



CCA Toolkit #5

DEBRA'S GUIDE TO SPEAKING OUT

A PRACTICAL GUIDE TO RAISING YOUR CONCERNS, SPEAKING OUT, AND
GETTING YOUR VOICE HEARD



CARFREE TOOLKIT SERIES
ACTION SERIES
TOOLKIT #5

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CO-FOUNDER THE CARFREE CITIES ALLIANCE

THIS TOOLKIT INCLUDES:

- ADVICE AND HOW-TO-DO-IT
- TEMPLATES FOR WRITING LETTERS, ARTICLES, PRESS RELEASE

ADVICE AND
HOW-TO-DO-IT

Hi there,

Are you upset with how noisy and congested your city is? Does it feel like cars are VIPs and those on foot and bicycle are treated as their inferiors? Are you frustrated with politicians' tolerance for unlivable levels of air pollution? Can you envision the city that you would like to live in—and even imagine some of the specific steps needed to get there? Whatever your concerns, there are ways that you can make your voice heard.

Too often we complain to our family members and friends about a situation, but fail to take positive action. The time to change that is now!

And don't worry. You don't have to be an urban or traffic planner to provide valuable insights. All you need is to be a concerned citizen willing to take the time to learn some basic terms and the kinds of things that do work (and that don't) to make cities better.

How can you make your voice heard? There are a number of ways, a few of which are described here. In addition, you can access newspaper articles that I've written and see if you can adapt them for your own city or country.

If you have not yet read the others toolkits available from CCA, please have a look at:
<https://www.carfreealliance.org/toolkit>.

There is a lot of valuable information to complement this toolkit. In particular, we recommend:

Toolkit #1 Big Time Impact

Toolkit #3 Action Ideas

Toolkit #4 Talking Points

Join/organize a demonstration.

This is relatively easy (depending on how much your local government tolerates protests). If local groups are already campaigning for better conditions for walking, cycling, or public transit, or for more open green spaces, join in. The more the merrier! If you feel there's a need that isn't being met, talk to friends, colleagues, students, cyclists—anyone you can find who is willing to join you. Choose your message—it's best that it's specific, for example:

- "No new highways!" or
- "We want more parks, not more parking lots!" or
- "Respect people on foot: widen footpaths and add amenities!"

Whatever your message is, choose a spot with high visibility to gather with banners, handmade signs, and leaflets explaining your cause. Be sure to notify journalists in advance and remind them on the day of the event. It's best if you bring press releases with you to hand out to journalists at the event. Afterwards, send your press release along with one or two pictures to different newspapers. If you get little or no coverage the first time, don't get discouraged. Try to figure out what didn't work so well, ask advice from those who have been successful at gaining publicity, and keep trying.

Join/organize a virtual demonstration

If you don't have the resources to organize something outdoors, or your government is hostile to protesters, consider staging an online protest. There are many ways to do so. You could stage a Zoom or other online call where people hold up signs. Start an online petition. Create a blog or website with relevant information (and include examples of great streets from around the world) and make sure this gets covered in local media/social media. Whatever you do, make sure to provide information and pictures and send to them to local newspapers and post on social media.

Helpful Hint

Policymakers and planners notice what is reported on in media, so you want to increase your media attention to make your ideas heard. If you stage outdoor protests, it helps to make them colorful—think about costumes you could use or symbolic gestures (like tying your legs together) to get your point across and garner more media attention. Of course, you still have to do your homework—letting journalists know that you will be protesting at such-and-such a time and place, and sending out press releases yourself.

Another way to increase publicity—whether to get your article published or to gain attention to your demonstration—is to tie it to an important event. Be creative here. If there are important dates for your city/country, use those! There are many ways to connect the issue of carfree or livable cities with other issues.



Carfree Day and Events in Dhaka, Bangladesh



Calendar of Special Days

14 February (Valentine's Day): We love to walk/cycle/socialize outdoors!

20 February: World Day of Social Justice

28 February: National Diabetes Awareness Day

20 March: International Day of Happiness

7 April: World Health Day

22 April: International Earth Day

Last Wednesday in April: International Noise Awareness Day

28 April: World Day for Safety and Health at Work (think of all the people who work outdoors!)

First Tuesday of May: World Asthma Day

15 May: International Day of Families

3 June: World Bicycle Day

5 June: World Environment Day

21 June: World Localization Day (go to [Local Futures](#) to learn more)

17 August: World Pedestrian Day

Third Friday of September: World PARK(ing) Day (celebrating parklets—small parks instead of parking)

22 September: World Carfree Day

Calendar of Special Days (continued)

First Monday in October: World Habitat Day

10 October: World Mental Health Day

31 October: World Cities Day

October: often considered urban month; many also celebrate it as Active and Safe Routes to School month

8 November: Town Planning Day

Third Sunday in November: World Day of Remembrance of Road Traffic Victims

20 November: Universal Children's Day

3 December: International Day of People with Disabilities

We hope this list inspires you. Now have some fun with it!

Write a letter to your local policymakers/planners

This is not a test of your writing skills. The best letters are relatively short, and very clear and to the point. Policymakers are busy and don't have time to read long letters, or the energy to try to unravel difficult language. You can start by stating who you are and why the problem concerns you. Here is a sample letter:

"As a mother of young children, I am deeply concerned about the extremely unsafe environment for walking in our city. My children live close to their school, but walking to it feels like taking their lives into their hands. Since many children walk to school, how about temporarily banning motorized traffic on these specific streets (...) during these specific hours when children are arriving at or leaving school (...)? Research has shown that children perform better academically, as well as being healthier and happier, if they can travel actively and safely to school.

(continued in next column)

I know you share my concern for the wellbeing of our children; I hope that you will consider this request. I would also request that you make time for me to meet you in person to explain my proposal better."

Then you follow up with a phone call. The same kind of letter can work to petition for an expansion of bicycle lanes, a halt to new highway construction, or the creation of a walk- and bicycle-only path along a major body of water. In my experience it helps to be polite and not use attacking language ("I know that the automakers are bribing you, you bunch of lazy jerks....") Of course you don't actually say that. But it might give you some pleasure to think it! :)

PS: You will find more letter templates at the end of this Toolkit!



**Send a
LETTER!**

Write a letter to the local newspaper

One of the best ways to reach an audience is through conventional media. Politicians tend to keep an eye on what is being discussed in the paper, and you may well connect with other potential allies. Letters are easy to write, since they are usually short.

Your paper should offer specific guidelines on how to submit a letter. In our NGO, we started our media work by writing letters and were always excited when one was published. Then we started getting whole articles and press releases published—yet our success was based on what we learned from where we started: by writing letters.

Again, make sure you have a very specific point and preferably a demand to make. For instance, Dhaka papers constantly write about the “disorganized” movement of pedestrians—blaming them for getting themselves killed on our bloody streets.

A brief letter could point out the grotesque absurdity of blaming the victim—someone who can do no harm to anyone—versus the drivers barreling down the road in their death machines, easily able to maim or kill people. Oh, and by the way, please stop referring to “accidents”! Drivers (should) know how easy it is to kill someone. The correct term is a car crash and the driver absolutely must be held responsible.

Write an op-ed for the local newspaper

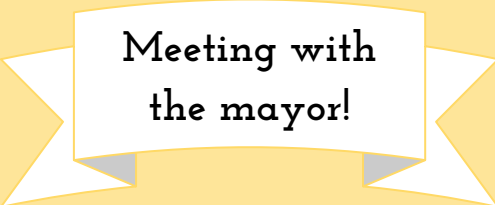
Once you feel confident expressing your views, consider contributing articles for the paper. Again, the paper should have clear instructions on word count and how to submit them. This is harder and you may not succeed at first. No worries! You can always publish the article on LinkedIn or some other social media platform. But your success might surprise you. If you lack inspiration, look through the many articles I have gotten published and see if you can adapt one for your local environment.

See a real published article on the next page.

Set up a meeting with local policy-makers and planners

Here's a secret: if you regularly write letters about the importance of providing better walking conditions, or cycle infrastructure, or more public space, then officials will come to recognize you as experts.

If they are finally ready to do something about the issue, *they* might call you. If you don't hear from them despite sending lots of letters, newspaper clippings, pictures of your events, and so on, contact them. Don't get discouraged if it takes a while to arrange a meeting, and if you do get to meet them, start out by being friendly rather than combative – but nonetheless stick to your principles, and don't let their “celebrity status” cause you to feel small. You are an important person on a mission! You won't get far if they are on the defense, but if you outline common ground—we all want to make the city better!—then the meeting should go more smoothly. Be sure to be prepared with very specific plans: a protected bicycle lane that connects these neighborhoods with these schools (provide a map and photos); traffic calming in these urban areas at these times (map and photos), etc.



**Meeting with
the mayor!**

WORLD CAR-FREE DAY

Burn less fuel, build better cities



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the Institute of Wellbeing,
Bangladesh, and an active
member of the Carfree Cities
Alliance.

DEBRA EFROYMSON

As my readers know, Bangladesh (as with most of the world) is experiencing a fuel crisis. That crisis has led to power cuts and the decision to purchase oil from Russia, despite the atrocities Russia is inflicting on Ukraine. But purchasing oil from Russia is only a temporary solution to an ongoing crisis that is about more than the price or quantity of oil. The real issue is not how to source or subsidise fuel, but how to learn to lead quality lives while burning vastly less of it.

Now, Dhaka residents may disagree about many things, but there's one thing we can agree on: traffic is a nightmare. A fairly short trip that would require half an hour by bicycle can take well over an hour by car. Our lives are dominated by our need to move around and the difficulty and expense of doing so.

And it's not just the time (and money) we waste in traffic. It's the death toll on our roads, the mourning of those dead or seriously injured in road crashes. It's the pollution: the filthy air we breathe, the noise that keeps us awake at night and disturbs our study and work during the day. It's the lack of affordable housing

for people, while we continue to build housing for our cars. It's all the children who cannot safely walk or cycle to school, the adults whose daily work commute is a nightmare, the lack of public amenities like parks, because we feel it's more important to have parking space for our cars than parks for our people. It's all the money we spend on road infrastructure, and on buying and maintaining or hiring a car or a motorbike as individuals.

And of course the most pressing issue of our times: the climate crisis. We can't make our cities cooler by planting more trees, because there's no space and budget for it. We can't mitigate urban flooding, because there's no space for canals, no interest in tearing up asphalt to allow the water to seep into the soil rather than flood us out. And the use of our cars and other motorised vehicles contributes to greenhouse gases, worsening the very problem that we can't manage to mitigate.

Meanwhile, when we do address these issues, the solutions are always too small to make any real impact or are even counterproductive. Tinkering with the price of fuel. Mandating seat belts and motorcycle helmets,

which can reduce the harm from road crashes but don't protect pedestrians or cyclists. Cleaner fuels and more efficient engines, which can at best reduce pollution, not eliminate it. (In fact, by encouraging more driving, they can actually worsen pollution.) Building new roads and widening the existing ones are expensive and only

around the world celebrate World Car-Free Day. World Car-Free Day is an annual reminder of the folly of creating car-based transport systems, and of the many advantages that would accrue if we lessened our dependence on fuel, cars and motorbikes, and instead created vastly better conditions for walking, cycling, and public transport.

It is difficult to admit to a mistake, especially as big a one as the belief that cars will make our lives dramatically better without wreaking significant damage. But now that we have gained sufficient experience, it is time to admit that creating a car-based transport system was in fact a mistake. Assuming that we cannot survive without high fuel consumption was a mistake.

Imagine for a moment our city without cars, but with high-quality public transport, people zipping by on bicycles, others on foot. Imagine what you would hear, see, and smell. Contrast it with our existing city. Join us in celebrating World Car-Free Day today and in working to ensure that the life we imagine one day a year could be our life every day: a healthier, happier life that would be good for us, our children, our future generations and our planet. Where our creativity, intelligence, and resources could be used to solve pressing problems, rather than in figuring out how to keep us supplied with the plentiful cheap oil that is fuelling the climate crisis and all the other transport-related problems that are killing us.

It is difficult to admit to a mistake, especially as big a one as the belief that cars will make our lives dramatically better without wreaking significant damage. But now that we have gained sufficient experience, it is time to admit that creating a car-based transport system was in fact a mistake. Assuming that we cannot survive without high fuel consumption was a mistake.

invite more traffic.

Rather than a bunch of partial solutions that fail to improve our urban lives in any dramatic way, why not find the courage to make life in our cities dramatically better, while reducing all these pressing problems? Every year on September 22, people

Helpful Hint

If you find that a major international Bank (World Bank, Asian Development Bank, or African Development Bank) is funding car-based infrastructure that simply creates more congestion, pollution, danger, and inequity, speak up. Sometimes the best way to get invited to speak with them is to protest loudly. Point out the contradiction in their policies (promoting inclusion and equity, for example) with their actions (lending governments millions of dollars for projects that exclude non-car-owners). Feel free to speak out in the meeting with Bank officials—they need to hear criticism and are less likely to turn against you for being forthright than government officials may be. If you are too soft-spoken, find someone else in your network who enjoys being (a little) belligerent and have at them! In my own personal experience, being aggressive both got me a seat at the table and enabled me to influence Bank policies. (An interesting organization to follow is: Bankwatch)

Afterward

Please remember: too often the good people, who want a cleaner, healthier environment, a strong local economy, and thriving communities, are the ones who stay silent. You know who doesn't stay silent? The three-headed monster: the car, fuel, and road-building lobbies. They are in constant communication with your government (and busy seducing your fellow citizens with their direct and indirect ads).

If nobody counters what the three-headed monster is pushing on society, can you blame politicians for regularly making decisions that increase noise, congestion, deadly crashes and pollution? It's up to you, and everyone else you can recruit for this cause, to provide a sane counter voice. And don't worry—we don't have to outspend the corporate lobbyists. (Thank goodness!) We're fighting for better cities. They are fighting for injury, death, and ever-growing economic inequality. It's not hard to make our case. But we can't stay silent!

There you have it! You have just received a dose of personal advice from Debra, which is based on years of experience working in the field on cutting-edge topics, and actually getting a lot of traction with the local media and sometimes even policy-makers. Please see Part II of this two-part series to find articles and usable templates for speaking out.

In the next section you can find usable templates for letters (and more). Just copy them, adapt them, and use them!

TEMPLATES

1. NEWSPAPER ARTICLE
2. PRESS RELEASE
3. DRAFT LETTER (CLIMATE)
4. DRAFT LETTER (GENERAL)

Sample Newspaper Article

Stable Climate, Better Cities

As the climate crisis worsens, it is becoming more difficult to deny that human activity is causing disaster in our country: flooding, droughts, extreme storms, ever-hotter weather [use as much of this as is relevant to your country]. With the growing acceptance that we are in an emergency situation, politicians are finally, albeit still too slowly, beginning to implement solutions. Unfortunately, far too often those solutions are inadequate for addressing the problem. Further, those “solutions” fail to take advantage of how we could use the climate crisis to make life in our cities vastly better.

Given that transport is a major contributor to the climate crisis, one of the proffered solutions to the climate crisis is electric vehicles. As if we can just replace our current automobiles with electric ones, and the crisis will end. This is about as logical as believing that switching to paper straws, or just recycling more, will end the crisis. Electric vehicles are an extremely expensive way to reduce greenhouse gas emissions. Electric vehicles require about six times more critical minerals to build than conventional cars. Batteries themselves are bad for our environment. And if the electricity is generated by coal, electric vehicles aren't even cleaner than petrol-powered ones. And it's the manufacture and disposal, not just the use, of our cars and other motorized vehicles that contribute greenhouse gases.

But it's more than that. At most, electric cars would help reduce greenhouse gas emissions and pollution. But they still require the same space as conventional cars, they still kill people on the roads, and they still require tremendous expense from governments and individuals.

While we desperately need to address the climate crisis, it's not the only crisis we face. In our "modern" cities, we kill large numbers of people [can add local statistics here] on our roads. We kill even more people by making our air toxic, largely due to vehicle emissions. Noise from motorized vehicles keeps us awake at night and disturbs our study and work during the day. We fail to provide affordable housing for people, while we continue to build housing for our cars. Children cannot safely walk or cycle to school, adults face nightmarish daily work commutes, and we lack public amenities like parks throughout our city because we feel it's more important to have parking for our cars than parks for our people. We spend vast sums on road infrastructure, then as individuals on buying and maintaining or hiring a car or motorbike. [Use as much of this paragraph as is relevant; add other details as desired.]

Two of the problems we face in cities from the climate crisis are flooding and urban heat. If we didn't waste so much money and space on our cars, we could make our cities cooler by planting more trees. We could mitigate urban flooding by restoring canals that have been paved over to make roads, by tearing up asphalt and converting parking spaces into small parks to allow the water to seep into the soil rather than flood us out.

What if we could find the courage to significantly reduce the climate crisis while making life in our cities dramatically better? Every year on 22 September, people around the world celebrate World Carfree Day. World Carfree Day is an annual reminder of the folly of creating car-based transport systems and of the many advantages that would accrue if we lessened our dependence on cars and motorbikes and instead created vastly better conditions for walking, cycling, and public transport.

The theme put forward by the international Carfree Cities Alliance for this year's World Carfree Day is Carfree Cities for a Stable Climate.*

World Carfree Day has an interesting history. During the fuel crisis of 1973, people began discussing how to discourage car use and promote more efficient and environmentally-friendly means of transport. The first carfree days were organized in 1994 in Bath, UK, La Rochelle, France, and Reykjavik, Iceland. The United Kingdom was the first country to organize a nationwide carfree day campaign, in 1997. In 2000, the European Commission began to celebrate Car Free Day as a European Initiative, with activities now often lasting all week.

As an active member of the global Carfree Cities Alliance, [our organization] is proud to join the international celebration of World Carfree Day. [Describe what you are doing this year to celebrate.] [Our organization] believes that we could have vastly better cities: less congestion, cleaner air, fewer and less deadly crashes, more parks, and a better response to the climate crisis. But to do so, we have to end our deadly and destructive obsession with the automobile.

It is difficult to admit to a mistake, especially as big a one as the belief that cars will make our lives better without wreaking significant damage. It is hard to acknowledge that our solutions are not adequate to the climate and other crises we face. But now that we have gained sufficient experience, it is time to admit that creating a car-based transport system was in fact a mistake. It is worth the pain of acknowledging the mistake, because then we can move to something far better. Imagine for a moment our city without cars but with high quality public transport, people zipping by on bicycles, others on foot. Imagine what you would hear, see, and smell. Contrast it with our existing city.

Join us in celebrating World Carfree Day and in working to ensure that the life we imagine one day a year could be our life every day: a healthier, happier life that would be good for us, our children, our future generations and our planet.

** The theme changes every year. If you prefer to make use of a previously used theme (because it resonates well with you) then do that, just remove the part about "the theme for this year is .."*

Sample Press Release

Press release - It's World Carfree Day!

As the need to take action to mitigate and adapt to the climate crisis grows, a radical suggestion is gaining popularity: cities without cars! Carfree cities would dramatically reduce greenhouse gas emissions from transport. Removing or greatly reducing cars in cities would also create desperately needed space to depave parking lots in order to plant more trees. Restoring canals and other water bodies, and having more parks and trees, would make cities cooler and reduce flooding. Meanwhile, the increasing use of the automobile in our cities aggravates existing problems and makes it more difficult to implement proven solutions.

For these reasons, the global Carfree Cities Alliance has chosen the theme "Carfree Cities for a Stable Climate" for this year's World Carfree Day celebration on 22 September.

Carfree Day celebrations illustrate how much better life would be in cities if it were safe and convenient to move about by foot, bicycle, and public transit; if there were ample places to play and socialize outdoors; if we had parks and playgrounds instead of car parking; if people no longer wasted time and money stuck in traffic, breathed filthy air (leading to millions of deaths around the world), or ran a high risk of being injured or killed in road crashes. All that, and we could have cooler cities with less flooding, as well as vastly more affordable housing, if we replaced car parking with trees, parks, and other better uses.

During the fuel crisis of 1973, people began discussing how to discourage car use and promote more efficient and environmentally-friendly means of transport. The first carfree days were organized in 1994 in Bath, UK, La Rochelle, France, and Reykjavik, Iceland. The United Kingdom was the first country to organize a nationwide carfree day campaign, in 1997. In 2000, the European Commission began to celebrate Car Free Day as a European Initiative, with activities now often lasting all week. World Carfree Day is now widely celebrated around the world.

Here in [city/country], [write something about history of celebrating Carfree Day, if available; can also add statistics about the problems caused by cars in your city/country].

This year for World Carfree Day, [describe what events will take place].

The local World Carfree Day event is being organized by [list name(s) of organizers].

Name of NGO/institute/association

Contact information

Draft Letter (on climate)

Date:

To: [Consider addressing the letter to the President/Prime Minister or Minister of Transport/Environment/Climate and/or local mayor/other city officials; can also address to the highest authority and cc others]

Dear [proper title for your respected dignitary],

As the climate crisis continues to worsen, we congratulate you on the proactive steps you are taking to reduce the crisis. [Even if this isn't the case, it's always good to start a letter with praise!] Although our country is not a major contributor to climate emissions, it is still important to reduce our greenhouse gas emissions in order to set an example to the world. Importantly, reducing emissions could also improve the quality of life for people especially in our cities.

As with mitigation, so too adaptation is an urgent need. Specifically, as temperatures continue to rise, we need to find ways to make our cities cooler. This is particularly important for those who work outdoors, but everyone needs to have the opportunity to spend time outdoors, and with rising temperatures, this is becoming more and more difficult and untenable. Further, we desperately need to reduce urban flooding.

Fortunately there are excellent solutions available that would mitigate various crises simultaneously. If we allocated less road and other urban space to cars, we would have more space to plant trees, create parks, and restore canals [if you had them].

More trees would mean a cooler city. More dirt and less asphalt would mean less flooding. These changes would also make walking and cycling more attractive; with people switching their short trips from motorized vehicles to walking or cycling, greenhouse gas emissions would decrease. Our roads would also become safer, with fewer dead or maimed in road crashes. Pollution would decline. Children could again safely and comfortably walk and cycle to school. All these changes would create a virtuous cycle, contributing to making our city ever more livable.

Meanwhile, in [our city/country] the use of automobiles for transport is contributing to congestion, road crashes, and deadly pollution. It is also taking space away from trees, parks, playing fields, and other needed amenities.

The world cities that rank the highest in terms of quality of life are those that have the strongest measure to control the automobile and facilitate more efficient travel, as well as investing in open public space such as parks. In order to become a first class city, [our city] can learn from those cities. Rather than continue to subsidize the automobile through heavy investment in roads, our government should act to control cars by limiting where they can go, charging fees for parking, raising licensing fees, and reducing the import of cars.

Those measures should be combined with actions to improve the situation for those on foot and on bicycle, and the attractiveness and convenience of public transport, as well as improving open public space including footpaths [sidewalks/ pavements], parks, plazas, and playing fields. All these measures would help reduce the climate crisis as well as make our city more livable, which would in turn bring about significant economic benefits.

We would all like to see our beloved city of [your city name] become far more livable. We all need to act to reduce the climate crisis. In order to be effective, we must reduce the use of the automobile and improve the situation for active transport (walking and cycling) as well as public transit. We also need policies to make it possible to meet our needs within a closer proximity of residences.

We at [your organization] are organizing a series of events for World Carfree Day, as part of our ongoing campaign for more livable cities. This year's theme is Carfree Cities for a Stable Climate. We would appreciate the opportunity to make additional recommendations to you in terms of actions and policies that could vastly improve the quality of life, as well as affordability, in [our city].

Sincerely yours,

Name

Organization logo

Draft Letter #2 (general)

Date:

To: [Consider addressing the letter to the President/Prime Minister or Minister of Transport/Environment/Climate and/or local mayor/other city officials; can also address to the highest authority and cc others]

Dear [proper title for your respected dignitary],

As you are aware, development has brought significant problems as well as advantages. With economic growth has come increasing [whichever are relevant: pollution, traffic congestion, and injuries and deaths from road crashes]. While previous generations were able to walk or cycle to school and to play outdoors, today's children typically travel to school by motorized means and mostly play indoors on electronic devices. More recently, inflation and Covid-related joblessness have dealt significant blows to our population, particularly the middle and lower classes.

The fact that a better situation is possible was illustrated during the Covid lockdowns. While the lockdowns brought many hardships, they also brought about significant improvements in some aspects of quality of life: [list the relevant ones: less pollution, fewer road crashes, less congestion, and more people exercising and socializing outdoors]. [If your city got better during Covid, talk about it here, e.g. During Covid lockdowns, people in our city took to the streets in unprecedented numbers, enjoying walking and cycling without pollution or danger.

For the first time in over a decade, it was possible to see the Delhi arch.] It is possible to enjoy some of the benefits of modern life while reducing the harms. But first we must acknowledge the central role of the automobile in worsening life in our cities.

Here in [our city/country] as well as elsewhere, automobiles require an inordinate amount of road space for the number of trips they account for; they pollute the air; they make it dangerous for children and others to move about by foot and bicycle; and they require enormous amounts of money and space to accommodate. [Add local statistics if available, e.g. in Dhaka, Bangladesh, the average speed of cars is about 5-8 km/hour, we are one of the most polluted cities in the world, and on average a pedestrian dies each day on the roads of the capital city. Could also mention a recent budget for road construction/expansion/maintenance.]

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Sincerely yours,

Name

Organization logo

FOR FEEDBACK OR QUESTIONS CONCERNING
THIS TOOLKIT, YOU ARE WELCOME TO GET IN
TOUCH WITH DEBRA: DEBRA EFROYMSON
<DEBRA.ANIMA@GMAIL.COM>

FOR MORE INFORMATION VISIT OUR WEBSITE WWW.CARFREEALLIANCE.ORG
OR WRITE TO US AT DOWNTOWN@CARFREEALLIANCE.ORG

