



City of Temiskaming Shores

Bicycle Friendly Communities Workshop

June 10, 2015

Summary Report and Recommendations

Prepared by the Share the Road Cycling Coalition

Temiskaming Shores Bicycle Friendly Communities Workshop - June 2015

Summary Report

On June 10, 2015, the local bike friendly action group hosted a Bicycle Friendly Communities Workshop to help identify a path forward for the city to become more bicycle friendly. More than 40 community members, city staff and city Councillors heard new ideas and contributed their local expertise about how Temiskaming Shores can become a better place for cycling during a full-day workshop and evening “World Café” event.

During the workshop, participants helped to:

- identify Temiskaming Shores' existing cycling assets and some of the challenges faced (See **Appendix A: Inventory and Challenges**)
- discuss opportunities for building a safer, more connected place for cycling;
- articulate a five-year vision for cycling in Temiskaming Shores; and
- develop a two-year workplan for making progress toward that vision.

FIVE-YEAR VISION

The following vision for Temiskaming Shores building a more bicycle-friendly community over the next five years (or sooner) was compiled based on the feedback received from workshop attendees and on best practices from other Bicycle-Friendly Communities across North America. The vision also takes into consideration available resources.

By 2020, the City of Temiskaming Shores aspires to be a great place for people to ride their bikes. Temiskaming Shores' culture of outdoor activity and recreation will have extended to include walking and cycling throughout the community, with community members feeling increasingly comfortable exploring Temiskaming Shores' natural assets and urban environments by foot or by bike. Temiskaming Shores' natural beauty makes it an ideal location for cycle tourism to thrive, and the community will have built a reputation across Ontario as a great place to ride a bike for recreation or utilitarian purposes. There will be a large number of programs in place to educate residents about the importance of safely sharing the road with all road users, and residents will be encouraged to walk and bike more often. Children in Temiskaming Shores will regularly walk or bike to school, and cycling will be a common activity for residents of all ages and abilities.

While this vision may sound ambitious, by focusing on the five essential elements of being a bicycle-friendly community we are confident that Temiskaming Shores can achieve meaningful progress towards these goals. The essential elements of a Bicycle Friendly Community are:

- **Engineering** - creating a connected, integrated network of low-stress cycling infrastructure that provides people of all ages and abilities with cycling routes travelling both east-to-west and north-to-south to connect the Temiskaming Shores and area communities. This network can include new protected bike lanes similar to the STATO trail¹, bike lanes on streets within towns, signed bike routes on low traffic streets and trails that are well-lit, well-signed and maintained year-round. With a few key investments along priority routes, Temiskaming Shores can have a well-connected network that leads to most destinations within town. At important destinations, ample, secure bike parking should be more readily available;
- **Education** - making cycling education part of the educational program for all students in Temiskaming Shores schools to create a culture of respect between all road users. Educational efforts will also be targeted at people who drive, with a special emphasis on parents around schools.
- **Encouragement** – introducing new programs designed to get residents excited about cycling again is key to creating a culture of cycling. Use programs like a commuter challenge, bike to work day, open streets events etc to give people a reason to get back on their bike and build a community around cycling.
- **Enforcement** - building more effective partnerships between the Local Ontario Provincial Police Service and the various community partners to make the roads safer for all road users; and
- **Evaluation & Planning** – Create and approve and Active Transportation Plan for Temiskaming Shores, complete with a dedicated annual budget for implementation. Following the approval of the plan, it is important to work on establishing a baseline of the number of people cycling in Temiskaming Shores by performing counts throughout the summer.

The workplan that follows, organized under the 5 Es of the BFC Program, outlines recommended actions Temiskaming Shores could take in the next two years to help it work towards achieving this 5 year vision. With more than 40 attendees at the workshop, it was not surprising that the initial list of potential actions was quite long and varied, and contained far more than would be realistic to achieve given the two-year time frame and resource constraints. The initial list of

¹ <http://www.stato.ca/>

brainstormed actions has been refined to include a number of high-impact activities, many of which are proven to be best practices in communities across North America.

It is important to remember that there are many ways to build a more bicycle-friendly community. This report contains suggestions for one path that could be followed to get there, however, it may be possible for Temiskaming Shores to substitute other actions that are not included in this plan and still achieve this five year vision for increasing bicycling.

WORKPLAN

ENGINEERING: *Creating safe and convenient places to ride and park bicycles through physical infrastructure and hardware that supports cycling.*

Temiskaming Shores is very fortunate to have such dedicated community members who value Active Transportation. To the knowledge of all of us at Share the Road, the STATO Trail is unique across the province, both in its design (a 2-way protected bike lane on the side of a 2-way highway) and the way that it came about through community fundraising. – We are not aware of another cycling project in Ontario that has been the result of such a significant community fundraising effort. With that initial investment completed, it is important that the city continues to invest in Active Transportation infrastructure that connects the STATO Trail to other important cycling routes and destinations. This can be accomplished by building new funding sources for walking and cycling into the town's annual budget.

Attendees applauded the efforts being taken to increase the availability of bike parking in the downtown core and were appreciative of the bike racks available on Temiskaming Shores' transit vehicles. Participants also emphasized that employment and shopping destinations were not easily accessible by bike, and that bike parking in those areas is inadequate. Based on the conversations at both the workshop during the day and the World Café session in the evening, the following actions are recommended. For further information on the Engineering Section of this report, refer to **Appendix B: Infrastructure Tour Summary**.

Engineering Workplan

Recommended Actions	Description	Groups Involved	Suggested Timeline	Estimated Cost
Alter road design standards in Temiskaming Shores to ensure adequate space in road right-of-ways for cycling infrastructure improvements	Temiskaming Shores' current road width standard of 3.5m should be re-evaluated. Such wide lane width requirements make it difficult to fit cycling infrastructure on a roadway and also create an environment where higher vehicular speeds are more common, resulting in a less comfortable walking and cycling environment. Refer to Ontario Traffic Manual Book 18 for design recommendations moving forward.	Public Works	ASAP	N/A

Undertake a Road Diet on the Bridge in New Liskeard to make cycling across the bridge more comfortable	A bike trip is only as safe as the least safe part of the journey – the bridge represents a significant “pinch point” for cyclists,	Engineering	Year 2	
Develop cycling wayfinding strategy and install signage	Determine where wayfinding signage needs to be installed, choose signage design standards, ² secure funding. The signage should indicate distance and estimated time, and feature connections to other key cycling routes to help riders safely navigate their way to their destination. Focus these signs on low-stress neighbourhood routes as possible.	Engineering, Parks & Recreation, community members	In year 1, establish wayfinding signage standards, In year 2 install signage.	
Implement active transportation funding within the annual budget to ensure consistent, continuous improvements to the cycling network	Small changes to Temiskaming Shores' roadways can have a major impact in how residents get around their community. Ensure that small changes continue to occur every year to make cycling safer.	Council	In year 2	

² The City of Waterloo has developed a very good model for wayfinding signs and is happy to share it with other municipalities. Contact bfc@sharetheroad.ca for more details.

<p>Ensure that the STATO trail is open and maintained all year round.</p>	<p>Opening and closing the lane on Lakeshore Road causes increased confusion for cyclists and motorists – ensure that the lane remains an Active Transportation route all year round to maximize the value of the community's investment. Also consider reducing the speed limit on Lakeshore road – a decrease from 80km/h to 60km/h would make that route feel safer for cycling and would only add 65 seconds to the average trip between New Liskeard and Haileybury.</p>	<p>Council, Public Works Staff, STATO committee</p>	<p>Year 1</p>	
<p>Install bike parking in high-demand areas</p>	<p>Especially the Mall and the waterfront area.</p>	<p>Town Staff, community members</p>	<p>In year 2</p>	

EDUCATION:

- *Cycling Education:* Giving people of all ages and abilities the skills and confidence to ride a bicycle by offering educational programs and activities designed to engage with residents on how to ride safely and conveniently throughout the community.
- *Driving Education:* Educating car and truck drivers about how to share the road safely with cyclists, demonstrating respect and care for all road users.

Workshop attendees identified improved education as a major priority for Temiskaming Shores to move forward in becoming more bicycle friendly. Attendees identified some good existing initiatives like Bike Rodeos and Public Health's "Share the Road" campaign, but felt that efforts were required to better educate all residents about the value of sharing the road safely.

Education Workplan

Recommended Actions	Description	Groups Involved	Timeline	Estimated Cost
Establish an Active and Safe Routes to School ³ working group and ensure that all schools within Temiskaming Shores have Active School Travel Plans and cycling education programs	Communities across Ontario have experienced success with promoting Active School Travel ⁴ . Bring together a committee of school board representatives, Public Health, community members, STATO reps, City Staff and the OPP to create a plan to get more students to school actively and safely in Temiskaming Shores, and work actively with schools to implement and monitor successes.	School Boards, Town Staff, STATO Reps, Public Health, OPP	Year 1 – establish committee Year 2 – begin programs	

³ <http://www.saferoutestoschool.ca/school-travel-planning-toolkit>

⁴ For a highly successful model of creating Active and Safe Routes to school, see the "Stepping It Up" Pilot Project (<http://www.metrolinx.com/en/projectsandprograms/schooltravel/SteppingItUpReportENG.pdf>) for inspiration.

<p>Consider establishing designated drop-off areas near schools</p>	<p>The Walk a Block program has been successful in other jurisdictions including Halton Region⁵, where parents are encouraged to drop their children off at least a block away from school and walk with them the last block or 2. This helps to reduce traffic congestion around schools and builds in some additional physical activity into each day for all students.</p>			
<p>Create and Distribute Point-of-sale educational materials to all retailers selling bikes in Temiskaming Shores</p>	<p>These resources could be in the form of a handlebar “hanger”, which could feature messaging similar to the brochure developed in Grimsby, Ontario (See Appendix C – Additional Materials) or a voucher for a short cycling education course, hosted by either the Town or Public Health a few times a summer to educate new riders, children and their parents about safe, legal cycling and sharing the road⁶.</p>	<p>Public Health Town Staff OPP Bike retailers</p>	<p>Year 1 – Develop resources Year 2 – Distribute resources and run programs</p>	

⁵ <http://www.halton.ca/cms/one.aspx?objectId=10745>

⁶ Similar programs have been run in Thunder Bay with considerable success, including lower rates of sidewalk cycling and lower rates of collisions involving cyclists.

<p>Create educational resources to distribute to parents in Temiskaming Shores about sharing the road with cyclists and encouraging their kids to get to school actively</p>	<p>Parents are role models to their children – if they share the road safely, ride legally and wear bike helmets, their kids are more likely to do those things as well. Send resources home with kids from school to reach parents at home.</p>	<p>School boards Public Health</p>	<p>Year 2</p>	
<p>Run "Stay Safe, Stay Back" trucking campaign within the city of Temiskaming Shores (city staff and large employers that use heavy trucks⁷)</p>	<p>Local professional truck drivers should be ambassadors for safe driving practices and training them on how to share the road safely with cyclists will help them be good role models. All materials for this campaign are available from Share the Road.</p>	<p>Timiskaming Public Health Timiskaming Shores City Staff Large Employers</p>	<p>In year 1</p>	

⁷ This campaign has recently been adopted by the City of Toronto, City of Ottawa, Tomlinson, Cavanagh and Karson Group. Digital resources are "ready-made" for printing and sharing online.

<p>Identify education programs/ campaigns that could be replicated or modified for use in Temiskaming Shores to compliment the existing "Share the Road" campaign run by public health, e.g. Thunder Bay's cycling education videos⁸ and You Know Me, I Ride a Bike campaign⁹ or Waterloo Region's Thumbs Up! Campaign¹⁰</p>	<p>Other communities have created and tested education videos and campaigns, so why reinvent the wheel? Adapting existing resources and developing a dissemination plan can yield impressive results at a reduced cost.</p>	<p>Public Health City Staff, STATO reps</p>	<p>In 1st half of year 1: research options, select programs or campaigns, secure resources, plan for dissemination</p> <p>In 2nd half of year 1: modify/ create program/ campaign materials.</p> <p>In year 2: Disseminate.</p>	
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⁸ http://www.thunderbay.ca/Living/Getting_Around/Active_Transportation/Resources.htm

⁹ <http://www.safecyclingthunderbay.com/article/you-know-me-i-ride-a-bike-127.asp>

¹⁰ <http://thumbsupwr.com/resources/>

ENCOURAGEMENT: *Creating a strong bike culture that welcomes and celebrates bicycling through incentives, promotions and events that inspire and enable people to ride.*

Attendees identified the encouragement section as an area where Temiskaming Shores can make some real strides. With no bike-oriented programming yet existing in Temiskaming Shores, attendees came up with a wide variety of ideas to help foster the creation of a new culture of cycling within the community.

Encouragement Workplan

Recommended Actions	Description	Groups Involved	Timeline	Estimated Cost
Establish a Bicycle Friendly Temiskaming Shores (BFTS) Committee to organize and coordinate cycling events	Building a culture of cycling takes time and effort – community events will benefit from having a well-organized committee with defined roles and responsibilities. Consider making this committee an official committee of council and dedicating an annual budget to its efforts.	Public Health City Staff City Council STATO	In 1 st year	
Produce a Cycling Map for Timiskaming Shores to highlight low-stress routes, trails and touring rides around the community	Consider highlighting/emphasizing low-stress routes. This map can be printed and/or online. Be sure to plan how you will distribute any printed maps.	City Staff STATO	Design Map in year 1, print and distribute in year 2 (ideally to coordinate with Bike to Work Day)	
Host a Bike to Work Day breakfast in 2016	June is Bike Month in Ontario, and communities all across the province host Bike to Work Day events to encourage residents to give cycling a try. Host a pancake breakfast for cyclists in a central location to thank them for riding and create a highly visible community event in support of cycling.	Public Health City Staff STATO reps BFTS Committee	2016 and beyond	

Organize social rides in Temiskaming Shores to give more residents an opportunity to ride as a group. Host Slow Rides with family-friendly destinations (ie, ice cream) to encourage new riders to come out.	Ensure that rides offer variety for residents – family rides should be done at a no-rider-left-behind pace, with other social rides like touring rides and mountain bike trips also offered to build a culture of cycling in Temiskaming Shores.	BFTS Committee	In years 1 and 2	
Host a Bike Swap, similar to a ski-swap, where families can swap the bikes that their children have outgrown for new, larger bikes.	Partner with a local bike retailer to ensure that new bikes are also available for purchase at the event as well. Consider hosting a bike rodeo at the same time as the swap to teach kids new cycling skills.	BFTS Committee, Local Bike retailers	Year 2	
Host Bike Valet services at local community events to ensure that residents are able to park their bike once they arrive.	Bike valet can reduce your parking demand and ease congestion around large community events ¹¹ . Consider hosting one at Summerfest and the Bikers reunion for starters.	BFTS Committee	Year 2	
Launch a Community Bike Challenge to create goodwill towards cycling in the community	In Halton Hills, the Community Cycling Challenge challenges residents to collectively ride hundreds of thousands of km each year to raise funds for the local hospital ¹² . Consider a similar program, where the community bikes together towards a common goal.	Town Staff, Public Health Community Groups	In years 1 and 2	

¹¹ For more information on how to run a bike valet, see <http://www.shareable.net/blog/how-to-run-a-bike-valet>

¹² For more information, visit <http://haltonhillsbikechallenge.ca/>

Offer an Open Streets event in Temiskaming Shores ¹³	Open Streets events are expanding across North America, giving residents a chance to experience their community at a more human scale. Try hosting one by working closely with your downtown businesses to create a vibrant, festive atmosphere where residents can feel comfortable walking or cycling along their main streets ¹⁴ .	City Staff Public Health STATO New Liskeard Downtown Business Improvement Area (BIA)	In year 1 or 2	
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¹³ 8-80 Cities has recently released a toolkit to host your own Open Streets Event. See it at <http://www.healthiestpracticeopenstreets.org/>

¹⁴ A great example of a successful Open Streets Event is Thunder Bay – see information here: <http://www.ecosuperior.org/openstreets>

ENFORCEMENT: *Ensuring drivers and cyclists share the road safely through equitable laws and activities that hold both groups accountable for their behavior and actions on the road.*

Attendees noted that the local OPP have engaged in positive enforcement ticketing, handing out coupons to children that are “caught” wearing their helmet or following the rules of the road. Attendees were also happy to see the prohibition of motorized vehicles on local trails and local OPP that are trained in bicycle enforcement.

Enforcement Workplan

Recommended Actions	Descriptions	Groups Involved	Timeline	Estimated Cost
Ensure effective communication between the local OPP and the cycling community by having an OPP liaison on the BFTS (Bicycle Friendly Temiskaming Shores) Committee.	Having law enforcement representation on the BFTS committee is extremely important to create effective relationships between people riding and the law enforcement community, and can help in the development of new programs and educational blitzes. Under the BFTS, create a Community Cycling Safety Committee to identify potential road safety improvements.	BFTS OPP	When BFTS Committee is being created	
Consider reducing the speed limit on Lakeshore road to 60km/h	With the highway 11 bypass in place, and with the increasingly residential nature of this road, it is a good candidate to have speed limits reduced to make walking and cycling along the lake more comfortable.	Town Staff OPP (to enforce new speed limit) City Council	Consider in year 1	

<p>Have OPP officers begin patrolling Temiskaming Shores by bicycle</p>	<p>Having more officers on bikes gives them a better understanding of the conditions faced by regular riders, and can also raise the visibility and the profile of cycling in the community.</p>	<p>BFTS OPP City Council and/or community policing committee</p>	<p>In year 2</p>	
<p>Organize a “Ride a Mile in My Shoes” event including plainclothes police officers and cycling advocates¹⁵</p>	<p>This type of ride around common cycling routes allows officers to experience first-hand what regular cyclists face on their journeys. (Drivers often behave differently - safer - around police officers in uniform.) It also helps to build/strengthen the relationship between police and cycling advocates</p>	<p>OPP Community Groups</p>	<p>Once each year</p>	

¹⁵ This recommendation is based on a successful ride like this in Toronto. You can read more about it on page 21 of the 2015 BFC yearbook in the article, Ride a Mile in My Cycle Shoes.

EVALUATION & PLANNING: Processes that measure results, and planning for bicycling as a safe and viable transportation option.

Attendees praised the Conceptual Plan for the extension of the STATO Trail and highlighted that the City's Official Plan does contain language that is supportive of Active Transportation, and were also happy to see a wide variety of partnerships already in place to support active transportation, including the health unit, Town Staff and the Road Safety Coalition. Attendees strongly recommended the creation of a broader active transportation plan to ensure that future efforts are well coordinated, and also highlighted the need for stronger data collection as it relates to cycling.

Evaluation & Planning Workplan

Recommended Actions	Descriptions	Groups Involved	Timeline	Estimated Cost
Create an Active Transportation Plan for Timiskaming Shores	This plan should evaluate existing infrastructure, identify gaps in the network, identify priority investments and set an annual budget to ensure implementation in order to continue moving active transportation in Timiskaming Shores forward in a coordinated way. It will also help the community gain access to additional funding sources ¹⁶	Town Staff BFTS Committee Community Groups Town Council	In year 1: Create Active Transportation Plan Steering Committee, start identifying priority routes and hosting public information sessions In year 2: finalize plan and pass at council.	

¹⁶ Projects that have been approved in a council approved plan are more likely to be funded under Ontario's Municipal Cycling Infrastructure Fund, so having a plan in place with a dedicated annual budget for implementation will help the community secure more funding for implementation.

<http://www.mto.gov.on.ca/english/safety/ontario-municipal-cycling-infrastructure-program-faq.shtml>

Collect data about the number of cyclists using the Town's existing facilities	This data collection could include volunteers or summer students counting the number of users on the STATO trail on weekdays and weekends, and can start to establish a baseline of cycling in Temiskaming Shores.	Community Members Public Health Town Staff	In year 1	
While creating the Active Transportation Plan, identify low-speed, low-volume roads that are ideal to be signed as bike routes to create a network within town centres.	On low-volume, low speed roads, treatments like bike lanes may not be necessary. Consult OTM Book 18 ¹⁷ for guidance in creating cycling infrastructure.	Town Staff BFTS Committee	In year 2	
Consider conducting a trail survey along the STATO Trail	Collect more qualitative data about how people are using the trail, why they're using it, how often etc.	STATO reps	Year 1	
Produce a large scale map of Temiskaming Shores to take to community events and ask residents where they would most like to see cycling improvements	This can be a great way to collect data about the community's preferences for the Active Transportation Plan	Community Groups Public Health Town Staff BFTS	Year 1	

¹⁷ <http://www.otc.org/research/otm-book-18/>

<p>Approve a Complete Streets Policy¹⁸ to ensure that all road work accommodates all road users in the future.</p>	<p>Building a roadway to accommodate all road users is cheaper to do when the road is being constructed rather than having to retrofit it – ensure that all road users are considered when creating new or updating existing infrastructure.</p>	<p>Council City Staff</p>	<p>Year 2</p>	
<p>Support provincial cycling advocacy efforts through the Ontario Cycling Advocacy Network (OntarioCAN).</p>	<p>Many activities of provincial scope were highlighted throughout the workshop that would help to improve cycling conditions in Temiskaming Shores. This includes cycling education in schools, investments in infrastructure and driver training. Once established, the BFTS committee should ensure that they represent Temiskaming Shores as part of the Ontario Cycling Advocacy Network. This Network is facilitated by Share the Road and our aim is to have 1 representative in each electoral district (provincially)</p>	<p>Residents/cycling advocates Share the Road City Staff</p>	<p>Ongoing</p>	

¹⁸ <http://completestreetsforcanada.ca/policy-elements>

Appendices:

Appendix A: Inventory and Challenges

This inventory was developed by participants in the Bicycle Friendly Communities Workshop and World Café event facilitated by Share the Road in June 2015.

Engineering:

Inventory:

- Share the Road Signage in place in several key spots around town
- 12 km of STATO trail linking New Liskeard to Haileybury
- 3 km of boardwalk in New Liskeard (No bikes allowed on boardwalk)
- Nature trails for mountain biking
- Some (16) bike racks in downtown New Liskeard
- Bike Racks on Transit Buses
- Bike / Skate Park
- Trail maintenance standards in place for STATO trail, including bollard replacement and repainting.
- Many low-traffic residential streets

Challenges:

- Need for more bike parking all over town.
- No Bike Parking at Malls
- No safe bike route to Mall and employment areas (ie – Walmart)
- STATO Trail only open and maintained from May long weekend to November 1
- Trail maintenance inconsistent
- No staff to plan cycling infra or programs
- Need for a map and signage directing riders to low traffic routes
- Bridge in New Liskeard challenging to cross by bike, especially for novice riders

Education:

Inventory:

- Bike Rally and Bike Rodeos take place in the community
- Helmet Safety and fittings
- Radio Announcements and public health's Share the Road campaign
- Council is supportive of cycling and active transportation

Challenges:

- Need more in school education
- High School and adult cycling education lacking
- Parental education (especially around schools) lacking
- BIA resistant to change that removes or impacts parking
- Speeding is common in community

Encouragement:

Inventory:

- Visible riders within the community
- Bike racks on buses
- [Howey Bros](#) Bike Shop

Challenges:

- No bike groups in town
- Very few social rides
- Car free days have been talked about, but never actually done
- Kids aren't encouraged to bike to school
- No Bike Valet during SummerFest
- Very strong car culture

Enforcement:

Inventory:

- OPP hands out coupons for wearing helmets (positive enforcement)
- Prohibition of motorized uses on trails
- OPP trained on bicycling enforcement
- Good street lighting

Challenges:

- No bicycle patrol officers
- No OPP run Share the Road campaigns
- Need more focus on benefits of AT and safe road use

Evaluation and Planning:

Inventory:

- AT policies in the Official Plan
- Conceptual Plan for the extension of the STATO trail
- Lakeshore road being repaved – opportunity to increase safety and usability
- Road Safety Coalition in place – organizing bike Rodeos etc
- Partnerships in place – health unit, City, Road Safety Coalition

Challenges:

- Northern climate makes AT seem like a challenge
- Need more communication
- Road Standards policy - 3.5m lane width standards means higher speeds, less room for AT features
- No AT Master Plan

Appendix C: Additional Materials:

Cycling Education Toolkit from Safe Cycling Thunder Bay – detailed information about creating new bike education courses in your community.

http://www.safecyclingthunderbay.com/upload/documents/cycling_toolkit.pdf

Grimsby Cycling Education Rack Card: http://www.sharetheroad.ca/files/GAT_STR_Rack_Card_V5_FIN.pdf
Free to use, changes to logos on the bottom of the card can be done through Julie Johanis, JLM Studio in Grimsby, Ontario.

Office: [905-937-7977](tel:905-937-7977)

Cell: [905-933-7399](tel:905-933-7399)

<http://www.jlmstudio.com>

Share the Road's 2015 Bicycle Friendly Communities Yearbook: For further inspiration, including other programs or projects that could assist Timiskaming Shores in becoming more bicycle friendly:

http://www.sharetheroad.ca/files/2015_Yearbook_final_web.pdf