Complete Streets Implementation – Structuring Implementation Activities

How is your community/agency preparing to transition to Complete Streets practices?

Possible activities:

- Designate a lead person or “champion” to guide the process.

- Create committee to guide the implementation process.
  - Use an “internal” committee with representation from multiple departments within agency and other city/state departments like public health, planning, economic development, transit.
  - Use an “external” committee with representation from city agencies, bicycle advocates, pedestrian advocates, older adult groups, disability groups.

- Task an existing committee to with this task (e.g. bicycle and pedestrian advisory council).

- Conduct an audit of existing policies and procedures within the agency and jurisdiction that should be consistent with the Complete Streets policy. May include:
  - Procedures that do not yet consider all users of all ages and abilities as routine.
  - Current training processes.
  - Design standards and guides.
  - Current performance measures and outcomes.

- Develop implementation plan, which could include:
  - Designation of a person or committee responsible for implementation.
  - A timeline for updating or revising existing policies or procedures documented in the above preparation step.
  - Assigned responsibilities to specific people or departments.
  - A reporting plan to inform elected officials, public and internal stakeholders about implementation progress.
  - Report when documents listed from above are updated or revised.
What is your community doing to change internal procedures to include users of all abilities?

Possible activities:

• Create a list of all documents to be updated to be consistent with the Complete Streets policy.

• Modify department procedural documents. May include:
  o Checklists
  o Decision trees
  o Standard operating procedures
  o Project development steps or phases

• Include non-transportation departments (e.g. planning, environment) that have a role in street planning, design, operations, or maintenance or participates in the updating of:
  o Utilities’ street documents
  o Plans, including neighborhood, area, redevelopment, urban forestry/street tree, and/or comprehensive plans
  o Transit agency’s street and planning documents

• Prioritize multi-modal projects by:
  o Awarding points or otherwise prioritizing multi-modal projects in project selection criteria.
  o Formally prioritizing multi-modal projects in the capital improvement program (CIP) or transportation improvement program (TIP or STIP).
  o Prioritizing projects that are identified as closing gaps in the multi-modal network.

• Change or create new project procedures at the following phases:
  o Planning
  o Programming (including CIP/TIP decisions)
  o Scoping
  o Design
  o Construction
  o Operation
  o Maintenance

• Changes apply to project types, including:
  o New construction
  o Retrofitting/reconstruction
  o Repair
  o Resurfacing/restoration/rehabilitation
  o Maintenance

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Complete Streets Implementation – Process & Procedure Change

- (CONTINUED) Changes apply to project types, including
  - Operations
  - Bridges
  - Privately built roads
  - Redevelopment such as parks, schools
  - Master planned neighborhood/PUDs
  - Infill
  - Greenfield
  - Transit

- Establish a process for allowing exceptions to the Complete Streets policy.

- Name specific entity for approving exceptions (e.g. transportation director, city council, other committee or staff).

- Provide staff the decision-making power to be flexible and consider the land use context.

- Adopt or update relevant plans:
  - Bicycle Master Plan
  - Pedestrian Master Plan
  - Transit Master Plan
  - Non-Motorized Network Plan
  - Transportation Plan
  - Major Street Plan

- Adopt or update relevant policies:
  - Education policies and activities
  - Encouragement policies and activities
  - Enforcement policies and activities
  - Multimodal Level of Service Guidelines/Criteria

- Require consultants to use Complete Streets approach in project scope and/or consultant contracts.

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Complete Streets Implementation – Education

What is your community doing to offer educational opportunities to transportation staff, to community leaders, and the public about Complete Streets?

Possible activities:

• Leadership sends a formal memo or email to staff about the new Complete Streets Policy.

• Conduct a formal staff training process, potentially through:
  o Staff retreats,
  o Series of Complete Streets specific training sessions,
  o Funded professional development with outside experts
  o On-the-job training

• Conduct informal mentoring-training within the transportation department.

• Provide training on technical aspects of the policy (e.g. engineering/design).

• Provide training on non-technical aspects of the policy (e.g. process changes within the department to consider all users of all abilities).

• Provide training on non-transportation topics such as environment and public health benefits.

• Provide sensitivity training to learn about all users of the road such as those with disabilities.

• Training includes department heads, managers and program staff.

• Develop systematic training in incorporating all users of all abilities for new staff.

• Include multiple departments in training, such as utilities, public health, transit agencies and economic development.

• Engage with community to explain the importance of Complete Streets policy, when and how it will be applied, from a multi-disciplinary view. Engage through:
  o Public meetings
  o Presentations at Council meeting
  o Presentations at district offices that are open to the public
  o Video presentation available online
  o Printed materials, e.g. newsletters, pamphlets, posters
  o Walking and/or biking audits or tours
  o Educational campaigns, which may include information about new road markings and signs, coaching on sharing the road with other users, benefits of walking/biking/taking transit

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Complete Streets Implementation – Design Guidance

What is your community doing to update design guidance to include all users of all abilities?

Possible activities:

- Create new design guidelines, either as:
  - Entirely new document
  - A series of rules or recommended practices to augment existing guidance

- Adopt or direct use of new standards, including the latest versions of:
  - AASHTO: Guide for Planning, Designing, and Operating Pedestrian Facilities
  - AASHTO: Guide for the Development of Bicycle Facilities
  - NACTO: Urban Bikeway Design Guide
  - 2010 Highway Capacity Manual
    - including multi-modal level of service

- Update street design standards that apply to:
  - Developers
  - City-initiated projects
  - Contractors working in the right-of-way via permits

- Provide relevant updates to:
  - Land use standards/Zoning code
  - Subdivision code
  - Motor vehicle parking policies
  - Bicycle parking policies
  - Traffic Calming
  - Streetscape
  - Transit and station-area plans
  - Recreation and Parks maintenance plans for roads, sidewalks, medians, etc.

- Collaborate across departments to incorporate Complete Streets design guidance into utilities, planning, public transit, and/or other agencies dealing with roads.
Complete Streets Implementation – Performance Measures

What is your community doing to create and use new measures of success that reflect a Complete Streets approach?

Possible activities:

• Track multi-modal projects by:
  o Counting facilities or miles of facilities such as sidewalks, bike lanes, road diets
  o Counting intersections improved by signal timing, medians, count down timers, bulb outs, and other improvements
  o Tracking dollar amounts or percentage of funds used for each mode
  o On-road transit performance, i.e. % of buses running on time
  o Other?

• Track (or work with another agency to track) broader community performance measures such as:
  o Air quality improvement (ground-level ozone, particulate matter, carbon monoxide, sulfur dioxide, and nitrogen dioxide);
  o Health indicators (obesity, chronic disease, diabetes, physical activity);
  o Economic impact. (new jobs created/businesses opening in proximity of multi-modal streets/near transit)
  o Other?

• Adopt or revise transportation performance measures. New performance measures may include:
  o Deaths and injuries by mode
  o Crashes by mode and type, including ‘doorings,’ pedestrians accessing transit, etc.
  o Mode shift: tracking bike, walk and transit trips over time
  o Percentage of children walking and bicycling to school
  o Vehicle Miles Traveled (VMT) or Single Occupancy Vehicle (SOV) trip reduction
  o Multi-modal Level of Service
  o Other?

• Provide regular reports to the public on the data being tracked or the agency progress on Complete Streets performance measures.

• Change philosophy and attitude to implement complete streets and stop primarily building and maintaining ‘incomplete’ streets.

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