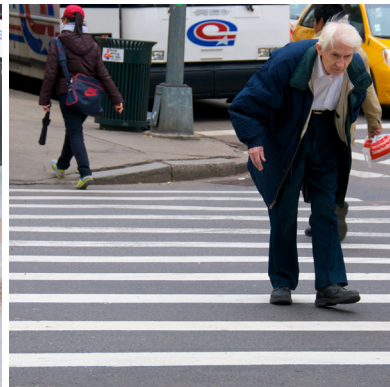
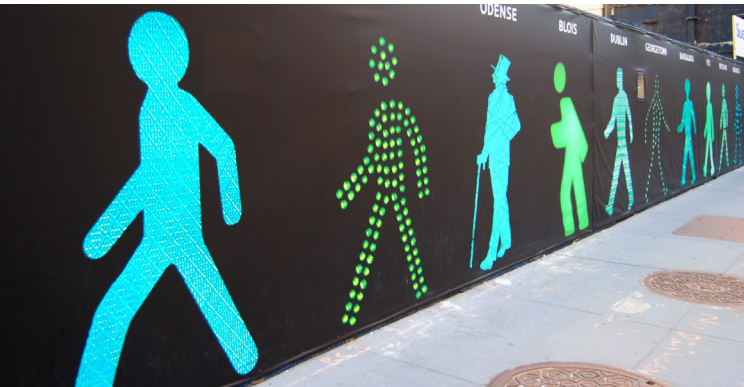




Steps to a Walkable Community

A Guide for Citizens, Planners, and Engineers



SAM SCHWARTZ
ENGINEERING

America
WALKS

Making America a Great Place To Walk

Steps to a Walkable Community

A Guide for Citizens, Planners, and Engineers



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Steps to a Walkable Community

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Sam Schwartz Engineering

Introduction



Samuel I. Schwartz, P.E., President & CEO

Sam Schwartz is President and CEO of Sam Schwartz Engineering (SSE), a transportation planning and engineering firm.

Previously, Mr. Schwartz was Traffic Commissioner and Chief Engineer/ First Deputy Commissioner for the New York City Department of Transportation. He is a licensed Professional Engineer in New York, New Jersey, Pennsylvania, Connecticut, and Florida.

As a traffic engineer, it is my honor to present *Steps to a Walkable Community: A Guide for Citizens, Planners, and Engineers*. This publication is one of the first to address the need for multidisciplinary, grassroots-led solutions to improve the walking environment in U.S. cities and suburbs.

For far too long, our profession continued to build more roads, wider roads, and faster roads while knowing full well we were running out of capacity and making transport systems less efficient.

During my lifetime, the Verrazano-Narrows Bridge between Brooklyn and Staten Island was built with 12 car lanes but no bikeway, walkway, or transit right-of-way. Most of the Interstate System built in the past half-century had no provisions for walkers, bike riders, or transit.

And yet we've known for years about the benefits of walking: less unhealthy weight gain, lowered risk of type-2 diabetes, lower blood pressure and cholesterol, decreased risk of colon and breast cancers, and increased life expectancy. Walkable communities better retain their property values, they create level playing fields for economic opportunities, and they help create social cohesion.

Even more important for traffic engineers: Walking is incredibly efficient. Nearly a third of all car trips taken in this country are a mile or less in length—the equivalent of at most a 20-minute walk. Moving those trips out of cars and onto sidewalks would solve many of our transportation conundrums.

We as engineers have the technical know-how to design and construct walkable communities. The methods are deceptively easy: Build good transit systems and integrate them into existing infrastructure. Design transportation systems with pedestrians in mind. Construct multiple, direct connections within dense, mixed land use developments. Coordinate transit, walking, cycling, and automobile networks.

It's time for traffic engineers to reassume a leadership role in planning for the future well-being of our cities, towns, and suburbs. We can do it by joining medical professionals and city planners in designing healthy, walkable communities. I'm proud to have Sam Schwartz Engineering lead by example with this collaboration with America Walks.

A handwritten signature in black ink that reads "Sam Schwartz". The signature is written in a cursive, flowing style.

Samuel I. Schwartz
President & CEO, Sam Schwartz Engineering

America Walks

Introduction

Walking is a distinctive and fundamental human activity that yields incredible benefits to our communities. Walkable communities provide affordable, healthy, and enjoyable places to live, work, and play. In addition to providing social benefits, walkable communities make economic sense: They both command higher property values and are more affordable when people have to spend less on transportation.

You—each individual, organization, and business—have the power to create this reality by making your community more walkable. At America Walks, we strive to support you in this endeavor.

This guide, *Steps to a Walkable Community*, provides you with the best and brightest strategies to move you toward a more walkable community. We have worked to capture both time-tested and new and innovative tactics that are realistic and achievable. Dive in and learn about these exciting initiatives.

America Walks aims for this resource to be your first stop in shopping for exciting walking projects, campaigns, and initiatives. As such, we commit to ongoing updates to this work, so visit www.americawalks.org to learn about the newest innovations.

Finally America Walks is committed to working with you and your community to make these projects reality. Chapter 1 of this guide provides a basic outline for how to effectively organize your grassroots campaign. We offer support services including informational trainings, in-depth campaign-development workshops, on-line webinars, and phone support.

We wish you success in your efforts to Make America a Great Place to Walk!



Scott Bricker,
Director, America Walks



Scott Bricker, Executive Director

Scott Bricker is Executive Director of America Walks, a national nonprofit whose mission is making America a Great Place to Walk!

Mr. Bricker has more than 17 years of experience helping communities implement active transportation plans and managing organizations.

How to Use This Guide

Why do we need *Steps to a Walkable Community*?

Walking is a fundamental form of transportation with far-reaching impacts on our nation's transportation infrastructure, public health, economic development, and social equality. Over the past century, however, walk-friendly communities and transportation systems have given way to automobile-oriented residential and circulation patterns. The consequences of accommodating driving at the expense of walking are apparent in current obesity levels and traffic-congestion dilemmas.

Steps to a Walkable Community is about building communities where people are allowed the choice of getting to their destinations on foot. Since barriers to walking often take a variety of forms, from land use patterns to driving behaviors, the tactics used to overcome them should also be diverse. *Steps to a Walkable Community* compiles multidisciplinary tactics that readers can assemble into custom strategies designed for their community's circumstances. The guide contains tactics for building or rebuilding cities and suburbs in ways that encourage walking. The guide is also about making walking in cities safer, and it provides traffic-engineering techniques to achieve that. *Steps to a Walkable Community* also describes methods of organizing advocacy to reach these goals.

Who will use *Steps to a Walkable Community*?

Steps to a Walkable Community addresses everyone who plays a role in creating walkable environments. This includes urban planners, landscape architects, transit and traffic engineers, government agencies, private developers, citizens, and advocates. Given its broad audience, this guide features a wide variety of tactics at many different scales, from individual intersection treatments to statewide policy initiatives. The tactics contained here are intended to be applied and adapted to suit the needs of communities across the country.

How should readers use *Steps to a Walkable Community*?

Steps to a Walkable Community has been designed as a practical resource for all those interested in promoting walking and improving the walking environment in several ways:

- 1** The guide outlines how investing in walking and walking infrastructure can help address many of our nation's most pressing problems. The benefits of walking are grouped into five main categories—health, safety, transportation, social equity, and economic—and then distilled into two-page fact sheets that readers can use as talking points to help justify investments in walking infrastructure improvements.
- 2** This guide is not intended to be a comprehensive guide to every walk-friendly tactic, but rather a compilation of innovative, multidisciplinary tactics that can improve walking in your community from a variety of different angles. These multidisciplinary tactics are grouped by approach: advocacy, policy, land use, design and engineering, encouragement and education, and enforcement. Almost every method included here has been successfully implemented in North America. Each tactic is then described in a standardized, easy-to-read format under the following headings: definition, benefits, considerations, appropriate contexts, guidance, professional consensus, treatment adoption, and case study (where needed).
- 3** While readers are encouraged to explore the whole range of possible tactics included in this guide, the itemized Table of Contents allows readers to navigate directly to a specific walking-benefits fact sheet (e.g., Safety Facts), approach (e.g., Land Use), or tactic (e.g., Retrofit Street Connectivity). The Table of Contents in the PDF version permits readers to click on page number of an individual tactic to be directed to that page in the document.
- 4** This guide is designed to allow readers to assemble multiple tactics into a customized strategy suited to the specific concerns and circumstances of their community. Case studies illustrate how tactics can be combined into successful strategies to create meaningful change and improvements to a community's walking environment. Sam Schwartz Engineering and America Walks are also creating a website (walksteps.org) to help readers select among these tactics and other emerging ideas to create innovative strategies to improve walking in their communities.

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Project Co-Developers

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Sam Schwartz | Sam Schwartz Engineering

Principal Author

Laura MacNeil | Sam Schwartz Engineering

Reviewers

Jeanne Anthony | AARP

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Janet Campbell | Sam Schwartz Engineering

Mark De La Vergne | Sam Schwartz Engineering

David Gurin | City Planner

Andy Hamilton | Walk San Diego

Monica Hobbs Vinluan | YMCA

Mark Kulewicz | AAA New York

Christopher Leinberger | Brookings Institution

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Michael Monteleone | Sam Schwartz Engineering

Lisa Quinn | Feet First

Elosia Raynault | American Public Health Association

Richard Retting | Sam Schwartz Engineering

Jeff Riegner | Transportation Engineer

Gerard Soffian | Former NYCDOT Traffic Operations Commissioner

Sarah Strunk | Active Living by Design

Arthur Wendell | National Centers for Disease Control

Jeff Zupan | Regional Plan Association

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Matt Magnasco | Charlotte Department of Transportation
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Health Benefits of Walking

"Walking is our best strategy for improving health....The epidemic of chronic diseases is becoming the number-one cost issue in almost every country in the world. We need a national agenda that creates a culture of health and where people can walk. Walking can be done anywhere, all you need is shoes.... It can be done easily and has huge benefits."

— George Halvorson,
Chairman & CEO, Kaiser Permanente

Problem Overview

- The average American spends more than 100 hours commuting to work each year.¹
- Each hour spent in a car per day is associated with a 6% increase in the likelihood of obesity.²
- The 2009 National Household Travel Survey revealed that walking trips accounted for 11% of all reported travel trips, yet walking projects receive less than 2% of federal transportation funding.
- In 1974, 66% of children in the U.S. walked or rode a bicycle to school, and by 2000, that number dropped to 13%³, more than an 80% decrease.
- This drastic erosion of walking contributes significantly to the health crisis that is rooted in Americans' lack of physical activity:
 - » Less than half of Americans meet the physical activity guidelines⁴ of 150 minutes per week of moderate physical activity for adults and 420 minutes per week for youth.⁵
 - » Between 1960 and 2005, the obesity rate among American adults rose from 13% to 35%, according to the Centers for Disease Control and Prevention (CDC).⁶
 - » 17% of children and adolescents ages 2 to 19 years are obese, according to the 2009–2010 National Health and Nutrition Examination Survey.⁷
 - » Physical inactivity costs an estimated \$177 billion per year in medical costs⁸, and accounts for 16% of all deaths in both men and women.⁹

Walking as a Solution

- One of the U.S. Department of Health and Human Services Healthy People 2020 objectives is to encourage walking and cycling to get to work, school, and errands. This strategy helps build exercise into people's daily commute, since most people do not have time to exercise.¹⁰
- Walking is particularly important for elderly, disabled, and lower-income people who have fewer opportunities to participate in sports or formal exercise programs.¹¹
- Walking and cycling can help reverse poor health trends:¹²
 - » Countries where walking and cycling are most common have the lowest obesity rates, whereas countries with the highest rates of car use for travel have the highest obesity rates (see Figure 2).¹³
 - » Each 0.62 mile walked per day is associated with a 5% decrease in likelihood of obesity.¹⁴
 - » Walking and cycling as part of everyday travel is as effective as structured workouts for improving health.¹⁵
- Walking infrastructure is cost-effective:
 - » In 2005, the CDC found that the annual per capita cost of building and maintaining multiuse trails was \$209 per person, whereas the per capita annual direct medical benefit of using the trail was \$564 per person. This equates to a 300% return on investment.¹⁶
- Walking to school is good for children's cognitive health and learning ability. It improves children's concentration, boosts moods and alertness, and enhances memory, creativity, and overall learning.¹⁷

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Additional Resources

- American Public Health Association: <http://www.apha.org/transportation>
- American Heart Association: <http://www.startwalkingnow.org/>
- Every Body Walk: <http://everybodywalk.org/>
- Kaiser Permanente: <http://centerfortotalhealth.org/tag/george-halvorson/>
- Dr. Mike Evans: <http://www.youtube.com/watch?v=aUalnS6HIGo>
- National Coalition for Promoting Physical Activity: <http://www.ncppa.org/>

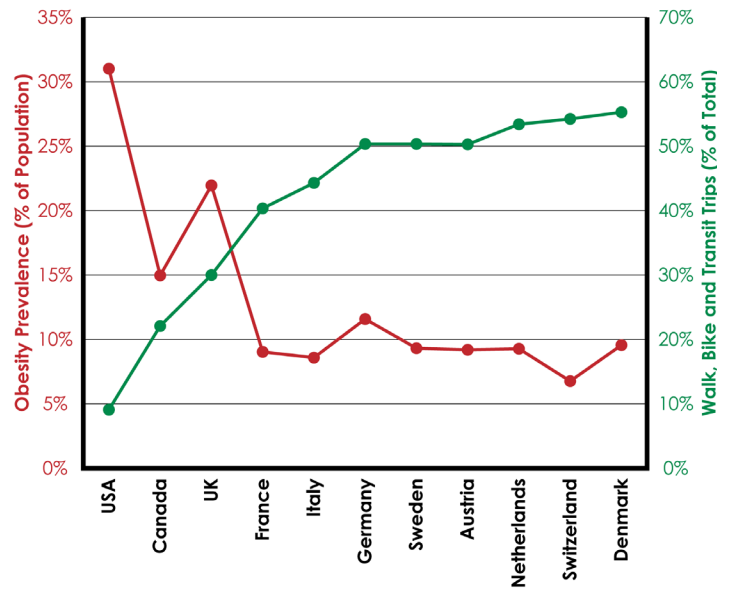


Figure 1: Transportation and Obesity Rates. Source: John Pucher, *Promoting Safe Walking and Cycling to Improve Public Health: Lessons from the Netherlands and Germany*, 2003 http://www.hsph.harvard.edu/healthdesign/ppt-pdf/pucher_revised.pdf

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Safety Benefits of Walking

"The fatalities on America's roadways are equivalent to a midsize commercial airliner falling out of the sky every other day. The magnitude of roadway crashes is not well publicized, while a single airplane crash would make headlines across the nation."

— Scott Bricker,
Executive Director, America Walks

Problem Overview

- In 2009, there were 33,808 traffic fatalities in the United States and 2.2 million people were injured on the nation's roadways.¹
- In the U.S., every 12 minutes someone dies in a car crash and every 10 seconds someone is injured and taken to an emergency room.²
- For people ages 1 to 33, traffic crashes are the single greatest cause of fatalities and disabilities.³
- Twelve teenagers (between 16 and 19 years of age) die every day because of a car crash.⁴
- There is, on average, one crash-related pedestrian death every two hours, and one pedestrian injury every 8 minutes.⁵
- Pedestrians are 1.5 times more likely than passenger vehicle occupants to be killed in a car crash on each trip.⁶
- In addition to loss of life, traffic crashes cost about \$164 billion annually in property damage and injuries⁷, which is an annual per-person cost of \$1,051.
- The cost of traffic crashes for pedestrians is \$10 billion annually.⁸
- Speed matters: only 5% of pedestrians would die if struck by a vehicle traveling at 20 mph or less. At 30 mph, there's a 40% chance of fatal injury if struck; at 40 mph, the chance of dying increases to 80%, and at 50 mph, it reaches 100%.⁹
- In urban areas, crashes tend to happen more often in places where there are relatively higher traffic speeds and more conflicts between roadway users.¹⁰

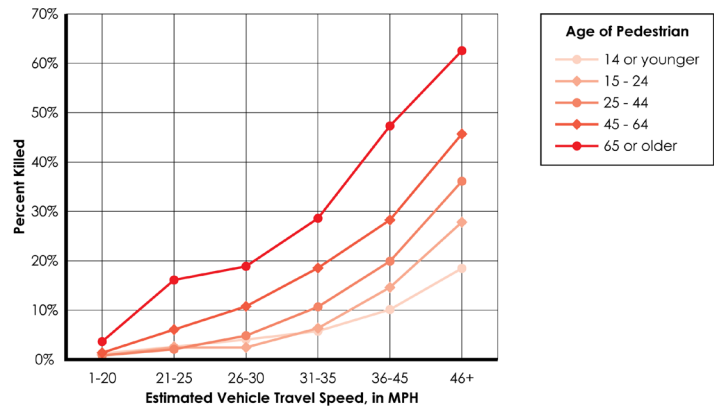


Figure 1: Fatal Injury Rates by Vehicle Speed, by Pedestrian Ages. Source: Literature Review on Vehicle Travel Speeds and Pedestrian Injuries Among Selected Racial/Ethnic Groups, US Department of Transportation National Highway Traffic Safety Administration, 1999. <http://www.nhtsa.gov/people/injury/research/pub/hs809012.html>

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Walking as a Solution

- Walkable urban neighborhoods are significantly safer than automobile-dependent locations: Any urban-homicide risk increase, which is actually small or nonexistent, is more than offset by the higher traffic-fatality risk in suburban and rural areas.¹¹
- Walking helps people get out of their cars: The risk of getting into a traffic crash increases with the average amount of travel each person spends in a car (per-person vehicle travel). Reducing that amount lowers the risk of traffic crashes for everyone.¹²
- The more people that are walking or bicycling, the less likely drivers are to collide with them. Policies that increase the numbers of pedestrians and cyclists are effective in improving the safety of those on foot and bike.¹³
- Investing in walking infrastructure saves money in the long-run: The National Safety Council estimates the cost of a pedestrian fatality at \$4.3 million¹⁴, while a curb extension costs as little as \$50,000¹⁵, and a high-visibility crosswalk costs about \$1,200.¹⁶
- Making roads safer for walkers helps make roads safer for everyone. Reducing traffic speeds can improve total traffic safety. In the Netherlands, 20 mph zones are associated with a 42% decrease in all crashes, 46% decrease in serious injury and fatal crashes, and 62% decrease in serious crashes for motor-vehicle occupants.¹⁷
- Investing in walking infrastructure can reduce the increased risk of injury many seniors face due to their slower walking speeds. Pedestrian crossing islands, particularly on multi-lane highways, can provide older pedestrians a safe place to wait for the signal to change, while countdown pedestrian signals tell people how much time remains to safely cross the street.¹⁸

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Transportation Benefits of Walking

"Walking is incredibly efficient. Nearly a third of all car trips taken in this country are a mile or less in length—the equivalent of a 20-minute walk. Moving those trips out of cars and onto sidewalks would solve many of our transportation conundrums."

— Samuel I. Schwartz, P.E.
President & CEO, Sam Schwartz Engineering

Problem Overview

- In 2010, road congestion caused 4.8 billion hours of travel delay, wasted 1.9 billion gallons of fuel, and resulted in total congestion costs of \$115 billion in 439 U.S. urban areas.¹
- American Society of Civil Engineers estimates it will cost \$5 trillion to repair our nation's crumbling infrastructure—not counting the cost of repairing² the minor streets, curbs, walks, and pipes that serve our homes.³
- The Congressional Budget Office predicts that the U.S. Highway Trust Fund, which helps fund the federal transportation budget, will reach zero by 2014.⁴ In 2011, highway "user fees" (gasoline and other direct auto taxes) paid only about half the cost of building and maintaining the nation's network of highways, roads, and streets.⁵
- The "fundamental law of highway congestion," suggested by Anthony Downs in 1962 and affirmed by further research, concludes that building or widening roads creates a proportional increase in driving.^{6,7} Expanding roads potentially increases air pollution, noise pollution, collisions, and adverse health outcomes.

| Trip Distance | % of Trips | Walk Time | Walk / Bike % |
|---------------|------------|-----------|---------------|
| < 1/2 mi | 14% | 10 min | 46% |
| < 1 mi | 28% | 20 min | 35% |
| < 2 mi. | 40% | 40 min | 26% |

Table 1: Analysis of Trips Taken in the United States by Distance, Percentage, Time, and Mode. Source: FHWA 2006-2009 National Household Travel

Walking as a Solution

- Walking can carry a significant portion of the transportation load: Trips less than 2 miles represent about 40% of all trips.⁸
- Walking is critical to a functioning transportation system and can provide many benefits, including:
 - » Walking infrastructure improvements can help create more compact, mixed, multi-modal, communities where residents drive less and use other travel modes.^{9,10}
 - » Walking can help reduce traffic and parking congestion, improve safety, conserve energy conservation, and reduce pollution.¹¹
 - » Walking infrastructure improvements can improve vehicular access. Most motorized trips involve walking or cycling links to reach transit or to travel between parked cars and destinations. Parking lots, airports, and commercial centers are all pedestrian environments.¹²
- Americans are moving away from dependency on cars:
 - » The National Household Travel Survey (NHTS) revealed that per-capita U.S. vehicle travel use peaked in 2001, total U.S. vehicle miles traveled (VMT) peaked in 2007, and total fuel consumption peaked in 2006. U.S. vehicle travel has leveled off and decreased despite continued population and economic growth. By 2010, it was about 10% below the long-term trend projections.¹³

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- » Fewer Americans are getting driver's licenses. Only 22% of licensed drivers today are younger than 30, a significant decrease from 33% in 1983. Those under 40 accounted for 50% of drivers in 1983 and now account for less than 40% of drivers. Between 1983 and 2008, the percentage of 18-year-olds with driver's licenses fell from 80% to 65%, the percentage of 17-year-olds with driver's licenses decreased from 69% to 50%, and the percentage of 16-year-olds with driver's licenses decreased from 46% to 31%.¹⁴
- » Nationally 11% of transportation trips are walking trips¹⁵ and 15%–30% of all urban trips involve at least one walking link.¹⁶

| | | |
|---------------------------|---|--|
| Potential Benefits | Improved Walking Conditions | Increased Walking |
| | <ul style="list-style-type: none"> • Improved user convenience • Improved accessibility • Option value • Increased local property values | <ul style="list-style-type: none"> • User enjoyment • Improved public health • Increased community cohesion |
| | Reduced Car Use | More Walkable Communities |
| | <ul style="list-style-type: none"> • Reduced traffic congestion • Reduced road and parking costs • Consumer savings • Fewer traffic crashes • Energy conservation • Reduced air and noise pollution | <ul style="list-style-type: none"> • Improved accessibility • Lower transportation costs • Reduced sprawl costs • Habitat preservation • More livable communities |

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Social Equity Benefits of Walking

"...If you believe that society should strive to promote equality and happiness, you push to make your roads integrated and humane, from space for walking to space for cars and transit. And in my mind, the most advanced cities are the ones with the best-quality sidewalks."¹

— Enrique Peñalosa,

former mayor of Bogotá, Colombia, and president of the Institute for Transportation and Development Policy

Problem Overview

- Over the past 50 years development trends have created low-density suburbs and exurbs that require people to go further distances to satisfy basic needs and often make travel by foot impossible:
 - » Suburban subdivisions often lack sidewalks and feature multilane highways that cannot be safely crossed by foot.³
 - » Schools are often placed on the fringe of communities along wide, busy thoroughfares that prevent children from biking or walking to school.⁴
 - » There are few transportation options for nearly two-thirds of residents living in unincorporated areas, small towns, and rural communities: 41% have no access to transit; and another 25% live in areas with below-average transit services.⁵
- These development patterns disproportionately affect those with low incomes and communities of color:
 - » Low-income households are more reliant on walking, cycling, and transit infrastructure for personal mobility. A Brookings Institution report reveals that 7.5 million American households, or 10% of households, do not have access to a private vehicle. Nearly 60% of those households have incomes below 80% of their regional median income. Families without a vehicle, however, often live in places that lack active transport investments.⁶
 - » In 2006, 45% of jobs in the largest of the country's metro areas were farther than 10 miles from the urban core, where the disproportionate numbers of low-income and minority populations live.⁷ These suburban jobs are often reachable only by private car, which further isolates low-income and minority populations from economic opportunities.
- » African-Americans make up 12% of the U.S. population, yet they account for 20% of pedestrian fatalities.⁸
- » Hispanics suffer a pedestrian death rate that is 62% higher than non-Hispanic whites, and African-Americans suffer a pedestrian death rate that is almost 70% higher than non-Hispanic whites.⁹
- » Americans in the lowest 20% of the income bracket spend 42% of their total annual income on transportation, while middle-income households spend 22% of their annual income on transportation.¹⁰ High transportation costs make low-income families limit their spending on other basic needs, such as health-care expenses, food, and clothing.¹¹
- Walking is critical for accessibility:
 - » One-third of all Americans are not able to drive, either because they are too old, too young, too poor, or have some form of disability.¹²
 - » 1 in 5 Americans faces a physical limitation that affects his ability to travel for his daily needs.¹³
 - » More than 50% of Americans 65 and older who do not drive stay home on a given day because they lack transportation options.¹⁴
- Federal transportation funding compounds these inequities:
 - » Not a single dollar of the U.S. transportation budget is dedicated solely to walking.
 - » Less than 2% of federal transportation funds are spent on pedestrian facilities.¹⁵

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Walking as a Solution

- Walking improves mobility, consumer cost savings, fitness and health, and social interaction.¹⁶
- Increasing community walkability improves home values, residents' health, and localized air quality.¹⁷
- More compact urban form designed around transit stations can reduce travel costs, wages, and housing costs, which can lead to substantial net benefits for lower-income households.¹⁸
- Improved walkability allows residents to save on transportation costs:¹⁹ The typical annual transportation cost for households in neighborhoods with bus and rail transit was \$3,000 lower than the cost in communities with no access to transit.²⁰
- According to one CDC-funded study, trails can be beneficial in promoting physical activity among those groups traditionally at highest risk for inactivity, especially women and individuals in lower socioeconomic groups.²¹

Additional Resources

- PolicyLink: www.policylink.org

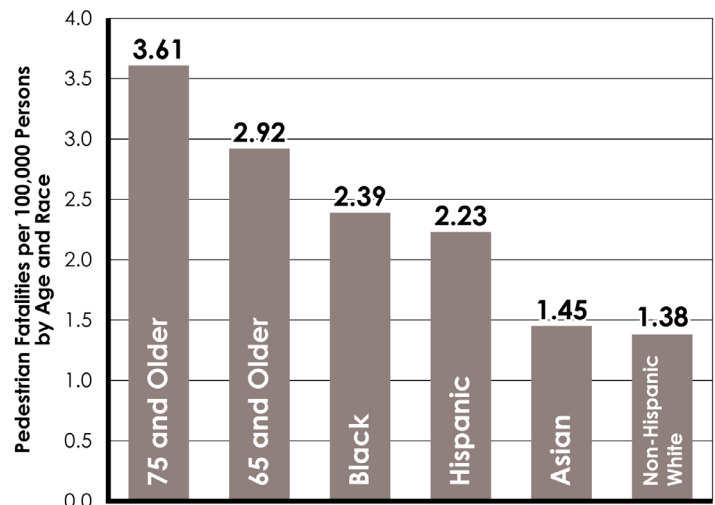


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Economic Benefits of Walking

"The creation of safe and attractive walking and cycling environments in towns and cities is a necessary condition for success and is central to improving them for shoppers, visitors, workers, and residents alike. In other words, quite apart from pro-walking and pro-cycling arguments based on sustainability, the environment, health, community cohesion, or social inclusion, there is a strong business case for improving walking and cycling conditions."

— Dr. Rodney Tolley¹

Conference Director of Walk21

Problem Overview

- Transportation is the second largest household expense in the United States. Driving a newer sedan in 2011 cost an average annual amount of \$8,946 (60¢ per mile) while driving an SUV cost \$11,360 (76¢ per mile).²
- Each additional car in a household budget reduces that household's mortgage capacity by about \$150,000; reducing a car adds back that much mortgage capacity.³
- Households in automobile-dependent communities have few ways to reduce their transportation costs in response to unexpected events such as job losses and fuel-price spikes. The 2008 mortgage collapse took place on the auto-dominated suburban fringe, while walkable communities, whether in the city or the suburbs, held their value.⁴
- According to the Center for Neighborhood Technology (CNT), housing does not qualify as "affordable" if the costs of housing plus transportation exceed 45% of household income.⁵ The farther you get from the urban core, the more transportation costs increase due to sprawl, longer commute distances, and fewer opportunities to walk, bike, or use transit. The map of Minneapolis in Figure 1 shows affordable housing without factoring in transportation costs. This map places affordable housing (in yellow) primarily in the suburban areas. When transportation costs are factored into housing expenses, as depicted on the map in Figure 2, the number of affordable neighborhoods is much smaller and found primarily in central neighborhoods.⁶

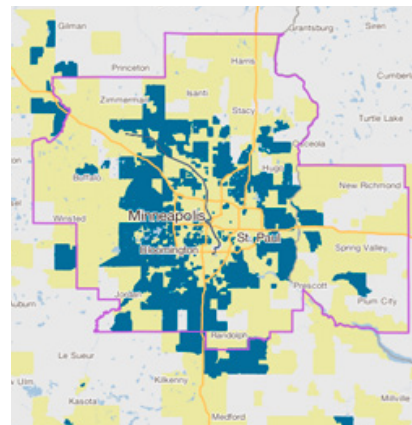


Figure 1: Affordable Housing (in yellow) in Minneapolis / St. Paul without Factoring In Transportation Costs. Source: Center for Neighborhood Technology. H+T Affordability Index

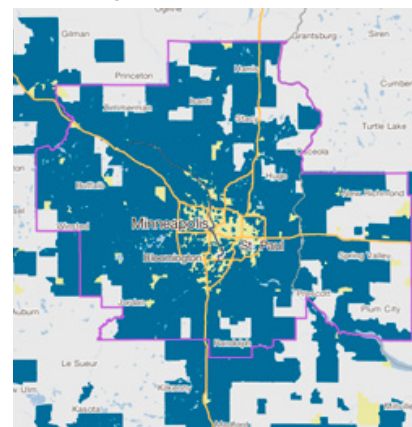


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Walking as a Solution

- Communities that develop according to smart-growth principles, which include walkable street networks, cost less for individuals to live in and cost less for local governments to administer.⁷
- Location-efficient neighborhoods with walkable streets, access to transit, and a variety of amenities have lower household transportation costs than inefficient neighborhoods do.⁸ This ability to cut back on transportation costs allows for greater resiliency and lower foreclosure rates.⁹
- Creating a walkable environment can improve an area's economy.¹⁰
- » Retailers sometimes favor automobile access over nonmotorized access (e.g., wider sidewalks, bike lanes, and traffic calming) because they assume drivers spend more than those who travel by other modes. In many urban areas, however, most customers arrive by walking, cycling, or taking transit. Although drivers tend to spend more per trip, pedestrians and cyclists shop more frequently and spend more per capita over a month or a year.^{11,12,13}
- » A Washington, DC study concluded that walkable commercial leases were 27% higher than high-quality suburban space and had a much lower vacancy rate (8% vs. 12%).¹⁴
- » More walkable sites command higher property values: On a 100-point scale, a 10-point increase in walkability increases property values by 1% to 9%.¹⁵ Within a typical U.S. metropolitan region, a one-point increase in Walkscore is associated with a \$700 to \$3,000 increase in home values.¹⁶

| Smart Growth Reduces Affordability | Smart Growth Increases Affordability |
|---|---|
| <ul style="list-style-type: none"> • Urban growth boundaries that reduce developable land supply • Increase in building-design requirements | <ul style="list-style-type: none"> • Higher-density development reduces land requirements per housing unit • Reducing parking and setback requirements reduces land requirements per housing unit • Allows more diverse housing options, including secondary units, apartments over shops, loft spaces, etc. • Reduces fees and taxes for in-fill housing • More accessible housing reduces housing and transportation costs |

Table 1: Smart Growth and Household Affordability Impacts.
Source: Todd Litman, *Evaluating Criticism of Smart Growth*, 2012

Additional Resources

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- Christopher B. Leinberger, Brookings Institution: www.chrisleinberger.com

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Advocacy Tactics

Introduction

This first chapter provides insights on how to approach projects that can increase the number of people walking and that will make your community more walkable. We provide an advocacy structure to help you make your goals a reality, whether it's a short-term project to build walking awareness or a long-term strategy for institutional or systems change.

This is also an introduction to America Walks, an organization dedicated to "Making America a Great Place to Walk!" America Walks provides comprehensive workshops and training aimed at supporting your work, so feel free to contact America Walks for more information or for suggestions on the advocacy process.

Community involvement is the process to expand the awareness of, demand for, and participation in a positive cause. Tactics can range from talking to neighbors and engaging a congregation in healthy and spiritual walks to executing a complex policy campaign. Whether you are a parent hoping to improve accessibility or a director of a walking organization, the process of community involvement will help you win improvements for your community.

Follow these steps to best advocate for walking improvements:

1. Assess your organization and network of supporters
2. Define the issue
3. Set (campaign) goals
4. Assess resources and opportunities
5. Target decision-makers and create a champion
6. Communicate
7. Set tactics and timelines
8. Manage resources

Whether you are running a small project or multiyear effort, we recommend that you structure your work into a campaign format that will focus efforts toward accomplishing specific goals. We believe that the step-by-step advocacy model¹ can guide you and your group through the process of planning campaigns or projects to encourage walking. Following the step-by-step process will let you zero in on specific projects to make the most focused change, whatever your resource levels.

It is important to note that these steps might not play out in a linear fashion. For example, when starting out, you may define an issue and set goals in a way that helps you recruit others to your group. This larger group may redefine or refine the issue in a somewhat different way and identify new specific goals to guide and motivate the new group. In any community-involvement process, participants should be willing to reconsider their approach and tactics as they find new audiences to target or messages that support action. While these steps are ones that every project will implement, their sequence and frequency will vary according to circumstances.

Material in this section is derived from the Alliance for Biking and Walking's "Winning Campaigns™ Training Workbook." Visit PeoplePoweredMovement.org/wctraining

Step 1. Assess Your Organization and Network of Supporters

It is important to do a self-assessment prior to or while you are defining the issue. The more people who help with a campaign, the more success you will have. Identify your prospective partners and discuss who you are and what your interests are. Allow your group to realize its commonalities and differences.

Your role will shape the focus of the walking project. For example, I am:

- A parent...and want my child to be able to safely walk to school.
- A religious leader...and want to improve the health of my congregation.
- A human resources manager...and want to make employees more alert and healthy, increasing productivity and reducing medical costs.
- A main-street business association...and want to increase customer foot traffic.
- A health coalition...and want to promote walking as an entry point to a healthy lifestyle.
- A walking-advocacy organization...and want to improve walking and accessibility.

Now that you have established your role, you can better define the issue you care about.

Step 2.

Define the Issue

Advocacy

Policy
Land Use
Design & Engineering
Encouragement & Education
Enforcement

Tactics

Clearly defining the issue in context with your perspective(s) will lead toward setting effective goals. Most community change begins with planning a campaign, or a project that has tangible, measurable goals and objectives. A group's mission may be broad (e.g., creating a successful business environment on Main Street), but the defined issue of a campaign should focus on a specific topic (e.g., Main Street is unpleasant to walk along and dangerous to cross).

Create an issue statement by building on the self-assessment from Step 1:

- Identify the problem that exists. As an example, a parent might say: "My child can't safely walk to school because there are no sidewalks and cars travel too fast."
- Identify the solution. Following our example, the parent would say: "We need to install sidewalks and reduce the speed limit to 15 mph in the area."
- Identify how to implement the solution. Continuing our example, the parent would say: "The city council needs to pass legislation that lowers the speed limit and funds sidewalk installation."
- Put it together into a succinct statement. Completing our example, the issue statement would be: "My child can't safely walk to school because there are no sidewalks and cars travel too fast. We need to install sidewalks and reduce the speed limit to 15 mph in the area. The city council needs to pass legislation that lowers the speed limit and funds sidewalk installation."

Formulating an issue statement will build the foundation for your campaign and help you focus on achieving the overall goal of your campaign.

Quick Tip:

Meet with your whole group and break into teams of four. Each team comes up with an issue statement on its own. Then, as a whole group, combine the best parts to formulate one that all can get behind.

Step 3.

Set (Campaign) Goals

The next step is creating campaign goals, or changes that you hope to achieve through your campaign. An ideal goal is a “SMART” goal: Specific, Measurable, Achievable, Realistic, and Timely. You can also divide goals into three types: short term, medium term, and long term. People or organizations with limited resources may focus on short-term goals but build in a long-term goal to increase capacity or to have another organization continue the effort.

For the purposes of planning your campaign, your long-term goal should be achievable with this campaign. Your short- and medium-term goals are incremental steps toward realizing your long-term goal. It's okay for the short- and medium-term goals to be small. Those victories keep people energized to win the long-term goal! Be sure to include a target-completion date with each goal.

Following the example for the need to get the city council to fund sidewalks and lower the speed, your goals might be:

Short-Term Goals:

- In one month, to triple our supporters by engaging more people from the community
- In two months, to build relationships with community leaders to build local support
- In two months, to identify what is needed to win the support of city council members
- In three months, to secure 70% of needed donations to fund our campaign

Medium-Term Goals:

- In four months, to reach out to businesses near the school to support the resolution
- In five months, to build a coalition and draw 200 people to the council meeting in support

Long-Term Goal:

- In six months, after the council passes the resolution to lower the speed limit and install the sidewalks, to celebrate your win

Quick Tip:

Campaign goals help you focus on winning your campaign. You can always come back and revise as you move through the process. Some organizations might need to consider how a campaign will affect the overall goals of the group (e.g., increased budget, increased exposure, etc.).

Step 4. Assess Your Resources and Opportunities

Advocacy

Policy

Land Use

Design & Engineering

Encouragement & Education

Enforcement

Tactics

It's now time to align your goals with your current resources, strengths, and opportunities. It's also important to identify any shortcomings that may need to be addressed to make your campaign stronger and more successful. Work with your organization's leadership to analyze your campaign.

First identify the internal strengths and weaknesses that you, your group, or your organization may have. Then identify external opportunities and threats to your campaign. This will help you uncover what can influence your success, especially when looking at specific allies and opponents of your campaign. This assessment is a natural bridge between your goals and identifying whom you need to target in order to achieve that change. The chart below will help you in this section:

| Internal Analysis | |
|---|--|
| What strengths exist in your organization because of the people your campaign brings to the table? • • • | What weaknesses exist in your organization because of the people your campaign brings to the table? • • • |

| External Analysis | |
|--|--|
| What opportunities exist in your organization? Who are some of your allies to help you win your campaign? • • • | What threats exist in your organization? Who are some of your opponents who could prevent you from winning your campaign? • • • |

Quick Tip:

Identify your allies and your opponents, and then target the people in the middle, or those whom you can sway to your side. Sequence your tactics to create short-term successes that build longer-term momentum for change.

Step 5. Target Decision-Makers and Create a Champion

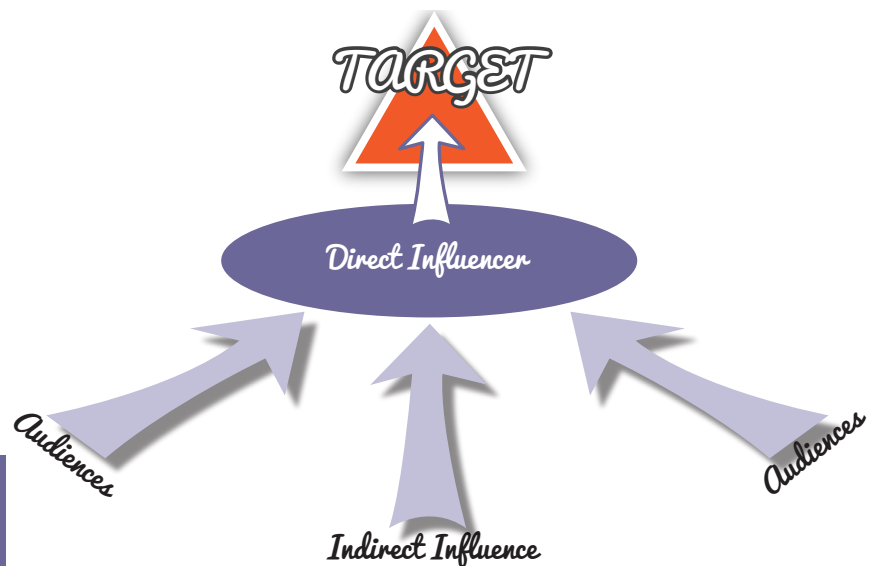
We know that community leaders have a lot competing for their attention. It can take a long time to develop champions for your cause, so it is critical to lay the foundation for this type of support. With the backing of influential champions, the results of your campaign can improve exponentially.

The critical question to answer when it comes to winning your campaign is, Who has the power to make the change you need to achieve your goals?

Be as specific as possible when identifying your targeted audience. You may have to do some research by talking to people, or reviewing websites in order to identify these names. You may start out listing the “town council” as a target, but you’ll likely need to identify two or three city council members who are the swing votes. These are the people to target in winning support for your efforts. To exert influence on your target, you may need to win the support of people who have direct or indirect influence over him or her, such as other community members or council members.

Develop a map to reach each target by asking the following questions:

- Who is the person who has the power to make the change to win the campaign?
- What people or organizations have direct influence on your targets—the people whose support your need?
- Whom do you know who knows your target and has influence to sway them in your direction?
- What people have indirect influence over your target?
- What audiences do your target listen to when considering decisions?



Quick Tip:

Identifying your targets and convincing them to side with your campaign can lead to developing a champion for your cause. Sometimes all it takes is changing one person's mind to help walking become a hot topic for your community.

Step 6. Communicate

Change depends on communication—talking to people, posting fliers, emailing constituents, earning press and editorials, using social media, etc.—to build support for your campaign. Effective communication depends on the message as well as the medium. You will be most successful if you can provide a comprehensive range of objective reasons that support your walking campaign. These can focus on benefits for economic development, transportation, health, recreation, etc.

- First, brainstorm your message and determine how to most effectively reach your audiences.
- Test your message with select target audiences and refine it before expanding its reach. Not everyone is going to agree that your proposal is worth the time and money.
- Make sure your communication emphasizes tangible benefits as well as "feel good" arguments. It is always more persuasive to make an appeal from the standpoint of fulfilling a need rather than a want.

Develop an "elevator speech" that you can use whenever you have 30 seconds with someone to get them interested in your campaign. Using the previous example of safer routes to school, a good elevator speech would restructure the issue statement in Step 2 to the following speech:

| | |
|-----------------------|--|
| Hook | The other day, my son John was walking home from school and a car almost hit him. He and his friend face this danger every day trying to get home from school. |
| Problem | There are no sidewalks and cars move very fast, making it unsafe for our children. |
| Solution | We need to get sidewalks installed and reduce the speed limit to 15 mph in the area. |
| Call to Action | Will you sign our petition and attend the city council hearing in support of legislation that lowers the speed limit and funds sidewalk installation? |

Use this model to modify the message to persuade the target audiences you identified in Step 4.

Step 7.

Set Tactics and Timelines

Now create your to-do list of actions, or tactics to achieve your campaign goals, and specify a timeline for their completion. Tactics are what you must do immediately (or soon!) to accomplish a long-term strategic goal.

Consider the following questions when coming up with tactics for your campaign:

- What needs to be done?
- Who will contact whom?
- What will be your group's first coordinated effort?
- How will you communicate your message?
- How will you develop community or political support? Will it be:
 - » An informational public meeting?
 - » A series of one-on-one meetings?
 - » A letter-to-the-editor campaign?
 - » An effort to persuade your town government to pursue a policy change?

After your group has identified tactics to win your campaign and accomplish your long-term goal, you can use the following tool to track your tactics.

| What Is the Tactic? | Assigned to Whom? | Date of Completion | Update / Notes |
|---------------------|-------------------|--------------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |

This chart helps you track your progress on your action plan. Your group can even upload it to a file-sharing system, such as Google Docs, for real-time updating.

As previously mentioned, the process is not always linear. As you proceed, unanticipated opportunities may present themselves, so tactics may change and evolve. Sometimes you'll need to revisit a step or start a new sequence of tactics based on circumstances. In any change campaign, participants should be willing to reconsider tactics, add new audiences, and refine messaging.

Quick Tip:

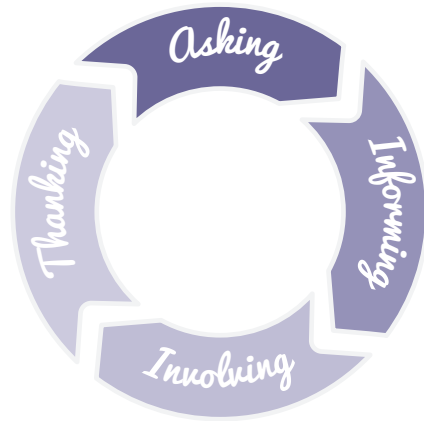
Identifying a leader for each task is crucial to ensuring accountable progress. Allow people the opportunity to volunteer for tasks, but also ensure that leaders have the ability to get the job done.

Step 8. Manage Resources

Staff and Volunteers

For most small-scale efforts, managing resources may have more to do with people than with dollars. People, whether they are staff or volunteers, are needed to lead groups, write letters, attend meetings, and help with communication.

A key step is asking for help to complete tasks. Make sure your volunteers feel valued and included in the overall effort. Small tokens of appreciation, whether gift certificates, T-shirts, or shout-outs, can let volunteers know you value their efforts. Consider this a circular process (pictured below) of asking (for help or funds), informing people about progress and needs, involving people in the advocacy effort, and thanking people for their time or money, which then leads back to asking.



Money

Many campaigns require financial resources to meet more substantial goals. These funds can be used to pay for staff, materials, communication tools, etc. There are many helpful resources that can guide your efforts to raise money. A critical component of fundraising is ensuring that your financial requests pay for clearly articulated plans. Consider giving funders or organizational leaders budget authority in your planning processes to build their interest and investment.

With fundraising, follow the same cycle of Asking → Informing → Involving → Thanking → Asking.

Conclusion

Our step-by-step model to plan a winning campaign gives you a framework to create a solid action plan to persuade people to help with your issue. Now that you have a framework for your campaign, we invite you to read through this tool kit for sample projects and tactics that you can employ to improve walking in your community.

America Walks is committed to supporting your local advocacy efforts with a variety of activities that include phone calls, webinars, informational trainings, and campaign-development workshops. Contact us at campaigns@americawalks.org to learn more about our services.

Policy Tactics

Introduction

While readers might find tactics that are technically policies in other chapters of this guide, this chapter focuses on policies that can create a broad-level framework for improving walking conditions and encouraging walking in a community. Some of these tactics can be integrated into each other—for instance, measurable performance indicators can be incorporated into pedestrian master plans and complete streets policies—while others serve as catalysts for other walk-friendly infrastructure improvements and programs.

Improving by Policy: San Francisco

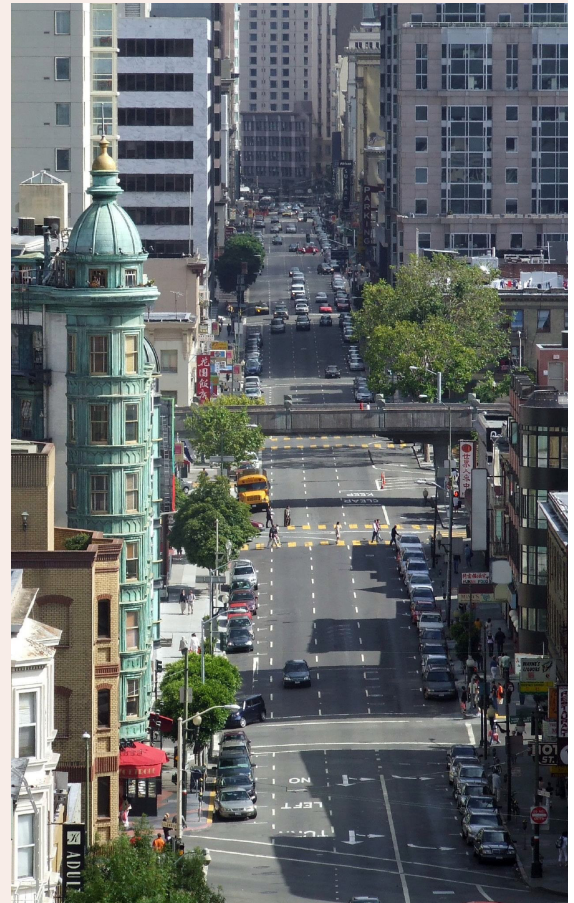
San Francisco has made itself a more walkable community through a variety of policy approaches. The city first passed a Better Streets Policy in 2006 to create a unified set of standards, guidelines, and implementation strategies for its pedestrian environment.

While agencies coordinated to create the Better Streets Plan, however, residents were still being hurt on the streets. Between 2005 and 2008, San Francisco averaged about 800 pedestrian injuries a year.¹

In December 2010, the same month the Better Streets Plan was approved,² then Mayor Newsom issued an Executive Directive (which was reaffirmed by Mayor Edwin Lee) to channel agency goals toward reducing pedestrian injuries. The directive created a pedestrian safety task force to coordinate agency efforts, and it called for both short-term safety improvements and the creation of a long-term pedestrian strategic plan.

The Pedestrian Safety Action Plan, to be published in 2012, will include measurable performance indicators to help hold agencies accountable to the plan's goals and ensure that implementation strategies address existing safety challenges.³

The San Francisco Department of Public Health has also been developing health-impact assessment tools to better examine future pedestrian needs and judge how ongoing and upcoming plans, such as road pricing and the Treasure Island Community Transportation Plan, will affect public health.⁴



The North Beach neighborhood of San Francisco.
Source: Solyanka, Flickr

1. Pedestrian Safety Advisory Committee. 2010 Report to the Board of Supervisors City and County of San Francisco. January 2011. <http://www.sfmta.com/cms/cpdsafe/documents/PSACReportDRAFTFINAL010611.pdf>

2. San Francisco Planning Department. Better Streets San Francisco. n.d. <http://www.sf-planning.org/ftp/BetterStreets/index.htm>

3. Bialick, Aaron. Ped Action Plan Ready Soon. Will SF Commit to Building Ped Infrastructure? Streetsblog.org. April 11, 2012. <http://sf.streetsblog.org/2012/04/11/ped-action-plan-ready-soon-will-sf-commit-to-building-ped-infrastructure/>

4. Walk Friendly Communities. San Francisco, CA. Community Highlights. Walk Friendly Communities. n.d. http://www.walkfriendly.org/communities/community_cfm?ID=87

Establish an Executive Directive

Definition Executive orders or mayoral directives can create or modify policies that affect city operations. In the case of walking, mayoral directives can kick-start the creation of pedestrian action plans, pedestrian-oriented street design guidelines, and multiagency collaborations to meet safety goals set by mayors.

Benefits

- Faster and easier to institute than an ordinance to be adopted by the city council
- Unifies multiple goals, vision policies, and programs
- Helps institute regular public or multiagency hearings to increase agency accountability, educate the public and elected officials, and review existing practices for potential opportunities for improvement
- Encourages other jurisdictions and private companies to follow suit and support the initiatives
- Provides impetus for city council–crafted bills and resolutions to institutionalize efforts to meet the goals of the mayoral directive

Considerations

- Potentially limits the initiative to the term of the mayor who issues the directive

Appropriate Contexts

- Countries, states, counties, cities, and towns with strong mayoral or head managerial roles

Guidance

- Outline a strong policy vision
- Set clear, measurable goals to keep efforts focused
- Create a strong role for advocacy groups to promote agency accountability
- Provide bold leadership at the agency level to support reflection and reform
- Provide initial and ongoing mayoral support:
 - » Reaffirm goals publicly
 - » Attend task force meetings
 - » Push agency heads to prioritize the directive's goals
- Regularly evaluate progress toward the directive's goals
- Publicly publish reports of those evaluations to foster transparency, keep the directive's goals and progress in the media spotlight, and encourage agency accountability

Professional Consensus

- In the absence of endorsements from national associations or governmental departments, cities are turning to best practices employed by other municipalities

Examples

- New York, NY: [PlaNYC](#)
- San Francisco, CA: [Pedestrian Safety Executive Directive](#)
- Seattle, WA: Mayor's 10 Point Plan for Pedestrian Safety



San Francisco. Source: Chris Streeter, Flickr

Case Study: San Francisco

For being such a compact, walkable city, San Francisco was surprisingly dangerous for pedestrians. More than 3,500 pedestrians were injured in the city between the years of 2005 and 2008. The figure amounted to more than 800 annual average pedestrian injuries a year—more than 100 of which were severe or fatal injuries.¹

San Francisco's city agencies had been trying to address this mounting problem, but individual agencies focused on the quality of the pedestrian infrastructure while others addressed safety concerns on an intersection-by-intersection basis; the agencies lacked concerted coordination and clear common goals to focus their efforts on bringing down the numbers of pedestrian injuries.

Then Mayor Gavin Newsom delivered a Mayoral Executive Directive in December 2010. The executive directive focused agency efforts on improving pedestrian safety in San Francisco. Not only did the directive provide a clear, unifying goal for city agencies and bring political support for addressing pedestrian safety, but it also provided a clear framework for systematically implementing solutions. The directive focused on severe and fatal injuries; set clear numerical targets for severe and fatal injury reductions; focused on vehicle speeds; defined achievable near-term actions; and established a citywide Pedestrian Safety Task Force to facilitate interagency coordination and community engagement.²

In the months following the mayoral executive directive, the mayor's office attended the monthly Pedestrian Safety Task Force meetings to reinforce the ongoing commitment of elected officials and encourage city agencies to prioritize pedestrian safety in their projects and policies. Additional subcommittees, each led by specific city agencies, worked through how they would address pedestrian safety through different approaches, including engineering, enforcement, and data collection. The directive asked subcommittees to orient their efforts toward understanding local contexts and achieving near-term actions in order to inform longer-range goals to be added into a Pedestrian Strategic Action Plan.

Near-term actions included implementing 15 mph school zones; identifying "high injury corridors," which were the 5% of streets where 55% of severe or fatal pedestrian injuries occurred; targeting enforcement on those high-injury corridors; expanding the traffic-engineering toolkit to better address high speed and risk factors on high-traffic streets; piloting "home zones"; and developing data-driven computer models to analyze high-risk locations and the quality of pedestrian infrastructure.³

1. Pedestrian Safety Advisory Committee. 2010 Report to the Board of Supervisors City and County of San Francisco. January 2011. <http://www.sfmta.com/cms/cpdsafe/documents/PSACReportDRAFTFINAL010611.pdf>

2. Office of the City and County of San Francisco Mayor's Office. December 20, 2010. <http://sfmayor.org/ftp/archive/mayornewsom/press-release-mayor-newsom-signs-pedestrian-safety-executive-directive/index.html>

3. San Francisco Department of Public Health correspondence. March 25, 2012.

Establish an **Advisory Council** or **Safety Task Force**—or Both

Definition A pedestrian advisory council is typically a volunteer committee of informed residents who provide guidance on a city's pedestrian policies, programs, and plans, and make recommendations for pedestrian improvements. A task force, often created through an executive directive, is convened to develop the framework for short- and long-term actions to create safe, pedestrian-oriented public space. The scopes of advisory councils or task forces can also expand from walking to “active living” in order to include public health and bicycle advocates.

Council or task force members should include representatives from city agencies responsible for public space and streets, and representatives from other agencies that influence walking safety and policies, such as fire and police departments, senior services, utility companies, housing authorities, public health departments, etc. Members should also include community representatives, whether they are members of pedestrian advisory councils; community groups; associations for seniors, the disabled, or the medical profession; or walking-advocacy organizations.

Benefits

- Facilitates interdepartmental and community coordination and communication
- Reinforces pedestrian concerns as a public and governmental priority
- Encourages and reinforces agency support
- Helps agencies reach short-term goals and understand local context to inform longer-range pedestrian safety plans
- Name an agency to lead the task force, and hold it accountable to meeting its goals
- The committee convener should demonstrate initial and ongoing support by:
 - » Attending meetings (where appropriate)
 - » Publicly reaffirming goals
 - » Applying continual pressure on city agencies to prioritize committee goals and recommendations

Considerations

- Potential communication and funding hurdles between multiple agencies
- Competing objectives of participating agencies or community organizations
- Potential lack of power if not supported by strong elected or agency leadership
- Regularly report progress back to agencies and the general public
- Attend other meetings to advance efforts

Professional Consensus

- Task forces and advisory councils are established means of evaluating structural needs and proposing institutional reforms within federal, state, and municipal governments
- In the absence of official endorsements from national associations or governmental departments, cities are turning to best practices employed by other municipalities

Appropriate Contexts

- Countries, states, counties, cities, and towns

Guidance

- Set clear goals to keep committee efforts focused
- Create and stick to an agenda for meetings
- Create a role for advocacy groups to support agency accountability
- Provide bold leadership at the agency level to support reflection and reform