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1. Foreword

Living Street Aotearoa is the national voice for walking and pedestrian interests in Aotearoa New Zealand. It began in 1998 as Walk Wellington, a local lobby group, then grew into a national advocacy organisation. There are now branches and associated groups in Auckland, Hamilton, Taupo, Wellington, Nelson/Tasman, Marlborough, Christchurch and Dunedin, as well as individual members around the country.

Living Streets Aotearoa aims to get more people choosing to walk more often, by promoting walking and pedestrian-friendly communities. We work with central government, regional and local authorities, and with other national organisations and consultancies. We lobby them, present submissions, discuss the benefits of promoting walking as a healthy, cheap, accessible, social and environmentally friendly means of transport, and work with them to improve the walking environment. We also run projects and campaigns such as walking maps, Yellow Feet (against footpath parking), community street reviews and Walk2Work Day.

Our aim is to encourage new Walking User Groups to set up and work in their own local communities. The more groups there are, the more places will have improved walking environments, and the more people will be out there walking. People on foot can too often be forgotten by planners, drivers and health professionals. We need you to make walking more visible!

This resource is to help you set up your Walking User Group. It is based on the experience and learning of passionate pedestrian advocates like yourselves.

For more information, ideas, advice and support, please visit our website www.livingstreets.org.nz or contact us at:

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2. Introduction

Is there someplace you know which is great for walking and would be even better if a few simple changes were made? Would your trip to work be easier if there was a good shortcut path through a local park? Would your main street be more pleasant for wandering around and meeting friends if there were a few seats and some plants? Would you be happy for your kids to walk to school if their route was safer?

On the other hand, have you ever felt frustrated when the footpath you're walking on is too narrow for comfort? Or when some inconsiderate person has parked their car right across the footpath so you have to walk on the road to get past? Or when there's no safe place for your kids to cross a dangerous road on the way to school? Or when the streets around your house are poorly lit and feel dangerous at night? Or when the Council has just done a fancy new development which caters for cars, but ignores pedestrians?



If you've ever wondered how to change things to make walking easier and more pleasant in your local community, you're not alone.

Around the country, Walking User Groups being set up to improve their local walking environment. From Auckland to Invercargill and elsewhere, people are getting together to share good ideas, to lobby their local council and other organizations, to offer advice and good ideas, and to organize campaigns and events to get more people out walking.

Every community is different, and there's no one size that fits all. But there are ways of doing things that have proved successful somewhere, which can be adapted, built on and improved somewhere else.

3. Getting started

What is a Walking User Group?

A Walking User Group is a group of people who want to improve the walking environment and to encourage more people to walk for transport as well as for recreation.

A Walking User Group:

- brings together passion, expertise and knowledge
- provides a united voice for walkers and pedestrians
- persuades councils and agencies to improve walking environments
- provides resources to encourage more people to walk more often

Why have a Walking User Group?

A Walking User Group benefits the community as a whole, the council and other agencies/organizations that plan and provide infrastructure and facilities, and the group members themselves.

The community benefits from:

- Having a recognized group to speak up for them on walking issues and to push for walking improvements
- Better walking environments
 - streets and public spaces that are vibrant and interesting
 - streets that are safer from accidents and safer for people
 - less pollution from vehicles
 - less congestion on the roads
 - more opportunities for social interaction
 - communities that are healthier, both mentally and physically
 - a viable, cheap and accessible transport mode

The council and other planning and infrastructure agencies benefit from having a group that:

- can help them achieve their aims
- they can refer to and consult
- can help them carry out walking projects and programmes

The group members benefit from

- Having like minded people they can work (and socialise) with
- Being able to pool resources to bring about change

Who can help?

There are lots of organizations in your community that are involved with walking in some way or another, and who can help you set up your group. The first step is to find out who they are and talk to them.

- Find out if your local Council has a Walking Strategy.
- Contact sympathetic local councilors or council staff and arrange to meet them to discuss the Walking Strategy - or, if there is no Walking Strategy, the need for a strategy.
- Discuss with them the benefits of having a local Walking User Group (see above). They might be willing to help you organize an initial meeting to set up the group.
- Other organizations/groups/people in your area you might contact are:
 - The Regional Sports Trust - they run Active Communities and green Prescription programmes which include encouraging people to walk
 - The District Health Board – they run Healthy Eating/Healthy Action (HEHA) programmes
 - The Regional Council, especially their Regional Transport Committee
 - staff at Transit NZ, and the Land Transport New Zealand
 - local MPs

Who would be interested in being part of the group?

There are many people who enjoy walking and would like to help make walking easier and pleasanter for themselves, their children, and their friends. Talk to them, tell them about the benefits of walking, and enthuse them with your passion! Talk to:

- Friends, neighbours, work colleagues
- Leaders of local walking and tramping groups
- Local residents/ratepayers associations
- Community Centres and clubs
- Environment Centres



4. Setting up your group

Have a meeting of the people you have contacted who are really passionate about getting the group going. You can also advertise the meeting so that others can join in at this stage.

At the meeting:

- **Set the scene** - Get one of the passionate walkers to talk briefly about why it's a good idea to have a Walking User Group. Maybe also have a Council officer or a Councilor talk about how they would relate to the group.
- **Office-holders** - Elect some interim officer-holders or ask people to volunteer to be on the committee. The office-holders you will need to start with are Chair/convener, treasurer, secretary and membership secretary (this role could be combined with the treasurer or secretary role). You will also need 2 or 3 other committee members to fill additional roles as they arise. (see section 5 **Running your group**).
- **Name** - Think about a name for the group – some existing groups are Walk Taupo, Living Streets Wellington, Walk Auckland, Living Streets Dunedin...
- **Affiliation** - Consider whether your group will be affiliated to Living Streets Aotearoa. Also encourage your members to join as individuals. The benefits of affiliating with LSA include:
 - ❑ Ongoing support and advice from Living Streets Aotearoa
 - ❑ Links to other Walking User Groups and individuals
 - ❑ A national voice and co-ordination on key walking issues
 - ❑ An umbrella body for funding applications if your group is not incorporated
 - ❑ Information about walking and pedestrian issues internationally and in New Zealand
 - ❑ A quarterly newsletter
- **Constitution** – This lays out the structure, goals and rules of the group, and is a useful document to have. You will need a constitution if you want to incorporate, and you may need one if you want to open a bank account in the group's name. (see **Appendix 1** for a sample constitution you can adapt to your needs.)
- **Incorporation** - Decide whether you are going to become an Incorporated Society. You don't need to incorporate now, but you might decide to do it later. (see section 5 **Running your group**)
- **Membership** – Encouraging people to join and pay a subscription seems to result in more commitment from people and also brings in money to fund things like newsletters and projects. Some people want to be involved, but don't want to be very active – paying a subscription means they can contribute their money rather than their time. Encourage people to join LSA as well as the local group – you could include that in your subscription. Get someone to design a membership form. This can be a simple photocopied leaflet. You could adapt the Living Streets Aotearoa leaflet.

- **Strategic Plan** – have a brainstorm to start developing your strategic plan. Identify your key allies, what you would like to achieve, potential obstacles, your strengths and weaknesses. Have a look at other groups’ strategic plans if possible. Remember, this is only a starting point. Priorities may change depending on the interests and experience of new members. Once your group is running and you have more members, you can have a longer planning session.
- **Projects** - Discuss and choose one or two initial issues or projects to focus on. Choose something not too complex that will appeal to the community. You should already have some of the knowledge and expertise to carry them out. Examples might be:
 - ❑ Developing a walking map
 - ❑ Organizing an event to encourage people to get to know local walkways and short cuts
 - ❑ Carrying out a community street review to identify problems for pedestrians on a particular route
 - ❑ Lobbying for some walking improvement e.g. a new pedestrian crossing, a better walkway
 - ❑ Running a “yellow foot” campaign to highlight the hazards of vehicles parking on footpaths

(see section 11 **Resources** for information to help you with these projects)

- Plan to hold a public meeting sometime in the future (see the section 7 **Running a Public Meeting**). A public meeting will give you the opportunity to:
 - ❑ Get publicity
 - ❑ Hear a good speaker or enjoy an organised debate
 - ❑ Talk about your projects and get people to volunteer to help
 - ❑ Sign up lots of members and develop a mailing list
 - ❑ Identify skills and interests
 - ❑ Elect or ratify office-holders
 - ❑ approve your constitution if you have one
 - ❑ complete the application for incorporation if you are going to incorporate – this needs 15 members to sign

You may choose to leave issues like a constitution, and application for incorporation until a later date. However, the public meeting is a good way of getting these things done when you’ve already got a large group together, provided you’ve got everything organized beforehand.



5. Running your group

Once you've set up your group, it's important to establish systems to make sure that the group runs efficiently, so you have time to do your core work of getting more people walking more often!

The Department of Internal Affairs has an excellent website www.community.net.nz which has a "How to Guide – Community Development Resource Kit" which tells you everything you could ever want to know about running your group.

Some of the important points are listed below:

The committee

Five or six people are a good number for an efficient committee. The positions you will need, and the duties, are:

The chairperson or convener is the front person for the group and represents it in the community. The chair's duties include:

- Convening and running committee meetings and the Annual General Meeting
- Having a good working knowledge of the constitution
- Having an oversight of the committee and sub committees
- Supporting the other office holders
- Ensuring that planning and budgeting are carried out
- Leading, encouraging and inspiring the members

The Secretary is often the first person an outsider contacts. The secretary's duties include:

- Maintaining the group's records in an efficient filing system
- Sending out notices of meetings and agendas
- Recording and filing the minutes of meetings
- Receiving and recording inward mail and making sure it's actioned
- Writing letters on behalf of the group, or ensuring that the appropriate person does so

The Membership Secretary is the person who keeps track of the members. The membership secretary's duties include:

- Filing membership application forms and keeping an up-to-date list of current and former financial members
- Keeping a supply of membership forms for distribution (the form should be regularly reviewed to make sure the information is up-to-date)
- Sending out information to new members
- Sending out membership renewal notices and following up unrenewed members

The Treasurer is the person who keeps track of the money. The treasurer's duties include:

- Preparing a budget
- Keeping accurate records of income and expenditure – this can be in a cash book, or using a computer accounting package
- Ensuring money received is receipted and banked promptly
- Ensuring invoices are authorised for payment and are paid promptly

- Reconciling the bank account each month and preparing a financial report for the committee meeting. It's useful to have the income and expenditure for the month and for the year-to-date, so you can keep an eye on how the budget's going.
- Preparing annual financial accounts for auditing
- Filing the annual financial report with the Companies Office (if you're incorporated)

Sometimes the job of Membership Secretary is done by the Secretary (who is keeping all the other records) or the Treasurer (who is dealing with the membership money), or it can be a separate job.

There are other positions which you may decide you need as the group develops, such as Fundraising co-ordinator, Submissions co-ordinator, Newsletter Editor, Publicity co-ordinator, as well as a co-ordinator for each project.

Meetings

- Set a regular meeting venue, time and date (e.g. the third Thursday of the month) so that people can schedule the dates in advance, and if they miss a meeting, they already know when the next one is.
- Most groups meet monthly, which makes it easier for people to remember. You'll never find a time which suits everyone – the best you can do is make sure the date suits the people who actually turn up and do something!
- Try to avoid clashes with other similar groups – find out when they meet and choose another time. You might want to arrange your meetings to fit in with the council's meeting schedules so that you meet the week before their transport committee meetings, for example.
- Your local council might offer you a venue free of charge, and put your organisation's name in the council's diary, which helps you get known. Other possible venues might be a local environment centre, church hall, community centre or café. If your group covers several localities, you might rotate the meetings around them.
- Good meetings start on time, are friendly and welcoming, especially for newcomers, and are well facilitated. Meetings are more interesting and fun if you have a good speaker or presentation, and make time to socialise before or after the business.
- Make sure you have an agenda, someone to chair the meeting, and someone to record the minutes. The minutes should record the main points of a discussion, what was decided, who is going to action the decision, and when it will be actioned.
- You can run the meeting formally, or informally, and make decisions by voting, or by consensus. Whichever you choose, the chair should keep the meeting on track, keep an eye on the time so that all important items are dealt with, and make sure that everyone has a chance to contribute.
- Try to arrange an interesting programme of meetings during the year. For example, invite someone from Council to speak about the Long Term Council Community Plan

before you make your submission, or have a slide show from someone who has walked somewhere interesting.

Constitution

It's a good idea to have a constitution so that everyone is clear about the rules the group operates under. Many funders ask you to send your constitution with your funding application.

However, you don't have to re-invent the wheel! A sample constitution which you can adapt to suit your needs is included in *Appendix 1*. The sample constitution covers everything that needs to be included for incorporation, should you decide to incorporate.

Incorporation

You can operate your group successfully without becoming an Incorporated Society.

However, becoming incorporated:

- ❑ limits personal financial liability of members
- ❑ gives you some protection, for example in Environment Court proceedings
- ❑ sends a signal that you are a well organized and credible group
- ❑ means you can apply for charitable status
- ❑ enables you to apply for funding from sources which require you to be incorporated e.g. SPARC (if you are not incorporated, Living Streets Aotearoa can act as the umbrella for your group)

An incorporated society has to keep proper accounts, have them audited annually and file a certified copy of the annual financial statement with the registrar of societies (you can do this electronically).

To incorporate you will need:

- ❑ An application form signed by fifteen members, with signatures witnessed by someone who has not signed the application form as a member. You can download the application form <http://www.societies.govt.nz/cad-docs/F/form-is-appln-to-inc.pdf>
- ❑ A copy of the society's rules (the constitution) certified by an officer or solicitor of the society.
- ❑ \$100 filing fee

For a step by step guide to setting up an incorporated society see the *Incorporation Module* or go to www.community.net.nz How to Guides - Getting started: legal structures. The Companies office website www.societies.govt.nz has all the forms you need in the Information Library under Incorporated Societies.

Bank account

Your group will need to open a bank account (you may need to have a constitution to do this in the name of the group). It's best to set up the account so that it requires two people to sign cheques – usually the chair and the treasurer – and appoint a third person as a signatory in case one of the others is away.

It may be practical to have agreed procedures which allow the chair and treasurer to approve certain expenditure without the approval of the wider group. For example stationery, photocopying and postage costs up to an set amount each month could be agreed on so that day-to-day activities can carry on without having to wait for approval at the next meeting

Membership

Most groups operate successfully with a core of dedicated and hard working members. Having a large membership doesn't necessarily mean there will be more people doing the core work. However, it does mean there will be more people to call on to help with projects, campaigns and activities, and it does mean more membership fees. Having a lot of members can add to your credibility when lobbying.

Recruiting new members and keeping existing members isn't easy. Here are some things that can help:

- Having a good public profile
- Developing a good membership leaflet and poster which can be put in key places like community centres, environment centre, recreation centres, council offices and handed out on stalls or on the street
- Having your contact details listed in the council's community directory, if they have one
- Planning a varied programme including activism, advocacy and low key activities, so that you attract as broad a range of people as possible
- Organising an interesting and stimulating programme of speakers, events and projects
- Offering membership benefits such as a newsletter and discounts at local supportive businesses
- Finding out how your members want to be involved and what their skills are, then giving them the opportunity to help in a way that suits them
- Thanking, rewarding and encouraging your volunteers
- Including fun family events in your programme so that everyone can join in
- Running social activities to lighten the atmosphere and inspire people to become more involved
- Having good processes for membership renewal – the easiest option is to have a fixed renewal date (make sure this is reflected in your constitution), with good follow-up to remind people. When you send out renewal reminders, it's a good idea to send people the information you have about them – their contact details, interests etc. This encourages them to respond to correct inaccuracies, and enables you to update your membership list.

Newsletters

If your group is affiliated to Living Streets Aotearoa, your group will receive a copy of the quarterly newsletter *Footprints*. Any of your members who have joined Living Streets Aotearoa will also receive a copy.

However, it's a great idea, and not too difficult, to produce a simple newsletter for your own group. It only needs to be a one-pager with news of what you're up to, photos of your members helping with projects, dates for events, council hearings etc. Maybe one of your members who has layout and editing skills can help!

Funding

Whatever your group decides to do, you will need money to do it. You will get some money from membership subscriptions and donations, but this will probably not cover all your expenses. There are many funding sources which you can apply to for money, see Appendix 2 *Funding*



6. Making contact and building relationships

While you're setting up and developing your group, how do you keep the momentum going and keep moving forwards? One of the most important things is to let people know you exist!

Draw up a stakeholder contact list

This is a list of government departments, organizations, agencies, and people in your local area who are involved with planning, developing infrastructure,

- There is a list of useful key government departments, national organisations, and Walking User Groups on the Living Streets Aotearoa website www.livingstreets.org.nz
- Develop your own list of local contacts - the list will grow and change over time, so keep it as a computer database if possible (see the *Stakeholder Template*)

Suggested people to include in your contact list:

- Council - officer with responsibility for the walking strategy, managers of the transport, urban design, recreation and community development departments, road safety co-ordinators, mayor & councilors (especially sympathetic ones!)
- Regional Council - manager of the regional council transport department and the chair of the regional transport committee, Travel planners
- Transit NZ - regional manager and regional planner/engineer with responsibility for walking
- Land Transport New Zealand - regional manager and Education officer
- Regional Sports Trust - Active Communities, Green Prescription and Mission On programme managers
- District Health Board- Health Promoters manager, Healthy Eating Healthy Action manager, travel planner
- Police- head of traffic enforcement and youth education sections
- ACC - injury prevention advisors with responsibility for pedestrian issues
- Editors or reporters of local newspapers (some will have transport reporters)
- Resident's associations
- Local walking and tramping groups and other relevant clubs

Make contact

- Draw up a simple one page fact sheet and a simple poster about your group
- ring or write to contacts and tell them that you exist and discuss how you can help each other.
- Send or take the fact sheet to relevant organisations, committees and groups and offer to come and talk to them about what your group is doing
- Get on useful local committees – your local authority road safety committee/working group, pedestrian reference group, regional walking forum (Auckland has a regional walking/cycling forum) – if they exist. If they don't exist, explore the possibility of getting them set up

- Check out your local environment centre if there is one - they may have a forum that would enable you to keep in touch with a variety of groups.
- Get your organisation's name and contact details listed or your poster and leaflets displayed in useful places: at schools and tertiary institutions, in libraries, recreation centres and other council facilities, at gyms and pools, doctor's waiting rooms etc.
- Write letters to the editor of your local and national papers
- Have stalls at local sports/walking events, and community and school fairs where you can hand out information and sign up members
- Start writing submissions to council

Find out what's happening

Put your group on the mailing list for relevant publications from organisations such as the ones listed above. This way you won't have to seek everything out - information will come to you and you can choose whether to act on it. Examples of publications are:

- Local authority: draft annual plans, events diary, newsletters, Web Alerts
- Transit NZ: regional newsletter
- LTNZ: monthly newsletter

People to build relationships with

Establishing a good working relationship with your local and regional council staff is vitally important. Their interest and co-operation (or lack thereof) will have a significant bearing on how easily you can achieve improvements for walkers and pedestrians in your community.

7. Organizing a public meeting

Organising public meetings takes time, so start planning your meeting at least a month, ideally two months, in advance.

Step 1

- Select someone to co-ordinate organising the meeting – a reliable person with lots of energy
- Set a date for the meeting – check there are no obvious clashes with other events, or meetings of similar groups
- Book a venue – your local Council may offer you a venue free
- Arrange for something that will attract people - an interesting speaker, people who will debate a topic of interest, a short topical DVD etc.
- Ring around to gauge interest in the meeting

Step 2

- Make a simple eye-catching flier/poster which you can photocopy
- Produce an invitation letter to send to people, and send it, along with the flier, to everyone you can think of including Council staff and councilors, local MPs, staff at Transit NZ, Land Transport New Zealand and similar bodies, local schools, sympathetic organisations. Set up a database with names and addresses of everyone you invite, for future reference
- Write a media release about the formation of the group and the public meeting, take it to the local media, and invite them to come along. Offer to write a short article with a photo about your group for them to print - free advertising! Or place an advert - the Council might do this for you if they are supportive
- Go along to your local radio station and get them to advertise the meeting in their community events slot
- Put fliers/posters in community centres, recreation centres, shops, workplaces, libraries, cafes, schools, doctors' waiting room, gym, everywhere you can think of

Step 3

- Confirm the speakers, and check they know what you want them to talk about. Check if they need any equipment
- Have a meeting to decide who will do what:
 - Set up the venue – chairs, tables, direction signs
 - Look after any equipment – data projector etc.
 - Organise and set up displays
 - Welcome people when they arrive, at a table with clip boards for names/contacts, and a box for donations
 - Organise and serve refreshments
 - Arrange transport for anyone who needs it
 - MC the evening – introductions, thanks
 - Talk to the meeting about membership and support
 - Arrange the gifts for speakers

Step 4

A week before the event:

- Last effort to get people along, ring up people who haven't replied
- Confirm numbers for catering, add a few extras
- Make sure the speakers have the right date and have transport
- Check the jobs list and check everything is covered

On the night:

- Check that all the speakers are coming
- Arrive early
- Make sure the room is warm/cool enough and welcoming
- Put up signs to direct people if necessary

Step 5

This step is often forgotten!

- Debrief at the next meeting and evaluate – what went well, reminders for next time
- Write up the event organisation and evaluation for the records (and so you don't have to re-invent the wheel next time!)

8. Lobbying

Lobbying is trying to try to persuade a politician, the government, a council or an official group that a particular thing should or should not happen, or that a law should be changed. Lobbying can be proactive as well as reactive. You don't have to wait until an issue has been raised – take the initiative and raise your own issue/project and put it on the agenda.

Lobbying can be one-off, to achieve a specific outcome, or ongoing, to raise awareness, and can take many forms:

- meeting people such as MPs, council staff, councilors, and key people in relevant organizations
- preparing submissions on proposals and plans
- presenting information at council meetings (most councils have a short public forum before meetings, and you may be invited to speak at committee meetings)

The key steps

- Decide - who you need to talk to, and the best approach to take
- Prepare - collect all the information and evidence about your topic/issue/project
- Arrange - a time to present your case
- Present - the key points of your case clearly, succinctly and in an interesting way
- Follow up – take notes of the meeting and send a letter recapping the main points agreed (this is an important step, often forgotten)

Who to talk to

- Identify likely supporters in the organization you're lobbying. They may be able to advise you on the best way to approach the issue, or the best people to talk to, even if they have limited powers to make decisions.
- It helps if you have already made contact and developed a good relationship with the people you're lobbying. A personal approach is better for building relationships than emails and letters. Establish regular contact, and create an expectation that your group will be consulted or informed about walking and pedestrian issues (see section 6 ***Making contact***)
- When dealing with local authorities, lobby council staff first. If that fails to get action, go to their boss, and lastly to councilors. People don't like to feel you're going over their heads. Think about this carefully before going to the media with unresolved issues and concerns.
- Experienced engineers, planners and other staff may have a better appreciation of technical, regulatory or logistical issues which impact on your issue/project. Listen to their concerns and make sure you understand them. If you think they are unfounded, check it out and bring back additional information to back your case.

Prepare your case

- Put time and effort into preparing a case before presenting your issue/project, especially if it's something which could easily be relegated to the "too hard basket". Be clear and specific about what you would like to see happen.
- Councils and other organizations work under time and budgetary constraints, so keep your requests reasonable. A small change is better than nothing, and may lead to further improvements in the future.
- Provide background information, including anecdotal, statistical, technical and research evidence about the issue – the person you are lobbying may not know as much about it as you do, and may have to persuade others who are also involved in the decision making.
- You can do an informal pedestrian count on a route to back your proposal. Encourage the council to carry out their own regular pedestrian counts (they seem to find it very easy to count cars, but very difficult to count pedestrians!)
- Make sure the people you're lobbying have the same understanding of the terms you use, and vice versa. Words mean different things to different people, and jargon can be confusing. Define your terms and check for common understanding.
- Explain the benefits of your proposal, show how it fits in with existing strategies and plans, and why adopting it will result a win-win situation.
- Demonstrate that you have support for your proposal. This may mean lobbying other groups first. Possible allies might be residents associations, schools, businesses, community groups, sporting groups, regional offices of government agencies. You can use a questionnaire, a petition at a stall, or a public meeting to get wide support. Joint lobbying with one or more of these groups may be better than going it alone.
- Timing is important. Find out the council's calendar for preparing the annual plan, raise your issues early, and try to get them into the draft plan, rather than trying to get them included later. Try to be involved in the initial planning stages of a project, rather than raising your issues when the proposal is in its final stages.

Arrange a meeting

- Send a letter clearly outlining your proposal and requesting a meeting.
- Give them enough time to prepare, if possible, so they can think about your proposal and be briefed if necessary. This will save time at the meeting.
- Rehearse your presentation in front of someone, and get feedback on how well you get your message across.

Present your case

- Present your ideas so that they capture the imagination of the people you are lobbying. They will be on the receiving end of endless lobbying, and you want your case to stand out. A personal angle/story, backed up with factual information like accident data, numbers of

walkers etc. will generally carry more weight than vague “gut instinct” or a mass of dry statistics.

- Keep your presentation short and snappy, and keep to the point. Don’t ramble on – busy people don’t like their time wasted.
- Approach lobbying in a co-operative, helpful manner. Being confrontational doesn’t help! Offer solutions, and offer to help implement projects. Suggest joint approaches, with council providing money and resources, and your group providing expertise and labour.
- Reinforce and clarify the points you made in your letter. Have relevant documents on hand.
- Get agreement on the main issues – the details can be sorted out later. Leave them with something that sums up the points you discussed, and with some action to undertake e.g. to get it investigated, or to put it on the agenda.
- If things don’t go your way, try to maintain the relationship, you will need it in the future. Keep communication channels open. Work in a co-operative way, and always deal with issues, not personalities.
- Councils usually have a short public forum before their meetings. Take the opportunity to speak positively in support of council projects which are good for pedestrians, as well as suggesting improvements which could be made. You don’t want to get the reputation of being a group of whingers who are always complaining about something!
- Acknowledge and celebrate improvements and progress, however small or slow. Both you and council will benefit from joint publicity celebrating successes and jobs well done.

Follow up

Phone or send a letter after the meeting thanking them for their time. Include a short summary of what was agreed, and send them any information they requested.



9. Submissions and oral presentations

Writing a submission

- Give yourself enough time to prepare the submission. You will need time for background reading, discussion and research, for preparing a draft, for getting feedback from your group, and for incorporating the feedback.
- Read through the draft proposal / document carefully and ask yourself “will this make things better for walking and pedestrians?”
- Start your submission with information on who you are, who you represent, your area of interest/expertise and why your viewpoint is particularly relevant.
- Make reference to specific parts of the document, and what changes you would like to see. This will have more impact than vague generalizations about principles. However, if you have grave concerns about the whole thrust of the document, then state your concerns and suggest viable alternatives.
- Make sure your submission is well laid out, both visually and logically. Check for errors, factual, spelling and grammar. Get it checked by a couple of people – someone who knows about the topic and someone who doesn't.

Presenting an oral submission

- Don't assume that members of the panel have read your submission. If they have, they may not remember much about it amongst all the other submissions.
- Don't read your submission word for word, but make the flow of your presentation follow the flow of the submission.
- Plan to speak no longer than 5 minutes (do a timed rehearsal beforehand!) so they will have time to ask questions. If they are under pressure and give you a shorter time, pick out the key points and present them well – don't try and cram it all in!
- Speak clearly and use simple, straightforward language. Don't baffle them with science or talk down to them.
- Illustrate your message with a personal story about the issue, or bring in a relevant prop or photograph – those are the things that will make your presentation different from the others, will make an impact and get your message across.
- If some of the panel are hostile and are trying to provoke you or belittle you, don't rise to the bait or get upset. Just smile pleasantly and keep repeating your basic message.

For more tips and sample submissions, see the *Making Submissions* resource kit
<http://www.livingstreets.org.nz/MakingSubmissionJune2008.htm>

10. Working with the media

It's great to get media coverage, but remember – whatever you tell them, you have no control over how they will report it. They might quote one small part of your message out of context to show you up in a bad light, misquote you, or focus on the other side of the story - so be wary!

Develop a relationship with your local media so they know who you are and vice versa. If you've built up trust and earned their respect, they are more likely to treat you fairly.

It's best to write down what you want to say, and focus on the specific angle you can bring to the topic. This applies whatever you are preparing - a media release (containing news), a statement (in response to a previous or current event), an advisory (advertising an event), or just notes to yourself for a radio or telephone interview.

Make sure you give them a number to contact you on, and be available at that number. If they can never get hold of you, they'll stop trying. If they have to leave a message, get back to them as soon as possible. They are busy people and work to deadlines.

If the media call unexpectedly and ask for a comment, it's best not to respond off the top of your head. You might say something which will come back to bite you! Offer to ring them back in a few minutes, which will give you time to marshal your thought, write them down, and ring (or email or fax) them back.

Develop a list of media contacts with phone numbers and email addresses so that you can quickly contact the media, or send out a press release when an issue arises. After sending your release, ring them up to check they've got it, if possible

For more tips see the *Using the Media* resource

<http://www.livingstreets.org.nz/MediaResourceKitJune2008.htm>

11. Resources

Community Walking Maps Toolbox and School Walking Maps Toolbox

Often people don't walk because they don't know where the best and safest walking routes and most direct shortcuts are, and they don't know how long it will take them to walk to their destination. Road maps don't have all the information that a walker might find useful. Developing a walking map for your local area can help get more people walking to work and to the shops, and more children walking to and from school.

The two Toolboxes have easy, step by step instructions for developing walking maps. Contact Living Streets Aotearoa info@livingstreets.org.nz for a copy of the Toolbox you need and for help getting your project off the ground.

Community Street Reviews

Pedestrian input into all stages of the design, planning and implementation of roading and infrastructure developments is vitally important to ensure good environments which support and encourage people getting around on foot.

A Community Street Review is a form of pedestrian user survey where people with knowledge of their local area identify and recommend improvements to the pedestrian facilities along a specific route or in a particular area. It is important that a wide range of pedestrian users participate in the audit, to highlight the special needs that some groups of pedestrians have. Reviews can be carried out before, during and after a planned development or project.

The group conducts an on-street survey and analysis of the public space, looking for achievable improvements that can make that space work better for people on foot. They are encouraged to identify things that work well, with the emphasis being pro-walking, not anti-driving (motorists are pedestrians, too!)

The information is then reported back to the council, developer or other authority, which then uses the data alongside other technical measurements and analysis.

Living Streets Aotearoa has carried out Community Street Reviews in Wellington and Christchurch, and assisted with reviews of the pedestrian facilities around Wellington railway stations. LSA also developed a walkability tool which combines a qualitative consumer review with a quantitative rating, to give a “level of service” score which a roading authority can use to prioritise projects. This information can be found at www.levelofservice.com

Living Streets Aotearoa can lead Community Street Reviews and offer training and support for local communities, consultancies and territorial authorities wanting to learn how to carry out community street Reviews themselves. Contact Living Streets Aotearoa to find out more.

Yellow feet campaign

Living Streets Aotearoa has a campaign to remind people that pavements are for people and that vehicles parked on pavements put pedestrians’ safety at risk. The colourful yellow feet are a polite and friendly way to get the message across. Other councils and communities have developed similar reminders. Read all about it at

<http://www.livingstreets.org.nz/campaigns.htm>



Appendices

Constitution and Rules

(Name of Group) (Inc.)

1 Name and Registered Office

- 1.1 The society shall be named (Name of Group) ('the Society').
- 1.2 The registered office of the Society shall be at the office of the Secretary or such office as the Committee may from time to time determine.

2 Objects

- 2.1 To promote walking as a healthy, environmentally friendly and convenient form of transport.
- 2.2 To work for improved conditions for pedestrians.
- 2.3 To encourage the use of walking for transport and recreation.
- 2.4 To inform and educate pedestrians and other road users in order to improve safety for cyclists.
- 2.5 To present the case for walking in public debate and to relevant authorities.
- 2.6 To improve the image of walking and pedestrians.
- 2.7 To do all such other things as are conducive to or incidental to the attainment of any of the above objects.

3 Administration

- 3.1 The Society shall be administered by the Committee.
- 3.2 The Committee shall be made up of the Secretary, the Treasurer, Chair Person and any other financial members of the Society.
- 3.3 The Committee shall make decisions by resolution. Resolutions shall be carried out by consensus. Where consensus is not attained, resolution shall be by majority vote. Financial members who can not attend a meeting may nominate another financial member to represent their views at the meeting. The nominated member may cast a vote, in addition to their own vote, on behalf of the financial member where satisfactory evidence of their nomination is provided.
- 3.4 The quorum for a Committee meeting shall be 4 members.

- 3.5 Committee meetings shall be held regularly through the year. Notice of each meeting shall be given to all financial members, preferably in writing.
- 3.6 The Committee shall publish a newsletter regularly through the year. Where items for the agenda of Committee meetings are known in advance, they shall be notified to members in the newsletter.
- 3.7 Where the Committee is to consider a submission to be made by the Society to a third party, every endeavour should be made to notify all financial members of the subject of the submission and the date and place of the meeting at which the submission will be considered.

4 Membership of the Society

- 4.1 Any person or group may become a member of the Society upon application and payment of the applicable subscription fee. Provision is made for the following classes of membership with corresponding rights:

- Full membership

Full membership of the Society shall be open to any person who satisfies the Committee their intention is to further the objects of the Society.

Full members shall have the right to vote at any meeting of the Committee.

- Affiliated organisation membership

Affiliated organisation membership of the Society shall be open to any organisation that satisfies the Committee their intention is to further the objects of the Society.

An affiliated organisation shall have the same rights as a full member.

- Family membership

Family membership of the Society shall be open to any family groups who satisfy the Committee their intention is to further the objects of the Society.

A family membership entitles holders to a maximum of 2 votes at any meeting of the Committee.

- 4.2 Subscription fees and the date on which they shall be payable shall be determined at each Annual General Meeting for the ensuing year.

5 Ceasing of membership

A member shall cease to be a member of the Society if -

- 5.1 the member gives oral or written notice of resignation to the Committee; or
- 5.2 the member's subscription remains unpaid for more than 3 months from the due date for payment and the Committee resolves that the membership shall lapse; or

5.3 the Committee resolves that the member has brought the Society into disrepute by their actions, and that the continued membership of the member is not in the best interests of the Society, and that the member's membership of the Society shall be terminated.

6 Amendment of Rules

6.1 The rules may be amended, added to, or rescinded by a two-thirds majority of members present at an Annual General Meeting or Special General Meeting where 14 days' notice of such amendment, addition or rescinding motion has been given to every financial member of the Society.

6.2 No addition to or alteration of the charitable objects clause (2), the pecuniary profit clause (11.4) or the winding up clause (13) shall be approved without the Inland Revenue Department's approval.

7 General Meetings

7.1 The Annual General Meeting shall be held in or before September of each year. Members shall be given at least 14 days' written notice of the Annual General Meeting.

7.2 Prior to the Annual General Meeting, the Committee shall choose a Chairperson to conduct the Annual General Meeting.

7.3 At the Annual General Meeting, the chairperson shall present a report of the Society's activities over the previous year and the Treasurer shall present a statement of the Society's accounts for the year ending 31 January, duly audited.

7.4 Only financial members of the Society are eligible to vote at an Annual General Meeting.

7.5 All decisions of the Annual General Meeting shall be decided by a majority of the votes of financial members present. Each eligible member shall have one vote and in the case of equality of votes, the Chairperson of the Annual General Meeting shall have a second vote in addition to their vote as a member.

7.6 Voting shall be by any of the following means:

(a) on the voices;

(b) by show of hands;

(c) secret ballot.

7.7 On the requirement of 3 members at the meeting, the voting shall be by secret ballot.

7.8 A General Meeting may be called upon request in writing by 5 members to the Committee. The meeting shall be called within 28 days and after not less than 7 days of the date that the request is received by the Committee. Any matter, other than the amendment of these rules, addition to or alteration of the charitable objects clause (2), the pecuniary profit clause (11.4) or the winding up clause (13), shall be determined by vote in accordance with 7.3, 7.4, 7.5, 7.6 and 7.7.

7.9 No business shall be transacted at a General Meeting unless a quorum of 6 financial members or 10 percent of the financial members, whichever is the greater, are present at the time the meeting proceeds to business, and unless the quorum remains present while the business of the meeting is transacted.

8 Appointment of officers

8.1 The officers of the Society shall be elected at each Annual General Meeting and shall include:

(a) a Treasurer; and

(b) a Secretary.

(c) a Chair Person

8.2 Officers currently holding positions may be re-elected.

8.3 Officers shall be appointed in the following manner:

(a) Nominations for each officer position shall be taken from the floor of the Annual General Meeting.

(b) Where there is more than one nomination for a position a vote shall be conducted for each person nominated, for each position listed in 8.1, in the manner prescribed in Rule 7.

9 Auditor

9.1 An Auditor, who shall not be a member of the Committee, shall be appointed annually by the members of the Society at the Annual General Meeting. The Auditor's remuneration shall be determined by the Committee.

9.2 Should the position of Auditor become vacant the Committee may appoint a replacement for the balance of the appointment.

10 Common seal of the Society

The seal of the Society shall be kept by the Secretary and shall not be used except by the previously given authority of the Committee. Every instrument to which the seal is affixed must be signed by the Secretary and countersigned by the Treasurer or other member of the Committee appointed for that purpose.

11 Control and investment of the Society funds

11.1 The Society shall operate a bank account or accounts with any bank approved by the Committee. Cheques drawn on the Society account must be signed by any two of the following:

(a) the Secretary;

(b) the Treasurer;

(c) such other member as the Committee may approve.

- 11.2 All due accounts shall be submitted to the Committee for approval before payment is made, except in emergency, where payment may be made on the authority of the Secretary and the Treasurer. Where payment is made in emergency the payment shall be ratified by the Committee at the next Committee meeting following the payment.
- 11.3 The financial year of the Society shall be 1 January to 31 December.
- 11.4 No member or person associated with a member of the Society shall derive any income, benefit or advantage from the Society where they can materially influence the payment of the income, benefit or advantage, except where that income, benefit or advantage is derived from professional services to the Society rendered in the course of business charged at no greater rate than current market rates.

12 Powers of the Society to borrow money

The Society shall not have the power to borrow money.

13 Dissolution of the Society

- 13.1 The Society may be wound up voluntarily if-
- (a) the Society, at a duly called General Meeting of its members, passes a resolution to appoint a liquidator; and
 - (b) in accordance with section 24 of the Incorporated Societies Act 1908, the resolution is confirmed by a simple majority of votes at a subsequent General Meeting of the Society duly called for that purpose, and held not earlier than 30 days after the date the first resolution was passed.
- 13.2 If upon the liquidation of the Society there remains, after satisfaction of all debts and liabilities, any property or funds, the same shall be transferred to any other charitable society with objects similar to the Society, to be determined by members of the Committee at or before the time of winding up.

14 Interpretation

If at any time any matter shall arise which is not provided for in these Rules or in the interpretation of these Rules, the same shall be determined where appropriate by the Committee, whose decision shall be final.

Appendix 2 – Funding Sources

Funding Sources

<i>Source</i>	<i>Contact/Information</i>	<i>Purpose</i>
Local Authority	Talk to your local council contacts	Some Councils will help with operating costs (e.g. photocopying, use of meeting rooms, advertising meetings in Council Diary etc.)
Local Authority Community Grants	Grants Officer	Projects and events, operating costs, resources (e.g. displays)
Walking and Cycling Micro Fund programme	info@livingstreets.org.nz	events, promotions and programmes promoting walking as a transport option for short trips
Road Safety Trust, NZ	http://www.roadsafety.govt.nz/	Funds community safety initiatives, including conferences. Pedestrian safety is in its priorities.
NZ Transport Agency	www.nzta.govt.nz talk to your local authority Road Safety Co-ordinator	Safety related projects
Department of Internal Affairs administers grants through the Community Organization Grants Scheme (COGS) and Lottery Community	www.cdgo.govt.nz phone 0800 824 824	COGS - community projects and events that encourage community participation Lottery Community - projects that encourage or enable community self-reliance, capacity building and stability, or opportunities for social, civil or cultural participation. Includes salaries and domestic travel.
Gaming Trusts	www.dia.govt.nz see Trusts - Funding for community groups. Each region and local area has its own Gaming Trusts.	fund projects and organizations in the local community
Charitable Trusts	Funding Information Service PO Box 1521 Wellington 04 499 4090 (or your local Citizen's Advice Bureau)	Each Trust has its own criteria and priorities
SPARC – Directory of potential funding sources developed in conjunction with the Funding Information service	http://www.sparc.org.nz/about-sparc/funding	Helps you find a funding source that matches your project
Local businesses	Approach directly	Sponsorship, prizes for events and projects e.g. sponsoring a walking map
Regional Council	Local Regional Councillor	Pedestrian improvements that fit with the Regional Transport Strategy