Tool #1

Benefits of Walkable & Bikable Communities

December 2019

Bicycle and pedestrian facilities are a cost-effective and practical way to make real progress to address some of today's most pressing issues: health, environment, and economy. They make communities safer, more resilient, and more vibrant for all residents—even those who don't walk or bike. Bicycle and pedestrian facilities in the Middle Susquehanna region can…

Improve safety for all travelers.

Providing bicycle and pedestrian facilities in the places where people want or need non-motorized travel reduces unpredictable behaviors in the roadway that can result in crashes and associated fatalities, injuries, and damages for bicyclists, pedestrians, and motorists. Separating bicyclists from vehicle traffic by curbs or other barriers has the greatest impact on safety in cities, according to a recent study published in the Journal of Travel and Health.

Marshall, W.E., et al., 2019 – Why cities with high bicycling rates are safer for all road users. Journal of Transport & Health.

Provide equitable, low-cost transportation options for all walks of life.

Residents without a car—by age, ability, legal restriction, or choice—can often reach everyday destinations independently when bicycle and pedestrian networks are in place. They don't need to pay for transportation services or rely on friends and family to reach jobs, schools, and training, health care and social services, and leisure destinations. Bicycle and pedestrian networks also give drivers secondary travel options for days when the car is in the shop.

Reduce congestion and associated time and fuel costs and provide comparable travel times.

Options to travel on foot or by bicycle means fewer cars idling at traffic lights. In areas where cars and bicyclists travel at similar speeds, bike lanes can move more people per lane per hour than car lanes at the same rate of speed.

According to Texas A&M's Transportation Institute, gridlock has measurable costs in time and lost productivity. In 2017, congestion cost the average peak period traveler in Williamsport 20 hours, $415 and 9 gallons of gas and in Bloomsburg, 12 hours, $273, and 5 gallons of gas.

TTI, 2019 - Nationwide Gridlock Costs $166 Billion Per Year

Reduce air and noise pollution and stormwater runoff.

Compared to roadways, bicycle and pedestrian facilities have a much lower environmental impact. The construction of bicycle and pedestrian facilities may generate short-term air or noise pollution, but their use generates little to none. And their smaller, sometimes pervious surface generates less stormwater runoff to manage.

Vehicles produce approximately 0.96 lbs. of CO_2 per passenger/mile traveled. Bicycling only produces 0.07 lbs. of CO_2 per passenger/mile traveled—less than one tenth that of a car!

ECF, 2013 - How Much CO2 Does Cycling Really Save?

Increase property values.

Both preference surveys and real estate data show that housing "within an easy walk" or ride of shops, cafés, schools, and other community places is valued higher than property without these amenities.

According to the National Community and Transportation Survey (2017), "Six-in-ten residents would spend at least a little more for a house in a walkable community. Millennials are more likely than other generations to be willing to spend more, followed by Gen Xers. … Those with kids at home, especially Millennials with kids in school, are much more willing than others to invest more in a home in a walkable community."

National Realtors Association, 2017 - National Community and Transportation Preferences Survey

The Urban Land Institute published a series of findings linking economic development with bicycling in the U.S. and globally. For example, the Indianapolis Cultural Trail cost the city $62.5 million to build and yielded a $1.01 billion increase in property values adjacent to the trail.

Urban Land Institute, 2016 - Active Transportation and Real Estate

Offer a healthier and more productive lifestyle and save in health-related costs.

The public health benefits of regular walking and biking activity are substantial. Heart disease, high blood pressure, diabetes, and obesity—all risk factors for more serious health conditions—improve even with modest regular physical activity. Preventing or reducing these conditions benefits individuals and communities through overall lower health care and insurance costs.

"For even a slow bike rider weighing 180 lbs, 245 calories can be burned in less than 30 minutes of travel…Burning 500 calories per day will translate into 1 pound lost per week."

U.S. Department of Housing and Urban Development, 2016 – Creating Walkable & Bikeable Communities

If cycling participation increased enough to reduce obesity by about 3%, national medical expenditures could be reduced by $6 billion.

Rashad, I., 2008 - Cycling: An increasingly untouched source of physical and mental health, National Bureau of Economic Research Working Paper Series, 12929

The annual individual medical cost of inactivity is measurable. In Lincoln, Nebraska, the annual medical cost of inactivity ($622) is more than 2½ times the annual cost per user of bike and pedestrian trails ($235).

Wang, G., et al., 2004 - Cost analysis of the built environment: The case of bike and pedestrian trails in Lincoln, Neb, American Journal of Public Health, 94, 549-53

Increase retail and restaurant visibility and sales.

There's evidence that stores and restaurants benefit measurably from locations along walkable and bikeable routes. Bicyclists and pedestrians travel more closely and more slowly along storefronts, observing their sights, sounds, and smells more directly and enticing foot traffic for spontaneous and planned purchases.

According to a San Francisco State University study, 66 percent of shops on San Francisco's Valencia Street reported business improved after the city reduced the width for cars, widened sidewalks, and added bike infrastructure.

San Francisco State University, 2003 - Economic Effects of Traffic Calming on Urban Small Businesses.

A 2008 Australian study compared how much car drivers and cyclists spend in relation to the amount of public space required to cater for each transport mode and showed that per square foot, bike parking supported more than three times the business revenue than car parking per hour.

University of Melbourne, 2008 - What Is The Economic Contribution Of Cyclists Compared To Car Drivers In Inner Suburban Melbourne's Shopping Strips?

Attract talent, add good jobs, and enhance tourism.

Walkable and bikeable communities attract young people and the employers who want to hire them. When facilities are promoted as a way to travel among local attractions or as attractions themselves, they draw visitors and revenue from near and far, providing reasons to extend a stay an extra day and supporting further job creation.

Businesses can also benefit from the health impacts of their employees bicycling to work. A TNO study in the Netherlands found that employees who cycle regularly to work have less sickness-related absenteeism than non-cyclists, and the higher the frequency and longer the distance cycled, the lower the rate of absenteeism.

TNO, 2009 - Reduced Sickness Absence in Regular Commuter Cyclists Can Save Employers 27 Million Euros

Bicycling generates $137 million annually in economic benefits to Northwest Arkansas. "While the energy generated by trails and paved paths is palpable across Northwest Arkansas, these findings validate cycling as a regional economic engine that supports local businesses, attracts tourists and builds healthier communities," said Tom Walton, Home Region Program Committee chair.

Walton Family Foundation, 2018 - Bicycling Provides $137 Million in Economic Benefits to Northwest Arkansas.

The Wisconsin bicycle industry brings $556 million and 3,420 jobs to the state.

Bicycle Federation of Wisconsin and Wisconsin Department of Transportation - The Economic Impact of Bicycling in Wisconsin

The quality of bicycling in the northern Outer Banks region positively impacts vacationers' planning: 12% report staying three to four days longer to bicycle; 43% report that bicycling is an important factor in their decision to come to the area; 53% report that bicycling will strongly influence their decision to return to the area in the future.
North Carolina Department of Transportation Division of Bicycle and Pedestrian Transportation, 2004 - The Economic Impact of Investments in Bicycle Facilities: A Case Study of the North Carolina Northern Outer Banks

Tool #2 Visual Dictionary of Bicycle & Pedestrian Facilities

January 2020

There are many bicycle, pedestrian, and shared-use facilities. Selecting the right one depends on the location and traffic conditions. Facility types most applicable to the Middle Susquehanna region are illustrated and described below. Detailed guidelines for specific treatments of these facilities can be found in the Manual of Uniform Traffic Control Devices (MUTCD). PennDOT's Traffic Engineering Manual (PUB 46) establishes criteria and standards for facilities used in Pennsylvania.

Bicycle Facilities

Shared Roadway (with limited, inconsistent, or no shoulder)

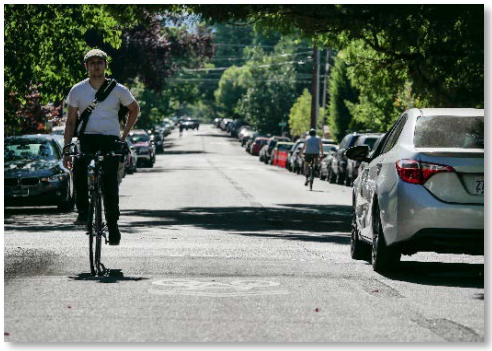
- A roadway that accommodates bicyclists and motorists in the same travel lane. Travel lanes are typically wider than lanes designed for motorized vehicles only for the associated functional classification of the road and its context (e.g., rural or urban).
- May be a Signed Bike Route or include other indicators such as Share the Road Signs, sharrows, or other pavement markers.

Shared Roadway with Paved Shoulder

- A street or roadway with a paved, striped shoulder or wide curb lane that accommodates bicyclists adjacent to the vehicle travel lanes. A four- to six-foot-wide shoulder is preferable, in conjunction with applicable municipal and PennDOT guidelines.
- May be a Signed Bike Route or include other indicators such as pavement markers.

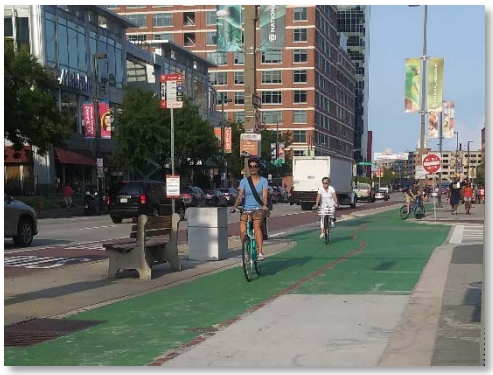
Bike Lane

- A one-way travel lane within the cartway or along the shoulder designated for exclusive use by bicyclists traveling in the same direction as motorized traffic. A bike lane may be located on the left side when installed on one-way streets. Bike lanes are typically located on roadways in urban and suburban settings with moderate to high vehicular traffic volumes and moderate to high posted speeds.
- PennDOT's Design Manual requires a formal bicycle lane to have a five-foot dedicated shoulder, application of pavement striping, markings, and regulatory signage.



Bicycle Boulevard

- A street or roadway designed or enhanced for bicycle travel via traffic calming measures, signs, pavement markings, and intersection crossing improvements and accommodating motorized traffic as secondary users. Bicycle boulevards are typically characterized by low volumes and low speeds.
- Bicycle boulevards are not recognized by PennDOT; however, a Bicycle Boulevard Planning and Design Guidebook was recently released by the Initiative for Bicycle and Pedestrian Innovation at the Portland State University Center for Transportation Studies. The guidebook provides direction on selecting routes and the application of design elements.



Cycle Track

- A bike lane buffered from the vehicle lanes by striping, bollards, on-street, parallel parking, or grade separation with mountable curb at intersections. Cycle track facilities have been designed for both one-way and two-way operations. A cycle track provides a wider space for bicycling, and space to pass obstructions, without making the bike lane appear so wide that it might be mistaken for a travel lane or a parking lane.

Pedestrian Facilities

Sidewalks

- A "pedestrian lane" that provides space to travel within the public right-of-way that is separated from roadway vehicles. PennDOT's Design Manual requires sidewalks to be a minimum of five feet wide, to comply with Americans with Disabilities Act requirements.
- Sidewalks are primarily for pedestrian use only; exceptions for bicycles may include use by small children or where no other option is available (such as narrow bridges where bicycles may be expressly permitted).

Internal Walkway

- A designated single-use facility with an improved surface, primarily for use by pedestrians, typically located outside of the road right-of-way and/or not directly adjacent to a street and generally used to facilitate pedestrian transportation between buildings and parking areas or sidewalks, between buildings on a parcel or within a development, or between adjacent uses, developments, or facilities.

Shared-Use Facilities

Shared-Use/Multi-Use Trail

- A facility that is physically separated from the roadway and typically accommodates bi-directional travel by both bicyclists and pedestrians. The trail can be located within a publicly owned right-of-way, an exclusive right-of-way, or an easement.
- Shared-use paths typically have an improved surface (e.g., asphalt, concrete, compacted gravel, etc.) and have a recommended width of ten feet per AASHTO, although a minimum width of eight feet may be used where space is constrained or in environmentally sensitive areas.

Facilities at Intersections

Bike boxes

- An area reserved for bicyclists in front of motorized traffic at signalized intersections. This visibility helps prevent conflicts between cyclists and motor vehicles turning right at the intersection.

Bike Lane Intersection Crossing

- Pavement marking used to make the bike lane visible through the intersection and guide cyclists and automobiles though the potential conflict area.

Crosswalk

- A marked portion of a roadway where pedestrians have the right-of-way to cross. Crosswalks are often installed at signalized intersections and locations with high pedestrian and vehicle traffic.
- Various crosswalk marking patterns are given in the MUTCD; some include transverse lines, ladder, and continental markings.

Median Refuge Island

- Protected island between travel lanes where pedestrians and bicyclists can pause while crossing a multi-lane roadway.

Supplemental Striping and Signage Treatments

Share the Road

- Supplemental signage added to a shared roadway to warn motorists of the increased likelihood of bicyclists.

Sharrow

- A pavement marker that increases driver awareness of shared roadway arrangements. Sharrows can act as a reminder to vehicles that bicycles have a legitimate place on the roadway and help align bicyclists properly in the roadway to be visible to traffic and avoid being in the “door zone” of parked cars.
- Sharrows have been approved by PennDOT; however, the approval of sharrows is presently evaluated on a case-by-case basis.

Signed Bicycle Route

- A treatment used to designate a preferential bicycle routing and provide wayfinding guidance to cyclists. AASHTO's Guide for the Development of Bicycle Facilities states that the "signing of shared roadways indicates to cyclists that there are particular advantages to using these routes compared to alternate routes."
- Route signs can be used to provide directional, distance, and destination information (wayfinding) to assist bicyclists in navigation. Signed routes can also be used to direct cyclists to corridors that have existing on-road facilities, or to off road facilities.

End-of-trip Facilities

Bike-Sharing Station

- Computer-controlled bike racks where bicycles can be borrowed or rented and returned after use. Many bike-share systems allow one-way sharing, whereby a bike is checked out of one docking station and returned to a different docking station.
- Rentals are typically managed by a computerized kiosk or smartphone app.

Bike Parking

- A designated place to park or store a bike efficiently, effectively, and securely. Bike racks provide unsheltered and unenclosed bike parking and are typically used for short-term parking (less than two hours). Bike lockers provide sheltered and/or enclosed bike parking for longer periods and may include built-in locks for security.

Tool #3

Technical Assistance & Funding Sources

January 2020

For communities that have a local policy or plan that defines where bicycle and pedestrian accommodations are needed, the Federal Highway Administration and PennDOT have technical assistance programs and publications, bicycle and pedestrian coordinators, and funding sources to assist in creating a multimodal transportation system. The following tables offer a starting point—a fresh online search will yield the most up-to-date funding programs and URLs.

The Federal Highway Administration's Bicycle and Pedestrian Program

The Federal Highway Administration (FHWA) supports transportation agencies and communities in improving bicycle and pedestrian conditions through its **Bicycle and Pedestrian Program** which includes policy; technical guidance for planning, design, and implementation of bicycle and pedestrian facilities; and funding sources to help communities become more walkable and bikeable.

Policy/Legislation, Regulations, and Policy Statements	Bicycle and pedestrian facilities have been considered an integral part of the surface transportation system since the passage of SAFETEA-LU in 2005. Subsequent federal transportation bills, namely MAP-21 (2012) and the FAST Act (2015), have built upon this principle to provide the funding mechanisms, planning requirements, and policy tools necessary to create more livable communities.
Key Guidance Publications for the Middle Susquehanna Region	**Small Town and Rural Multimodal Networks** (2016) recognizes that small town and rural travel and travelers are distinctly different from their urban and suburban counterparts. It recognizes the common challenges of multimodal network planning and development in small town and rural areas, such as terrain and state highways that are also "Main Street." It discusses mixed traffic facilities, visually separated facilities, physically separated facilities, and network management activities—each with a case study.
	Incorporating On-Road Bicycle Networks into Resurfacing Projects (2015) highlights existing guidance, justifications, and best practices for providing bikeways during resurfacing and

	other highway projects. It addresses the timeline of highway projects to ensure staff and stakeholder involvement, practical methods as well as methods to avoid, and cost and material considerations. **Strategies for Accelerating Multimodal Project Delivery** (2015) describes 13 key strategies that have been used effectively to accelerate multimodal projects; case studies are provided for each. It describes common challenges, such as difficulties competing for limited funding, inadequate internal and external coordination, and insufficient staff capacity or technical knowledge, and addresses these with strategies applicable to planning and project scoping and selection, environmental review, funding, and phasing of project development.
FHWA Pennsylvania Division Bicycle and Pedestrian Coordinators	Michael Castellano 717-221-4517 **mike.castellano@dot.gov** Jon Crum 717-221-3735 **jonathan.crum@dot.gov** Karyn Vandervoort 717-221-2276 **karyn.vandervoort@dot.gov** Jennifer Crobak 717-221-3440 **jennifer.crobak@dot.gov**
Funding Sources	FHWA's "**Bicycle and Pedestrian Funding Opportunities: U.S. Department of Transportation Transit, Highway and Safety Funds (August 2018)**" is a table of 15 federal funding sources applicable to bicycle and pedestrian projects and activities. The table indicates potential eligibility for 46 bicycle and pedestrian project types and activities, notes basic program requirements, and provides links to specific program guidance. Example projects and activities include: • Bicycle plans • Bicycle lanes on road • Bicycle parking • Bridges/overpasses for pedestrians and/or bicyclists • Paved shoulders for pedestrian and/or bicyclist use • Pedestrian plans • Road Diets (pedestrian and bicycle portions) • Road Safety Assessment for pedestrians and bicyclists • Safety education and awareness activities and programs to inform pedestrians, bicyclists, and motorists on ped/bike safety • Shared use paths/trails • Sidewalks (new or retrofit)

PennDOT's Bicycle and Pedestrian Program

Policy	PennDOT renewed its commitment to bicycle and pedestrian modes in the development of Pennsylvania's first **Active Transportation Plan** in 2019. The plan outlines a renewed vision where "biking and walking are integral elements of Pennsylvania's transportation system that contribute to community health, economic mobility, and quality of life" and a six-theme framework policy and program recommendations, performance measures, and guidelines for local planning/design efforts meant to make biking and walking safer, more accessible, and connected to daily destinations. Plan Themes: • Enhance safety • Provide transportation equity • Connected walking and bicycling networks • Leverage partnerships • Improve public health • Increase economic mobility
Technical Assistance Programs	**PennDOT Agility Program** enables PennDOT and eligible partners to exchange services, equipment, and staff instead of money. This program may be useful in addressing the maintenance of bicycle and pedestrian facilities with municipalities.
	PennDOT Local Technical Assistance Program (LTAP) provides training, technical assistance, and other services to municipal elected officials and their staff in support of local roadway maintenance and safety. The program offers in-person training, live and recorded webinar training, and one-on-one technical assistance on varied aspects of shared road and complete streets maintenance and safety. **https://gis.penndot.gov/ltap/**
	PennDOT Connects Technical Assistance provides information and guidance to local governments regarding transportation planning. The PennDOT Connects Support Hub compiles resources, posts news related to statewide transportation planning and in-person training events, and hosts online training for municipal officials and staff. Registered users can also request free technical assistance from PennDOT's experts. Assistance is available by phone, by e-mail, or in person to address land use and transportation planning questions. **https://paconnects.org/** Hosted by PSATS at **https://connect.psats.org/trainingevents/municipalsupportresourcelinks**
PennDOT Bicycle and Pedestrian Coordinators	Roy Gothie, PennDOT (Statewide) **rgothie@pa.gov** Albert Carlson, PennDOT District 2-0 (Clinton County) **acarlson@pa.gov** Chris King, PennDOT District 3-0 (Columbia, Lycoming, Montour, Northumberland, Snyder, and Union) **chriking@pa.gov**

PennDOT Funding Sources	**PennDOT Multimodal Transportation Fund** provides dedicated funding for multimodal transportation systems, including bicycle and pedestrian improvements. **http://www.penndot.gov/ProjectAndPrograms/MultimodalProgram/Pages/default.aspx#.VzHstDbmq3A**

Resources from Other Pennsylvania Departments

Technical Assistance Programs	**PA WalkWorks,** a program of the Pennsylvania Department of Health and the University of Pittsburgh Graduate School of Public Health Center for Public Health Practice, supports local development of walking routes with informational webinars and presentations for municipal officials and staff and walking advocates. **https://www.health.pa.gov/topics/programs/WalkWorks/Pages/WalkWorks.aspx**
	The PA Walkable Communities Collaborative, affiliated with PA WalkWorks, hosts tools and guidance to assist communities in their planning, development, and advocacy efforts. **https://www.health.pa.gov/topics/programs/WalkWorks/Pages/PA-Walkable-Communities.aspx**
Funding Sources from Other State Agencies	**Act 13/Marcellus Legacy Fund** provides for the distribution of unconventional gas well impact fees to counties and municipalities for 13 approved uses, including public infrastructure construction and planning, and to Commonwealth agencies for statewide projects and programs, including the planning, acquisition, development, rehabilitation, and repair of greenways, trails, and recreation projects. **https://dced.pa.gov/programs-funding/commonwealth-financing-authority-cfa/act-13-programs/**
	PA DCED Multimodal Transportation Fund provides grants to encourage economic development and ensure that a safe and reliable system of transportation is available to Pennsylvania residents. Funds may be used for development, rehabilitation, and enhancement of transportation assets to existing communities, including streetscape, lighting, sidewalk enhancement, pedestrian safety, connectivity of transportation assets, and transit-oriented development. **https://dced.pa.gov/programs/multimodal-transportation-fund/**
	Keystone Recreation, Park, and Conservation Fund (Keystone Fund) provides grants for recreation, park, and conservation planning, acquisition, development, education, and technical assistance; planning for and acquisition of open space and critical habitat by land trusts; and grants to nonprofit organizations and municipalities for river conservation and rails-to-trails planning, acquisition, and development activities. Grants are awarded through the **Community Conservation Partnerships Program (C2P2)** administered by the PA Department of Conservation and Natural Resources (PA DCNR). **https://brcgrants.dcnr.pa.gov/**

	PA Recreational Trails Program provides funding for the construction, renovation, and maintenance of trails and trail-related facilities for both motorized and non-motorized recreational trails, the purchase or lease of equipment for trail maintenance and construction, and the development of educational materials and programs. These are federal funds provided by FHWA and administered by the Pennsylvania Department of Conservation and Natural Resources (PA DCNR), Bureau of Recreation & Conservation (BRC) in consultation with the Pennsylvania Trails Advisory Committee. **https://brcgrants.dcnr.pa.gov/**

PA DCNR Regional Advisors	Wes Fahringer Clinton, Columbia, Lycoming, Montour, Northumberland, Snyder, and Union Counties **mfahringer@pa.gov**	Jay Schreibman Juniata and Mifflin Counties **jschreibma@pa.gov**

Local Contributions

Communities committed to improving bicycling and pedestrian conditions should also consider municipal funds and in-kind services, as well as partnerships and multi-source funding approaches, that can advance a bicycle or pedestrian project idea from concept through feasibility and design to construction or can leverage greater state or federal funding.

	General Funds – Elected officials can rely on adopted bicycle and pedestrian policy to delegate project development tasks to municipal staff and expend funds for consultant and/or contractor assistance. All municipal staff time and fund expenditures should be tracked for it may have value as local match toward grant applications.
	Municipal Activities and In-kind Services – Many municipal public works departments can assist in making communities more bikeable and more walkable through local street improvements/enhancements, site preparation for off-road trail construction (e.g., clearing, grading, drainage, etc.), signage installation, etc.
	Liquid Fuels Funds – Based on a legal opinion written by PennDOT's Office of Chief Counsel, counties and municipalities can expend Liquid Fuels Fund monies on improvements, such as bike lanes and markings on public roads or streets.
	Developer-contributed Facilities or Right-of-Way – As municipalities negotiate with developers to address development impacts on their communities, they can reference planned or desired bicycle and pedestrian improvements. Right-of-way or constructed facilities can fulfill an adopted mandatory dedication of parkland provision, which can include trail right-of-way or development, or fee in lieu option, where this exists, or can be agreed upon as general transportation/recreation improvements.
	Municipal Bonds – These voter-passed initiatives can be used to generate funds for specified municipal investments, such as transportation infrastructure.
	Low-interest Loans from the PA Infrastructure Bank (PIB) – Low-interest loans provide a longer-term financing option to help local governments and other eligible agencies fund transportation projects, including bicycle and pedestrian facilities. **https://www.penndot.gov/ProjectAndPrograms/Planning/Pages/PA-Infrastructure-Bank.aspx**

Business Improvement Districts – Designation of a business improvement district or BID provides for an additional tax on property owners within the district, which is used to pay for improvements within the district, such as pedestrian and bike improvements.

Partnerships – Organizations that share in the values and benefits of a more bikeable and walkable community, such as schools, employers, health care systems, civic organizations, and private or community foundations, can be advocacy and financial partners for bicycle and pedestrian projects. Their contributions can be made in the form of grants, donations, or in-kind services.

Other Resources

The **Pedestrian and Bicycle Information Center** develops and distributes accurate and current bicycling and walking information and provides expert technical assistance to various audiences to ensure that citizens and professionals have access to the best available information.
http://www.pedbikeinfo.org/

The League of American Bicyclists' Bicycle Friendly America (BFA) program provides a roadmap, hands-on assistance, and recognition for states, communities, universities, and businesses.
https://bikeleague.org/bfa/toolkit

The People for Bikes Community Grant Program provides funding for important projects that build momentum for bicycling in communities across the U.S. These projects include bike paths and rail trails, as well as mountain bike trails, bike parks, BMX facilities, and large-scale bicycle advocacy initiatives.
https://peopleforbikes.org/our-work/community-grants/

AARP Livable Communities supports the efforts of neighborhoods, towns, cities, and rural areas to be great places for people of all ages with safe, walkable streets, among other features. The Livable Communities Tool Kits & Resources includes a safety audit kit with guides for conducting or leading a safety audit of streets and sidewalks.
https://www.aarp.org/livable-communities/getting-around/info-2014/aarp-walk-audit-tool-kit.html#