

## Program Expense Mapping Tool

The information below will help communities develop a realistic budget for program delivery. It is intended for communities starting a new skills training program in schools or expanding an existing program.

Because program costs will vary from community to community for many reasons, we have provided detailed information about things to consider that will help to develop a custom budget. The key takeaway intended from this information is that communities should be realistic about what will be required to establish and run a successful program and ensure that they have secured sufficient resources before getting started. This will help to create an efficient and effective program that will have a lasting and consistent impact.

Please note that the expenses outlined below are based on a high-level analysis of the program budgets for existing skills training programs in schools. The recommendations are reflective of the costs associated with running cycling skills training programs due to a lack of budget data for walking programs.

Item	Recommendations & Considerations	Estimated Cost
Project Coordination	<p>This job takes more time than you might think, and there is a base amount of time required for project coordination even if the program is small. New programs will also require an initial period of intense focus on project coordination to get set-up well before any courses are actually delivered. This will include tasks such as overseeing the development of program materials, establishing relationships with schools and other partners, setting up processes, seeking additional funding for growth, etc.</p> <p>Based on our review of current programs across Canada, it is recommended that at least one full-time equivalent position be created for this role. Having a full-time person dedicated to this work will ensure the program gets the focused attention it needs to maximize impact. It may also be possible that this person will have availability at non-peak times of year to assist with other related initiatives.</p>	

<p>Instructor Training</p>	<p>The budget for instructor training will depend on the training approach you select, where you are located, and how many instructors you need to train. Based on conversations with Ontario-based organizations that have used the CAN-BIKE training program, this item could cost between \$2,000 to \$6,000 for up to 6 instructors when you factor in time, travel and accommodations for the Master Instructor that comes to your community. We also encourage you to allocate funds to pay instructors for the time they spend participating in training courses. Rental of a venue to host the instructor training session may need to be factored in here too.</p> <p>This budget item will vary each year depending on the rate of growth of your program and retention of trained instructors. See the "Instructor Training Tips" document for more details.</p>	
<p>Instructor Fees</p>	<p>Instructor fees for course delivery will depend on the number of students you plan to train, your rate of pay, and the length of each course. Based on our review of current programs, you should plan to pay your instructors at least \$20/hr (more depending on experience and the living wage in your area). In addition to paying instructors for the hours spent in-course, it is good practice to pay them for a few hours of course preparation &amp; travel time as well, especially if they are responsible for transporting equipment.</p>	

<p>Equipment (Purchase)</p>	<p>Lending bikes to students for training is a recommended best practice, ideally to all participating students. In addition to purchasing the bikes, you'll need to consider how you will transport them from school-to-school and purchase a trailer to do so. Remember, one fleet of bikes means teaching one class at a time, so plan accordingly.</p> <p>The upfront costs of purchasing a bike fleet will not be incurred on an annual basis, unless you need to purchase multiple fleets for a growing program, but it would be wise to factor in annual replacement costs for a handful of bikes as needed.</p> <p>Existing program partners recommend budgeting approximately \$800/bike. While cheaper bikes are available, organizations have found that the initial savings leads to more maintenance needs and a shorter lifespan for each bike. Costs for a trailer will vary based on your needs (e.g. purchasing a utility trailer for an existing vehicle or purchasing/renting a large van). While some programs choose to give helmets to all participants, others maintain a pool of helmets to lend out as needed.</p>	
<p>Equipment (Maintenance, Transportation &amp; Storage)</p>	<p>Be sure to budget for the ongoing maintenance of your bike fleet(s). Even if you organization does the maintenance with existing staff, this is a direct program cost that is helpful to budget for to ensure adequate staffing levels.</p> <p>You will also want to budget for mileage associated with transporting your bike fleet to and from schools, as well as maintenance of the transport vehicle and / or trailer.</p> <p>Off-season storage of your bike fleet(s) will also need to be considered, and may be an extra cost depending on your existing storage capacity.</p>	

Program Supplies	<p>This budget item includes items such as graphic design, printing and mailing related to instructor and student handouts. If all of your materials are electronic, your program supplies costs might be quite low, however, it is likely that you will be handing out at least some print materials. The design costs for such items may be higher in year one than in subsequent years, and your printing and mailing costs will vary based on the scale of your program. Estimates can range from \$5,500 to \$36,000 per year.</p>	
Marketing & Promotions	<p>Marketing and promotions is an area that many existing programs report as being under-resourced, yet it is critical for program success. The amount you spend could vary widely and will depend on whether or not you have an existing website or require a new one, how you plan to advertise your program, etc. As you build relationships and tools like your website in the early years of your program, these costs are likely to be higher. Estimates can range from \$7,000 to \$31,000 per year.</p>	
Insurance	<p>Check with your organization's existing insurance provider - you may have sufficient coverage already to cover the activities of your new program. However, if you don't have suitable insurance coverage, you will want to get insurance that covers things including liability and theft of equipment. The cost may be a flat rate, or may be based on the number of participants, depending on your insurance provider. Based on estimates from existing programs in Ontario, insurance could start at \$3,800 per year.</p>	
Project Overhead	<p>It is good practice to account for the added overhead that your organization needs to cover when adding a new program like cycling skills training. This is often a percentage amount of the budget to cover things like increased costs related to bookkeeping and accounting and program / staff management. Project overhead rates vary between organizations (often between 10-20% of the project total), and some funders may specify maximum overhead rates.</p>	
Other Costs		
	<b>Project Total:</b>	