered in numerous ways:

- polling of residents who use AT in their daily lives
- bike or walk counts (annually or bi-annually)
- school Travel Plan surveys
- numbers of walking or biking groups
- kilometres of sidewalks, bike lanes and routes, and multi-use trails
- amount of traffic congestion
- parking demand and available parking spaces
- number of AT-related events and initiatives
- new or renewed policy development
- number of media hits on AT
- number of signs, bike racks, benches, etc.
- number of community presentations on AT

**PLANNING**

Consider AT in all municipal planning projects and outline how AT will be incorporated into all city planning (municipal planning strategies, land-use bylaws, all proposed infrastructure projects, etc.).

**SCHOOL TRAVEL PLANNING**

The “school run” can represent about 20 per cent of morning rush-hour traffic in urban areas. Since schools are such major destinations in a community, it is important that AT Plans make special accommodation for them. The Ecology Action Centre has been working with school communities throughout Nova Scotia for ten years to increase AT use by children and youth. Staff are available to review and provide input on municipal AT Plans to ensure that AT for children and youth is represented.

Specific to this, there is a document you can use that may help guide you through the school travel planning portion of your AT Plan. It’s called the Child and Youth Friendly Land-Use and Transport Planning Guidelines for Nova Scotia and it contains 19 policy recommendations for municipal transport and land-use planners. These guidelines have been developed as tools for achieving transportation and land-use arrangements that specifically meet the needs of children and youth (www.kidsonthemove.ca).

**THE ECONOMIC BENEFITS OF ACTIVE TRANSPORTATION INCLUDE REDUCTIONS IN THE FOLLOWING AREAS:**

- **Health-Care Costs Due To Increased Physical Activity and Reduced Respiratory and Cardiac Disease**
- **Road Construction, Repairs, and Maintenance Costs**
- **Greenhouse Gas Emissions Costs**
- **Fuel, Repair, and Maintenance Cost for Vehicle Users**
- **Traffic Congestion and Parking Subsidy Costs**
- **Air and Water Pollution Costs**

**OTHER ECONOMIC BENEFITS OF ACTIVE TRANSPORTATION ARE:**

- **The Positive Impact of Bicycle Tourism and Bicycle Manufacturing/Sales**
- **Increased Property Values Along Greenways and Trails**
- **Increased Productivity and a Reduction of Sick Days and Injuries at the Workplace**
- **Increased Retail Sales in Pedestrian Friendly Areas**

**POLICY**

Your plan should include a comprehensive scan of municipal policies that pose barriers to AT. It should list the existing municipal policies that are supportive of AT and any others that need to be changed. It should also note where new policies could be implemented to encourage and enable AT development.
It costs money to even write an AT Plan, let alone implement it! And it’s your AT Committee that needs to secure the funding to cover the preparation of the formal AT Plan. Wondering what the ballpark range is? Contact municipalities that have already completed AT Plans or the regional representative for the Nova Scotia Department of Health and Wellness to get an idea.

Funding typically comes from municipal and provincial governments, with a listing of other organizations below. The average municipal contribution in Nova Scotia to the development of AT Plans varies from one region to the next. The CBRM and Colchester-Truro financial plans are two examples.

Other sources of funding may include:
» local AT groups
» local businesses
» chambers of commerce
» community health boards
» regional development associations
» Nova Scotia Department of Health and Wellness
» Nova Scotia Department of Transportation and Infrastructure Renewal
» Nova Scotia Department of Seniors
» Nova Scotia Department of Energy
» federal Gas Tax Funds

Once funding is secure, you can begin developing your municipal AT Plan. Keep in mind that this funding is only for plan development.

The ongoing implementation of your AT Plan will require separate funding (see the Implementing an Active Transportation Plan section C for more information on implementation funding).
IDENTIFYING ROLES AND RESPONSIBILITIES WITHIN THE MUNICIPALITY

The municipality must start to take ownership of the planning process. To that end, your AT Committee should include supportive municipal councillors and staff. In addition, the plan must be managed by a specific municipal department. Several decisions will have to be made:

» Will it be planning, public works, recreation?
» Will this department provide dedicated, paid staff to work on the planning and implementation of the AT Plan?
» How will an interdepartmental approach be assured in order to successfully implement the plan?

THE TRELLIS CAFÉ LOCATED IN HUBBARDS, NOVA SCOTIA, ESTIMATED THAT IN THE SUMMER, APPROXIMATELY ONE FIFTH OF ALL LUNCH CUSTOMERS ARE CYCLISTS. THE CAFÉ ESTIMATED THAT 75% OF CYCLISTS WERE FROM HALIFAX OR CLOSER, AND 25% WERE TOURISTS. THERE WERE MANY OF THE SAME FACES ON A WEEKLY BASIS, WITH A TYPICAL AGE OF FORTY-FIVE AND SIXTY-FIVE.
CHOOSING A MODEL OF AT PLANNING

Basically, you have two choices when it comes to developing an AT Plan. You can do it in-house or hire a consultant. Both models are outlined below. As you decide which one to use, keep the following things in mind.

Developing your community’s AT Plan requires a substantial investment of time and resources. The person or group developing the plan must have the appropriate skill set and experience to achieve all the project deliverables, such as:

» conduct a wide review of the municipality’s operations, policies, and planning strategies
» interview stakeholders
» hold public information sessions
» create projected maps
» develop/use street design guidelines

Bringing all this information together can be a challenge for any municipality or community. Realistically, it could take years to produce, but it’s important not to rush an AT Plan. It’s equally important to keep your momentum while you are developing the plan and figuring out how to implement it. Completing and marketing fun and easy projects is a great way to keep AT in the spotlight, grow awareness, and build support.

MUNICIPALITIES AND COMMUNITIES HAVE TWO OPTIONS FOR PREPARING AN AT PLAN.

INTERNAL PROCESS

AT Plans can be produced in-house. Sometimes, there are municipal staff who have the skills, knowledge, and passion to do this work. Another plus is that different municipal departments can collaborate on the AT Plan, bringing different skill sets to the table. However, developing a plan in-house can put a strain on regular duties, or if combined with regular duties, may mean the AT Plan takes longer to complete.

EXTERNAL PROCESS

Many municipalities hire consultants to produce AT Plans. The advantages of consultants are their high level of expertise and the relatively short period of time before delivery of the final product. The drawback is the expense. Here’s what it cost these Nova Scotia communities to have consultants prepare their AT Plans:

- BRIDGEWATER: $47,000
- CBRM: $111,500
- TRURO: $28,197 (BIKEWAYS PLAN)

A strong candidate will be able to provide numerous services. To hire a consultant, you will need to develop a clear request for proposals (RFP).

INFORMATION ON RFPS, TIPS ON SELECTING A CONSULTANT, AND A STANDARD LAYOUT OF THE TERMS OF REFERENCE CAN BE FOUND IN APPENDIX C.

It is important to note that if senior staff or council offer their support, but will not embark on the path to a formal AT Plan at this time, ask for AT to play a prominent role in related plans. AT-related goals and objectives are in 27 of the 55 Nova Scotia municipal Integrated Community Sustainability Plans (ICSP). Other planning documents which may include AT-related goals include the Municipal Planning Strategy (MPS) and Municipal Physical Activity Leadership strategy (MPAL). Request that an AT Committee representative be included on the committees developing or overseeing both of these plans. Your AT Committee can then focus on ensuring AT-related goals and objectives in the ICSP or MPAL strategy are achieved.
JANE’S WALK: SYDNEY, NS: WALKABLE NEIGHBOURHOODS, URBAN LITERACY, CITIES PLANNED FOR AND BY PEOPLE.

ACAP Cape Breton hosted Jane’s Walk, a celebration of the ideas and legacy of urbanist Jane Jacobs. Jane’s Walk helps make cities and streets safe for all users. For the Sydney event, 30 people came out on a misty June 2011 evening to explore the downtown area. Maps were provided to show some of the walking highlights. A staff person from the local library spoke to the participants about library programming and a local historian participated on the walk explaining the historical significance of some of the buildings. Organizers encouraged people to get out and walk not just for recreation, but for basic tasks of daily life, shopping, schools, and work. Walking not only improves health, it increases social cohesion and connection.

WWW.GREENCAPEBRETON.CA
Implementing an Active Transportation Plan

ADOPTION BY COUNCIL

This is the stage where the rubber meets the road. The AT plan has been produced and reflects the input of a whole community. Now the plan must be realized.

Even with financial and other support from a municipality, council must still formally endorse the completed AT Plan. If you have done your work and if councillors and staff have played a role in developing the AT Plan, you should be assured of their support.

By formally adopting the AT Plan, council is committing to implement and fund the policies, infrastructure, education, and promotion of the plan. Be sure to thank council for all their support of AT in your community.
CELEBRATE THE PLAN

Make sure to launch your AT Plan with lots of fanfare! This is an important moment for your community and a chance to garner even more media and public attention. Consider tying the launch of the AT Plan with the opening of a new piece of AT infrastructure or during an event like International Walk to School Month at a local school. Invite the community and the media. Remind those in attendance that the new municipal AT Plan is responsible for the investment they are seeing unveiled.
ROUTE ENHANCEMENT COMMITTEE OF THE ASPOTOGAN PENINSULA (RECAP)

RECAP was formed to encourage and improve active transportation options for Route 329 and Trunk Route 3, locally known as the Aspotogan Loop. The main objective of RECAP is to advocate for the improvement of the road’s safety for all users, motorized and non-motorized, by a) lobbying government for better attention to road design and maintenance to accommodate the “share the road” philosophy; and b) educating users about road sharing skills and strategy. Since 2006, RECAP has promoted AT and made significant progress towards safer route conditions. Share the road signs and several bike racks have been installed and a positive relationship has been formed with the community. In 2011, RECAP engaged the services of university planning students to undertake an AT Strategy for the Aspotogan Peninsula. This study will form the basis for a pilot project for investment in rural active transportation.
The Canadian Cycling Association’s CAN-BIKE program is a series of courses on all aspects of cycling safety oriented toward recreational and utilitarian cycling. The program provides a nationally standardized set of courses that can be taught through a variety of organizations that are interested in education, safety and health. CAN-BIKE instructors are highly skilled and nationally certified cyclists and instructors.

WWW.CANBIKE.NET
FINANCIAL SUPPORT FOR AT PLAN (LONG-TERM)

After the AT Plan is complete, more funding will be required to cover infrastructure, policy, promotion, and education programs. The work that was done to build strategic alliances and secure municipal buy-in pays off at this time. Begin lobbying your AT champions who are on council or who are municipal and provincial staff. Start an advocacy campaign with all your strategic partners. The AT Plan identified priorities and the successful implementation of these priorities will be a result of the great groundwork that was completed earlier in the process.

FIND A DETAILED LIST OF POTENTIAL FUNDING SOURCES AT WWW.ECOLOGYACTION.CA/CONTENT/AT-RESOURCES.

What follows is a description of several categories of possible funding sources.

STRENGTHENING STRATEGIC PARTNERSHIPS

Establish and maintain close contact with provincial and local transportation representatives so that any projects that might affect your municipality are known and discussed well ahead of formal scoping. Consider AT in existing and future planning documents, such as a Municipal Planning Strategy, or working closely with Nova Scotia Department of Transportation and Infrastructure Renewal (TIR) on provincial road projects. It is more cost-effective to implement an AT infrastructure project at the same time that TIR is repaving or widening a road than to do it afterwards.

By supporting your AT Plan, the town or municipality is expected to contribute financially within their municipal budget. It is extremely important that the AT Committee work with municipal council to develop a multi-year budget allocation for implementation of the identified priorities.

Cape Breton Regional Municipality’s AT Plan calls for spending $20 million over 20 years. The municipality will contribute one third of this amount, which means two thirds of the funding must come from other sources.

While finding funding to implement an AT Plan can be a challenge, there are other opportunities beyond municipalities’ budgets.

FEDERAL FUNDING

The federal Gas Tax Fund provides stable, predictable funding to municipalities in support of environmentally sustainable municipal infrastructure projects such as green energy, public transit, water and waste water infrastructure, and local roads. Many municipalities identified AT as a goal in their Integrated Community Sustainability Plans (ICSP) and have been able to apply the money from the Gas Tax Fund to implement their AT priorities. For instance, in Bridgewater, the town spends almost all its gas tax funding on AT.
In addition, other federal departments such as Transport Canada and Natural Resources Canada may contribute to AT investments. Keep your ears open for funding opportunities. This is where your earlier efforts at networking and identifying key stakeholders come in handy.

The networks you have fostered, whether social, business, or government, will pass on funding ideas and information to your committee. So, keep your networks updated and your partners informed of your needs and priorities.

Federal agencies such as the Atlantic Canada Opportunities Agency and Enterprise Cape Breton Corporation may also provide funding. However, these agencies usually provide funding for large infrastructure projects.

Having AT policy and priorities embedded in municipal and provincial planning strategies allows access to this level of funding.

**HEALTH FUNDING**

Funding is available through some health organizations. The Public Health Agency has a new initiative called Building the Business Case for Active Living, encouraging businesses to invest in physical activity programs for employees. Nova Scotia’s Department of Health and Wellness also has regional funding opportunities available. Community Health Boards also have small grants available for locally designed projects. These organizations encourage active lifestyles and can be a huge resource to you.

A **SIGNIFICANT PERCENTAGE** of motor vehicle trips are of a distance that is easy to cycle or walk. There is a very high degree of willingness among Canadians to walk or ride a bike instead of driving, with 82% willing to walk more and 66% willing to cycle more given appropriate facilities (Go For Green, 2007).
PROVINCIAL FUNDING

In addition to funding available from the Department of Health and Wellness, the Government of Nova Scotia’s many departments offer funding that can be used to support AT. For instance, the Department of Natural Resources’ Off Highway Vehicle (OHV) Infrastructure Fund can be accessed to support trail development for both motorized and non-motorized uses. The Department of Seniors offers grant programs such as the Age-Friendly Communities Program and the Positive Aging Fund, which can fund AT projects that meet their goals.

The Department of Energy has a new Nova Scotia Moves fund to support sustainable transportation projects. Active Transportation Committees requesting input from Nova Scotia Department of Transportation and Infrastructure Renewal (TIR) should contact the District Director for the assignment of an appropriate representative. This is most likely to be the Area Manager (AM), as improvements recommended in a Plan will generally be the (financial) responsibility of the municipality, with permits or advice needed from TIR should they need work done within a provincial right-of-way. However in instances where the AT Plan covers a county, it may be more appropriate to have the Construction Manger (CM) involved, as road improvements will undoubtedly require capital funds. The District Director can decide who, or if both parties, should be involved. In some instances, it may be appropriate for the Special Projects Engineer, who is responsible for AT, to be the contact.

MUNICIPAL FUNDING

Being able to get your municipal council to endorse your AT Plan is only part of the process. Now, your committee needs to ensure council includes AT priorities in the annual municipal capital and operating budgets. Including AT infrastructure investments in the annual operating budget places the debate over AT investment in the public realm. Municipalities may not have direct sources of money that people can apply to, but they do have money within the annual budget that can be used at the discretion of council and municipal staff. An example of this would be in Halifax Regional Municipality, where a business can request that a bike rack be placed on municipal property outside their business.

If the request meets certain municipal guidelines, then the rack is installed free of charge to the business.
**SMALLER GRANTING SCHEMES**

Small granting programs generally have less onerous reporting and evaluation requirements than other funding programs. An example is Heart and Stroke Foundation’s Walkability Grants. Mountain Equipment Co-op (MEC) offers small grants for recreation-focused projects. The Federation of Canadian Municipalities operates the Municipal Green Fund, supporting projects that contribute to the sustainability of cities. Some municipalities have community foundations that invest in local projects. Even tourism associations who become aware of the tourism benefits of making a region more AT friendly may offer grants.

**NEW FUNDING**

Partner with your local downtown business association or chamber of commerce to improve the end-use facilities in your downtown business district. Bike racks, benches, bus shelters, and street beautification schemes are just a few ideas. These items do not cost a lot of money and are very visible. You could partner with individual businesses or families who want to donate money in the name of a loved one. Or consider developing an ad campaign with a local business to place its logo on a bus shelter or bike rack.

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2011 HALIFAX CYCLING COALITION AWARDS — THE FIRST ANNUAL HALIFAX CYCLING AWARDS WERE PRESENTED DURING BIKE WEEK 2011. THESE AWARDS RECOGNIZED AND PUBLICIZED THE OUTSTANDING ACHIEVEMENTS OF INDIVIDUALS, ORGANIZATIONS, AND BUSINESSES WHO ARE ENCOURAGING CYCLING IN THE HALIFAX REGIONAL MUNICIPALITY.

THE TRELIS CAFÉ IN HUBBARDS IS AN EXAMPLE OF A BUSINESS WORKING HAND-IN-HAND WITH AT ADVOCATES. THE CAFÉ SUPPORTED THE WORK OF THE ROUTE ENHANCEMENT COMMITTEE OF THE ASPOTOGAN PENINSULA (RECAP) IN BUILDING A SAFER ROAD NETWORK. THE BUSINESS ALSO INSTALLED BIKE RACKS, PROVING ITSELF TO BE A BICYCLE-FRIENDLY CAFÉ. THIS LED TO INCREASED TOURISM AND HIGHER NUMBER OF CYCLISTS STOPPING FOR REFRESHMENTS. ALL IN ALL, BUSINESS AT THE TRELIS CAFÉ INCREASED BY APPROXIMATELY 10-15%.
MAINTAIN STRATEGIC PARTNERSHIPS

The partnerships you worked so hard to create at the beginning of this process should be maintained to keep up the momentum on AT. Arrange for regular meetings with strategic partners where they update you on what they are working on. In addition, ask them for their input on upcoming projects. In some cases, strategic partners may be able to contribute funding or in-kind contributions for projects.

A crucial partnership that you don’t want to overlook is the one you should have with Nova Scotia Transportation and Infrastructure Renewal (TIR). As they manage all provincial roads, a TIR representative should be on your AT committee. If they are not, make sure that you build a positive relationship with them and ask to be included in their 5-year work plans.

CONTINUE ONGOING PUBLIC OUTREACH

Celebrate the successful completion of every project, small or large. Make sure that citizens, stakeholders, and the municipality see positive results. An annual newsletter or short report to the community can be very helpful. An AT webpage, that lives on the municipality website, could act as a place where these success stories are told. Citizens can visit the website and see what has been completed, what projects are still outstanding, and receive other valuable AT news.

TAKE ADVANTAGE OF EVERY OPPORTUNITY TO MAKE AT IMPROVEMENTS

From the installation of a few kilometres of bike lanes to the placement of a small bench at a trailhead, every AT-related project counts. If there is an opportunity to make an improvement, don’t worry about the size or level of impact. Just get it done. All of this incremental progress is working to make your community more AT-friendly. However, keep connectivity and the big-picture in mind.
EVALUATION

It’s crucially important to measure your progress and the results that come from the successful implementation of your AT Plan. Here are four important areas of evaluation below.

**CHOOSE KEY INDICATORS AND MEASURE REGULARLY**

Remember all that data about your community that you collected through asset mapping and needs assessments? This is where you can use it. You will need to be able to show quantitative improvements to your community and you can use comparative data (before AT interventions and after) as evidence. Routinely measuring key indicators will help build your business case, strengthen presentations to stakeholders, and inform your communications strategy.

**DEVELOP ANNUAL WORK PLAN**

Each year, your AT committee, in conjunction with the municipality, should develop a detailed work plan. It should include projects to complete, education and enforcement campaigns, the preparation of new policy documents, public presentations and events, funding applications, etc. For bigger projects or longer campaigns, it may be necessary to start planning years in advance. At the end of each year, review the plan and its successes and address any shortcomings. Make sure that your work plan is realistic; AT investment takes time.

**IMPLEMENT ACCOUNTABILITY STRATEGIES**

Annual work plans should always be tied back to the original goal and objectives of your AT Plan. This type of evaluation framework (below) can assist you in keeping the end goal in sight, while helping to guide you through the nitty gritty details of implementation.
CAPE BRETON REGIONAL MUNICIPALITY’S AT PLAN RECEIVED $75,000 FROM THE MUNICIPALITY, $500 FROM VELO CAPE BRETON, $5,000 FROM TRANSPORTATION AND INFRASTRUCTURE RENEWAL, $1,000 FROM CAPE BRETON DISTRICT HEALTH AUTHORITY, AND $30,000 FROM DEPARTMENT OF HEALTH AND WELLNESS. CBRM HAS A POPULATION BASE OF 106,000 AND AN AREA OF 2,500 SQUARE KILOMETRES. IT IS THE SECOND LARGEST MUNICIPALITY IN THE PROVINCE.

THE RIVERPORT AND DISTRICT BOARD OF TRADE HAS TAKEN THE LEAD ON AT IN THE DISTRICT OF LUNENBURG, WORKING COLLABORATIVELY WITH THE MUNICIPALITY TO ADVOCATE FOR MORE AT SUPPORTS. THEY SEE THE BENEFITS THAT AT CAN BRING TO LOCAL BUSINESS AND TOURISM.

SCHOOL TRAVEL PLANNING IS AN INTERNATIONALLY RECOGNIZED PROCESS. HERE IN NOVA SCOTIA, THE ECOLOGY ACTION CENTRE PROVIDES SUPPORT, MATERIALS, AND TRAINING TO ANY SCHOOLS, SCHOOL BOARDS, MUNICIPALITIES OR ORGANIZATIONS THAT WANT TO IMPLEMENT THE CONCEPTS OF SCHOOL TRAVEL PLANNING.

HERE IS AN EVALUATION FRAMEWORK, USING BIKE RACKS AS AN EXAMPLE:

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>ACTIVITIES</th>
<th>TARGETS</th>
<th>RESOURCES REQUIRED</th>
<th>MEASUREMENT TOOLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fill in your overall plan’s objectives here (one row for each objective)</td>
<td>Fill in the high-level activities you plan to undertake that contribute to reaching your overall objective (do for each objective)</td>
<td>Set targets, for example, X bike racks installed or positive feedback on draft AT Plan from public</td>
<td>Indicate the resources needed to accomplish these activities (funding for bike racks, staff time, etc.) Some of these resources may be in-kind and/or financial</td>
<td>Indicate how you will measure your success in reaching your targets (e.g., conduct follow-up audit)</td>
</tr>
<tr>
<td>Implement Downtown Bike Rack Facilities Plan</td>
<td>Initiate findings from bikability audit to:</td>
<td>• Identify key streets/buildings</td>
<td>• Per unit cost of rack</td>
<td>• Examine findings from bikability audit.</td>
</tr>
<tr>
<td></td>
<td>• Identify placement plan</td>
<td>• Identify number of expected racks</td>
<td>• Municipal staff: public works, planning, communications</td>
<td>• Conduct new audit to determine user friendliness and if equipment is being used to maximum potential</td>
</tr>
<tr>
<td></td>
<td>• Identify budget considerations</td>
<td>• Identify number of expected racks</td>
<td>• Internal or external personnel (cost benefit analysis)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Identify project time lines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Identify municipal/provincial regulations regarding implementation plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Public communications strategy</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Implementing an Active Transportation Plan
DOCUMENT SUCCESS AND CHALLENGES

It is essential to document your successes and indicate areas for improvement. This can be done through reports to municipal council and funders, or in more creative ways. Community annual reports can be made available to citizens at bike shops or AT events and can highlight successes of the last year and plans for the future. Websites devoted to AT in your municipality are a “green” alternative to printed reports and can incorporate photos, videos, and social media.

FEET TO THE FIRE: GRASSROOTS ACTIVISM

All AT champions must remember that politics can have an impact on AT planning. Municipalities with budget constraints have many competing priorities and powerful lobbies can push for the reallocation of funds toward their interests. We’ve all seen road construction and maintenance trump an AT investment or improvements to public transit. In addition, an election may bring a completely different council to power, one with different priorities from its predecessor.

This reality is the reason to keep AT in the news and ensure the public is both informed and invested in AT improvements in your municipality. When citizens are involved, it makes it harder for governments to change course or alter their commitments. This grassroots movement involves participation, not only from your AT Committee members, but from your strategic partners, local cycling or walking groups, seniors clubs, and high school youth. They need to speak up in support of the AT Plan and ensure that the municipality stay the course.

What is your part in all this?
Well, if you are a municipal employee, you know you can’t engage in direct advocacy, but you can (quietly) inform and encourage citizen groups to speak out strongly on AT.
When Cape Breton Regional Municipality (CBRM) redesigned Kings Road in Sydney — a major route connecting suburban residential and shopping districts with downtown Sydney — AT accommodation was regrettably ignored. Velo Cape Breton, a cycling group, spoke out against the omission and this ultimately led to the creation of the CBRM AT Plan. Velo Cape Breton, as well as other groups such as the Heart and Stroke Foundation and the Ecology Action Centre, continues to keep a watchful eye over the implementation of this AT Plan.
Conclusion

It is our great hope that this document has clearly shown that you can take your AT vision and make it a reality in your municipality. All it takes is a keen public, support from partners, networking, a little elbow grease, and patience.

A FEW KEY THINGS TO REMEMBER:

» Inspire yourself with examples of vibrant AT-engaged communities around the world.
» Expand your network and talk with and listen to many people.
» Don’t reinvent the wheel — other municipalities in Nova Scotia have had great success. Feed on their examples.
» Use technology and social media to your advantage.

» Celebrate and publicize ALL of your successes.
» Use AT yourself. A lot. And encourage everyone you know to travel this way as well.
» Think creatively and positively!

Remember—you can’t generate and implement an AT Plan alone. The plus side is that working with others who share a common dream can be inspiring and uplifting.

HAVE FUN!!
APPENDIX A: REQUEST FOR PROPOSAL SAMPLE

BELOW IS CAPE BRETON REGIONAL MUNICIPALITY’S TERMS OF REFERENCE:

Cape Breton Regional Municipality
Proposal P10/2007

PROPOSAL

SEALED PROPOSALS will be received by the undersigned up to 2 P.M., FRIDAY, 17 AUGUST, 2007 for the following:

PROPOSAL - TO DEVELOP AN ACTIVE TRANSPORTATION PLAN FOR CAPE BRETON REGIONAL MUNICIPALITY

Terms of Reference: may be obtained from the Procurement Section, Financial Services Suite 104, 320 Esplanade, Sydney, N. S. B1P 7B9.

Sealed Proposal: Proposals must be sealed and designated Proposal P0 10. 2007 and returned to Procurement Section, Financial Services Suite 104, 320 Esplanade, Sydney, N. S. B1P 7B9. NOTE I FAXED proposals are not acceptable and will not be considered.

Proposal Opening: This proposal will be opened at a public opening on Friday, 17 AUGUST, 2007 at 2 p.m. in the first floor boardroom of the Civic Centre, 320 Esplanade, Sydney, N.S.

POLICY:

The Atlantic Internal Trade Agreement and The Cape Breton Regional Municipality Procurement Policy are the governing documents used for all tenders/proposals. Copies of these documents are available from the Financial Services Department, Procurement Section, Suite 103/104, 320 Esplanade Sydney, N.S. or by phoning (902) 563-5015

Where identical goods and/or services are available, from a Cape Breton Regional Supplier, and a supplier from outside the regional area, the following shall apply:

» Regional suppliers will be allowed a 5% pricing preference, over suppliers outside the region when the total bid price before taxes is less than $100,000 on Goods and Services and $250,000 on Construction.

» Regional suppliers qualify for the 5% price preference if they are a commercial taxpayer in the Cape Breton Regional Municipality.

» The 5% preference will not exceed $12,500.00 regardless of the tender amount.

» Successful bidder will be required to follow CBRM protocol as designated by Purchasing Department for delivery and invoicing.

» Payment: Any supplier having an account due to the Cape Breton Regional Municipality, which is in arrears, will have such arrears deducted from payments being made to the supplier.

The Cape Breton Regional Municipality reserves the right to reject any or all proposals or to accept any proposal or part thereof considered to be in its best interest.

______________________________
Judi Nagy, Buyer CBRM
1.0 THE PROJECT

The Cape Breton Regional Municipality (CBRM) is a culturally rich and diverse area of Nova Scotia comprised of four core urban communities of unique character within a large geographic area. Greater Sydney, greater Glace Bay, greater New Waterford, and the Northside provide particular services and recreational amenities for CBRM residents from within their respective communities as well as for visitors from the other municipal units and the vast CBRM rural areas.

The CBRM has identified Active Transportation (AT) as an important component of community revitalization that, when considered with parallel initiatives, will support the high quality lifestyle desired by residents. The goal of all these initiatives is to make the CBRM a great place to work, play and live. CBRM’s AT plan must identify and express approaches, plans and implementation strategies designed to change it into a region that offers a diversity of environmentally friendly transportation options.

Surveys in the community and national contexts have indicated that the CBRM has a lower than average participation rate for walking, biking and public transit use. We consider this normal given that the CBRM has significantly less AT type infrastructure, a significant geography that separates these four urban communities, and a large rural jurisdiction. However, the CBRM would like to meet or exceed national rates through program and infrastructure development that serves to create an active life environment.

The CBRM has the unfortunate distinction of having some of the highest rates of chronic diseases in Nova Scotia and indeed in Canada. We know that the best way to reduce chronic disease incidence is with a focus on primary prevention. Healthier communities, good nutrition, increased physical activity and reduced exposure to tobacco can prevent over 50% of the most common chronic diseases. An Active Transportation approach will provide the opportunity for increasing physical activity throughout the communities in an effort to reduce chronic disease and improve overall health outcomes.

For the CBRM, active transportation should be an integrated approach to developing a multi-use system of movement that is inclusive of all transportation methods both within the four core urban communities and between them. The primary definition is multi-modal, human powered, environmentally responsive and integrated. Trails will include routes such as granular and paved paths, park routes and streets. Streets may include assets such as bike lanes, sidewalks and public transit networks. The system must eventually form a network based on destinations and routes. The CBRM seeks proposals from qualified consultants to develop a plan for this visionary network.

The CBRM has formed an Active Transportation Committee to oversee the development of this project. This committee is the client for this project. The committee has identified community-based wishes for an AT network inclusive of streets, trails as well as recreational and environmental amenities. Under the committee’s direction, the consultant will be expected to provide the following:

» An inventory of the existing AT infrastructure inclusive of recreational amenities, transportation networks, trail systems and any available assets for AT development.

» A community-based description of the four core areas as well as their hinterland rural areas relative to their unique identities and position relative to AT development.

» A detailed demographic profile for each core community as well as a description of community evolution relative to the evolving demographic.

» A proposed hierarchal AT network inclusive of all possible municipal infrastructure and public transit networks wherever possible.

» A detailed and prioritized community-based AT plan for each core area (and rural area) based on a contextually appropriate infrastructure hierarchy.
An AT Master Plan for the entire CBRM respective of the individual core areas and the CBRM as a whole.

An implementation plan, including safety and liability considerations, changes to any municipal planning strategies that encourage/require AT development, development priorities, a marketing plan that promotes the safe and shared use of municipal infrastructure capital expenditures, funding sources and phasing.

**2.0 CONSULTANT WORK**

When complete, the AT Master Plan will provide a detailed approach to developing active transportation in the CBRM. The following describes the required minimum scope of work.

- Data Collection
- Consultation
- Core Communities Plan
- Draft Master Plan
- Public and Committee Acceptance
- Final Master Plan, Including Implementation

**2.1 DATA COLLECTION.**

The consultant will be provided with the following:

- Digital mapping (in either PDF, TIFF or GIS based formats) that will include a wide spectrum of infrastructure data covering all areas of the CBRM.
- The CBRM Municipal Planning Strategy which includes policies and proposals affecting transportation, recreation and environment.
- Other information as determined by the client.

The consultants are expected to review and become familiar with the existing mapping information and documents and to conduct research and analysis of existing conditions in preparation for public consultation. The consultant is expected to conduct consultation in an informed and sophisticated manner.

**2.2 CONSULTATION.**

The core of this project is the consultation component. The consultant is expected to develop appropriate consultation and feedback measures that identify approaches to developing AT both at the community and regional level. Consultation must be sophisticated and able to produce a meaningful plan relative to the desires of CBRM residents prior to conforming to the global AT movement. It is expected that the consultant will have suitable experience to understand this requirement while bringing AT knowledge that will apply community-based ideas and approaches to the CBRM respective of lessons learned at the global level.

It is expected that the general public will be provided with ample opportunities for input during the consultation process. Efforts will be made to ensure participation by community groups and organizations that have been identified as having an interest in active transportation, including the following:

- Active Communities-Cape Breton Island
- ACAP Cape Breton
- Association of Doctors for Advancing Physically Active Transportation (ADAPT)
- Baille Ard Trail Society
- Canadian Cancer Society
- Canadian Diabetes Association
- Cape Breton Hoppers (Volksmarch Club)
- Cape Breton Road Runners Club
In addition to the broad community, it is expected that the consultant will solicit ideas/information from groups, individuals and agencies that are/will be involved in the governance, implementation or funding of a CBRM AT plan. At a minimum, this will include the following:

» Cape Breton County Economic Development Authority (CBCEDA)
» Cape Breton District Health Authority, and all community health boards in CBRM
» Cape Breton Partnership
» Cape Breton Victoria Regional School Board,
» Enterprise Cape Breton Corporation
» Nova Scotia Department of Environment & Labour (regional office)
» Nova Scotia Department of Health Promotion and Protection, (regional office)
» Nova Scotia Public Health Services (regional office)
» Nova Scotia Department of Transportation & Public Works, (regional office)
» Cape Breton Regional Municipality (various departments and committees)

2.3 CORE COMMUNITIES PLAN.

The planning process for this project will require at least two levels of thinking. The consultant will be required to develop a community-based plan for each of the core urban communities. These plans will need to be confirmed by each area as well as the committee prior to proceeding into master planning.

2.4 DRAFT MASTER PLAN.

The consultants will prepare an AT Master Plan which will reflect the research, analyses and public consultation. The plan must address all of the components described in section 1.0 as well as any additional information discovered during project development. The plan will also clearly articulate how the individual communities link to form a hierarchal and complete network and plan.

2.5 PUBLIC AND AT COMMITTEE ACCEPTANCE.

The plan must be confirmed by its creators and governors prior to acceptance. The consultant must propose an effective method of soliciting feedback from stakeholders, including the general public, through appropriate methods. Public support for the proposed plan must be demonstrated to the AT Committee during this process.
2.6 Final Master Plan.

After the final stage of public consultation as well as committee review and comment on the draft plan, the consultant will develop a draft final plan describing all plan components and a detailed implementation strategy. Following approval by the AT Committee the consultant shall be required to present the final plan to the CBRM Public Services Committee, a committee of regional Council.

3.0 Proposal

The consultant’s proposal shall convey a clear understanding of the work to be undertaken as described in the request for proposals. It is expected that the consultant is capable of undertaking this work and can develop a work plan demonstrative of this experience. At a minimum, the proposal must specifically address all requirements of this project and include the following:

3.1 Table of Contents.

The Table of Contents shall show the title of each subsection referenced to a numbered page. It shall also list the title of any appendices and supplementary information.

3.2 Work Plan and Schedule.

This section shall present the consultant’s approach to the development of the Master Plan. It shall demonstrate an understanding of the Regional Municipality, the study areas, and the scope of work required to complete the plan. It shall present the work plan, breaking the work into clearly defined activities.

The schedule should specify timelines with respect to the activities to be carried out in developing the plan. The work is to be undertaken as soon as possible after the contract is awarded but no later than September 30, 2007. The public consultation phase (2.2) should be completed by November 30, 2007. All work is to be completed by March 1, 2008.

It is expected that a minimum of four face to face meetings between the consulting team and the steering committee appointed by the Client will be held over the course of the project. These four meetings shall be in addition to public consultation meetings and the meeting of the CBRM Public Services Committee at which the final plan is to be presented.

3.3 Project Team.

This section will provide information on the Consultant and any Sub-consultants that are proposed to be members of the team. This shall clearly identify the prime Consultant and the areas of responsibility for each member of the Consultant’s team including their expertise, overall capability, and other relevant information.

The proposal must identify a Project Manager who will be actively engaged on the project. The Project Manager shall be the CBRM’s primary contact with respect to this project. This section shall also provide a table showing the anticipated time involvement for each of the key personnel and for each category of service (technical, clerical, etc.).

3.4 Team Experience.

This section shall provide information on specific experience related to this master plan process for both the company and the key individuals.

Corporate experience shall illustrate the present level of expertise in this area based on similar projects completed by the firm. Projects should be described in sufficient detail to illustrate the scope of services provided, when the work was completed as well as client contact information.

Individual team member experience should be described on staff resumes for each describing their education and work history as well as any special personal assets that make individuals well suited for an AT project.
4.0 FINANCIAL

The CBRM has established a total budget of $100,000 for the study which will be the maximum price including any disbursements but excluding the harmonized sales tax.

**Proposals shall include a section that contains:**
- The price to complete each stage of the master plan;
- The total price to complete the master plan;
- Fees for professional services;
- Disbursements (travel, reproduction, telephone, meetings, etc.) and HST;
- A proposed payment schedule (to be finalized between the Client and the successful consultant upon awarding of the contract)

No work shall be carried out that result in additional costs. The consultant must ensure that the cost estimate in the proposal is realistic and that the work can be completed in accordance with the project budget.

5.0 PROJECT MANAGEMENT PROCESS

The CBRM AT committee will be responsible for the overall direction of the study. The consultant will be allowed the freedom to develop a creative work plan while the committee ensures compliance to the determined schedule.

6.0 PROPOSAL SUBMISSION.

Proposals shall be in a sealed envelope clearly showing the company’s name on the front of the envelope and addressed as follows:

**Proposal to develop an Active Transportation Plan for the CBRM (P10-2007)**

Room #104, Civic Centre
320 Esplanade
Sydney, Nova Scotia
B1P 7B9

A minimum of two hard copies of the proposal and a compact disc containing the proposal in PDF format must be received at the above address no later than August 17, 2007 at 2 pm AT.

Proposals submitted by fax or email will not be accepted.

Any questions related to this proposal are to be addressed to:

**Rick McCready (CBRM Planning) at 563-5072 or rgmccready@cbrm.ns.ca**

**Malcolm Roach (CBRM Engineering) at 563-5147 or mroach@cbrm.ns.ca**

A decision with regard to the successful proposal will be made within three weeks of the deadline for proposal submissions. The evaluation criteria for this project is attached as Appendix A.
“SCHEDULE A”

MUNICIPAL BY-LAW COMPLIANCE CERTIFICATE

This document forms part of and is incorporated into the Tender. Bidders convicted of violations of the Cape Breton Regional Municipality Smoking By-Law and/or the Cape Breton Regional Municipality Land Use-By-Law or found in contravention of the Dangerous and Unsightly Provision of the Municipal Government Act, S.N.S. 1998,c. 18 shall be precluded from bidding on the tender. Successful bidders who subsequently are found guilty of violation of the Cape Breton Regional Municipality Smoking By-Law and/or the Cape Breton Regional Municipality Land Use By-Law or are found to have contravened the Dangerous and Unsightly Provision of the Municipality Government Act S.N.S. 1998,c.18 shall have the tenders revoked and shall be precluded from bidding on subsequent tenders for a period of six months.

__________________________________ (hereinafter referred to at “The Bidder”) does hereby certify that the Bidder has not been found guilty of violation of the Cape Breton Regional Municipality Smoking By-Law and/or the Cape Breton Regional Municipality Land Use By-Law and has not been found to have contravened the Dangerous and Unsightly Provision of the Municipal Government Act S.N.S. 1998,c.18 and furthermore hereby agrees to comply with the Cape Breton Regional Municipality Smoking By-Law, the Cape Breton Regional Municipality Land Use By-Law and the Dangerous and Unsightly provision of the Municipal Government Act, S.N.S. 1998,c.18. The Bidder understand and agrees that any finding of guilt or contravention of the aforementioned By-laws and provisions will result in the Tender being revoked and the Bidder being precluded from bidding on any subsequent Tender for a period of six months.

__________________________________  ____________________________________
Witness                                Bidder

CBRM ACTIVE TRANSPORTATION PLAN: PROPOSAL EVALUATION CRITERIA

<table>
<thead>
<tr>
<th>Expertise of Firm, Project Team, Organization and Personnel</th>
<th>35%</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Team Composition</td>
<td></td>
</tr>
<tr>
<td>• Relevant Experience</td>
<td></td>
</tr>
<tr>
<td>• References</td>
<td></td>
</tr>
<tr>
<td>Proposed Methodology</td>
<td></td>
</tr>
<tr>
<td>• Approach to scope of project</td>
<td></td>
</tr>
<tr>
<td>• Management of project</td>
<td></td>
</tr>
<tr>
<td>• Work Plan</td>
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</table>

| Schedule | 10% |

<table>
<thead>
<tr>
<th>Submission Quality</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Completeness</td>
<td></td>
</tr>
<tr>
<td>• Clarity and Conciseness</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Level of Effort</th>
<th>15%</th>
</tr>
</thead>
</table>

| TOTAL | 100% |

Appendices 57
## APPENDIX B: CAPACITY RESOURCES

The following resources may help you as you set about conducting necessary asset mapping and needs assessments.

<table>
<thead>
<tr>
<th>Useful Information</th>
<th>Why Is It Important</th>
<th>Where Can You Find It</th>
</tr>
</thead>
</table>
| Demographics       | Get a handle on key populations in your community who may use AT | • NS Community Counts  
   www.gov.ns.ca/finance/communitycounts/  
   • Municipal Planning Offices  
   www.gov.ns.ca/snsr/municipal/planning.asp  
   • Nova Scotia Department of Health and Wellness (Physical Activity, Sport and Recreation)  
   www.gov.ns.ca/hpp/pasr/regions.asp |
| Municipal department structure | Understand how different municipal departments (recreation, public works), council, and staff can be involved and contribute to AT | • Your municipal website  
   • For links to all municipal websites in Nova Scotia  
   www.unsm.ca/ |
| Community hot issues | Learn which issues matter to your community and its politicians (e.g., health, jobs, school traffic safety) and then make the links to AT | • Local newspapers and other media  
   • Direct conversations with specific individuals and groups in your community, such as seniors, youth, persons with disabilities, business associations, public health professionals, local AT groups, cycling/walking clubs, and local environmental organizations. |
| Control of roads   | Discover which roads may be good candidates for bike lanes, if any have ever had speed surveys, and who is in charge of road upgrades (your municipality or the province). | • Your municipality’s transportation, public works, or engineering staff.  
   • NS Transportation and Infrastructure Renewal  
   www.gov.ns.ca/tran/highways/areaoffices.asp |
| Popular destinations and travel patterns | Understand how people move around the community to major destinations such as residential areas, schools, workplaces, hospitals, and shopping areas. | • Statistics Canada  
   • Service Nova Scotia and Municipal Relations Community Counts  
   www.gov.ns.ca/finance/communitycounts/  
   • Active Transportation for Children and Youth (Ecology Action Centre)  
   www.saferoutesns.ca  
   • Conduct your own survey—in 2010, Bridgwater conducted an extensive AT survey to identify behaviours, motivators, and challenges in relation to walking and bicycling.  
   www.bridgewater.ca/images/stories/planning/Active_Transportation/rpt_bridgewater%20at%20survey_final.pdf  
   • www.bridgewater.ca/images/stories/planning/Active_Transportation/rpt_bridgewater%20at%20survey_final.pdf |
<table>
<thead>
<tr>
<th><strong>USEFUL INFORMATION</strong></th>
<th><strong>WHY IS IT IMPORTANT</strong></th>
<th><strong>WHERE CAN YOU FIND IT</strong></th>
</tr>
</thead>
</table>
| **Municipal planning documents and policies** | Learn which municipal plans, policies, and by-laws are supportive of AT. | - Ask your municipal planner for a copy of the Municipal Planning Strategy (MPS) and the Integrated Community Sustainability Plan (ICSP). Service NS will have a list of contacts that you can access. [www.gov.ns.ca/snsms/municipal/planning.asp](http://www.gov.ns.ca/snsms/municipal/planning.asp)  
| **Provincial policies** | Learn which provincial plans, policies, and programs support or are a barrier to AT. | - Nova Scotia Department of Transportation and Infrastructure Renewal (TIR)- One Metre Rule [novascotia.ca/tran/roadsafety/onemetre.asp](http://novascotia.ca/tran/roadsafety/onemetre.asp)  
- Environmental Goals and Sustainable Prosperity Act [http://nslegislature.ca/legc/bills/60th_1st/3rd_read/b146.htm](http://nslegislature.ca/legc/bills/60th_1st/3rd_read/b146.htm) [http://gov.ns.ca/nse/egspa/](http://gov.ns.ca/nse/egspa/) |
| **Existing AT infrastructure** | Showcase what is working and what can be built upon. | Your municipality, Nova Scotia Transportation and Infrastructure Renewal (TIR), local trail groups |
| **Potential quick wins** | Identify obvious AT needs and simple, positive changes that could be quickly completed (bike racks, signage, etc.). | Brainstorm with your AT Committee on what can be done quickly. If you have not set priorities, research other AT Plans and see what they set as priorities. |
| **Maps** | Provide a visual context of your municipality and its infrastructure. | - Google Earth, Google Maps  
| **Existing AT events and initiatives** | Showcase what is working and what can be built upon. | Brainstorm with your AT Committee to identify local or regional events you may want to attend. Develop a communications strategy to get your message out to the media. |
| **Community culture** | Understand your unique community and ways to encourage AT. | Having a diverse AT Committee will help get a good sense of the community. Diversity in age, gender, race, and socio-economic status are things to strive for. |
| **Neighbouring jurisdictions** | Learn what investments neighbouring communities are making and how your AT networks can connect. | Check to see if your neighbouring municipality has an AT Plan. If so, contact them to learn what they have been prioritizing and see if there are connectivity issues. |
| **Potential allies** | Connect with local and provincial groups and individuals who can support AT work. | Heart and Stroke Foundation, Nova Scotia Trails Federation, Ecology Action Centre, Hike Nova Scotia, Bicycle Nova Scotia, local bike retailers, local AT clubs, etc. |
HANDS-ON TOOLS AND RESOURCES

Here are five hands-on tools and resources that can help you gather information about AT, at the same time as you engage the public, building community awareness and support.

WALKABILITY AUDIT

A simple way to assess the walkability of your community is to gather a small, but diverse group of people, and walk some of their common routes. The group should have wide age ranges, abilities, and needs (seniors, youth, parents with strollers, etc.). Stop every few blocks and ask them to rate the area they have just covered in terms of pedestrian friendliness. As people talk about what works and what doesn’t, take good notes. You can also choose to invite the media and municipal councillors or staff to witness this assessment.

BIKE AUDITS

Bike audits provide an AT Committee with an assessment of the community in terms of bicycle friendliness. The presence or absence of bike lanes, bicycle racks, and appropriate signage are all noted, in addition to road conditions and lighting. Bike audits should mention positive aspects, problem areas, and suggestions for improvements. Again, it may help your cause to invite media, local businesses, and municipal councillors and staff.

ACCESSIBILITY AUDIT

Similar to the walking and bicycle audits mentioned above, an accessibility audit measures how user-friendly a community is in terms of wheelchairs and other mobility devices. Ideally, a member of your AT Committee will be a wheelchair user and you can invite that person to lead a wheelchair-focused inspection. Alternatively, you could rent a wheelchair and have a volunteer spearhead this assessment.

SURVEYS

Surveys can be conducted online, over the phone, or in person. The more scientific you are with your survey the better. Consider approaching a university or college for assistance developing a survey. Keep questions simple with yes and no answers, but allow respondents to provide comments at the end of the survey. Check to see if there have been surveys done in the past. If so, examine the data to identify any key areas you want to focus on with the new survey. Compare your findings with information from previous surveys. Identify trends and celebrate if your community has increased their cycling rates. Encourage people to leave their contact information if they want more information on AT in the community. There are several on-line survey companies offering services to help with electronic surveys. Some basic surveys (under a certain number of questions) are free of charge. Survey Monkey is one that is popular.

SCHOOL-SPECIFIC SURVEYS:

School Travel Planning, a process used by the Ecology Action Centre, has developed school-specific walkabouts and surveys. These tools can collect data on your community’s “school run” or morning rush-hour traffic patterns and are available for use by anyone.

Remember to share the survey and audit information you gather with the community. You can prepare a short report on your findings and link to it on your website or Facebook page. You can also present it to municipal council and release it to the media in a creative way. This will further engage the municipality and build community awareness and support.

IF YOU ARE INTERESTED IN LEARNING MORE ABOUT ASSESSMENT TOOLS, AUDITS, AND SURVEYS WE ENCOURAGE YOU TO CHECK OUT THESE SITES:

www.activeLivingResearch.org  www.BV.com.au
www.walkinginfo.org  www.Bicyclinginfo.org
www.bikeleague.org
APPENDIX C: REQUESTS FOR PROPOSALS (RFPS)

THIS APPENDIX CONTAINS INFORMATION ON REQUESTS FOR PROPOSALS (RFPS), TIPS ON SELECTING A CONSULTANT, A LIST OF POSSIBLE CONSULTANTS, AND A STANDARD LAYOUT OF THE TERMS OF REFERENCE.

REQUEST FOR PROPOSALS

The RFP should introduce the project and provide applicants with proposal requirements. Include the project’s total budget and clarify that the focus is on deliverables not cost. **The RFP should also include:**

» preliminary work plans and schedules of the AT Committee or municipality
» required deliverables
» budget for the project
» desired qualifications and experiences of team members
» an explanation of the selection process and any scoring factors
» request for references
» application deadlines
» application delivery options (email, fax, or mail)

In most cases, municipalities are guided by an internal procurement of goods and services policy, which should provide a framework for issuing an RFP. However other municipalities utilize an external process for development of their AT Plans (e.g., Cape Breton Regional Municipality, Bridgewater, Halifax Regional Municipality, and Pictou County). Feel free to contact these municipalities if you have questions about preparing an RFP.

SELECTING A CONSULTANT

The municipality and AT Committee (or a special review committee from both groups) should review the applications received and evaluate them based on the criteria outlined in the RFP. Potential consultants should be shortlisted and their references contacted. An ideal consultant will really get to know a community and will not produce a generic report. Select the best candidate for your community and its needs. Feel free to call the contacts in the table below to get an opinion on the consultants they used.

FIND A LIST OF POTENTIAL AT CONSULTANTS AT WWW.ECOLOGYACTION.CA/CONTENT/AT-RESOURCES.

TERMS OF REFERENCE

Terms of Reference (TOR) define the scope of your AT plan. What kinds of deliverables do you expect from a consultant? What duties are they expected to perform over their contract? The TOR should be produced in consultation with your selected consultant and should be a comprehensive listing of all research required, all surveys to be completed, all groups to be consulted, in addition to all presentations and reports to be produced. Be sure to plan for enough time to complete a thorough TOR with your consultant.
STANDARD LAYOUT OF TOR FOR AN AT PLAN

1.0 THE PROJECT
This section includes a brief geographical and socio-economic history of the region, plus a synopsis of AT work accomplished and the AT Committee’s view on the approach to be taken. Expectations of the consultant are laid out.

2.0 CONSULTANT WORK
This section includes the details of the consultant’s work. The following describes the required minimum scope of work: data collection, consultation, core communities plan, draft master plan, public and committee acceptance, and final master plan, including implementation.

3.0 PROPOSAL
This section includes the consultant’s proposal and should convey a clear understanding of the work to be undertaken as described in the request for proposals. At a minimum, the proposal must specifically address all requirements of this project and include the following: table of contents, work plan and schedule, project team, and team experience.

4.0 FINANCIAL
This section contains the price to complete each stage of the master plan, the total price to complete the master plan, fees for professional services, disbursements (travel, reproduction, telephone, meetings, etc.), and HST. Also, a proposed payment schedule should be included.

5.0 PROJECT MANAGEMENT PROCESS
This section notes who will be responsible for different aspects of the project (e.g., the AT Committee will be responsible for the overall direction of the study and ensuring compliance to the determined schedule, while the consultant will be allowed the freedom to develop a creative work plan).

6.0 PROPOSAL SUBMISSION
This section details how proposals should be delivered (e.g., proposals shall be in a sealed envelope clearly showing the company’s name on the front of the envelope and addressed to the appropriate municipal office).