



Active Transportation Promotion & Enabling Plan:

Background Report



EXECUTIVE SUMMARY

We have a vision of people of all ages and abilities walking and cycling to get around — because it is convenient, safe, comfortable, and most of all, because it is delightful. Reaching this vision will require all the tools in our toolkit; it will require looking beyond just our infrastructure into the very heart of what we value.

Encouraging people to choose walking or cycling for more trips often requires making changes to our habits. This is not as simple as choosing one brand of cereal over another; it is not simply ‘consumer preference.’ Encouraging people to try a new activity, such as walking or cycling to the store, is much more complicated. Cultural practices, social influence, emotions and attitudes all come into play in the decision of which mode of travel to use. Promoting and enabling active transportation is about normalizing walking and cycling, and about expanding the array of travel choices for any particular trip.

An Active Transportation Promotion and Enabling Plan needs a strategic approach to use our efforts most effectively, leveraging our existing assets to get more for less. This research presents ideas to move beyond the status quo to establish ourselves as innovative leaders in this field.

The value of this work builds on our past initiatives, and looks forward to the future we want to offer our residents. It supports policy direction both regionally and municipally: Metro Vancouver’s Regional Growth Strategy calls for compact, complete communities with sustainable transportation choices. The City’s Transportation 2040 Plan set policy direction to promote walking and cycling as fun, practical, and healthy transportation choices. Our 2014 Corporate Business Plan calls for supporting the shift to more sustainable transportation, and increased safety among transportation modes. The Greenest City 2020 Action Plan includes a target of making the majority of trips on foot, bicycle and transit. The Healthy City Strategy works towards a healthy city for all by 2025, and points to active transportation as one mechanism to reach this. Additional work done by Community Planning, Social Policy, Parks and Recreation, and our public health partners further support this direction.

Getting people on bicycles and on foot will be necessary to accommodate anticipated growth. With the road network already effectively built out, we need more people to make use of alternative modes. Promotional efforts will allow us to get more from our existing active transportation infrastructure, maximizing their usage. As more people are seen travelling on foot and by bicycle, this helps to normalize the behaviour, encouraging others to try it. It also helps create more liveable, socially-inclusive, and enjoyable communities.

Emerging leaders in walk- and bicycle-friendly cities are already moving in this direction, with budgets and staffing dedicated to promotions, and they are seeing positive results. Many are building their active transportation 'brand' in order to attract visitors and to show a consistent commitment to residents around walking and cycling, building participation and a shared identity.

Reaching our goals will require working together towards common goals. To that end, this research involved extensive collaboration with both internal and external partners. Over 60 people attended four workshops, and nine people new to walking or cycling for transportation participated in a focus group.

A conceptual framework was used in the process, guiding us all through the complicated process of identifying the high-level 'who,' 'what,' 'where,' and 'when' of our strategic approach. What we found from talking to experts, consulting the literature, and examining best practices from other cities was that there are some "key ingredients" in successful initiatives: elements like being noticeable, delightful, social, and inclusive. Lessons learned from community-based social marketing (CBSM) literature and case studies included the importance of clearly identifying and removing barriers and the need to have reminders and prompts to help people sustain their new habits. Support and encouragement can come from a variety of scales: from an individual's self-monitoring to community mobilization, from peer support to the City's policy directions.

A set of high-level strategies emerged from this research, forming a comprehensive suite of promotion and enabling efforts. These were prioritized (see tables below). The Marketing Campaigns act as a base, targeting a broad-scale societal change in perception and attitude towards active transportation. With marketing in place to show walking and cycling as easy, fun, everyday activities done by a diversity of people, we can layer in specific pilot projects that target behaviour change in key audiences. These strategies were selected for their effectiveness at overcoming major barriers, and promoting key benefits of walking and cycling. Deciding on specific programs that fit into these categories can be assisted through a decision-making framework included in this document.

MARKETING CAMPAIGNS

1. Marketing Walking
2. Marketing Cycling

PILOT PROJECTS

1. Active School Travel (Elem School)
2. Cycling Promotional Events
3. Peer support
4. Cycle training & education
5. Active School Travel (Gr. 7-9)
6. Driving training & education
7. Strategic enforcement

These strategies can be implemented through actions including:

1. **Market research:** To clarify the potential market share of target audiences - those that already occasionally walk or cycle, and are “interested but concerned” about doing it more frequently. Research can also uncover the major barriers and motivators associated with this audience.
2. **Monitoring & reporting:** To determine success, we need to measure how the impacts of specific programs as well as the overall environment contribute to perceptions and behaviors and how these metrics change over time. Metrics could include tracking awareness and attitudes (perceptions), and participation levels, mode share, and number of trips (behaviour). Publicly reporting on successes, and challenges can be a useful marketing tool, creating legitimacy around walking and cycling. Regular “Accounts” for both walking and cycling helps tell the story of how continued improvements make these modes easier, safer, and more enjoyable.
3. **Marketing campaigns:** To provide a consistent and comprehensive interactive marketing campaign for walking and cycling in Vancouver - this was identified as a high priority strategy. Information gathered through market research should be used to inform this work. It can also help shape pilot projects.
4. **Pilot projects with partners:** Key to being able to implement strategies will be to leverage City resources by partnering with the great work and interest of others. Moving forward with specific projects should focus on cost-sharing and other partnership opportunities.

While implementing these strategies could help promote active transportation, additional research will need to be conducted periodically in order to respond to the quickly changing environment that active transportation promotion and enabling efforts are taking place in. This is to both lead change and respond to growing momentum built by community organizations, businesses, and — increasingly —our residents.



Photo by: Rod Preston

Table of Contents

1. Why promotion and enabling?	6
Our active transportation vision	6
Purpose: a strategic approach to promotion and enabling	6
Encouraging a change in transportation	7
The value of soft approaches: responding to the past, looking to the future	8
2. What does promotion and enabling involve?	16
A collaborative planning process	16
Conceptual framework: behaviours, barriers, and enablers	16
The importance of life events as triggers	17
3. How to promote & enable active transportation in Vancouver	19
Key considerations in program implementation	19
A suite of high-level strategies	20
Responding to opportunities	28
Potential funding sources	29
4. Next steps	30
Recommended actions	30
Updating Information	34
Conclusion: broadening our transportation choices	35

1 WHY PROMOTION & ENABLING?

Our Active Transportation Vision

The City of Vancouver has a vision to make walking and cycling safe, convenient, comfortable and fun for people of all ages and abilities. To achieve this vision, our built environment must encourage walking and cycling. Infrastructure and land use changes will require significant effort, resources, and political support.

However, infrastructure alone will not be enough to achieve our vision. There are many factors outside of physical infrastructure that act as barriers, and motivators, to walking and cycling for transportation purposes.



Photo by: Paul Krueger

How do we “normalize” walking and cycling as transportation choices for all types of trips and all kinds of people?

How do we change the perception of walking and cycling into a normal way of travelling?

Purpose: A Strategic Approach to Promotion and Enabling

The City is exploring “soft” or non-infrastructure based approaches to enabling active transportation as a complement to the building of physical infrastructure. Promotion and enabling efforts are a strategic approach to outline priorities and recommendations for these non-infrastructure initiatives.

There are already many initiatives in place in Vancouver to promote and enable active transportation, such as Bike to Work Week and active school travel programs. There are also lessons to be learned from what other cities across the world are doing in this arena. This research draws on existing work to help identify potential paths forward, but also looks at how we can move beyond the status quo to establish ourselves as leaders in the field.

Non-infrastructure or “soft” approaches include aspects such as marketing, peer support, school active travel programs, skills training, education, enforcement, promotional events, workplace travel programs, wayfinding tools, and more.

1 While walking and cycling for recreational purposes bring many benefits, including physical and social health, it is only through the conversion of vehicle trips that walking and cycling can help reduce GHG emissions. Due to the importance of the City’s carbon reduction goals, this research focuses on trips made to destinations (e.g. shopping, errands, social events, work, school, etc.) and does not include recreational trips.

This research acts as an aid in decision-making regarding what tools and strategies to use in what situation, and how to maximize the impact of promotion efforts. It helps to ask:

- Are we focusing on the right scale?
- Are we maximizing our opportunities?
- Are we building our brand for walking and cycling?

A review of leading research helps to establish the value of investing in promotion and enabling activities. Implementing the recommended strategies will require a combination of hard and soft costs. The research suggests how to leverage resources to get the most out of our efforts.

This work cannot happen in isolation — it's an evolution. As new strategies emerge and the environment in which we are walking and cycling continues to change, we need to feel confident in our response. In recognition of this dynamic, ongoing involvement, a process should be incorporated into our changing environment for a consistent and intentional approach to achieve our goals, now and in the years ahead.

Encouraging a Change in Transportation

Encouraging people to choose walking or bicycling more often requires a change in habit. Starting a new habit or changing an old one can be hard - even when you have the best intentions.

A person's individual attitude, the beliefs and attitudes of others in their life (called "subjective norms"), and the perception of how easy the behaviour can be performed creates a stronger intention to perform the behaviour. As a result, soft approaches need to focus on all of these elements: strategies targeted at individuals to encourage a greater sense of self-efficacy and positive attitudes towards active transportation, and population-based strategies to address subjective norms and societal attitudes.



Real or Perceived Barriers?

"It would take too long to walk to the store." This statement may be a matter of perception: if a person is unfamiliar with how long it takes to walk a certain distance, they may initially perceive it to be "too far," although it may in fact be reachable within their time constraints. Barriers and benefits can be real or perceived - but both can act as inhibitors or motivators for specific behaviors.

2 These interactions are more fully described by the Theory of Planned Behaviour
<http://www.istheory.yorku.ca/theoryofplannedbehavior.htm>

The vast majority of existing programs aiming to foster more sustainable behaviour use large-scale information campaigns as their key tool. These information campaigns assume that people will change their behaviour if they:

- a. increase their knowledge about an issue,
- b. experience a change in their attitude toward the issue, and/or
- c. recognize the financial benefits of one choice over another.

Unfortunately (or fortunately!), humans are not completely rational beings. To bring about change, we have to acknowledge the human side, not just the rational side of decision-making. Cultural practices, social interactions, emotions and feelings all play a role in influencing the behavior of individuals, social groups, and institutions.

There are a variety of barriers that can prevent people from changing to more sustainable behaviors: a lack of knowledge and unsupportive attitudes are only two of these barriers. We need to explore how to overcome all barriers present.

The Value of Soft Approaches: Responding to the Past, Looking to the Future

Supporting our existing policy framework

The Transportation 2040 Plan aims to encourage sustainable transportation choices and educate all road users to promote safe and respectful behaviour, and support legislation and enforcement practices that target dangerous conduct. Transportation 2040 explicitly recognizes that non-infrastructural encouragement and promotion solutions are essential for the success of sustainable travel in Vancouver. The inclusion of these types of actions in adopted policy provided a rationale for creating Active Transportation promotion and enabling strategies.

The Transportation 2040 Plan policies include sections on:

- Encouragement and Promotion
- Education
- Enforcement and Legislation
- Wayfinding

The plan specifically commits to a number of promotion and enabling actions, including the following:

- 1.1.1. Develop and implement a program to promote walking and cycling as fun, practical, and healthy transportation choices, and a normal part of everyday life.
- 1.4.2 Produce and regularly update a citywide cycling map, including a digital version.



Picnurbia, Robson Square. Photo by: Paul Krueger

- 1.7.1 Expand and maintain a pedestrian wayfinding system that is consistent, legible, and user-friendly.
- 2.1.2. Educate all road users on the proper use of crosswalks (marked and unmarked), sidewalks, lane crossings, driveways, signals, traffic calming circles, and other infrastructure.
- 2.2.1. Develop and implement a long-term strategy to support cycling education and skills development, including identifying partners and potential resource allocations.
- 2.2.2. Advocate for making cycling skills training a core part of the school curriculum or widely available to youth through other means.
- 3.3.1c. Address inconsistencies with established safe riding behaviour.

Our vision for walking and cycling also aligns with the City's Greenest City 2020 Action Plan, which includes the goals of:

- Making the majority of trips on foot, bicycle, and transit
- Eliminating the dependence on fossil fuels
- Breathing the cleanest air of any major city in the world

In addition to environmental benefits, we recognize the role that active transportation can play in supporting healthier people. Physical activity levels can be increased by encouraging walking or cycling rather than driving, with the co-benefits of improved air quality, a more liveable and sociable environment, and reduced strain on ecosystem health. The City of Vancouver's Healthy City Strategy makes these linkages, including goals of:

- Environments to Thrive In (walkable communities)
- Active Living and Getting Outside (increasing physical activity levels)
- Getting Around (active and sustainable modes of transportation)

Layering onto our municipal policies, we are also operating within a larger Metro region. Metro Vancouver's Regional Growth Strategy calls for the creation of compact urban areas, complete communities, and more sustainable transportation choices – all of which point to increased levels of walking and cycling.

It is estimated that if all Canadians engaged in 60 minutes of physical activity per day, 33% of all deaths related to coronary heart disease, 25% of deaths related to stroke, 20% of deaths related to Type 2 diabetes, and 20% of deaths related to hypertension could be avoided.

Getting the most from our infrastructure

Vancouver has made great strides in developing a built environment that supports walking and cycling. However, infrastructure requires significant capital investment for new projects, as well as maintenance and rehabilitation of existing projects. This can be a slow and sometimes controversial process, as it often results in reprioritizing road space.

Soft approaches are comparatively less expensive than investments in physical infrastructure, yet can be very effective at changing behavior. Comparing the implementation of strategies used in Chicago and Salt Lake City can demonstrate how complementary promotional programs can significantly increase the use of new infrastructure. In Chicago,

soft approaches were used in combination with bicycle infrastructure development to promote bicycle commuting, while in Salt Lake City bicycle infrastructure was installed with little direct promotion. Consequently, the impact on commuting rates in Salt Lake City was less significant than in Chicago. The overall bicycle mode share in Salt Lake City stayed relatively flat: 1.52% in 1990 to 1.49% in 2000, while in Chicago mode share doubled, from 0.28% to 0.50% over the same period.

“A good encouragement campaign can get more people to use infrastructure. Infrastructure by itself does not create a walkable bikeable city.”

- City of Copenhagen



Photo by: BTA Oregon

A local Portland promotional campaign that cost 0.002% of the total infrastructure investment yielded twice as much ridership as the new infrastructure alone.

Promotion and enabling programs can maximize the use of existing infrastructure, provide education and awareness of travel alternatives, promote safer and more respectful behaviour between road users, and help to precipitate a positive change in societal and cultural attitudes towards active transportation — helping to create more vibrant communities in the process.

“The decision to cycle is rarely made in a private bubble without external influence. It usually depends on an interaction between individual desires and abilities, social influences and the physical environment. Much attention has been given to getting the cycling infrastructure right. However as a result, social influences have often been neglected.”

- City of Sydney's Enabling Cycling

WE'RE TAKING PART IN

WOW

2016/17
THE YEAR-ROUND
WALK TO SCHOOL CHALLENGE

1 year,
11
badges

#WALKTOSCHOOL [LIVINGSTREETS.ORG.UK/WALKTOSCHOOL](https://www.livingstreets.org.uk/walktoschool) [LIVINGSTREETS.ORG.UK](https://www.livingstreets.org.uk) [@LIVINGSTREETS](https://www.livingstreets.org.uk)

Case Study

Walk once a Week (WoW) in the UK

WoW is the largest national walk-to-school program in the UK, underway in nearly 2,000 schools in England, Scotland and Wales. An evaluation of the program found that schools taking part have a 9% higher walking rate than the national average, with participating school walking rates rising as high as 96%.

A benefit cost model of the program estimated benefits of £2.8 million compared to costs of £900,000 (\$4.88 million CAD vs. \$1.56 million CAD). Variables included the cost of a car or transit journey if the children had not walked, and the carbon trading value of CO2 saved by walking.

Case Study

Cycling City Program in York, UK

The City of York (population approx. 200,000) used a combined cycling infrastructure and promotional strategy under the framework of the UK Cycling City and Towns Program (2008–2011). The program was initiated with an investment of £4.65 million (\$8.72 million CAD), and took place over the course of four years. Between 40%–50% of the total project budget was allocated entirely towards promotional programs.

Results from the program indicate that the cycling mode share doubled from 10% to 20% over the four year course of the program. The City of York now holds the distinction of having the 3rd highest cycling rates in the UK.



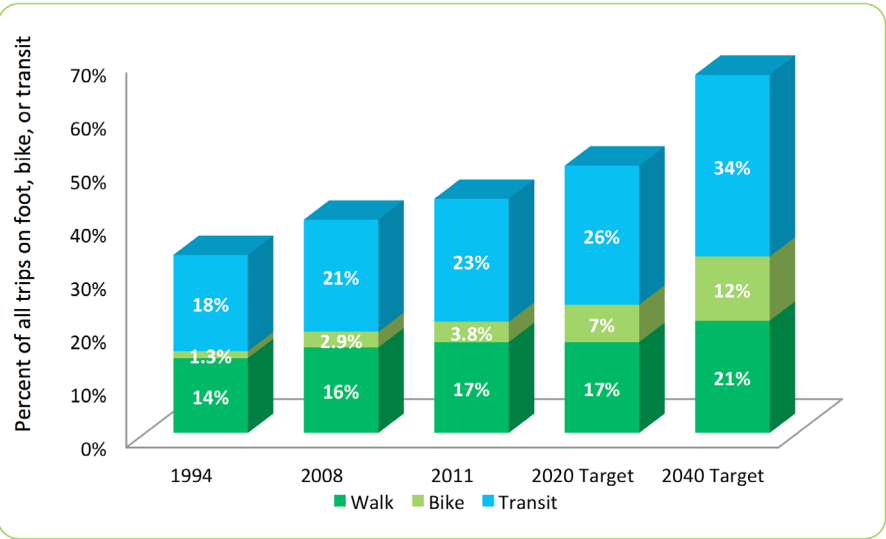
Accommodating anticipated growth

The City of Vancouver is growing. Over the next 30 years we expect roughly 130,000 new residents and 90,000 new jobs bringing more trips and, if these trips are done by vehicle, greatly increasing the demand on our roads. The road network is effectively built out and few opportunities are available for the construction of new roads. To manage the growth in the number of trips, the City has committed to growing the proportion of trips made by walking, cycling and public transit, and has set bold targets for these modes:

- Greenest City Action Plan — make the majority of trips by foot, bicycle and public transit by 2020 (approximately 17% walk trips and 7% bicycle trips).
- Transportation 2040 Plan — by 20240, at least two-thirds of all trips by foot, bicycle, or transit (approximately 21% walk and 12% bicycle).
- Transportation 2040 Plan — move towards zero traffic-related fatalities across all modes.

Reaching these targets will depend on a significantly different landscape for transportation trips (e.g. shopping, work, leisure activities) than we have seen in the past — both in terms of physical environment and social norms. The number of people travelling by bicycle and on foot will be unprecedented, bringing with them a greater degree of normalcy to these forms of travel. Promotion and enabling efforts could help contribute to this effect, bringing increased social legitimacy to walking and cycling, thereby making it easier for people to make this choice.

Figure 1: Sustainable Mode Share Trends & Targets



Walking and cycling in 2040 - Context

Currently, there are 295,000 trips on foot and 66,500 trips by bike per day in Vancouver (2011 trip diary). If we were to reach our 2040 mode share targets today, this would be close to 365,000 trips on foot and more than 200,000 trips by bike per day. By 2040 we expect there will be an additional 1 million people living in the region, so the number of trips will be even greater.

Robson Street, one of Vancouver's busiest pedestrian streets, already has 20,000 to 26,000 people walking along it on a busy day. By 2040, this could grow to more than 30,000 a day.

The busy Adanac Bike route at Main Street has over 4,000 bicycles on a summer day. By 2040, this route could see over 12,000 bicycles a day.



A growing trend in walk- and cycle-friendly cities

As part of our best practice scan, we surveyed municipalities from Canada, America, Europe and Australia with comparatively high records of walking and cycling within their regions, as well as those that have made recent efforts to increase their walking and cycling mode share using promotional. We also reviewed the literature and case studies. We found that cities that were positioned as walk- and cycle-friendly consistently employed both infrastructure improvements and promotion and enabling efforts.

The City of Portland has implemented a comprehensive long term package of infrastructure, promotional programs, and policies to promote cycling, resulting in a 6 fold increase in the cycling levels since 1990. The cycling promotional programs in Portland have increased cycling in the target groups by 35%, simultaneously decreasing automobile usage by 13%.

Coordinated by the UK Department for Transport (DfT), the Cycle Towns and Cities Program issued funding to a number of municipalities across the UK to support cycling initiatives between 2008 and 2011.

Table 1: Breakdown of UK Cycle Towns and Cities Budgets

City	Infrastructure	Promotions	Approx. Pop
Stoke on Trent	63%	37%	250,000
Exeter	93%	7%	120,000
Derby	88%	12%	250,000
Darlington	70%	30%	100,000
Chester	62%	38%	120,000
Bristol	66%	34%	430,000
Brighton	62%	38%	155,000
Vancouver	98.3%	1.7%	600,000

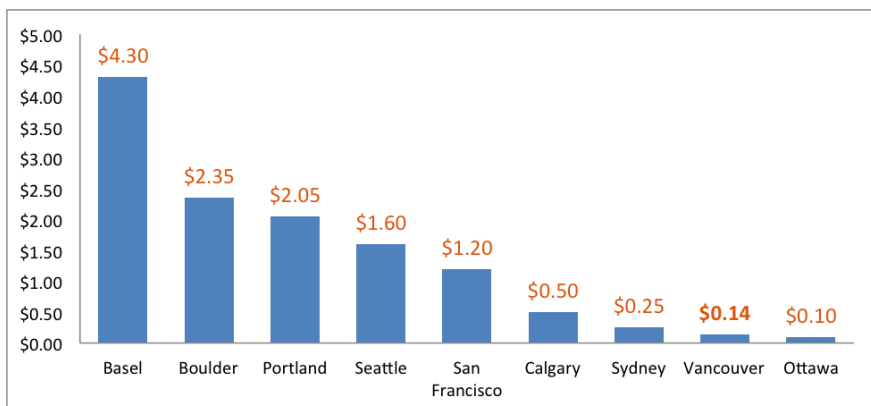
Every municipality we surveyed had dedicated promotional program budgets. In addition, most municipalities surveyed (88%) maintained at least one full time staff member to work exclusively on promotional campaigns (Table 2). Although two cities indicated they do not have full time staff members devoted exclusively to promotions, both indicated that a number of staff commonly do promotions as part of their work program.

Table 2: Staffing Levels

Part-time/Side of Desk	1 FTE	2 FTE	3 FTE
Montreal	Basel	Muenster	Sydney
Boulder	Ottawa	Zurich	Seattle
Vancouver*	San Francisco	Derby	Cambridgeshire
	York	Bostion	Minneapolis
			Portland
			Malmo

*While there are no full-time staff allocated to promotion work, several are involved in promotion in some way (e.g. VIVA Vancouver, School Active & Safe Transportation Planning Program, Stakeholder Engagement, Wayfinding).

Figure 2 illustrates the annual promotion budgets and budgets/capita of various respondent municipalities (Calgary was added after the survey was complete, using info from their 2011 Cycling Strategy). All budgets are expressed in CAD prices, and are in addition to staffing budgets. These examples provide an indication of the value that other cities place on complementing infrastructure with the benefits of promotional programs.



Building a “brand”

Many municipalities are drawing on the promotion of walking and cycling to help with an overall city identity or “brand.” This offers multiple benefits: from an economic development perspective, it can help promote the city as a healthy, vibrant, and enjoyable destination for those visiting or considering a visit. A strong walking and cycling identity can act as a major attractor for businesses who want to locate in cities that offer a high

level of transportation choice to their employees. In addition, an active transportation brand helps legitimize and consistently communicate the value of walking and cycling to residents. This can be an effective tool for marketing existing infrastructure, and also contribute to a shared identity that encourages people to participate.

Copenhagen’s “I Bike CPH” is a recognized international brand and has become synonymous with active transportation and livability. The brand has been used to market Copenhagen as a modern and healthy metropolis, attracting international conferences, highly educated new residents, and guests by highlighting the excellent cycling conditions.



“It raises the credibility of what we’re doing by our work being internationally recognized”

- Sydney, Australia

The majority of the municipalities surveyed as part of our best practice scan devoted specific efforts to building their reputation as a walking and cycling friendly city:

- 65% devoted efforts toward building a reputation as a cycle friendly city
- 41% devoted efforts toward building a reputation as a walk friendly city
- 24% did not devote specific efforts towards branding, but considered themselves leaders in walking and cycling (indicating they may have a ‘defacto’ brand already)

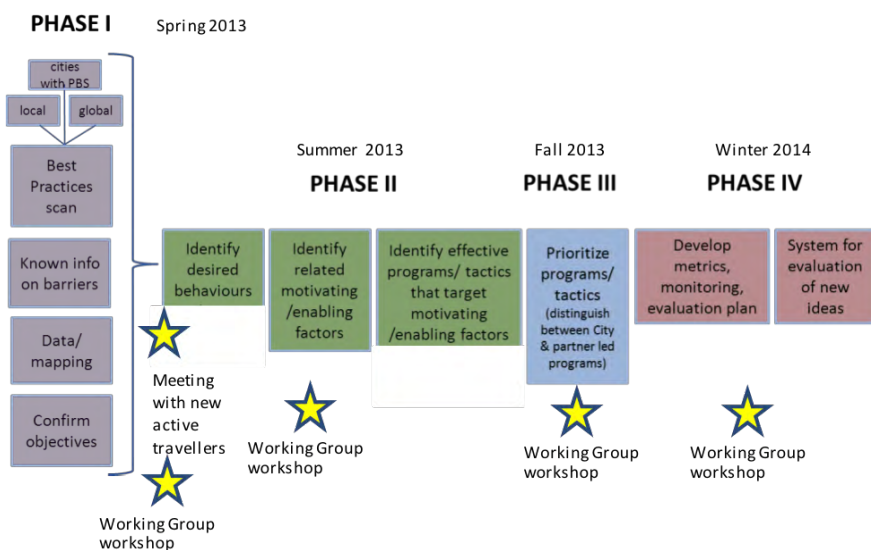
2 WHAT DOES PROMOTION AND ENABLING INVOLVE?

A collaborative planning process

The research for developing active transportation promotion and enabling strategies was completed in four phases (Figure 3). The process was collaborative, with a project “Working Group” participating in formal workshops and various meetings, as well as a facilitated conversation with a group of people new to transportation walking and cycling as transportation choices.

The Working Group included a mix of City of Vancouver staff from various departments (including Strategic Transportation, Active Transportation, Streets Activities, Social Policy, Corporate Communications), Parks Board, VPD, TransLink, ICBC, immigrant services groups, VCH, UBC, Langara College, transportation-related NGOs and community groups.

Figure 3: Planning process for developing active transportation promotion & enabling strategies



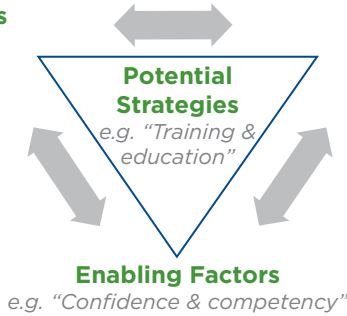
Conceptual framework: behaviors, barriers, and enablers

As part of the development of the strategies, a conceptual framework was used to capture the relationship between desired behaviors, barriers and benefits, and enabling factors that can lower the perceived risks of acting (Figure 4).

Figure 4: Conceptual Framework

Desired Behaviours

e.g. "More short trips done by walking or cycling"



Barriers/Benefits

e.g. "Don't feel safe riding with traffic" or walking on the street"

Enabling Factors

e.g. "Confidence & competency"

The following elements, drawn from the conceptual framework, were used to generate potential strategies:

- Encourage the behaviour of short trips on foot or by bicycle (30 min or less)
- Target an audience of those that already occasionally walk or cycle for transportation, as well as a broader campaign aimed at the general public
- Select enabling factors that draw on significant barriers and benefits for occasional short trips by walking and cycling
- Prioritize most effective strategies for delivering the identified enabling factors

These elements help determine the "who" and the "what and how" of promotion and enabling efforts. The idea of trigger events, explored in the following section, can help determine "when" and "where" to most effectively deploy specific strategies.

The importance of life events as triggers

'Trigger' events can prompt deliberation and reconsideration of habitual travel behaviour, acting as entry points to forming new habits. Strategies that target these entry points can increase the likelihood of making more habitual change.

Common life events that trigger a change in habits:

- Graduating from school
- Forming a new important relationship (romantic/platonic)
- Getting or losing a job
- Having children
- Losing access to a car
- Moving residences
- Experiencing a major health event
- Retirement

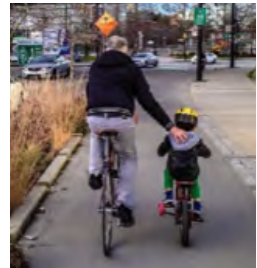


Photo by: Paul Krueger

In an interview with Vancouver residents that have recently started using active transportation, trigger events were one of the main reasons given for why they had switched to a new mode of travel. The most common triggers were due to someone close to them encouraging and supporting them to try cycling, or moving to a new area that made it seem more feasible to walk or cycle due to better infrastructure or land use mix.

Triggers can help inform the details of program implementation, such as partners and locations to assist with promotion (e.g. real estate professionals, doctor's offices, workplaces, schools), or drawing on existing relationships to encourage people to try active travel (e.g. recruit people that are already cycling frequently to 'bring along a friend' for a ride).



Photo by: Paul Krueger

3

HOW TO PROMOTE & ENABLE ACTIVE TRANSPORTATION IN VANCOUVER

Key Considerations in Program Implementation

From a review of literature and best practice, there emerged some key considerations found to increase effectiveness of behaviour change initiatives. These are listed below in Table 3. These “ingredients” can help us move above and beyond the status quo – either refining and improving existing initiatives, or acting as a guide in the development of new strategies. These ingredients address format, structure, and scale of successful promotion and enabling activity.

Table 3: Ingredients for Effective Strategies

Adapted from Enabling Cycling Strategy (City of Sydney, 2011)	Noticeable and newsworthy	Make the behaviour visible in the landscape, frequently encountered in the media and experienced through events.
	Delightful	Generate pleasure and positive word-of-mouth by surprising viewers, breaking stereotypes and using humorous, whimsical, unpredictable and quirky images and events.
	Sociable	Emphasize events where people meet people in a welcoming atmosphere.
	Participatory	Provide opportunities to experience the behaviour in a safe, sociable, friendly, and well-managed environment.
	Inclusive	Diverse imagery creates role models for those less likely to participate, such as young women, mothers, seniors and those of different cultural backgrounds.
Adapted from Cycling Promotion Toolkit (Toronto Cycling Think & Do Tank, 2013)	Strategic Segmentation of the Target Population	Efforts should target populations most likely to change their behaviour, including changes in life events
	Identify & Remove Barriers	Strategies should identify and focus on reducing both internal and external barriers to the minimum.
	Use CBSM Tools	Provide tools to allow people to move from intention to action, such as commitment strategies & prompts.
	Sustain Behaviour Change	Strategies should be in place to maintain the behaviour change, rather than just an initial push.
Adapted from Walking Takes You Places (Heart & Stroke Nova Scotia's Walkabout Program, 2011)	Self-Monitoring	Provide tools to allow people to monitor their own behaviour and activities.
	Policy Support	Support through policy, grants, and awards.
	Social Support	Use groups and peer support to encourage the new behaviour.
	Community Mobilization	Visibly champion the behaviour through community and workplace leaders, and community events.

A suite of high-level strategies

Combining strategies will have a far greater impact than any one individual strategy, reinforcing the potential to change behaviour. The proposed strategies should be considered as an integrated suite of activity, rather than as individual, unconnected initiatives. As much as possible, connections should be made between strategies to create a common “brand” for active transportation in the city.

This section provides a short description of each proposed strategy. These were drawn from a literature review, a scan of best practices, an inventory of what is currently in place in Vancouver, and ideas from elsewhere. The proposed strategies are also based on feedback from the working group workshops, a literature review, and staff input. Wherever possible, strategies should draw on existing programs that can be built on and refined to improve their effectiveness in collaboration with external partners. A few related existing initiatives are provided for each strategy as a starting point.

The marketing campaigns are:

1. Marketing walking
2. Marketing cycling

The pilot project priorities are:

1. Active School Travel (Elementary School)
2. Promotional events
3. Peer support
4. Cycle training and education
5. Active School Travel (Grade 7-9)
6. Driving training and education
7. Strategic enforcement

“The shift to commuting by bike is not simple, and so people need motives, and they need help. It is advised to create an integrated approach – marrying together personal appeals to motives, attractive offers to overcome barriers, and appeal to self-interest, and also enhancing a social process of face-face influence from existing cyclists.”

- Bristol Social Marketing Centre

The Marketing Campaigns act as a base, targeting a broad-scale societal change in perception and attitude towards active transportation. With marketing in place to show walking and cycling as easy, fun, everyday activities done by a diversity of people, we can layer in specific pilot projects that target behaviour change in key audiences. These strategies were selected for their effectiveness at overcoming major barriers, and promoting key benefits of walking and cycling. Deciding on specific programs that fit into these categories can be assisted through a decision-making framework.

Marketing walking

Every trip begins on foot, and yet walking is largely an “invisible” activity: there are no major advocacy groups focused on it and it is often undertaken without much fanfare. Its simplicity is what can make it so enticing, creating an easy entry point for starting the journey out of your car. And it is accessible to all – there is no cost or special equipment required. Marketing walking can be about elevating it into a conscious activity making walking desirable, and highlighting the benefits and experiences that can occur while travelling by foot.

Wayfinding can act as a complementary marketing tool, assisting users and tourists to find their way around and encouraging them to take short trips on foot. This is achieved through better route planning and pedestrian based information, identifying to people the actual time it takes to get to places. A pedestrian-based “system identifier,” as part of a comprehensive wayfinding system, can act as a strong visual clue to the presence of pedestrian relevant information in the public realm and increase the recognition of walking as a transportation mode.

Any form of media campaign should be integrated with opportunities for face-to-face contact and other supporting programs to encourage behaviour change and a shift in attitude and values.

Potential City role: funder/co-funder, input on messaging/design

Potential external partners: Health authorities, Centre for Hip Health and Mobility, Vancouver Public Space Network, Business Improvement Associations, Vancouver Foundation; Tourism Vancouver

Sample of related existing initiatives: Jane’s Walk; City wayfinding system



Photo by: Greener Scotland

Listen to your Legs - Scotland

Greener Scotland launched a TV commercial called 'Listen to Your Legs' that uses humour to communicate that short journeys on foot are good for your health. Outdoor advertising, radio, digital, PR, partnerships and face-to-face field activity supported the campaign. An app was also created, called "Journeys," that provides instant feedback on calories burned, carbon emissions, and effect on mood as a result of your walk. In an evaluation of the campaign, 19% of those surveyed who saw the campaign claimed to have changed travel behaviour as a result.

<http://www.greenerscotland.org/greener-travel>

Marketing cycling

Negative attitudes and perceptions of cycling act as a common, deep-rooted barrier to cycling. The message that “cycling is normal” is vital to promoting and encouraging bicycle use as an ordinary, everyday activity. Individuals need to perceive a new behaviour as “normal” in their social group in order to create cultural changes in attitudes, and behaviors. A normalized view of cycling can lead to a more supportive environment (including a more positive portrayal in the media) for people to choose to cycle more frequently. It can also encourage more considerate behaviour between road users, as the “cyclist” is transformed into a sister, son, teacher, or friend that rides a bicycle.

Relying purely on mass-media advertising is unlikely to be as cost-effective or to have the impact that combining this with more creative, peer-based approaches can have. Humour can be used to make a fun and interesting campaign that the media will help message. “Show” the message visually as opposed to communicating it with words. Use photos to elicit the feeling you want to convey: for the feeling of safety, use a photo of a parent and child cycling together; for cool/stylish, good looking young people; for normal, diversity of people; and for respectable, recognizable local celebrities and leaders.

Potential City role: funder/co-funder; input on messaging/design

Potential external partners: HUB, BEST, TransLink, Momentum Magazine, Vancouver Cycle Chic, bicycle industry, City Studio, health authorities

Sample of related existing initiatives: HUB Street Team and Karma Campaign, BikeFest, and Bike to Work Week.



Radlstar: The Bicycle Star of Munich, Germany

As part of a City-funded multi-faceted campaign, photos were taken of people cycling all across the city. Photos were uploaded to the Radlstar website, and the public voted for their favourite. This was a cheap, fun and attention-grabbing way to create a buzz around cycling and a diverse picture of the people cycling. Other parts of the campaign included fashion shows, welcome bike tours for new residents, large banners on public buildings, safety checks, and stands at various events.

www.abcmultimodal.eu/cycling-city-munich.html

Photo by: Radlstar

Active School Travel for primary school students and parents

Focusing on school-travel planning and school-based walk and cycle promotion is an effective approach to instilling lifelong travel behaviour change. Increasing the number of children and youth using active travel to get to school is in large part influenced by the support and encouragement of parents. The attitudes, perceptions (and misperceptions) by parents of safety and suitability of walking and cycling to school acts as a significant barrier to uptake by younger populations, as parents often do not permit their children to walk or cycle to school, or make choices about housing location that limits these options.

Peer networks can help spread the message – pair younger and older kids for a mentorship/buddy program, and invite parents to join in some of the programs. Provide competitions and small gifts as incentives for children who walk or cycle to school.

Potential City role: co-funder; advocate to Ministry of Education for inclusion in curriculum

Potential external partners: Vancouver School Board, Ministry of Education, HASTeBC, HUB, Beat the Street

Sample of related existing initiatives: Bike to School Week, HASTeBC School Travel Planning, TransLink's TravelSmart for School's Leadership Program



Photo by: Intelligent Health

Beat the Street program, Worldwide

Beat the Street is a global walking competition to encourage children to walk to school. The program uses smartcard and online technology to track points accrued at radio frequency "Beat Boxes" by touching a card with a small chip on the way to and from school. Two schools in Vancouver participated in the 2012 competition, with Laura Secord winning the global challenge when 58% of the children walked the whole month.

<http://beatthestreet.me/>

Promotional events

Foot-in-the-door strategies, requiring a small initial commitment, have proven successful at encouraging people that occasionally ride to "give it a try" again. These initiatives could include ideas like short-distance themed rides, community bikefests, and bike to work week. Promote cycling for a new trip purpose when the weather is likely to be pleasant and the route is safe, to provide a positive initial cycling experience.

Look for opportunities to have year-round and recurring events that provide compelling visual imagery, face-to-face contact, and act as a

constant reminder of cycle activity. Build on social norms and self-identity through the use of public commitments (such as pledges) and increasing the visibility of participation (such as a monthly newsletter including photographs/stories of bicycle commuters). Track commitment campaigns to award those who fulfill their pledge by incorporating prompts and reinforcements.

Potential City role: co-funder; promotion of partner events

Potential external partners: HUB, BEST, TransLink, Momentum Magazine, Vancouver Cycle Chic, Velopalooza, bicycle industry, workplaces.

Sample of related existing initiatives: Bike Rides Society, Bike the Blossoms, Vancouver Tweed Ride.



Photo by: Eltis

Get Moving Cobalt Business Park, UK

This initiative used a range of activities and events to encourage staff to walk and cycle to work. Initiatives included adult cycle skills training and tune-ups, guided rides, a cycle buddy system, personalized route planning, a pool bike loan, and a Bike to Work challenge. There were also specific events targeted at women, with female mechanics on hand to fix bikes and advice on combating helmet hair.

www.eltis.org/index.php?id=13&lang1=en&study_id=3702

Peer Support

A frequent stated “trigger” to try riding is the influence of partners and friends. Wherever possible, peers should be brought together face-to-face, mixing novices with seasoned riders, and employing sociable events rather than just media-based communications.

Both newcomers to cycling and newcomers to the country or city are great candidates for a peer support program. This type of program can promote the message that cycling is ‘normal’ behaviour in Vancouver, as well as help newcomers build community connections and knowledge of the city’s geography. Match newcomers with residents that have strong cycling skills through a social “buddy” program. Highlight leadership, sociability, and fun. Teach cycling skills as part of more comprehensive social program.

Potential City role: co-funder; promotion of programs

Potential external partners: HUB, Velopalooza, ISS of BC, Success, Mosaic, Real Estate professionals, workplaces, bicycle shops

Sample of related existing initiatives: Ride Don’t Hide, the Bike Crawl.

“When you can rely on a veteran cyclist to plan a relaxing, bike-friendly cycling route to reduce many of the risks associated with cycling, your view of the city changes and the experience is much more relaxing.”

– Spacing Magazine



Photo by: Culture Link

Bike Host Program, Canada

A partnership between Cycle Toronto and Culture Link that matches volunteer mentors that are experienced cyclists with newcomers. Bikes are loaned to participants for the summer, for use on group rides as well as their own use. Group rides, tours, social events, and training sessions are all offered for free. The mentorship program introduces newcomers to the city, allows them to practice English, make friends, and 'normalizes' cycling as a transportation mode. It also provides leadership skills to the mentors, and lets them share their love of cycling.

www.culturelink.ca/programs/community-connections/mentorship-program/bike-host/

Cycle training and education for adults

A common barrier for those considering cycling is a fear of riding in traffic and general safety concerns. Increasing the rider's sense of self-efficacy can help overcome this barrier, especially in conjunction with the use of high-quality, all ages and abilities bicycle infrastructure.

Training and education programs introduce riders to rules of the road and riding etiquette. Creating a supportive and fun cycling culture can help reduce fear and negative perceptions, shifting the focus to the pleasures of riding, rather than focusing unduly on safety risks. Courses can target specific sub-groups to create a more comfortable environment, such as women-only courses, or courses taught in other languages. Consider where life changes occur (e.g. workplaces, school, real estate offices) and target promotion of training programs at these locations.

Potential City role: co-funding; promotion of programs

Potential external partners: HUB

Sample of related existing initiatives: Build a Bicyclist, HUB Workplace Cycling Workshop, Bike Kitchen Volunteer Night.



Photo by: SDCBC

Light the Night/Luz la Noche, USA

San Diego County Bicycle Coalition offers courses in English and Spanish on the skills they need to ride safely and legally. The course covers bicycle safety checks, fixing a flat, and on-street bicycle skills in a fun group setting.

www.sdcabc.org/Adult-Bicyclist-Education.html

Driver training and education

While many people who regularly ride bicycles also have experience driving a vehicle, many drivers may not have cycled in an urban environment. Behaviour that is reasonable or even necessary for safety on a bicycle may be misunderstood by drivers as illegal, discourteous, or dangerous (such as taking the lane if there is not enough room to share the lane, swerving to avoid obstacles, or bicycling outside of the door zone).

Advocacy work is already in place to update driver training and licensing to include stronger consideration for sharing the road with pedestrians and cyclists. In addition to targeting new drivers, consideration should be made for how to reach those who may have received their license years ago, at a time when very few people were cycling on the road. Use interesting graphic images and simple but accurate wording that explains key concepts in a friendly, non-threatening manner.

Potential City role: input into messaging/design

Potential external partners: ICBC, VPD



Photo by: Safe Routes to School

Active and Safe Routes to School Ottawa, Canada

This program was adapted for high school students in Ottawa. The program focused on youth engagement and development of leadership skills among participants. A facilitator helped students create and administer a peer-to-peer transportation survey, and then devised a two-year Action Plan with 5 key actions. These included a school bike share, a “walk and roll” challenge, and a neighbourhood walkabout.

www.saferoutestoschool.ca/high-schools-and-active-safe-routes-school



Photo by: SFBike

San Francisco Bicycle Coalition - Driver Awareness, USA

SFBC has created an awareness campaign aimed at professional drivers. For taxi cab drivers, this campaign includes flyers, letters for new drivers, and test questions (as part of mandatory testing) for new drivers. For commercial and big rig drivers, the campaign features outreach to businesses with professional drivers, such as FedEx, UPS, and the USPS, in the form of educational flyers and newsletter articles. The campaign also includes posters depicting safe bicycle and commercial vehicle interaction.

<http://www.sfbike.org/?drivertraining>

Strategic enforcement of moving violations

There are incidences of rule-breaking by people travelling by all modes of travel: vehicle, foot, and bicycle. However, the perception is often that these behaviors happen more often, or are exhibited by a larger number of people, than is actually true.

Enforcement should communicate a fair and data-driven message about road user safety and behaviour. Conditions and contexts that create the most dangerous situations in terms of collisions should be examined, and the highest priority targets for education and enforcement should be the behaviors that result in the most harm. The roll-out of new major infrastructure should be seen as a key opportunity for education and enforcement to create safe habits from the onset.

Potential City role: input on messaging/design

Potential external partners: VPD, HUB



Photo by: Chicago Complete Streets

Chicago Pedestrian and Bicycle Safety Initiative Enforcement Program, Ambassadors, USA

Bicycle Ambassadors + Police Officers team up to hand out flyers to motorists and cyclists, reminding them not to use phones while driving, and to obey traffic signals. People cycling at night without lights are stopped by police and ambassadors will then offer to install free lights on their bikes in order to avoid a ticket. In addition, they raised fines from \$500 to \$1,000 for motorists who cause a crash by dooring, and from \$150 to \$300 for leaving a door open in traffic.

<http://chicagocompletestreets.org/your-safety/enforcement-laws/bicycle-safety-enforcement/>

Responding to opportunities

Simultaneous to the development of these strategies, new opportunities and aligned initiatives (such as the Public Bicycle Share) are being worked on. In addition, cities across the world are trying new and innovative strategies to encourage active transportation. A decision-making tool in the form of a flowchart can help determine whether a specific program, either an existing initiative in Vancouver or a new idea, should be pursued (Figure 5).

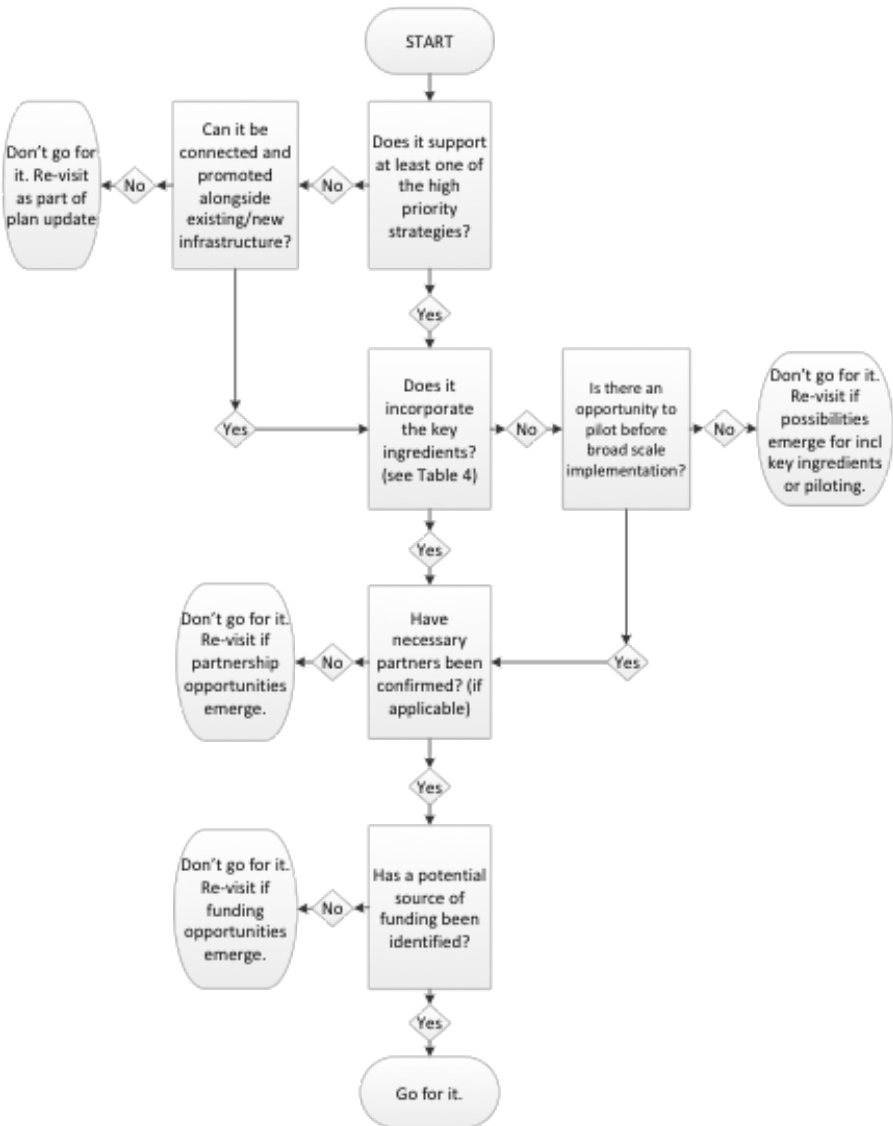


Figure 5: Decisions response flowchart

Potential funding sources

Accessing long term stable funding for active transportation promotion programs can be challenging. Active transportation can be perceived as a luxury and is often underfunded. However, because of the health, social, environmental and economic benefits of cycling and walking, opportunities exist for synergy with infrastructure projects as well as partnerships with different levels of government, agencies, and foundations.

A variety of funding strategies emerged from our best practice survey. Promotional strategy funding in the UK was almost exclusively provided at the federal level as part of nationally-sanctioned initiatives. In the US, a significant amount of funding was provided by the federal government, however this was done informally and amounts varied depending on sums awarded through various grant programs. In Canada, both Provincial and Federal funding was limited, or entirely non-existent. Instead, most funding was provided at the municipal level. This came from a variety of sources: for example, the City of Ottawa derived 75% of funds from municipal property taxes, and 25% from development charges.

In Vancouver, there are no clear avenues for funding. Instead, the following options should be considered:

- Engineering department's capital budget for active transportation infrastructure (e.g. allocate some percentage funding for active transportation promotion)
- Sustainability Group Support Services funding to support Green Transportation goal
- Foundation grants and non-profit funding for project partners, such as through the Vancouver Foundation's Greenest City Grants
- TransLink
- Provincial and federal transportation departments
- Public Health Departments, provincial health agencies, and national health organizations such as the Canadian Cancer Society, and Heart and Stroke Foundation
- Green development funds (e.g. the Federation of Canadian Municipalities' Green Municipal Fund)
- Bicycle industry, such as the Bicycle Trade Association of Canada and Canadian bicycle manufacturers such as Norco

4 NEXT STEPS

Recommended actions

Implementing the active transportation promotion and enabling strategies requires collaboration and cumulative effort. Partnerships will need to be strengthened, both internally and externally, and successes should learn from and build on each other.

Market research

Selecting specific target audiences can help improve the likelihood of successfully changing travel behaviour, ensuring we get the largest mode share shift per dollar spent. Determining this will be an important component of implementing the high-priority strategies and will require additional research. Of critical importance is to determine which audience is the most amenable to making transportation behaviour change (e.g. who are the demographics that already occasionally walk or cycle, and are “interested but concerned” about doing it more frequently). While some of this research has already been conducted through various other initiatives, there remain some major gaps, such as Vancouver-specific data and data connected to walking.

While market research professionals will be able to help determine our specific needs, initial areas likely to be explored include:

1. What are the general attitudes and perceptions of Vancouver residents towards walking and cycling for transportation?
2. What percentage of Vancouver’s population fits into the “interested but concerned” category for both walking and cycling for short trips?
3. What are the general traits of these groups? (e.g. key demographic characteristics, including geographic neighbourhood)
4. What are the specific barriers and motivators for walking and cycling for short trips for the target audiences identified?

Monitoring and Reporting

It is important to note that determining the precise influence of promotion in contributing to increased mode share of walking and cycling is a challenge. Promotion programs are usually delivered as a series of initiatives and campaigns. This makes it challenging to attribute success or failure in behaviour change to one particular program, and to tease this apart from changes attributed to other factors such as infrastructure changes.

However, this does not mean that monitoring and data collection around promotion and enabling efforts should not occur. While we may not be able to accurately state the exact proportion of an increase in mode share

resulting from a single promotion and enabling effort, we know that it does contribute.

We should consider how specific programs as well as the overall enabling environment contribute to impacts on behaviours and attitudes and how these metrics change over time (Table 4). A broad scale shift in social norms doesn't happen overnight; witnessing the effects of many of these programs on mode share may take years. The results of any recommended strategies may not initially indicate much of a change in mode share, requiring that we look at both long-term and short-term impacts. These metrics should be collected to form a baseline, and then continue to be assessed annually or bi-annually.

The more successfully a city implements a wide range of policies and programs simultaneously and fully integrates them with each other, the more difficult it becomes to disentangle the separate impacts of each measure.

– Pucher et al., 2009

Table 4: Behaviour and perception impact metrics

	Short-term impacts	Long term-impacts
Perception	<ul style="list-style-type: none">• Awareness of program/ campaign• Media coverage (# and nature of print and online articles + discussions)• Stories/testimonials of program participants	<ul style="list-style-type: none">• Responses to annual survey (representative sample) related to attitudes towards cycling and walking
Behaviors	<ul style="list-style-type: none">• Responses to survey on frequency of cycling or walking trips• Participation levels (# or %) in specific programs• Stories/testimonials of program participants	<ul style="list-style-type: none">• % mode share of cycling and walking• # trips made on foot or by bicycle• # collisions involving people walking or cycling

A few considerations can be helpful in measuring behaviours and attitudes:

- Use a valid representation of the city's residents, in addition to program participants. This may be through the existing Talk Vancouver panel, or another representative sample.
- Consider digging deeper into revealed preferences, rather than just relying on stated preferences.
- Measure baseline attitude and behaviour prior to running a pilot, then compare this post program. Consider also measuring a control group.

- Ask survey respondents what mode of travel they are switching from, in order to determine whether shifts to cycling are just coming from walking (and vice versa), rather than from driving.
- Include demographic information in surveys, to determine program effectiveness at reaching various target audiences.
- Ensure consistent language to allow for longitudinal data collection.
- Program evaluation should incorporate reporting on challenges and opportunities that arose during the delivery. This evaluation should then be incorporated into refining and improving the program in an iterative process.



The No Ridiculous Car Trips promotion campaign invited residents of the Swedish City of Malmö to write down a description of their short car trip in the hopes of winning the title of Most Ridiculous Car Trip, and a new bicycle.

- 50% of the inhabitants recognized the events
- 16% have considered driving less frequently
- 9% have used their car less frequently
- 100% of those who have changed their travel habits believe that they will keep their new habit

www.saferoutestoschool.ca/high-schools-and-active-safe-routes-school

The City can play a role in coordinating data collection to avoid duplication and redundancy among various programs. Key evaluation metrics for partner-led programs should be identified and a consistency in language (such as the wording of survey questions around perception) can be shared by various organizations to enable the collection of longer-term data. While each program will need to undertake its own evaluation independently, a similar framework of key metrics can be shared.

Reporting on our successes and challenges can also be a useful marketing tool. Many cities have begun to use an annual, publicly distributed account to report on their progress towards active transportation. Internationally, Copenhagen has

“Cycling and walking are often lifestyle choices and definitely still the exception to the norm (driving). It is important to publicize the social, environmental and economic benefits of cycling and walking – as well as celebrate and support those people that do it, encourage others to join them and build a culture that embraces cycling and walking.”

– Boulder, Colorado

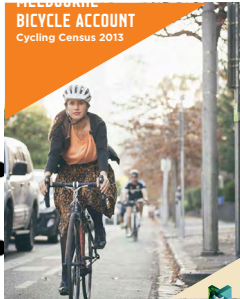
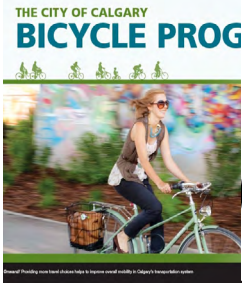
been producing a bi-annual Bicycle Account since 1996. The City of Melbourne began their bi-annual Bicycle Account reporting in 2007. More recently, the City of Calgary released their first Bicycle Yearbook in 2013, employing a similar approach. Over time, these reports demonstrate long term trends as well as developing trends that need attention or reinforcement.

The City should capture lessons learned through our monitoring and market research by reporting on our progress. One option for this is through “Accounts” similar to those used in Copenhagen, Melbourne, and Calgary. Another option is to use a simpler, web-based report.

The **Copenhagen Bicycle Account** is a comprehensive assessment of the state of cycling in the city. It provides a summary of data such as rider numbers, modal split (the proportion of transport trips done by bike), serious injuries, length of cycle routes and kilometers travelled.

The report also summarizes feedback by around one thousand regular riders who rate the city on some subjective measures such as sense of safety and the quantity and quality of routes on the bike network. The account is vital planning tool in the work to make Copenhagen a cycling leader.

(<https://www.bicyclenetwork.com.au/general/bike-futures/42178/>)



Marketing campaigns for walking and cycling

A consistent City of Vancouver walk and bicycle brand is a key action identified in the development of these strategies. Creating a comprehensive marketing campaign to consistently communicate walk- and bicycle-friendly policies, projects and programs will help normalize active transportation, and counter negative myths and perceptions around these activities. This will have the added benefit of complementing the Greenest City 2020 initiative, assisting the Healthy City Strategy in creating a healthy city for all, and help uphold Vancouver’s reputation as one of the most livable cities in the world.

Information gathered through market research should be used to create a set of clear messages that can be used both internally and externally to support the brand. Refer to Section Three for key considerations in the development of marketing campaigns.



Throughout the world, imaginative transit campaigns, accessories, and circulators are being devised to woo the entrenched motorist. The common denominator in each of these strategies is a single, positive emotion: joy. Joy helps transit compete against the allure of the automobile. And joy may be the quickest way to erase the persistent stigma of getting around without a car.

– Making Transit Fun! How to entice motorists from their cars (and onto their feet, a bike or bus) by Darrin Nordahl, 2012

Photo by: Paul Krueger

Pilot projects with partners

The City needs to be strategic with how and what projects are funded, in advance of the learnings that will come from market research and the development of a marketing strategy. The high-level strategies outlined in Section Three can help in the decision-making of which specific programs to partner on, as well as inform the direction and details of the program design.

Working with partners on promotion and enabling efforts is strategic for a variety of reasons. Perhaps foremost is the ability to leverage funding and cost-share – by combining resources, there is the ability to reach further with less financial commitment. For many strategies, existing community partners have already established programs and are far better situated to deliver these than the City. In some instances, this may also open up funding channels unavailable to municipalities, such as grants for non-profits.

In addition to leveraging resources, a partner-based approach to program implementation also encourages a sense of program ownership in the community. Community partnerships should connect local organizations and businesses to allow the program message to be delivered by complementary sources already familiar to the target population. Partnerships with multiple community organizations enhance exposure and visibility, foster program sustainability, and may lead to greater results.

“We’ve had issues with major media promotions such as billboards or TV advertising...partly due to the public’s perception of the role of government. We prefer these come from advocacy groups”

– Portland

Fortunately, we are not starting from scratch. The City along with its community partners already delivers a diverse suite of programs. The majority of walking and cycling promotion and enabling initiatives are delivered by community partners, with the City providing support in the form of funding, grants, and technical expertise. But most of these are one-offs of a specific activity, not comprehensive programs, and there is little collaboration or tie-ins between initiatives. Strategies are most effective when they are combined into an integrated suite.

The City can work with partners to build on existing initiatives, combine them with others, and add improvements. Key stakeholders were involved as part of this background research, and this spirit of collaboration and shared alignment should be continued in the implementation phase. The City should also be open to additional allies and partners that have yet to be identified.

Updating Information

Information will need to be regularly updated as contexts and opportunities will no doubt change with time. A general renewal of this research should be completed in conjunction with the capital budget cycle (every three years). This will align with Greenest City Action Plan renewal of priority action areas.

This renewal should include the incorporation of new research into best practices and barriers and benefits for target audiences. It can include lessons learned from the evaluation of implemented programs and suggest improvements to existing programs as well as new high-priority strategies. Stakeholder collaboration in the renewal process should continue. The outcome should be a renewed list of strategies, actions, timelines, and accountability.

Conclusion: Broadening our transportation choices

Our identity does not change if we get to where we need to go via walking, cycling, transit, or driving: we are still the same person. All of these travel modes have drawbacks; they all have elements that are attractive. Promoting and enabling active transportation is about recognizing that all of these ways of moving are available to us. It is about weighing our needs and requirements for any individual trip and choosing the mode of travel that is the best fit. It means not feeling limited by old habits and embracing our inherent ability to change - to make different choices that can open up surprising and delightful new experiences.

We will still need access to vehicles for certain trips. But more and more frequently, it will be possible to choose our legs to carry us to our destinations - one foot in front of the other down a sidewalk, or the steady circular movement of our bicycle pedals. Along the way, we'll meet our friends, family and neighbours making the same choices.



Photo by: Flickr Lily Monster

The bicycle is merely a means to an end. It is a tool which does not convert me into a cyclist, any more than vacuuming my apartment turns me into a janitor, or brushing my teeth transforms me into a dental hygienist... We [need to] stop identifying folks as 'cyclists', and treat them as individuals, with a diverse range of politics, incomes, ethnicities, careers, and interests. The only common denominator is their mode of transport on any given day.

I'm a husband, a father, a designer, a writer, a photographer, a filmmaker, a musician, a humanist, an urbanist, a vegetarian, and a football supporter. But most importantly, I'm the citizen of a multi-modal city.

– Chris Bruntlett, Hush Magazine, 2013



453 West 12th Avenue
Vancouver, British Columbia
Canada V5Y 1V4