Western Maine
Active Community Environment Toolkit

Photo: Flickr, The Commons, Just Us 3

Produced by Healthy Oxford Hills
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Healthy Oxford Hills
A Healthy Community Coalition
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Introduction

This document is meant to assist with forming and operating an Active Community Environments team. Beginning in 2014, several of these groups convened throughout western Maine. The ACE model is relatively new to Maine, and representatives from these groups expressed the need for guidance. This toolkit attempts to provide essential guidance and refer those doing ACE work to valuable resources.

This document borrows heavily from existing guides for doing active community work. The Bicycle Coalition of Maine's *Community Spokes Toolkit* provides much of the material that appears here. Thank you to the Coalition for sharing their wisdom. The Michigan Department of Community Health's *Healthy Communities Tool Kit* also provides a great deal of valuable source material and thanks is owed to its publishers for granting permission for their material to be used here. *Winning With ACEs!*, a publication of the North Carolina Division of Public Health, served as a model for this toolkit.

Any original text in this document may be adapted and used freely. However, *please do not modify text from quoted documents*; any alteration of such text can only be approved from the authors of the source material (e.g., the Bicycle Coalition of Maine).

Acknowledgements

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1. An Introduction to Active Community Environments[1]

The United States Center for Disease Control's Active Community Environments Initiative (ACES) promotes walking, bicycling, and the development of accessible recreation facilities. It was developed in response to data from a variety of disciplines, including public health, urban design, and transportation planning. These data suggest characteristics of our communities such as proximity of facilities, street design, density of housing, availability of public transit and of pedestrian and bicycle facilities play a significant role in promoting or discouraging physical activity.

The initiative began to be developed in 1997 as a way to focus attention on the connections between the built environment and health, especially obesity and physical inactivity. As of May 2013, 36 states were using the ACE model or a variation of it to address physical activity issues.

The Built Environment and Health

The environment can directly influence our health, such as when we are exposed to pollution or injured due to environmental hazards, and it also influences our behavior and lifestyle. Behaviors and lifestyle choices are in part shaped by the environment where people are born, grow, live, work, worship, and age, and the health systems available to them. The term "environment" can include the social, cultural, political, natural, and built environments. These environments can affect physical and mental health.

The ACE initiative focuses primarily on the built environment. The built environment is composed of the manmade items that form the physical characteristics of a community, like schools, workplaces, parks, neighborhoods, roads and sidewalks.

The way we arrange all elements of the built environment make up a community's physical design. Community design is usually decided by a community's planning processes and policy decisions. Active Community Environments are created by planning and designing communities that make it easier for people to live active, healthy lives.

People who live in Active Community Environments—communities that make it safer to walk or bike to daily activities like shopping, work, school, and recreation—are generally more physically active. Incorporating physical activity into our daily routines helps reduce our risk from leading chronic disease killers like stroke, cardiovascular disease, and some types of cancer such as colon and breast cancer. The positive health impacts of ACEs are supported by many studies.

It is a well-established fact that physical activity prolongs life. On the other hand, the health risk of low physical fitness is comparable to, and in some studies greater than, the risk for hypertension, high cholesterol, diabetes, and even smoking.

Regular physical activity is very important to maintaining good health. The CDC recommends that

1 Adapted from the US CDC Healthy Community Design Initiative

2 Source: Transportation and Growth Management: Neighborhood Street Design Guidelines—An Oregon Guide for Reducing Street Widths

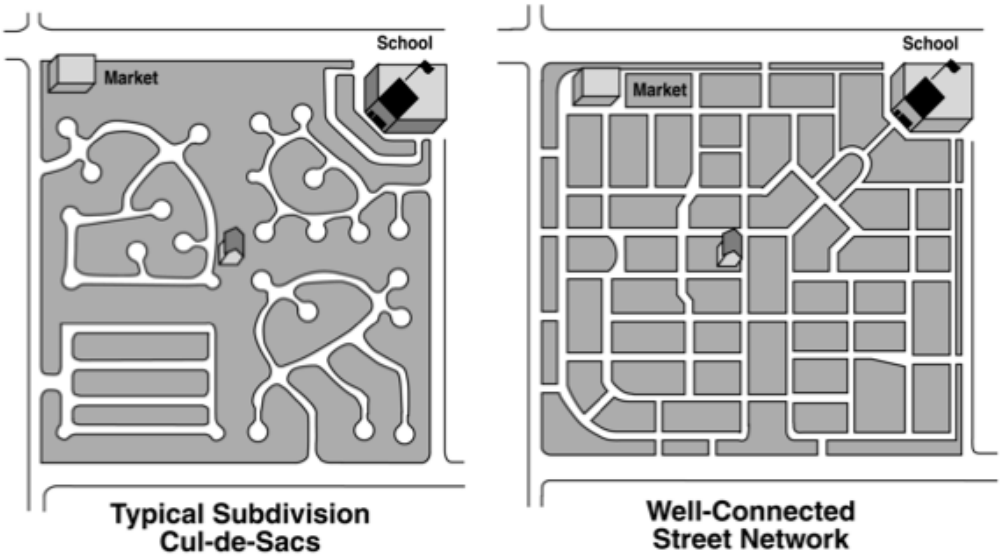
3 Source: 2009 National Personal Transportation Survey

4 Source: Alliance for Biking & Walking's 2016 Benchmarking Report

adults ages 16–64 take a minimum 10-minute brisk walk 3 times a day, 5 days a week. Communities designed to allow people to walk or bike to school and work, and while completing daily activities and errands, can contribute toward this recommendation.

An example of how poor community design can affect children's daily physical activity is walking to and from school. A CDC study found that distance and traffic danger were the main reasons parents did not let their children walk to school. Also, when new schools are built a long distance from where families live, children are driven to school, depriving them of an opportunity for physical activity, socializing with other students, and contributing to air pollution and risk for automobile crashes. On the other hand, if safe routes to school are provided, and if schools are located within walking or biking distance of where people live, then children can make walking or biking a part of their daily lives, establishing healthy habits that can last a lifetime.

Low Connectivity = Reduced Opportunity for Physical Activity
By and large, our communities have been developed to favor one mode of travel: the automobile. In building to accommodate cars we have often made it difficult to travel by bike or on foot, creating a barrier to physical activity. Consider this figure[2]:



The figure above illustrates how planning can make a difference by making it easier to walk and bike. The left hand side shows a layout typical of subdivisions, with many cul-de-sacs and few entrances or exists. This layout shows what planners call low connectivity—the locations on this layout have relatively few connections to one another. If a child living in the home in the center wants to walk or bike to school, their trip would be longer and made mostly on busy streets. Parents who live in such neighborhoods often choose to drive their kids to school.

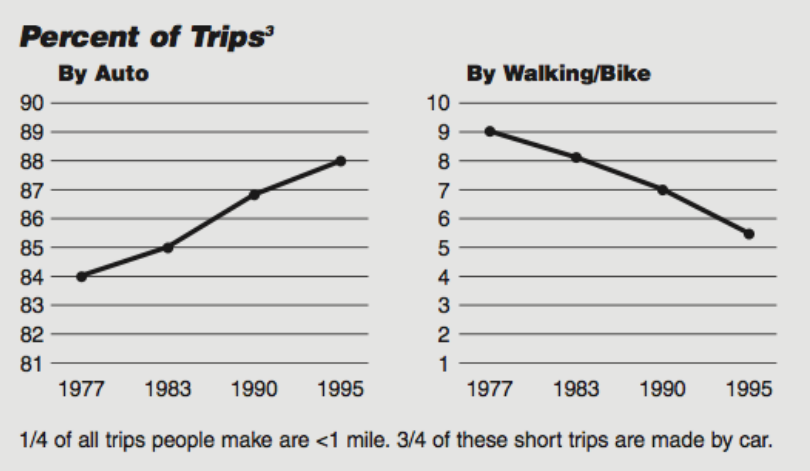
In contrast, the grid style layout on the right has high connectivity. Walking or biking to school is much easier for the child living in the home in the center of this map, as their route is shorter and

2 Source: Transportation and Growth Management: Neighborhood Street Design Guidelines—An Oregon Guide for Reducing Street Widths

can be made entirely on local streets. In this example, the built environment has a clear effect on the opportunities of the child to be physically active. The well-connected street network makes it more likely that the child will be able to safely walk to school.

The State of Walking and Biking

In 2009, 40% of trips in the United States were shorter than 2 miles, yet Americans use their cars for 87% of trips 1 to 2 miles. 27% of trips are shorter than 1 mile, yet 62% of trips up to 1 mile long are by car. Over the past several decades, we've driven more and biked and walked less, as reflected in the table[3] below.



The good news is that Maine is ahead of the country[4]! We rank 12th for the percent of commuters who walk (4.1%) or bike (0.4%) to work – a combined 4.5% of commuters. When walking alone is considered, Maine ranks 10th in the nation. Some might think that Maine's cold winters make biking and walking less viable options. Consider the other "long cold winter" states in the top 10 of this ranking: Alaska (#1), Montana (#5), South Dakota (#8), North Dakota (#10) and Wyoming #11).

Why do so many Mainers walk to work? One reason is that they cannot afford a vehicle. According to 2016 data, 32% of Mainers who walk to work earn 150% or less than the federal poverty level.

Maine is the 7th safest state for biking and walking. On average, for every 10,000 people who commute by walking or biking, 4.1 people are reported killed each year. One third of all pedestrians who are fatally struck are seniors (over 65). 28% of all bicyclists who are fatally struck are youth (under 16)

Maine in fortunate to have The Bicycle Coalition of Maine as our statewide bike/pedestrian advocacy organization. The Coalition offers safety trainings, pushes for laws to make things safer for walking and biking, trains advocates, and much more.

3 Source: 2009 National Personal Transportation Survey

4 Source: Alliance for Biking & Walking's 2016 Benchmarking Report

2. The Value of Active Community Environments

If we want a healthier and more active community, clearly changes need to be made to make physical activity, especially biking and walking, easier. The good news is that making those changes can provide many other benefits. Active Community Environments can help with economic growth, home values, public safety, school performance, social equity, a healthy environment, and more. There are benefits for everyone!

Here are just a few of the benefits of Active Community Environments. A complete listing is provided in **Appendix A**.

Health

- Increased walking and biking can improve fitness and health, and make it easier to maintain a healthy weight
- Biking and walking are easier ways to get the physical activity that keeps you healthy. Adults should get 30 minutes per day, or the equivalent of walking 1.5 miles or biking 5 miles.
- Not getting the exercise we need can make us sick. 75% of Mainers die from four chronic diseases with physical inactivity as a major underlying cause: cardiovascular disease (heart disease and stroke), chronic lung disease, cancer and diabetes.

Economic

- Downtowns that are walkable and bikeable attract more visitors and more private investment.
- Home values increase when neighborhoods are made more walkable, or when a park is nearby.
- When we invest in making it easier to be active, we can save money on healthcare. For instance, a Nebraska study found that for every $1 spent on trails, there was a $3 savings in direct medical costs
    - In contrast, physical inactivity costs us. A 2006 report by the National Governors Association found that $177 in obesity-relayed costs were being paid by each Maine taxpayer. If one in ten Mainers had started a walking program the state would realize $33 million in savings— the equivalent of paying college tuition for 6,010 students.
- When we make it difficult for kids to walk to school, we pay more in transportation costs. This expense, which is funded by tax dollars, can be significant.
    - For instance, in SAD 17, which serves the Oxford Hills region, buses travel 4,500 miles a day at a cost of $2.40 mile, a figure that includes fuel, labor, maintenance, etc. This works out to a cost of $10,800 each day, or $1,944,000 for an average school year of 180 days.

Environmental

- Short car trips are the most polluting. Thankfully, they are also the easiest to replace with a bike trip. Almost half of all U.S. trips are under three miles and more than a quarter of trips are less than one mile.
- Every mile traveled by bike rather than by car keeps one pound of climate-damaging carbon dioxide out of the atmosphere, while reducing cash draining stops at the pump.

Social

- 9% of Americans don't have access to a vehicle. In Oxford County, that number is much higher in several of the county's larger towns:

Norway, Maine	9.2%
Mexico, Maine	10.2%
Paris, Maine	15.5%
Rumford, Maine	17.4%

For these people, the ability to walk and bike safely to the places they need to go is critical.

One of the features of Bethel that makes it such an attractive place to live and play is the opportunities that it provides to live an active, healthy lifestyle. The town's success helps to demonstrate the value of Active Community Environments.
Photo: Kate Allerding

3. Assessing the Environment

Before embarking on the path to make your town into an Active Community Environment, it's best to first get a feel for the lay of the land. Assessing what exists in regards to the built environment, as well as programs and policies bearing on physical activity, will allow your ACE team to understand where improvement is most needed, and what resources can be capitalized upon.

The RALA
The Rural Active Living Assessment Tools, or RALA, were designed by researchers at the University of Southern Maine to help assess the "friendliness" of a community for physical activity. The RALA consists of three parts:

1. A Town-wide Assessment examines how the town is laid out, where people live, work, and go to school, and how they move about
2. A Program and Policy Assessment examines town and school programs and policies that bear on the potential for physical activity
3. A Segment Assessment looks at street-level features (sidewalk conditions, speed limits, etc) of defined areas within the town

Every town in Maine has had the RALA conducted for it by a local Healthy Maine Partnership (HMP, now called Healthy Community Coalitions or HCCs). HCCs were mandated to complete this assessment process for every town within their jurisdiction by 2016. Check with your local HCC about the status of the RALA for your town. If it's been completed, obtain a copy of the results. If it hasn't been completed, consider how your ACE team could be involved. Helping out may deepen the teams' appreciation for how the built environment can impact opportunities for active living, or help them to understand their town in a new way.

Scoring measures exist for the Town-wide and Program and Policy Assessments, although there is no scale to evaluate scores. Scores may be used to compare a town to another of similar size or character, or to compare your town before ACE work begins and after it is well underway.

The results of the RALA can help inform an ACE Team, showing what barriers exist to active living and where to concentrate the team's efforts. The person conducting the assessments can be a valuable partner for an ACET. Having a conversation with this person can reveal important insights into active community issues.

At the time of this writing, the RALA lacked a robust set of bikeability measures as part of the Segment Assessment. If you'd like to use the RALA as a foundation for ACE work, it is recommended that you incorporate additional measures into the Street Segment Assessment. Those measures, developed by the Bicycle Coalition of Maine and Healthy Oxford Hills, appear in **Appendix B**.

Walking/Biking Audits
If you've got an ACE team together for your town, and your local HCC didn't complete the RALA for the town, you may consider other options to assess walkability and bikeability. The Pedestrian &

Bicycle Info Center has simple walkability and bikeability checklists available on their website: www.pedbikeinfo.org. These lists are easy to use and can help begin to identify areas of concern.

Involving ACET Members in Assessment Work

You may wish to consider the value of getting your team members involved in the assessment process. This can be a helpful way of getting them to better appreciate the connection between the built environment and physical activity opportunities. In particular, a walking audit that looks at how easy or difficult it is for people to get around by walking can be very enlightening. You may a person with a disability on your ACE who can help to assess your community. If you don't, think about borrowing wheelchairs from a local hospital and asking team members to roll along on a walking audit. This can help illustrate the difficulties that wheelchair-bound people face in negotiating intersections, curbs, cracked sidewalks, etc.

Getting team members involved can also help them to set priorities. If they have direct experience with a bad sidewalk, playground, or stretch of road, they will have a better sense for how important it is to make improvements.

Inviting municipal officials (town managers, highway department managers, recreation directors, etc) to participate in the assessment work can be a great way to open a conversation about recruiting these people for an ACET. As mentioned in the next section, these people are critical to the success of ACE work.

The RALA's Segment Assessment Tool will help to reveal how walkable your community is. Clearly marked crosswalks, wide sidewalks, shade trees, and landscape elements make for a good walking environment, as shown here in Rumford.
Photo: Flickr, The Commons, J. Stephen Conn

4. Getting a Team Together

You understand the need to make change, the benefits of that change, and how to assess your town to see where to begin making change. Now…how do you make change happen?

Creating an ACE Team
The first step in making change is to create an ACE Team for your town. Potential members should include[5]:

- Town administrator
- Recreation director (some doing ACE work in western Maine have found these folks to be especially receptive to involvement on local ACE teams)
- Highway or public works department director
- Superintendent or principal
- Planning or Select board members
- Trails committee representative
- Local land trust representative
- Local business representative (bike store owners are great!)
- School board members
- School transportation director
- Police department representative
- Community advocates, especially those from underrepresented groups such as youth, seniors, low-income and minorities.
    - It may also help to have a "high profile" community advocate, e.g. a biker, runner from a respected local institution such as a hospital or school. These members can provide essential leverage in recruiting others help to improve the visibility of your team.

It's important to have diverse viewpoints on your team. As the Bicycle Coalition of Maine points out, "If everyone in your committee sees everything the same, then you won't be ready for your opposition, and there will be opposition."

Small towns have limited capacity and in many of them the same people are often tapped over and over to serve on volunteer committees like an ACE Team. Keeping this in mind, look into whether an existing group could be the foundation of an ACET. Is there a trails, bike/ped, or recreation committee already? Could that group become an ACET by members shifting their work to the more-inclusive ACE approach to physical activity? Or could that group provide important members to the ACET?

With your list of recruits in hand, it's time to start the process of putting the team together. The Maine CDC openly cautions that this will not be easy: "All potential members, by the nature of their positions and work in the community will already be very busy. While one would hope that the work would sell itself the reality is that convincing potential members to actively engage in this process for the long haul will take a concerted effort and likely multiple strategies."

5 Please note that in order for an ACE Team to be considered official by the CDC (and thus the State), membership must include municipal officers.

To begin with, they suggest identifying local community advocates—"citizens who 'get it.'" With these people on board it may be easier to build buy-in with others, especially municipal officials.

Send a personal letter or email to introduce the idea of an ACE Team and extend the invitation to join. It is important to clearly and briefly explain the value of an ACE, making sure to place economic benefits front and center. Follow this communication up with a phone call. Make sure that the idea of the team is generally clear to potential recruits, and address any lingering uncertainty by explaining that the first meeting will provide helpful background info for everybody. Ask them to join. A draft invitation letter to the first meeting appears in **Appendix C**.

Once you have commitments from members you can begin the process of planning for your first meeting. The meeting should be scheduled within 2–3 weeks of securing all of your recruits. The more time that goes by between speaking with them and the first meeting, the less clear they are likely to be about the team and its value.

Making a good impression at the first meeting can go a long way toward making sure the group has a strong start. For advice on how to run a good meeting, see **Appendix D**.

Set an agenda that allows ample time to talk about the ACE model. The Maine CDC has PowerPoint presentations available online[6] that can be used as a resource for teaching about the link between health and the built environment. These are intended for public use and you may find it helpful to use some or all of this information. If using PowerPoint slides in your first meeting, take care to allow for interaction during the presentation. Your recruits are not likely to enjoy a meeting that resembles a long lecture about ACEs. Fewer slides are probably better.

Once everyone understands the relationship between community design and physical activity, make the connection personal for them by starting a conversation about what local conditions help or hinder physical activity. Is there a sidewalk that's been improved and spurred more walking? A stretch of road that local bikers feel is dangerous? A neglected playground that needs to be made safe and attractive? A new trail maintenance policy that's getting people out on town trails? This type of discussion can bring the ACE model home and get people thinking about what improvements need to be made and how the ACE Team can take part in that process. A word of caution: this kind of discussion can easily turn into a gripe session. Some griping is ok, but try to take the opportunity to address frustrations by brainstorming solutions to the problems. Focus on possibilities instead of problems.

Since many of your team members are likely to serve on a number of committees and do a lot of meeting and talking, there may be a strong push to choose a tangible project and take immediate action on it. These short-term projects are essential to providing the victories needed to keep your members engaged. However, the long-term focus of the team should be to make changes to policy. As the Maine CDC says, ACETs are ultimately, "about creating an environment within Maine communities where 'Health In All Policy' is a constant—if not driving the process at least being considered." When your town's policies reflect the community's desire for physical activity to be

6 Available at http://ctgstatelevelworkgroups.mecdcpopulationhealth.org/PA-+ACET

built into design and planning so that everybody has the ability to live an active, healthy life style, your ACE team will have succeeded.

After the Meeting:
Send out the notes of the first meeting and reminders about the next meeting within a week at the latest. Include those who attended, and also send them out with invitations to potential new members. You're likely to get suggestions for additional members from the people who attend the first meeting. If people volunteered for specific tasks before the next meeting, highlight these tasks in your email.

Follow up with people who volunteered to do things, making sure they're done and offering help in completing them if you're able to.

Send an email one week before the next meeting with an agenda and ask people to RSVP for the meeting at least 3 days in advance.

Formalizing the Team
Once you have a feel for the team, including their level of commitment, need for organization, and working style, you may want to consider whether the group would benefit from a governance structure. Would electing a chair and vice chair help? Will there need to be a secretary in charge of meeting notes and reminders of upcoming meetings? How long should terms of service be and when will they begin and end? You may also wish to consider whether a vision and mission statement would help the team remain centered on the work and communicate their focus to others. Finally, and perhaps most importantly, weigh the idea of formalizing a decision-making process. This will help to keep things moving when there is disagreement among your team. These elements are not required to have a functional, effective team, but they often help.

If you pursue these ideas, make sure to so do in an open, collaborative way. Keep in mind that good mission and vision statements often take a great deal of time to develop. If the team has connections to somebody experienced with this process (e.g. the president of a non-profit board, or a business consultant), ask them for help.

If you'd like to be considered an official ACE team you'll need to register the group with the Maine CDC's Department of Physical Activity:
https://docs.google.com/forms/d/1I7ch4Vccf5PUc1hbOkbQ-nyLP3gP5LzH0NuBV9gMUFc/viewform

Working with groups can be slow, challenging, and sometimes downright frustrating. Why create an ACE Team instead of trying to do the work alone? The Bicycle Coalition of Maine offers several compelling reasons for forming a group.

Why There Needs to Be a Group

- An organized group is perceived as "official", even when it's not. Your town and your community will take you more seriously if you are part of a larger group.
- If 5–10 people are willing to join and work on a committee, then the goal of the committee must be fairly compelling, which bodes well for how your full town will accept your goals.
- The more people you have, the more information you'll have. The more information you have, the more informed your decisions and work will be.
- The more people on your committee, the more people you have to spread the word about your issue. Change is difficult for people. Many people may not like your idea the first time they hear it, and they will need to hear it a few times from multiple sources before they start to consider it. You'll need help from others to help communicate it.
- The more people in your group, the greater the chances of one of them being connected to a key person or hearing key information.
- This work will require various skills and roles, e.g., researcher, communicator, fundraiser, technology person, etc. No one person is good at everything.
- There needs to be more than just one key person doing all the work, so that if that person becomes unavailable, the work doesn't stop.

Taking the time to get your team off to a good start will help them to perform better by making sure everybody is headed in the right direction.
Photo: Flickr, The Commons, faceleg

5. Strategies for Engaging Stakeholders

One of the major challenges for an ACE Team is engaging key decision makers who can help make the change that the team wants. In western Maine these people are often municipal representatives like town managers and select board members. If you've succeeded in recruiting these folks for your team, congratulations! If you need help recruiting them as members, or can't get them to join but will need to engage them to carry out ACE work, look to this advice from the Michigan Healthy Communities Coalition about working with decision makers.

From Michigan's Healthy Communities Toolkit:

"Decision-makers and elected officials: who and where are they? They are our neighbors, businesspeople, teachers, entrepreneurs, and parents. Policymakers want to do the right thing for public health, but sometimes it must be explained and promoted to them by their constituents. They rely on trusted friends and colleagues for their information and guidance. Remember that they:

- appreciate information from reliable sources;
- have special interests and projects that may not coincide with yours;
- appreciate having and maintaining a good reputation; and
- are responsive to pressure from their constituents.

Ask, Listen, and Respond: The fun part is cultivating a relationship with elected officials or decision-makers. In addition to remembering how we communicate, keep in mind three key components to a good relationship: ask, listen, and respond.

ASK. Once you identify the decision-maker with whom you want a relationship, your first step is to call that person for a meeting. Once you connect with your target decision-maker, ask questions about him or her, about his or her elected position or appointed office, or about policy. He or she will usually give you the answers, but only if you ask. It's also important to ask if you can help the person achieve his or her goals; ask for suggestions on how to achieve yours. If you have difficulty getting through to your decision-maker, begin working with that person's staff.

LISTEN. Once you ask, you must listen. Listen not only to what is said but to how it is being said. Listen to what an official says at public meetings. Listen for the depth of feeling that is expressed. How emotionally charged is an official on a particular issue? That revealed passion will help you to determine whether you may be able to make a difference in his or her perception of an issue. If it seems as if the staff or the decision-maker is not giving you direct answers, you still may be getting some important information that could help shape your strategy.

Listen to the community, listen to support staff, and, most importantly, listen for opportunities. Action planning is very important and provides parameters for our work, but listening for opportunities and then responding in a timely manner is often key to achieving your goal of a more active community.

RESPOND. Once you have asked the questions and listened to the responses, you can begin to formulate a strategy for policy change. Respond to decision-makers by positioning yourself as a resource. If they have commented that they are not well versed in public health issues, bike lanes, community gardens, or master plans that incorporate bike and pedestrian facilities or fruits and vegetables, respond by becoming their resource. Remember, always say "thank you." Politeness goes a long way in relationship-building. Finally, always follow up on something you have promised to do."

Holding an initial meeting with a municipal representative and following the guidance above may help that person to see that you are respectful and can be a resource in helping them meet their goals. Presenting yourself as a potential ally is a good way to get a town manager, planner, or select board member to think more favorably about participating on an ACE Team and making time for regular ACE meetings in a schedule that is presumably already quite full. As Doug Beck, former Physical Activity Coordinator for the Maine CDC puts it, "I haven't met a town manager yet who has said, 'Please give me something more to do.'" Town leaders are very busy, especially in the small towns of western Maine where they may play several roles in town government (e.g., some managers act as de facto planners, highway department chairs, etc). A town manager or select board member can be an especially important member of your ACE team, given the power they have to make change happen.

For additional advice on meeting with key stakeholders like municipal officials, see **Appendix E**.

Building good relationships with stakeholders at the municipal level can make it much easier to tackle problems with public facilities, like sidewalks needing repair.
Photo: Flickr, The Commons, Michael Cornelius

6. Advocacy

In order for your ACE Team to make community change it will need to be perform advocacy. With some attention and practice, effective advocacy can be within your team's grasp. Here are two sets of guidelines for advocacy campaigns to get your team thinking about how to organize for advocacy.

Communities Get What People Ask For:
The Alliance for Biking & Walking Winning Campaigns Approach
From the Bicycle Coalition of Maine's Community Spokes Advocacy Toolkit:

> "My family and I have a house and land in Camden. I frequently ride my bike on RT105. This is dangerous, as it is a busy and fast road with no shoulder. RT105 in Camden will be repaired soon and I fear that a bike path or shoulder will not be installed.
>
> For everyone's benefit, I feel that a shoulder would be appropriate from town to Megunticook Lake.
>
> My question: How do you suggest that I go about getting a shoulder/bike lane put in when the road gets redone? And, can the Bicycle Coalition of Maine Help?

At the Bicycle Coalition of Maine, we often receive questions about how community members can help their town "get" bike/ped infrastructure, or set up education programs, or create policies that will make biking and walking conditions safer.

The answer, in a word, is ***advocacy.*** Advocacy is the process by which supporters of a position, idea, or project work to make their goals a reality. It can be as simple as talking to a neighbor about a town issue or as complex as organizing a legislative campaign.

At its core, advocacy is about building a case for something and making friends who support your cause. Arguments can rely on both rational appeals (a sidewalk will improve safety) and emotional appeals (a sidewalk will make the neighborhood a nicer place to live). Effective advocacy blends these argumentative approaches, providing clear logic as well as more emotional reasons.

Why do people get involved in bicycle and pedestrian advocacy? Because they feel there is some benefit to better infrastructure like sidewalks, bike lanes, and multi-use paths and they want to help change their community. To convince others who don't recognize the benefits of a bike/ped culture, advocates need to come up with other reasons.

Fortunately, there are many excellent health, economic and environmental reasons that support better walking and bicycling conditions in communities. Bicycle and pedestrian friendly towns tend to be stronger economically, healthier, and greener than towns that are not. They have a better quality of life. Their real estate markets are more robust. Businesses and tourists are

attracted to them. Kids can walk and bike to school in them. (See **Appendix A**: More on the Value of ACEs for a more detailed list of reasons.)

And fortunately, there are groups that help people make these arguments. One such group, the Alliance for Biking & Walking, is a national organization that creates, strengthens and unites national, state and local bicycle and pedestrian advocacy groups. The Alliance has created a useful step by step workbook to help guide people through the process of planning for any type of advocacy campaign, whether it's seeking a new sidewalk or passing a policy enabling kids to bike to school. Much of the material in our toolkit is derived from their "Winning Campaigns Workbook," which we have customized and expanded for the needs of Maine advocates.

The Alliance breaks the advocacy process into the following steps[7]:

1. **Define the Issue**
2. **Set Goal(s)**
3. **Assess Resources**
4. **Strategize**
5. **Communicate**
6. **Set Tactics and Timelines**
7. **Manage Resources**

The Alliance urges that advocates structure their work into "campaigns", which are focused efforts seeking to accomplish specific goals. Their step-by-step process will enable you to zero in on a campaign and effectively advocate for change in your community. In the sections that follow, the list above will be filled in with more specific information on how to proceed with advocacy efforts. Exercises and planning tasks are included to help you develop a campaign that will be focused, on schedule, and successful.

Note that these steps might not play out in a completely linear fashion. For example, when just starting out, a person may define an issue and set some goals in a way that helps him recruit others to his group or committee. But once the group is gathered, it may define the Issue in a somewhat different way, and identify new specific goals that will guide and motivate the group. The advocacy process will not always move in a single direction or in a perfect step by step fashion—sometimes you'll need to revisit a step, or start a new sequence of actions based on circumstances you didn't foresee. In any advocacy process, participants should be willing to reconsider their approach, new audiences and groups to reach out to, and to continually hone and refine messaging.

In other words, while the steps we cover are ones that every advocacy campaign will go through, their exact sequence and number of repetitions will always vary. Depending on the focus of the bike/ped campaign, the individuals involved, the community it's based in, etc, each campaign will unfold in its own unique process."

7 For a comprehensive guide to the 7 steps of the Alliance for Biking & Walking's advocacy process, see pages 11–24 at http://www.bikemaine.org/wpcontent/uploads/pdfs/Fall2012CSAdvocacyToolkit.pdf

Community Participation Advice
From the Michigan Healthy Communities Toolkit

"If we build it, they will come." This may have worked for Kevin Costner's character in the film *Field of Dreams*, but it may not necessarily be a recipe for success in the healthy-communities arena. "If we build it right, sometimes they will come" is more likely. A greater measure of success is garnered if community members participate in the process. If community members are involved in planning their own healthy community and implementing specific projects, not only is "it" more likely to be built, but "they" will be much more likely to come.

Convincing a decision-maker that the public desires a proposed policy change (e.g., sidewalks, bike lanes, farmers' markets, or smoke-free recreational areas) because it's good for the health of the community, as well as individual residents, is a challenge. To do that, you must cultivate community involvement. While that may be one of the most difficult aspects of working to create healthy communities, it may also be the most rewarding.

Your role as change agent and facilitator includes not just pushing the policy agenda, but engaging the community, educating its members about the benefits of healthy communities, letting residents educate you on how to do it, and partnering with them every step of the way. Most important of all, it is to convince the decision-makers of the public's perception that a proposed policy change is in the best interest of the community. As with elected officials and decision-makers, nourishing and maintaining relationships with community members needs to happen."

Advice from other advocates
From "Ideas from Other Maine Advocates" in the BCM's Community Spokes Toolkit

"Here is how some of the people who've been working to make Maine a better place to walk and bike answered the following question:
What is "The One Thing" that you would want to tell someone who was planning to get involved in a bicycle/pedestrian project or advocacy effort? What is one important thing you think they should know as they start?

John Andrews, founder and former director of the Eastern Trail Alliance
- Develop one-on-one personal relationships with several (or all) selectmen or councilors. Then do the same with your town planner, city/town manager and police department and LISTEN to their concerns.
- Success will require persistence, patience and politeness.
- Stridency can really kill advocacy. Sadly many advocates enjoy a good fight, but it's usually not in their best interests.
- Listen to objections. Understand where opponents are coming from. Listen very hard to those who say you are wrong. They may give you the hidden key to your success.

Sue Ellen Bordwell, founder, member of Yarmouth Bike/Ped Committee, former Chair

- Make sure your state senator and rep are kept in the loop of information. There's no telling when they might be helpful. Keep them in the loop even if you think they might be against you.
- If playing phone tag with a media rep, be sure to ask in one of your voice or emails what their deadline is. It shows them you are savvy and appreciate their constraints and your willingness to work with it.
- When looking at projects, solutions, or goals, one of our members always reminds us: "Don't let **perfect** get in the way of **good."**

Jim Fisher, AICP, former Senior Planner at Hancock County Planning Commission

- I'd begin with motivation.
- Bicycle and Pedestrian projects are very popular because they accomplish so many different goals all at once, including improving health, saving the environment, promoting community, invigorating the economy and restoring scenic beauty. What other projects can claim to do so much all at once?
- There will be battles over property rights, historic identity, construction and maintenance costs, design, litter, crime, noise, you name it, but in the end everyone wants credit for the projects that are built. Hang in there, talk with your neighbors, friends, elected leaders and create a vision that is so compelling that success is inevitable."

With persistent advocacy, your ACE team can succeed in transforming the local built environment to one that invites physical activity, like this public space in Portland's Old Port.
Photo: www.pedbikeimages.org / Dan Burden

7. What Will Your ACE Team Do?

As mentioned before, the overall goal of an ACE Team should be to see physical activity considerations incorporated into the policies of your town. These policies—the guidelines for how thing are built and how the community works—can have an enormous influence on how active and healthy your town is. In addition to working on policy, your team will undoubtedly work on other projects too.

During the group's first meetings take the time to capture ideas for short- and long-term actions that the members would like to pursue. Encourage them to consider actions that will encourage active living for people of all ages and abilities. There are bound to be projects that will benefit a smaller group of people (e.g. developing mountain bike trails on land outside of the town center), and if there is energy and excitement to work on those projects, capitalize on it. Be mindful of balancing projects that encourage physical activity for smaller groups with projects with broad public benefit.
Here are just a few ideas for possible actions:

- Reviewing/updating/creating the town sidewalk plan or bicycle/pedestrian plan
- Implementing Walking School Bus programs for local elementary schools
- Facilitating bicycle/pedestrian safety education through schools, civic groups, libraries, etc.
- Producing a directory of local physical activity resources
- Fundraising to allow low-income families to participate in town recreation programs

Additional ideas for team activities appear in **Appendix F**, while **Appendix G** includes DOT guidance on how to pursue bike/ped improvement projects.

How will you pay for the projects your team would like to pursue? See **Appendices H and I** for ideas about possible funding sources and guidance on fundraising.

8. Spreading the word

The success of your ACE team will depend largely on how well it is able to communicate—with the public, potential funders, key decision makers, the media, etc.—so that you can build support for an active community and the actions that lead toward it. Here's what the Community Spokes Toolkit says about the importance of communication:

> Effective communication depends on the message as well as the medium. You will be best served if you can provide a comprehensive range of objective reasons that support your campaign. These can focus on its benefits for economic development, transportation, health, recreation, etc. Before you start reaching out to the agents of change and the public audiences you've targeted, you need to brainstorm about your message and how you will most effectively reach those audiences. Not everyone is going to agree that whatever it is you're proposing is worth the time and money it may cost. Make sure your communications emphasize tangible benefits as well as "feel good" arguments. It is always better to argue from the standpoint of fulfilling a need, rather than a want.

Familiarize yourself with the multiple benefits of active communities listed in the section above titled, "The Value of Active Community Environments." Reviewing the longer list of benefits in Appendix A will also be helpful. Active communities really do hold benefit from everyone. Take the time to find information about the benefits that will speak most convincingly to your audience, which is likely to change depending on what meeting you're at or which communication medium you're using (Facebook, an op-ed in the local paper, etc).

Focusing events

Drawing attention to the importance of being active can be difficult. Take every opportunity to capitalize on local or national events, the release of new information about health and physical activity, or the annual County Health Rankings. Celebrate the efforts of those who being physically active, while pointing to the barriers that keep others from participating. Here are some ideas about events to focus attention on your ACE Team's work.

- National Bike Month
  Sponsored each May by the League of American Bicyclists, this national designation is a great opportunity to do community engagement work. Consider working with the Bike Coalition to host a bike rodeo or conduct bike/ped safety education.
  The League sets aside one week as Bike to Work Week, with Bike to Work Day included in it. You can draw attention to biking by hosting a "pit stop" for bike commuters, offering them water and healthy snacks. Consider involving local businesses, asking them to sponsor the event with giveaway items or an item to be raffled off to one of the commuters who stops in. The League offers guidance for planning an event here:
  http://www.bikeleague.org/BikeMonthGuide

- National Bike to School Day and Walk to School Day
  The National Center for Safe Routes to School designates these days each year. Walk to School

Day takes place in October while Bike to School Day happens in May. A helpful website offers guidance on how to plan for events.
http://www.walkbiketoschool.org

- Great Maine Outdoor Weekend
  The Maine Outdoor Coalition sponsors this annual event to encourage and celebrate being active outside in Maine. Participating in the Weekend by hosting an event means that you'll reap the benefit of the Coalition's marketing efforts.
  http://greatmaineoutdoorweekend.org/

- County Health Rankings
  Published each year by the University of Wisconsin in partnership with the Robert Wood Johnson Foundation, the Rankings give a glimpse into the status of public health in Maine's counties. Their release provides an opportunity to engage the media. The Rankings include statistics on measures such as adult obesity, physical inactivity, and access to recreational facilities. Valuable information for developing messaging for the media is included on the website for the Rankings.
  http://www.countyhealthrankings.org/

Guidance for How to work with the Media
From the Bicycle Coalition of Maine's Community Spokes Advocacy Toolkit:

"You may decide that engaging the professional media to help spread the word about your campaign may be an effective tactic. Working with the media can be complex, but newspapers and television can be powerful vehicles to get your message out to your audiences. Maine is a small enough place that you can actually get media attention for community bike/ped initiatives. In rural areas, regional papers can be hungry for news, and a story like "Local Group Seeks to Improve Bicycling and Walking Conditions in Anytown, ME" can make a good story. "Sidewalk Improvements Could Boost Downtown Business" is an even better one!

The Alliance workbook says that even if we could afford direct mail appeals and paid advertisements, positive coverage of your issue in the media is far more valuable. Ninety-five percent of public decision-makers read the newspaper's news section. Among all newspaper readers, 75% read the main news section, with the editorial page close behind. Less than one-third read advertisements. Getting coverage can be difficult, so it helps to focus your efforts with the right tactics. Having relationships with media professionals is invaluable.

There are a great variety of ways to work with the press—whether it's writing an editorial, getting coverage for an event, pitching a feature story on a human interest angle, appearing on TV or radio shows, engaging a columnist to support your cause, etc. As with most of advocacy, working with the press depends upon the ability to leverage relationships you establish and develop over time.

Be careful though! Think about your message *before* contacting the media to give your initiative

press. Select a representative for your group who is sympathetic and convincing rather than polarizing. Not everyone is going to agree that your project is worth the time and money it may cost. Make sure your communications with reporters and in press releases and editorials emphasize tangible benefits as well as "feel good" arguments. It is always better to argue from the standpoint of fulfilling a need, rather than a want. There is a saying that there is no such thing as bad publicity, in the sense that any publicity increases awareness of a situation, regardless of whether the publicity is negative or positive. But you may create a greater impression of momentum and community support from positive coverage."

Additional guidance for creating a media advocacy strategy appears in **Appendix J**.

The Great Maine Outdoor Weekend offers free marketing for all events registered on their website. Schedule a walk, paddle, snowshoe, etc in your community during one of the two annual Outdoor Weekends and get some free help in spreading the word about how easy it is to be active in your community. Photo: Flickr, The Commons, Kristel Mesh

APPENDIX A: MORE ON THE VALUE OF ACES

A long list of the benefits of Active Community Environments, broken into different categories, has been compiled by the Michigan Fitness Foundation. This page gives data and sources for the following topic areas: economics, environment, social equity, safety and security, connectivity, health, and transportation.
www.michiganfitness.org/active-communities-facts

A slightly shorter list, borrowed from the Bike Coalition of Maine's Community Spokes Toolkit appears below.

"Reasons for Supporting and Funding Programs for Bicyclists and Pedestrians"

Health Benefits: Increased walking and cycling lead to increased fitness and health.

- Three-quarters of Maine people die from four chronic, and for the most part, preventable diseases—cardiovascular disease (heart disease and stroke), cancer, chronic lung disease, and diabetes. All four of these diseases share physical inactivity as a major underlying cause.[1]
- In 2011 Maine's adult obesity rate was 26.5%. Fifteen years before, Maine had a combined obesity and overweight rate of 51.1%. Ten years prior, it was 55.2 %. In, 2011 the combined rate was 63.2 %.[2]
- In 2007, 12.9% of Maine children between the ages of 10–17 were obese, with a combined obesity and overweight rate of 28.2%.[3]
- People who were obese in 2008 had medical costs that were $1,429 higher than the cost for people of normal body weight.[4]
- The Center for Disease Controls' minimum daily physical activity recommendation of 30 minutes of physical activity from work, transportation or leisure-time exercise, can be met by walking 1.5 miles or biking 5 miles per day.[5]

Environmental Benefits: Non-motorized travel results in a decrease in the negative environmental impact of motorized travel.

- Automobile air, noise and water pollution costs are typically estimated to average 2¢ to 15¢ per vehicle-mile, with lower-range values in rural conditions and higher values under congested urban conditions.[6]
- 60% of the pollution created by automobile emissions happens in the first few minutes of operation, before pollution control devices can work effectively. Since "cold starts" create high levels of emissions, shorter car trips are more polluting on a per-mile basis than longer trips.[7]
- More than half of all trips are under 3 miles in length—ideal for bicycling—and 28% of all trips are 1 mile or less. Currently, 60% of trips less than 1 mile in distance are taken by car.[8]
- Every mile traveled by bike or on foot rather than by car keeps one pound of climate-damaging carbon dioxide out of the atmosphere, while reducing cash draining stops at the pump.[9]
- A bicycle commuter who rides five miles to work, four days a week, avoids 2,000 miles of driving a year—the equivalent of 100 gallons of gasoline saved and 2,000 pounds of CO2 emissions avoided. [10]

Economic Development: Walking and cycling spur economic development.

- Improved walking and cycling conditions increase local property values and support local development. Residential property values increase from $700 to $3000 for each 1-point increase on the Walk Score index and office, retail and apartment values increase 1% to 9% for each 10-point increase in the 100 point Walk Score index.[11]
- Improved walking and cycling conditions support related local industries, including retail, recreation and tourism. 59.8 million bicyclists in the United States contribute $149.2 billion to the economy in bicycle gear and trip related sales and federal and state taxes.[12]
- A study in 2001 showed that bicycling was contributing $66.8 million annually to Maine's economy.[13]
- Biking and walking are on the rise, and now account for 11.9% of all trips made in this country. This is up from 9.5 % in 2001, a 25% increase.[14]
- Bicycle and pedestrian infrastructure projects create more jobs than infrastructure projects for cars alone. Bicycle projects create 11.4 jobs for every $1 million invested — 46% more than car-only road projects. Pedestrian-only projects create an average of about 10 jobs per $1 million, and multi-use trails create nearly as many, at 9.6 jobs per $1 million.[15]

Public Savings: Walking and cycling can result in reduced demand for public construction projects.

- Shifts from driving to walking or bicycling provide roadway facility and traffic service cost savings of approximately 5¢ per mile for urban driving and 3¢ per mile for rural driving.[16]
- 10–20 bicycles can be parked in the space required for one automobile.[17]

Personal Savings: Pedestrians and cyclists save money.

- In a year, regular bicycle commuters who ride five miles to work, can save about $500 on fuel and more than $1,000 on other expenses related to driving.[18]
- The cost of owning and operating a car, currently estimated at $9,055 per year, can account for almost 18 percent of a typical household's income.[19]
- The cost of operating a bicycle for a year is $120.[20]
- Walking is free.

Quality of Life: People value living in communities that supports bicycling and walking.

- Improved walking and cycling conditions increase local property values and support local development. Residential property values increase from $700 to $3000 for each 1-point increase on the Walk Score index and office, retail and apartment values increase 1% to 9% for each 10-point increase in the 100 point Walk Score index.[21]
- Communities with bike and pedestrian infrastructure enable the interaction between neighbors and other citizens that strengthens relationships and contributes to a healthy sense of identity and place.

Social Justice: Bike lanes, sidewalks and crosswalks allow people to choose how they want to travel.

- Between 2001 and 2009, the number and percent of households with no vehicle available grew by nearly one million households, from 8.1% of all households to 8.7%.[22]

- For those who do not have the option to drive, such as adolescents, those unable to afford a car, and people with certain disabilities, this lack of choice in transportation creates an inconvenient and socially unjust barrier to mobility.
- Bicycling and pedestrian projects receive less than 1.5% of federal transportation dollars, although non-motorized transportation accounts for more than 12% of all trips made.[23]

1 Mills, Dora Anne. 2011. "Poor Nutrition Amidst Plenty." Maine Policy Review 20(1): 107-123, http://mcspolicycenter.umaine.edu/files/pdf_mpr/v20n1/PDF_articles/Full_v20_no1_MPR_11Spr_Print.pdf .

2 Trust for America's Health, "F is for Fat: How Obesity Threatens America's Future 2011," http://healthyamericans.org/report/88/.

3 National Conference of State Legislatures, 2007 http://www.ncsl.org/?tabid=13877 .

4 Center for Disease Control, "Obesity: Halting the Epidemic by Make Health Easier 2011," p. 2, http://www.cdc.gov/chronicdisease/resources/publications/aag/obesity.htm.

5 "Active Transportation for America: The Case for Increased Federal Investment in Bicycling and Walking," Rails-to-Trials Conservancy, 2008, p. 29, http://www.railstotrails.org/resources/documents/whatwedo/atfa/ATFA_20081020.pdf.

6 Litman, Todd, "Evaluating Non-Motorized Transportation Benefits and Costs," Victoria Transportation Institute, October 2011, p. 35, http://www.vtpi.org/nmt-tdm.pdf.

7 League of American Bicyclists: Ride for the Environment, http://www.bikeleague.org/resources/why/environment.php

8 National Household Travel Survey 2009, http://nhts.ornl.gov/2009/pub/stt.pdf.

9 Sightline Institute, Seven Wonders for a Cool Planet Fact Sheet, http://www.sightline.org/research/books/seven-wonders-for-a-cool-planet/fact-sheet-the-bicycle.

10 "Active Transportation for America: The Case for Increased Federal Investment in Bicycling and Walking," Rails-to-Trials Conservancy, 2008, p. 23, http://www.railstotrails.org/resources/documents/whatwedo/atfa/ATFA_20081020.pdf.

11 Litman, Todd, "Evaluating Non-Motorized Transportation Benefits and Costs," Victoria Transportation Institute, October 2011, p. 22, http://www.vtpi.org/nmt-tdm.pdf.

12 "The Economics Associated with Outdoor Recreation, Natural Resources Conservation and Historic Preservation in the United States," a study commissioned by the National Fish and Wildlife Foundation prepared by Southwick Associates, September 29, 2011, p. 9, http://www.landtrustalliance.org/policy/documents/nfwf-study.

13 Bicycle Tourism in Maine: Economic Impacts and Marketing Recommendations, Maine Department of Transportation, 2001.

14 2009 U.S. National Household Travel Survey, http://nhts.ornl.gov/2009/pub/stt.pdf.

15 Garrett-Peltier, Heidi, "Pedestrian and Bicycle Infrastructure: A National Study of Employment Impact," Political Economy Research Institute University of Massachusetts, Amherst, June 2011, p. 1, http://www.peri.umass.edu/fileadmin/pdf/published_study/PERI_ABikes_October2011.pdf.

16 Litman, Todd, "Evaluating Non-Motorized Transportation Benefits and Costs," Victoria Transportation Institute, October 2011, p. 31, http://www.vtpi.org/nmt-tdm.pdf.

17 Litman, Todd, "Evaluating Non-Motorized Transportation Benefits and Costs," Victoria Transportation Institute, October 2011, p. 31, http://www.vtpi.org/nmt-tdm.pdf.

18 "Active Transportation for America: The Case for Increased Federal Investment in Bicycling and Walking," Rails-to-Trials Conservancy, 2008, p. 23, http://www.railstotrails.org/resources/documents/whatwedo/atfa/ATFA_20081020.pdf.

19 Your Driving Costs 2009. AAA Exchange. www.aaaexchange.com/Assets/Files/200948913570.DrivingCosts2009.pdf

20League of American Bicyclists. www.bikeleague.org

21 Litman, Todd, "Evaluating Non-Motorized Transportation Benefits and Costs," Victoria Transportation Institute, October 2011, p. 22, http://www.vtpi.org/nmt-tdm.pdf.

22 2009 U.S. National Household Travel Survey, p. 34, http://nhts.ornl.gov/2009/pub/stt.pdf.

23 Davis, Stephen Lee, "Correcting some misinformation on bicycle and pedestrian spending," Transportation for America, September 9, 2011, http://t4america.org/blog/2011/09/09/correcting-some- misinformation-bikeped-edition/.

APPENDIX B: PROPOSED BIKEABILITY MEASURES FOR THE RALA

Proposed August 2013 by the Bicycle Coalition of Maine

Feature	Measure (Best Conditions = 3 Good = 2 Poor = 1)		Score:
Lane Width—estimated from edge "fog line" (if available, use pavement edge if not) to yellow line.	Lane Width ≥14feet	= 3	
	Lane Width 13.5-11ft	= 2	
	Lane Width ≤ 11	=1	
Lane Pavement Condition	Good (smooth)	= 3	
	Fair (cracked)	= 2	
	poor (broken)	= 0	
Shoulder Width-- estimated from edge "fog line" to pavement edge.	Width ≥4 ft	= 3	
	Width 3-2 ft	= 1	
	Width ≤2	= 0	
Shoulder Pavement Condition	Good (smooth)	= 3	
	Fair (cracked)	= 2	
	poor (broken)	= 0	
Storm Drains—note—one score for installation, one for type of grate.	No drain	= 3	
	at grade	= 2	
	below grade	= 1	
	above grade	= 1	
	No drain or safe grate	= 3	
	unsafe grate	= 1	
Posted Speed Limit	≤25 mph	=3	
	≥30 mph	=2	
	≥40 mph	=1	
On street parking	None	= 3	
	Back in angled	= 2	
	Parallel parking	= 0	
	Drive in Angled	= 0	
How strongly do you agree with the following statement?	This Segment is bikeable	Strongly Agree =5, Strongly Disagree =1	
Any other bike specific facilities ON ROAD:	For example: SLMs, bike lanes, bike route or Share the Road signage	= 3 for each feature	
Any other bike usable facilities OFF ROAD	For Example: Shared use paths, racks	= 3 for each feature	
Other Considerations	For Example: debris or structures in shoulders, industrial traffic. LIST	SUBTRACT 1 for each feature	
TOTAL BIKEABILITY SCORE			

GUIDANCE FOR PROPOSED BIKEABILITY MEASURES

Lane Width

Lane width is a critical factor in assessing the bikeability of any given roadway. In general, wider roads are more bikeable, simply because there is more space for bicycles to operate away from the mainstream flow of traffic.

Estimate the lane width using your feet or a tape measure at a single location (BE CAREFUL—an estimate is ok) measuring from the center side of the fog line to the middle of the yellow or double yellow. If there is no fog line, measure from edge of pavement to road center. For a single lane road, estimate total width and divide in half. Assess Lane Width according to the following scale:

3 = Wide Lane ≥14 ft
2 = Medium Width Lane 13.5-11 ft
1= Narrow Lane ≤11 ft

Lane Pavement Condition

A road with bad pavement is not a safe or comfortable road to ride on. As you look at pavement, consider whether you'd like to ride a bicycle with a 1-inch tire over it. Assess the Lane Pavement Condition according to the following scale:

3 = Good Pavement is generally smooth and crack free.
2 = Fair Pavement is pavement that has some cracks and only occasional broken sections.
0 = Poor Pavement is pavement that is generally very cracked, and has broken sections with chunks of pavement that are not solidly attached to the surrounding pavement.

Shoulder Width

Although technically NOT bike/ped specific facilities, wide shoulders in good condition provide bicyclists with a place to ride, and many riders feel more comfortable riding on road shoulders than in travel lanes. Four feet of space is the minimum safe operating space for bicycle operation, so shoulders four feet or wider are best for bike traffic. Shoulders less than four feet may improve a rider's perceived comfort, but they don't necessarily improve safety. Estimate shoulder width from the fog line to the edge of pavement using your feet or a tape measure. Assess Shoulder Width according to the following scale:

3 = Shoulder Width ≥4 ft
1 = Shoulder Width 3-2 ft
0 = Shoulder Width ≤2

Shoulder Pavement Condition

Even if a shoulder exists, the condition of its pavement may make it an undesirable or unsafe place to ride. As you look at pavement, consider whether you'd like to ride a bicycle with a 1-inch tire over it. Assess the Shoulder Pavement Condition according to the following scale:

3 = Good Pavement is generally smooth and crack free.
2 = Fair Pavement is pavement that has some cracks and only occasional broken sections.
0 = Poor Pavement is pavement that is generally very cracked, and has broken sections with chunks of pavement that are not solidly attached to the surrounding pavement.

Storm Drains
As a common feature along the edge of roads in neighborhoods, storm drains impact the bikeability of communities. Good storm drains have grates that cannot snag a bicycle wheel and are installed so that the top of the grate is at the same level as the surrounding pavement ("at grade") to make them safer to ride over. Grates that have openings that a bike wheel can slip into or which are installed either below (in a hole!) or above (creating a thing to hit) are unsafe. Assess the Storm Drain Conditions according to the following scale:

3 = no drains
2 = at grade
1 = below grade
1 = above grade
3 = safe grate (or no drain)
1 = unsafe grate

Posted Speed Limit
The speed at which traffic is moving directly affects the bikeability of any given road. As a general rule, slower roads feel more bikeable than fast ones. Assess the Posted Speed Limit according to the following scale:

3 = ≤25 mph (speed limit is 25 mph or less)
2 = ≥30 mph (speed limit equal to or greater than 30 mph)
1 = ≥40 mph (speed limit equal to or greater than 40 mph)

On Street Parking
In general, cars parked along a road's edge make a road less bikeable. Parked cars not only force bicyclists further into a travel lane, they also can move unpredictably into the path of bicyclist. Parallel parking includes the hazards of opening doors. Angled drive-in parking means that motorists need to back out into travel lanes, and it is often hard to for operators to see on coming bicyclist. Back in angled parking—where drivers have to back into parking spots—are probably the safest for cycling, but is used rarely due to the challenges it presents to drivers. Assess the On Street Parking conditions according to the following scale:

3 = None
2 = Back in angled
0 = Parallel parking
0 = Drive in Angled

This Segment is Bikeable
This assessment is subjective. Basically, it asks the reviewer to consider all variables and decide whether for them, the segment being assessed IS or IS NOT very bikeable. Assess overall bikeability according to the following scale:

5 = Strongly Agree with the statement "This Segment is Bikeable"
1 = Strongly Disagree with the statement "This Segment is Bikeable"

Any Other Bicycle Specific Facilities (On Road)?
This assessment considers whether there are any additional features on the segment which indicate that it is designed to accommodate bicyclists. This could include bike lanes or shared lane markings on the roadway, route finding signs. For each bike friendly feature on the roadway that has not already been captured, add three points. So, for example, if on a segment you see a sign that says “bike route” and had a shared lane marking, you could add 6 points.

Any Other Bicycle Specific Facilities (Off Road)?
This assessment considers whether there are any additional features on the segment which offer separation for bicyclists from roadway traffic. Examples include multi use paths, or bicycle racks at key destinations along the segment. So for example, if there is a bike rack at a store front on the segment under review, you could add 3 points.

Other Considerations?
This assessment considers problems that might be outside the scope of the categories listed here. Are there pole wires running into an area where a bicyclist might ride? Is there debris or sand in the road? Are there bushes or garbage cans in the part of the way a bicyclist would use? Subtract 1 point from the score for every additional issue you identify which would compromise the bikeability of the roadway.

Total Bikeability
Add up the rankings you have provided. 35 is the highest possible score; 5 is the lowest possible score.

These bikeability measures help to assess obstacles to safe biking in your community, such as this “wheelcatcher” storm grate, which can easily cause a nasty fall on a bike when a wheel becomes trapped.
Photo: Healthy Oxford Hills

APPENDIX C: SAMPLE INVITATION TO FIRST ACET MEETING

Healthy Oxford Hills
A Local Healthy Maine Partnership
A project of Stephens Memorial Hospital

April 9, 2013

Dear Mr. Smith,

I hope that this letter finds you well and enjoying the warmer weather that the spring seems to have finally brought to us.

I'm writing to invite you to join an Active Community Environment Team (ACET) that I'm convening for Norway and Paris. This team will work to bring about positive changes to the built and social environments of the towns—changes that will help make it easier for people to be active and healthy. I strongly believe that these sorts of changes improve the vitality of our communities; we attract and keep residents and businesses, experience improved home values, and lower health care costs when we provide active community environments. These are the sort of enduring and wide-reaching advances that yield vibrant, thriving communities.

Some of the issues that this group could address include:

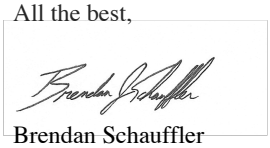
- Strategies to increase biking and walking by people of all ages and abilities
- Trail development and connecting Norway and South Paris via adjacent walking trails
- Adding low-cost bike racks in strategic locations
- Improving access to, and use of, local recreational amenities
- Advocating for policies that make it easier to be active (e.g. a sidewalk snowplowing policy)

Your participation in this group is vital. We need the right representation of municipal, business and community leaders from both towns in order to succeed.

The first meeting of this team will be scheduled in mid-April and a scheduling survey will be sent to all interested members to identify the best common time to meet. At the first meeting we'll talk about the value of Active Community Environments, brainstorm potential actions for the team to undertake, and discuss who else needs to be involved.

I will call your office next week to follow up on this letter and arrange a time to meet to answer any questions you might have. In the meantime, please don't hesitate to be in touch.

All the best,



Brendan Schauffler
Active Community Environments Coordinator

Healthy Oxford Hills
181 Main Street, Norway, ME 04260
(207) 739-6222 www.healthyoxfordhills.org

APPENDIX D: FACILITATING EFFECTIVE MEETINGS

From The Alliance for Biking & Walking "Winning Campaigns" Handbook

"Volunteers need respect and professionalism even more than paid campaign workers, because they aren't paid to be there. Well-facilitated meetings that respect your volunteers' time and energy will keep everyone engaged and enthusiastic. Here are some tips for effective meetings.

1. Time and place

- Choose a productive setting—for instance, don't choose a venue that's too large or public.
- Be mindful of length—keep it as short as practically possible and remember, after 90 minutes, people need a break.
- Begin and end on time.
- Prepare and test materials and hand-outs before the meeting starts.

2. Build a strong agenda

- Include introductions.
- Role assignment.
- Agenda review (including times on each item).
- General announcements.
- Meeting Objectives and/or Work.
- Next steps and date to meet.
- Evaluation.

3. Ensure good facilitation

- Be clear about your role and opinion.
- Guide group toward reaching decisions and next steps.
- Use brainstorming to get ideas on the table and prioritize those with greatest impact.
- Gently prod involvement and stifle dominance.
- Assign responsibilities.
- Identify metrics so you can identify that you have accomplished your goals.

Meeting facilitation glossary and toolbox

Announcement: A presentation that doesn't require response. Should always end with "Contact _____later, if you want more information."

Brainstorm: One person writes all the ideas that come up. There's no criticism of any idea. This is a method that explores possibilities and encouraging creativity.

Go-around: Each person gets one chance to speak on the issue for a short time. It's similar to a straw poll (see below), but slower and more informative. It's very helpful to distinguish between the questions, "What's best for you, personally?" and "What do you think the group should do?" (Both can be done, but in separate rounds, so the second can be informed by knowledge of others' desires.)

Bike rack: Like a "Parking lot" (but breaking away from car-culture references), this is a technique to set aside ideas to discuss at a future time. Another alternative is the "Ice chest," a method that keeps ideas cool and fresh for later.

Fishbowl: People most involved with, or with the strongest opinions about something, are designated as the only ones to speak for a specified period. This is used to clarify and negotiate controversies. After the fishbowl, the larger audience responds.

Straw poll: This method gets a sense for what the members of the group want without spending the time to hear from each member. This can help a group get to a decision point quickly.

Consensus: This describes a state of group agreement to proceed on a matter in a certain manner. Contrary to popular belief, consensus does not require all group members to have faith in the method chosen, but it does require that all feel their concerns were heard, considered, and, to the extent possible, incorporated in the group decision on what to do, or how vigorously to do it.

APPENDIX E: ADVICE ON MEETING WITH KEY STAKEHOLDERS

From the Michigan Healthy Communities Toolkit

"Once a relationship begins with a key person and meetings are starting to happen, these are important points to remember:

1. Small groups (two to five people) are better than large groups when holding meetings. Going alone works, but to build organizational or coalition capacity, it helps to bring along potential leaders.
2. If a small group will be present at a meeting, work out details in advance. Appoint a spokesperson and a person to listen and observe. Be specific about what you want to achieve; do not wait to be asked what you want the participants to do. Be clear on the difference between lobbying and advocacy (below).
3. Know the subject matter. Elected officials or decision makers are looking to you to educate them on an issue; seize the opportunity to do so.
4. Always leave a concise handout (no more than one page). On the handout, make two or three points in big print, leave lots of space, and be careful not to make a statement that hints at lobbying —unless you called your meeting as a citizen, rather than as a public health professional.
5. Say "thank you"! The value of this common courtesy cannot be overstated. Sending a handwritten note is best.
6. Invite the decision-maker to your events and activities! If he or she is unable to attend, send news clippings or a written summary of what happened.
7. Finally, part of maintaining and developing a relationship involves ongoing contact. Keep the decision-maker updated on what's going on in the field. Serve as a resource. Send e-mails of interesting articles related to your goals, as well as theirs. Anticipate and be prepared for questions. And if you make a mistake, correct it immediately.

CAUTION: Be careful in these meetings not to alienate the person you are trying to win over. Avoid an argumentative or negative tone. Always go in seeking consensus and offering solutions. These tactics will go a long way in helping you position yourself as a resource.

Overwhelmed by the thought of attending endless meetings or reading confusing minutes? Cultivate trusted partners who will let you know when an important meeting is going to take place or of key minutes that need to be read. These partners should also be able to help you identify which decision makers you need to know and which ones are better left alone."

Appendix F: A Quick List of Possible Bike/Ped Committee Goals and Timeframes

To get a feel for what sort of projects they might tackle, review this list from the Bicycle Coalition of Maine's Community Spokes Toolkit, keeping in mind that this kit is directed toward bike/ped committees, not necessarily ACE Teams.

Infrastructure Long Term Goals 3–5 years out	**Infrastructure Medium Term Goals 1–3 years out**	**Infrastructure Short Term Goals Immediate to 1 Year**
Create Wider Shoulders	Install Bike Racks in Key Locations.	Review town policies on biking, walking, road and sidewalk improvement.
Create Narrower Travel Lanes	Advocate for Share the Road or Bikes May Use Full Lane signage.	Review local and MaineDOT construction schedule.
Create Bike Lanes and Shared Use Markings	Advocate for Bike Route Signage.	Meet the DPW director.
Create A Multi Use Path	Conduct a needs prioritization.	Meet the local planner.
Create Sidewalks	Get involved in project planning,	Meet the town council.
Create Crosswalks (raised, lighted, textured etc)	Advocate for Wider Shoulders	Learn the town processes.
Create Back in Diagonal Parking Create Pedestrian/Bicycle Traffic Signals	Advocate for Narrower Travel Lanes	Conduct a bicycle/walking conditions audit.
	Advocate for Bike Lanes and Shared Use Markings	Inventory existing facilities.
	Advocate for A Multi Use Path	Advocate for Installation of Bike Racks in Key Locations.
	Advocate for Sidewalks	Meet local land managers and stewards
	Advocate for Crosswalks (raised, lighted, textured etc)	Build a mountain bike or walking singletrack trail.
	Advocate for Back in Diagonal Parking	
Programming Long Term Goals 3–5 years out	**Programming Medium Term Goals 1–3 years out**	**Programming Short Term Goals Immediate to 1 Year**
Bicycle Law Offenders Diversion Program.	Contact BCM for training for town's Law Enforcement Staff	Meet the local recreation department staff.
Regular traffic obedience stings	Work to get laws on speeding, 3 feet passing, and stopping at crosswalks enforced.	Meet the local Healthy Maine Partnership staff.
Bicycle and pedestrian safety education is part of local school curriculum.	Coordinate Walking School Busses for School Kids	Meet the local police chief or sheriff.
Regular bike/ped safety events	Coordinate Bike Trains for	Contact BCM for Maine Bicycle

including public safety staff.	School Kids	and Pedestrian Safety Education Presentations in Schools
	Coordinate After Work Bike Clubs	Contact BCM to help set up a Bicycle Rodeo
	Coordinate bicycle camps, rides and education offered through recreation departments.	Provide Bike Safety Education at Community Events
		Contact BCM to help set up After School Bike Clubs
Policy **Long Term Goals 3–5 years out**	**Policy** **Medium Term Goals 1–3 years out**	**Policy** **Short Term Goals Immediate to 1 Year**
Include bicycle and pedestrian components in the town comprehensive plan.	Create a school Travel Plan	Review town policies on biking, walking, road and sidewalk improvement
Create a "Complete Streets" policy.	Create a school policy encouraging walking/biking	Meet the DPW director
Advocate for speed Limit Changes (need DOT approval).	Start a comprehensive planning process	Meet the local planner
Create a shoulder repaving policy.	Work to make enforcement of laws protecting bike/ped (speeding, 3 foot passing, stopping for crosswalks) routine police policy	Meet the town council
Create a sidewalk construction and maintenance policy and schedule.		Meet the Superintendent and/or principals
Pursue "Bike Friendly Town" designation.		Meet the local HCC staff
Advocate for a school siting policy change.		Meet the local police chief of sheriff
		Review Comprehensive Plan (if it exists)

APPENDIX G: ADVICE FROM THE DOT ON BIKE AND PEDESTRIAN IMPROVEMENT PROJECTS

The Maine Department of Transportation (DOT) has a Bicycle, Pedestrian, and Small Harbor Improvement Program that funds and facilitates projects. Their website[8] offers valuable information, including guidance for making bike/ped improvements in your community. The information about on- and off-road infrastructure improvements may be especially helpful to your ACET as it considers action:

On-Road Improvements
You will first need to determine the classification of the road along which you would like to build bicycle/pedestrian infrastructure. Roads are under the jurisdiction of the city, state or metropolitan planning organization (MPO) and fall into three categories: Major Collector, Minor Collector and Local Road. Knowing who is responsible for and the classification of the road you are interested in will help to direct you to the people you need to get in touch with. This information can be found at city hall, MaineDOT or your local MPO office if you live within MPO boundaries.

Major Collectors—MaineDOT is responsible for improving the state's Major Collectors (unless the road is within an MPO boundary) because they serve statewide needs. If the road is a Major Collector, the municipality requests road improvements from MaineDOT or the appropriate MPO on a biennial basis (spring of even numbered years).

Minor Collectors—Towns have the responsibility for prioritizing improvements on Minor Collectors and must apply funding through the Rural Road Improvement Program for improvements. It is important to assess when the road is likely to be improved, (is the section of road in the MaineDOT Six Year Plan, or 2 year Workplan?) If just basic sidewalks are what the community wants, the cost may be covered as part of a future road project. If the community wants something more, it may be necessary to find additional funds locally or through the stand alone project process.

Local Roads—Local Roads are the responsibility of the city. Resources for projects at the local level usually come from either the local and/or state level. MaineDOT provides some funding to municipalities for improvements to local roads. Local municipalities generally create a Capital Improvement Plan (CIP), which outlines which roads will be improved. Local municipalities often target funds towards roadway improvements, sidewalks, and crossing improvements.

Once you have identified the road classification, and contacted the appropriate organization, the next step is to get involved in the transportation planning process. At the community level, priorities are determined by town officials and planners who then work with the MaineDOT or the metropolitan planning organization (MPO), i.e. PACTS, BACTS, KACTS or ATRC to get the project implemented. Most state and federal funding assistance for bike and pedestrian improvements requires communities to prove that its priority is more important or urgent than those of the other communities that are vying for the same money. The process of planning and securing funding for a project often takes years because projects and priorities are planned well in advance

8 From www.maine.gov/mdot/bikeped/index.shtml, accessed 8/28/13.

and funding, particularly for multi-phased projects, often is raised phase by phase.

Off-Road Improvements

Building an off-road bicycle and pedestrian facility is a multi-year effort involving bicycle/pedestrian advocates, municipalities, engineers, planners, and others. It involves planning studies, fundraising efforts, gaining permission to use land (often times with abutter issues) applying for funding assistance, and many levels of environmental permitting. These projects usually begin as a community driven effort, a group of people who get together to improve their community. In order to begin this process, it may be helpful to start a bicycle/pedestrian planning committee. Call your local municipality and ask if any committee currently exists to do bicycle and pedestrian planning. If not, ask your Council, Selectmen, or Planning Board to begin such a group. This group can examine the local street and road system to determine the suitability of the existing system to accommodate bicyclists and pedestrians and the potential for establishing off-road bicycle/pedestrian facilities. It can then explore funding options.

If your bicycle/pedestrian group needs more technical assistance, please contact the MaineDOT Bicycle/Pedestrian Coordinator.

APPENDIX H: FUNDING OPPORTUNITIES

Now that you have a feel for the sort of activity that an ACE team might be involved in, it's time to address the all-important question: "How do we pay for the changes that will help to make our town an active community?"

The policy work that an ACE Team should undertake will probably demand more time than money—time to review existing policies, craft improved policies, and engage stakeholders to achieve the critical mass it takes to enact new policies. The programming and infrastructure projects that a team can undertake will demand both time and financial resources. This list of potential funding sources is derived from the BCM's Community Spoke Toolkit and MDOT's Biking & Walking Program.

Local Municipal Funds

- Town Funds
- Capital Improvement Program (CIP Yearly Budget)
    - Many municipalities budget a portion of their yearly CIP budge to sidewalk improvements. Many of the roads that are improved through the CIP also include shoulders and sidewalks that benefit pedestrians and bicyclists.
- Bonding
    - Many communities have used bonding as a way to make significant improvements to the sidewalk networks. Most often, bicycle and pedestrian groups work with town leaders to bring a potential bond to the voters for approval.
- Tax Increment Finance Districts (TIF Districts)
    - Maine TIF laws allow communities to capture incremental growth in property tax revenue, over a period of time, for reinvestment within the community. TIF revenues provide opportunities to fund local development projects, such as bicycle and pedestrian improvements within a district, and are great sources for local grant match.

Local Community Groups (Kiwanis, Rotary, Masons, Lions, etc). Local community groups can often provide support in the $500–$5000 range. The Kiwanis Club has a historical connection to bicycle safety education, but these other groups are often helpful for volunteers as well as funding.

Local Municipal Planning Organizations (MPOs) or Councils of Government (COGs) E.g. Androscoggin Transportation Resource Center (ATRC), Androscoggin Valley Council of Governments (AVCOG), etc. Can sometimes provide funding for community studies.

Local Maine Foundations

Maine has a lot of charitable foundations that help fund initiatives that benefit communities across the state. A list of foundations is available at:
http://www.tgci.com/funding/top.asp?statename=Maine&statecode=ME
Not all of these foundations necessarily fund bike/ped related initiatives. You need to learn about their mission and read their applications closely to see if your campaign's focus is a fundable project. Note that most grantors will not issue grants to groups unless they possess 501c3 tax exempt status. Sometimes an existing non-profit will function as fiscal agent for another group,

usually with about at 10% administrative charge on whatever amount is received. For more on how to partner with other 501c3s, contact the Bicycle Coalition at info@bikemaine.org. Grants from foundations are typically used to sustain organizational activities devoted to a specific goal.

Maine Office of Community Development

- Community Development Block Grant
  Offered grants to Maine communities to achieve community and economic development objectives. The goals of the program are to benefit low-income persons, eliminating the influences of blight, and addressing urgent needs. Communities often use this funding to improve the community environment—including sidewalks, streetscape improvements and trails. The CDBG funding program can be accessed for bicycle and pedestrian improvement projects, particularly those that serve as solutions to problems facing downtowns.
- Downtown Revitalization Grant
  $200,000, 25% match. Must implement comprehensive integrated solutions to downtown areas; town must have completed a comprehensive plan in last 5 years. Can be used for infrastructure.

Maine Department of Transportation

- **Projects as Part of Future Road Improvements**
  For MaineDOT road improvement project needs, municipalities have the opportunity to respond every other year (even numbered years) to the MaineDOT Municipal Request Packet. MaineDOT sends out the request for priorities to each municipality. This is an opportunity for a municipality to communicate to MaineDOT its priorities and needs for road improvements on state roads within its area. After a municipality prioritizes its needs and communicates them to MaineDOT, these needs must be prioritized by MaineDOT against other community needs throughout the state. MaineDOT then creates a two-year budget that is financially constrained and includes projects for bridges, maintenance needs, road improvements, transit, safety, and bicycle and pedestrian stand alone projects.
- MaineDOT Bicycle and Pedestrian Program
  This program assists with funding sidewalks, pedestrian crossing improvements, off-road transportation-related trails, downtown transportation improvements, projects that address safety and/or ADA compliance concerns, etc.
  The goal of this program is to improve transportation and safety, encourage healthful activities, and promote economic development, while improving the livability and vitality of local communities.
  MaineDOT annually allocates the Bicycle and Pedestrian Program about $2.3 million in federal funds for this statewide program. Each project has a 20% local match requirement with a maximum federal allocation of $400,000 per project.

Maine Department of Conservation

Recreation Trails Program

This is federal transportation funding. It's available every year and is mostly used for trail construction and maintenance. RTP funds three types of projects: motorized trails, non-motorized, a combination of these two, and educational elements to trail projects. 30% of total program funds

are for non-motorized uses. $1 million per year is available for all categories of projects. The program requires a 20% local match.

National Park Service
Rivers, Trails, and Conservation Assistance Program
The RTCA Program works with nonprofit organizations, community groups, tribes or tribal governments, and local, state, or federal government agencies to conserve rivers, preserve open spaces, and develop trails and greenways. In Maine, the majority of the work has been helping communities develop trails ranging from hand-built, natural-surface walking trails to paved shared-use paths. Rivers and Trails have worked on many of Maine's long distance trails that connect multiple communities for walking and biking. The application deadline is August 1 every year.

More funding resources can be found at http://www.bikemaine.org/funding.

APPENDIX I: FUNDRAISING

Sometimes the only way to pay for a project is to do some fundraising. For guidance on how to do this effectively, let's again turn to the Community Spokes Toolkit of the BCM:

"Sometimes, money has to raised by the old-fashioned donation appeal campaign. For example, towns that apply to the Maine Department of Transportation's "Bicycle and Pedestrian Program," which funds bike/ped projects, need to provide local matching funds for 20% of the total project cost. So for a project costing $500,000, the local match that needs to be raised is about $100,000. Often towns will cover this match out of capital improvement or sidewalk budgets, but in some cases, advocacy groups are charged with raising the local match, which can make or break a project. And raising $100,000 requires some planning, and the abilities of a bookkeeper. Donations need to be tracked. Letters acknowledging the donation need to be created. The money needs to be banked. It may be necessary to recruit someone with this skillset to an advocacy campaign, or even to pay someone to assist. And just like that, a campaign can incur some significant administrative expenses! Managing money can be a big part of a campaign's work, as it matures.

The most important thing to remember about fundraising is that leveraging personal relationships is the best source of donations. Nearly everyone has the ability to contribute at some level and, indeed, the majority of giving isn't by corporations or the super- wealthy—it's by people, like you, who care. In the 2010–11 fundraising effort pursued by advocates in Cape Elizabeth, the organizers said that BY FAR the most effective way to raise money was by reaching out to folks they knew. Advocates need not feel guilty or awkward about making these requests. If they've done a good job developing and communicating their message, the initiative that needs support is obviously beneficial to the community. The request for donations is simply giving people the opportunity to invest in biking and walking—something they care about.

Here are some additional tips from the Alliance about raising funds:

1. **Now is the time.**
   When you have a vision and goal for improving biking and walking, you will find others who want to help. For many, it's easier to contribute money than time. It is always easier to raise money during a campaign, so don't pass up this key opportunity to strengthen your organization and win your campaign.
2. **Appreciating your role**
   - You and others organizing your campaign already have shown your commitment
   - People give to people—identify friends, family, associates, or others you know who care about biking and walking or your work
   - Because you're already doing so much, you're the best person to ask for their help
   - Your job as the fundraiser is to ask—if you don't ask for support, most people will not give on their own
3. **Develop your "Ask" (See below)**
4. **Schedule meetings**

Reach out to donor prospects, who are likely to give a larger gift in addition to their membership. Ask to schedule a meeting to talk about ways they can increase their support for the cause. (You could also invite a board member to join you.)

5. **Make the "Ask" (Review tips below)**
6. **Follow through with a thank-you note**
7. **Keep lines of communication open.**
   Make certain to maintain a relationship. Don't let donors hear from you only in times of need.

The Ask

Once you've had a conversation with a prospective donor(s) and heard their interests and connection to your cause, there comes a time to ask them for support. When you schedule a meeting with that prospective donor, it's important to set a goal. Determine a specific amount you are going to request and a timeframe for the support to be fulfilled. Before your meeting, practice making the "ask" out loud with a friend or co-worker. It helps! Here are some rules to follow when making the "ask."

1. State your request very simply and clearly, with a specific amount and when you need it
2. Wait patiently and quietly for an answer. Keep your attention, your eyes and your ears focused and wait. Do not say anything; just listen and wait. The prospective donor is using this time to decide if and how much to give you.
3. Listen to their answer very attentively and carefully.
   A. If they say 'Yes' or agree, thank them first. Be sure you heard them correctly and repeat it back to get their acknowledgement. Thank them again. Confirm the timeline and any other business and, again, thank them.
   B. If they don't say 'Yes,' don't give up. Ask if there would be a better time to discuss this. Ask them what they would be willing to do—perhaps, contribute a lesser amount. Ask what feedback or advice they have.
4. Ask for a referral. Do they have friends or colleagues they think might be able to help?
5. Come to a close and thank them for their time.
6. Immediately write a hand-written thank you note.
7. Follow through if you made any commitments or promised any follow-up.

APPENDIX J: GUIDANCE FOR MEDIA ADVOCACY

From Michigan Healthy Communities Toolkit

"Success or failure in advocating for a policy change may well depend on which side does a better job of framing the issue in the media and in the public debate. If public health advocates succeed in framing the issue as a public health problem, the policy may well be defeated. In other words, present the issue in a way that will be appealing to the public at large, and keep that message in the forefront of the debate.

An important skill for media advocates to develop is the ability to translate research findings and national policy debates into terms that are relevant to local residents. This can be done by using simple, commonsense language, citing concrete local examples and anecdotes, and highlighting the key implications for local policy—the "bottom line." The ability to frame the issue and use the science as the foundation for the frame is powerful in refuting an opponent's claim.

Saying Thank You: Saying thank you is a hallmark of good manners and it fosters a good impression. When thanking reporters, one must use wisdom. Never send a note of thanks for putting *your* story in the paper or for covering *your* particular organization. Instead, thank the reporter for thorough and fair coverage of a very important topic, as well as unbiased, investigative reporting on an issue.

Nine Key Questions to Consider in Developing a Media Advocacy Strategy

Looking Outward

1. What do we want? (OBJECTIVES)
   Any advocacy effort must begin with a sense of its goals and clearly defined policy objectives. These goals have important distinctions. What are the content goals (e.g., the specific policy objectives) and what are the process goals (e.g., building community among participants)? These goals need to be defined at the start in a way that can launch an effort, draw people to it, and sustain it over time.
2. Who can give it to us? (AUDIENCE)
   Who are the people and institutions that you need to move? They include those who have the formal authority to deliver the goods (i.e., legislators). They also include those who have the capacity to influence those with formal authority (i.e., the media and key constituencies, both allied and opposed). In both cases, an effective advocacy effort requires a clear sense of who these audiences are and what access or pressure points are available to move them.
3. What do they need to hear? (MESSAGE)
   Reaching these different audiences requires crafting and framing a persuasive set of messages. While these messages must be tailored for different audiences, depending on what they are ready to hear, the messages themselves must be consistent. In most cases, advocacy messages will have two basic components: an appeal to what is right and an appeal to the audience's self-interest.
   Message development should be directly informed by the strategic plan. Develop hard-hitting, clear messages to tell the story of why healthy communities are important. The media require

simple, short, and straightforward explanations. Pick two or three main points and make them repeatedly.

4. From whom do they need to hear it? (MESSENGERS)
   The same message can have very different impacts, depending on who communicates it. Who are the most credible messengers for different audiences? In some cases, these messengers are "experts" whose credibility is largely technical. In other cases, we need to engage the "authentic voices" who can speak from personal experience.
   Speaking effectively to members of the media and to the public requires preparation, coaching, and practice. Identify and adequately train members of your coalition to serve as spokespersons who are able to comfortably deliver consistent and science-based information.
5. How can we get them to hear? (DELIVERY)
   There is a wide continuum of ways to deliver an advocacy message. These range from the genteel (e.g., lobbying) to the in-your-face (e.g., direct action). Which means is the most effective varies from situation to situation. The key is to evaluate the situation in light of delivery methods and apply them appropriately, weaving them together in a winning mix.

Looking Inward

6. What have we got? (RESOURCES)
   An effective advocacy effort takes careful stock of the advocacy resources that are already there to be built on. These include past advocacy work that is related, alliances already in place, the capacity of staff and other people, information, and political intelligence. In short, you don't start from scratch; you start building on what you have.
7. What do we need to develop? (GAPS)
   After taking stock of the advocacy resources you have, the next step is to identify the advocacy resources you need that aren't there yet. This means looking at alliances that need to be built, and capacities such as outreach, media, and research, which are crucial to any effort. Be realistic about the level of resources needed—your strength and the strength of the opposition.
8. How do we begin? (FIRST EFFORTS)
   What would be an effective way to begin to move the strategy forward? What are some potential short-term goals or projects that would bring the right people together, symbolize the larger work ahead, and create something achievable that lays the groundwork for the next step? Create awareness of the issues prior to advocacy. Get on the radar screen.
9. How do we tell whether it is working? (EVALUATION)
   As with any long journey, the course needs to be checked along the way. Strategy must be evaluated, revisiting each of the questions above (e.g., are we aiming at the right audiences? Are we reaching them?). It is important to be able to make midcourse corrections and to discard those elements of a strategy that don't work once they are actually put into practice.

   Being ready and effective requires having a strategic plan in place with specific policy objectives. Once your coalition has answered the above questions, you can move on to more focused and tactical strategies for pursuing the media.

   Proactively, you want to get coverage of the issues and the need for healthy communities, using the media to promote your policy recommendations. Keep in mind, though, that

advocacy always produces a response. Policy advocates must anticipate a negative response—be prepared to endure opposition and have a crisis-communication plan in place."

Nine Key Questions to Consider in Developing an Advocacy Strategy Worksheet	
Objectives	
Audience	
Message	
Messengers	
Delivery	
Resources	
Gaps	
First Efforts	
Evaluation	

APPENDIX K: ADDITIONAL RESOURCES

Directories

Existing directories can be used to help connect people in your community with the resources they need to be physically active. Be sure to encourage use of the following:

Bicycle Coalition of Maine
www.bikemaine.org/biking-resources/where-to-ride
The Bike Coalition maintains an extensive listing of bike route resources to connect both experienced tour bikers and casual riders seeking short and easy routes.

Maine Trail Finder
https://www.mainetrailfinder.com/
Maine Trail Finder is a free resource to connect people to Maine trails for four-season recreation. Find trails by searching for trail activity, difficulty, and location. Overseen by the Center for Community GIS in Farmington to ensure trail maps are accurate and current.

MDOT's Explore Maine by Bike
www.exploremaine.org/bike/index.shtml
The 33 Loop Bike Tours found in MaineDOT's *Bike Book* are available for download on this site. Select the tour you are interested in from the regional listings. Then select the "Map" and "Bike Book" icons, in the top right column of the tour page, to download the tour map and turn-by-turn directions.

TrailLink
https://www.traillink.com/
The Rails-to-Trails Conservancy offers this listing of off-road, multi-use trails with maps, descriptions, and reviews. Many trails are wide and ideal for family biking and walking.

Helpful Publications

Active Community Environments Resource Kit
www.dhs.wisconsin.gov/physical-activity/active-communities/index.htm
Wisconsin is one of the states leading the pack in terms of ACE work. Their Division of Public Health produced this document, a comprehensive guide to help communities take up ACE initiatives. Available at:

Building Walkable, Bikeable Communities
http://archives.lib.state.ma.us/bitstream/handle/2452/421661/ocn953529247.pdf?sequence=1&isAllowed=y
Published by the Massachusetts Department of Public Health, this guide is based on the exemplary *Winning With ACEs!* report by the North Carolina Department of Public Health, and is aimed at public health practitioners.

Community Spokes Toolkit
www.bikemaine.org/biking-resources/community-spokes-toolkit
This publication of the Bicycle Coalition of Maine (which provided the material for much of this document) is intended to support their Community Spokes—local community bike advocates—and is focused on the advocacy process.

Complete Streets Local Policy Workbook
https://smartgrowthamerica.org/resources/complete-streets-local-policy-workbook/
Complete Streets are streets for everyone: walkers, bikers, motorists, and transit riders or every age and ability. Produced by Smart Growth America's National Complete Streets Coalition, this document provides guidance on developing a city or county Complete Streets policy (similar to those recently passed by Lewiston, Auburn and Portland).

Healthy Communities Toolkit
www.mihealthtools.org/documents/HealthyCommunitiesToolkit_web.pdf
Another of the documents that provided a significant amount of material for the Western Maine Active Communities Toolkit, this booklet provides guidelines and ideas for making changes to the built environment, establishing policies that support healthy communities and promoting social change.

Manual on Uniform Traffic Control Devices
https://mutcd.fhwa.dot.gov/
This guide controls what our road signs, signals and markings look like. Produced by the Federal Highway Administration, it sets the standard for shapes, colors and fonts used in road signs and markings. If your ACE team is considering signage for walkers or bikers as part of its activities, refer to this document to for standard signs.

Web Resources

Active Living By Design
http://activelivingbydesign.org/
Creates community-led change by working with local and national partners to build a culture of active living and healthy eating. Their Resource Guides provide a list of relevant websites, toolkits, best practices, and examples related to specific topics.

Active Living Research
www.activelivingresearch.org
A national program of the Robert Wood Johnson Foundation that collects a vast array of resources, including credible and action-oriented research on environmental and policy strategies that can promote daily physical activity for children and families. A quick search for "infographic" on the site reveals several information-packed images useful for explaining the value of ACEs.

Alliance for Biking & Walking
https://www.facebook.com/bikewalkalliance/North America's coalition of local and state bicycle and pedestrian advocacy organizations. They create, strengthen and unite advocacy leaders who are transforming their communities into great places to bike and walk.

Benefit-Cost Analysis of Bicycle Facilities
http://www.pedbikeinfo.org/bikecost/
If your community is considering building a new bicycle facility, you can use this tool to estimate costs, the demand in terms of new cyclists, and measured economic benefits (e.g., time savings, increased livability, decreased health costs, a more enjoyable ride).

Bicycle Coalition of Maine
www.bikemaine.org
The Coalition is the "statewide voice of cyclists" that works to make Maine a better place for biking. Packed with biking resources and information on BCM's community and legislative advocacy work.

Community Toolbox
http://ctb.ku.edu/en/default.aspx
Produced by the University of Kansas Work Group on Health Promotion and Community Development, the toolbox has been online since 1995 and it continues to grow weekly. The core of the Toolbox is the "how-to tools." These sections use simple, friendly language to explain how to carry out the different tasks necessary for coalition-building. There are sections on leadership, strategic planning, community assessment, advocacy, grant-writing, and evaluation, to give just a few examples.

i am traffic's Infographics Page
http://iamtraffic.org/resources/infographics/

Visual concepts for widths, buffers and other characteristics of bicycles, motor vehicles and the roadway. Provided by i am traffic, a group that envisions communities as places where the drivers of human-powered vehicles are expected and respected as a normal part of traffic.

Maine Department of Transportation's Biking & Walking Programs
http://www.maine.gov/mdot/bikeped/
Contains information about MDOT programs that support bike/ped activity, including Safe Routes to School and MDOT/Bicycle Coalition of Maine Bicycle & Pedestrian Safety Training Programs. Also contains Maine bike/ped laws and tips for making bike/ped improvements in your community.

Pedestrian and Bicycle Information Center
www.pedbikeinfo.org/
National clearinghouse for information about health and safety, engineering, advocacy, education, enforcement, access, and mobility for pedestrians (including transit users) and bicyclists. PBIC serves anyone interested in pedestrian and bicycle issues, including planners, engineers, private citizens, advocates, educators, police enforcement, and the health community. Houses a searchable collection of free, real-world images relating to walking and bicycling at www.pedbikeimages.org/index.cfm.

Project for Public Spaces
https://www.pps.org/
Nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. Their pioneering Placemaking approach helps citizens transform public spaces into vital places that highlight local assets, spur rejuvenation and serve common needs.

People: State-Level

Patrick Adams: Patrick is the Maine Department of Transportation's Statewide Manager of Bicycle and Pedestrian Programs. Patrick assists communities and individuals with understanding the processes involved in creating livable communities and improving conditions for pedestrians and bicyclists. He can provide information on the resources available at the local, state and federal level to improve the livability, walkability, and bikeability of your community. Patrick also manages grant funding that supports the development of bike-ped infrastructure projects. For more information, send Patrick an email at Patrick.Adams@maine.gov or give him a call at (207) 624-3311.

Anne Ball: Anne is the Program Director of the Maine Development Foundation's Maine Downtown Center. She is also the Statewide Coordinator for Maine's National Main Street Program, working in 27 communities statewide and supporting other communities interested in downtown revitalization. The Downtown Center previously was awarded a 2-year federal CDC grant for Healthy Maine Streets (www.healthymainestreets.org) and currently serves on the Statewide Active Communities Working Group. The Downtown Center also serves as a resource statewide and provides technical assistance to the Maine Community Foundation through the Belvedere Historic Preservation and Energy Efficiency Fund.
(207) 512-4906, aball@mdf.org

Doug Beck: Doug can provide information about funding through the Recreational Trails Grant Program which can be used to fund construction and maintenance of off road trails in and around your community; the Land and Water Conservation Fund which can fund outdoor recreation facilities where people can be physically active; and the Maine Conservation Corps which can help your community complete conservation projects that improve the quality of life for all. Maine Bureau of Parks and Lands, Grants and Community Recreation Program, (207) 624-6090, doug.beck@maine.gov

Julie Isbill: Julie can support those wishing to create or improve trails, and offer suggestions for organizing a committee and planning, funding, permitting, building, and managing trails. NPS Rivers & Trails Program, Maine field office, (207) 725-5028, Julie_Isbill@nps.gov

Deborah Johnson: Deborah is Development Program Manager with the Department of Economic and Community Development, which offers grants to Maine communities to achieve community and economic development objectives. Department of Economic and Community Development, (207) 624-9817, deborah.johnson@maine.gov

Angela King: As the Bicycle Coalition of Maine's Advocacy Coordinator, Angela manages the Community Spokes/ACE Team efforts of the Coalition. Angela can provide support for community organization and mobilization**.** (207) 623-4511, Angela@bikemaine.org

Burnham Martin: Burnham can support those wishing to create or improve trails including suggestions for organizing a committee and planning, funding, permitting, building, and managing all trails. He was a co-founder of the Healthy Maine Walks Coalition. NPS Rivers & Trails program, Maine field office, (207) 725-4934, Burnham_Martin@nps.gov

Jim Tasse: Jim is the Assistant Director of the Bicycle Coalition of Maine and oversees the Coalition's Education and Advocacy efforts. He can provide technical assistance on a variety of bicycle and pedestrian questions and efforts, including infrastructure, law enforcement, and policy issues., (207) 623-4511, Jim@bikemaine.org

Joan Walton: Joan can provide technical assistance for those interested in conducting walking audits. Androscoggin Valley Council of Governments, (207) 783-9186, jwalton@avcog.org

Darcy Whittemore: Darcy is the Education Program Manager for the Bicycle Coalition of Maine, and she coordinates the Maine Bicycle and Pedestrian Safety Education Program and the Maine Safe Routes to School Program, which the BCM runs in partnership with the MaineDOT. She can assist you with scheduling no-cost bicycle and pedestrian safety presentations for kids and adults, on-bike education events (including After School Bike Clubs and Bike Rodeos), presentations to local law enforcement, and general technical assistance on bicycle and pedestrian programming. Bicycle Coalition of Maine, (207) 623-4511, Darcy@bikemaine.org, http://www.bikemaine.org/education-safety/youth-education

John Williams: John is the Executive Director of the Bicycle Coalition of Maine. He can help you with bicycling events, bicycle legislation, resources for bike advocacy and can connect you with other interested bicyclists and advocates in your area. Bicycle Coalition of Maine, (207) 623-4511, john@bikemaine.org