

COMPLETE STREETS STARTING POINT

A Policy Development
& Adoption Workbook
for Public Health
Professionals



ACTIVE
TRANSPORTATION
ALLIANCE

ACKNOWLEDGEMENTS

ABOUT THE CONSULTANTS

The mission of Active Transportation Alliance is to make bicycling, walking, and public transit so safe, convenient, and fun that we will achieve a significant shift from environmentally harmful, sedentary travel to clean, active travel. We advocate for transportation that encourages and promotes safety, physical activity, health, recreation, social interaction, equity, environmental stewardship, and resource conservation.

We are both Chicagoland's voice for better biking, walking, and transit and a premier consultancy. Our staff includes planning, policy, and education experts who developed many of the best practice programs and policies included in this plan. By partnering with us on this project, you not only get the best plan possible, you also support our mission to improve active transportation throughout the Chicagoland region.

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OTHER ORGANIZATIONS CITED

Illinois Department of Public Health
<http://www.idph.state.il.us/wechoosehealth>

National Complete Streets Coalition
www.completestreets.org

State Municipal League Directory
www.nlc.org/about-nlc/state-league-programs/state-municipal-leagues/state-municipal-league-directory

Illinois Municipal League
www.iml.org

Chicago Department of Transportation Pedestrian Plan
<http://chicagopedestrianplan.org>

ABOUT WE CHOOSE HEALTH



The project is part of the Illinois Department of Public Health's We Choose Health Initiative, which is made possible by funding from the Centers for Disease Control and Prevention.

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CHAPTER 1: HOW TO USE THIS GUIDE

**Why Complete
Streets should
matter to
public health
professionals**

Why Complete Streets should matter to public health professionals

Policy Systems and Environmental (PSE) change is the prevailing paradigm in public health that uses broad strokes of policy to encourage healthy behaviors. Instead of helping individuals improve their habits one by one or through programs, the model focuses on creating an environment in which the healthier choice is the easier, more attractive choice. The goals of the PSE approach are to institutionalize and sustain behavioral changes and make efficient use of resources. More and more, public health funders are shifting their priorities from programming to PSE. It is the wave of the future and an important concept for public health professionals to understand and practice.

FIGURE 1
Walking or biking for transportation are an ideal way to get daily recommended physical activity.



One issue that greatly impacts public health is access to active transportation. Daily physical activity is essential to one's health and well-being. Replacing short, daily car trips with walking and biking is an easy way to do it. However, the built environment is designed to favor automobile travel, making it unsafe or unfeasible to travel on foot or by bike.

Most roadways are designed to move vehicles as quickly and efficiently as possible and dedicated facilities for pedestrians and cyclists are often an afterthought. Our current design patterns result in wide intersections, missing segments of sidewalks, little to no bicycle facilities, and a lack of convenient public transit. They encourage people to drive - even for short trips. Unfortunately, this means that many people are missing out on an easy opportunity to get physical activity over the sedentary act of driving.



FIGURE 2
Crumbling narrow sidewalk with no buffer makes it difficult for pedestrians to use.



FIGURE 3
Bike Lanes, crosswalks, sidewalks, and grassy buffers help improve the experience for pedestrians and bicyclists.

Typical roadway design patterns are the result of decades old policies and practices implemented by transportation agencies. Planning for pedestrians, cyclists, and even transit is usually an afterthought, and often done as a costly retrofit.

The Complete Streets approach creates a system for engineers, and designers to approach roadway projects from a new perspective: one that considers the context of adjacent land uses and the needs of people who will be accessing those land uses via multiple modes of transportation. Using the PSE framework, public health professionals can partner with government agencies to address inclusive roadway design that enables people to use physically active forms of transportation.

YOUR ROLE IN COMPLETE STREETS

Transportation issues are new to most public health professionals, making Complete Streets initiatives a challenge to tackle. Despite that, you are in a unique position to work with government staff and elected officials to ensure that roadway projects are designed with a Complete Streets approach in mind.

Understanding the basic concepts and some of the terms of design and engineering will help you establish trust and build relationships with your targeted communities. You can use the skills you gain from this book to guide transportation decision makers through the process of developing a Complete Streets policy and help them understand the

How to use this guide

The *Complete Streets Policy Development and Adoption Workbook* is a step-by-step project management resource designed to help public health professionals build a steering committee and guide them through the development and advancement of a Complete Streets policy. Active Transportation Alliance developed this workbook to support public health professionals with limited transportation expertise to coordinate with municipal agencies for improvements to the built environment. If you have never developed a Complete Streets policy before, rely on this workbook and extra resources provided, to get you through the process successfully. Those already familiar with Complete Streets, use this tool as your own task list as well as a reference for additional information.

This workbook is a compilation of resources created by Active Transportation Alliance and by other organizations and agencies. The project is part of the Illinois Department of Public Health's We Choose Health Initiative, which is made possible by funding from the Centers for Disease Control and Prevention.

Each chapter takes you through a step-by-step approach. The guide includes the following sections:

KNOWLEDGE BUILDING: Familiarize yourself with the basic transportation concepts so that you can engage agency targets in a meaningful discussion.

FORMING A STEERING COMMITTEE: Learn the steps necessary to understand a community's roadway project development process and understand how to help a community set goals for Complete Streets.

POLICY DEVELOPMENT: Understand the elements that make up an effective Complete Streets policy and learn how to lead your steering committee through the policy development process.

POLICY ADOPTION: Know and embrace the supportive role you play in the adoption process.

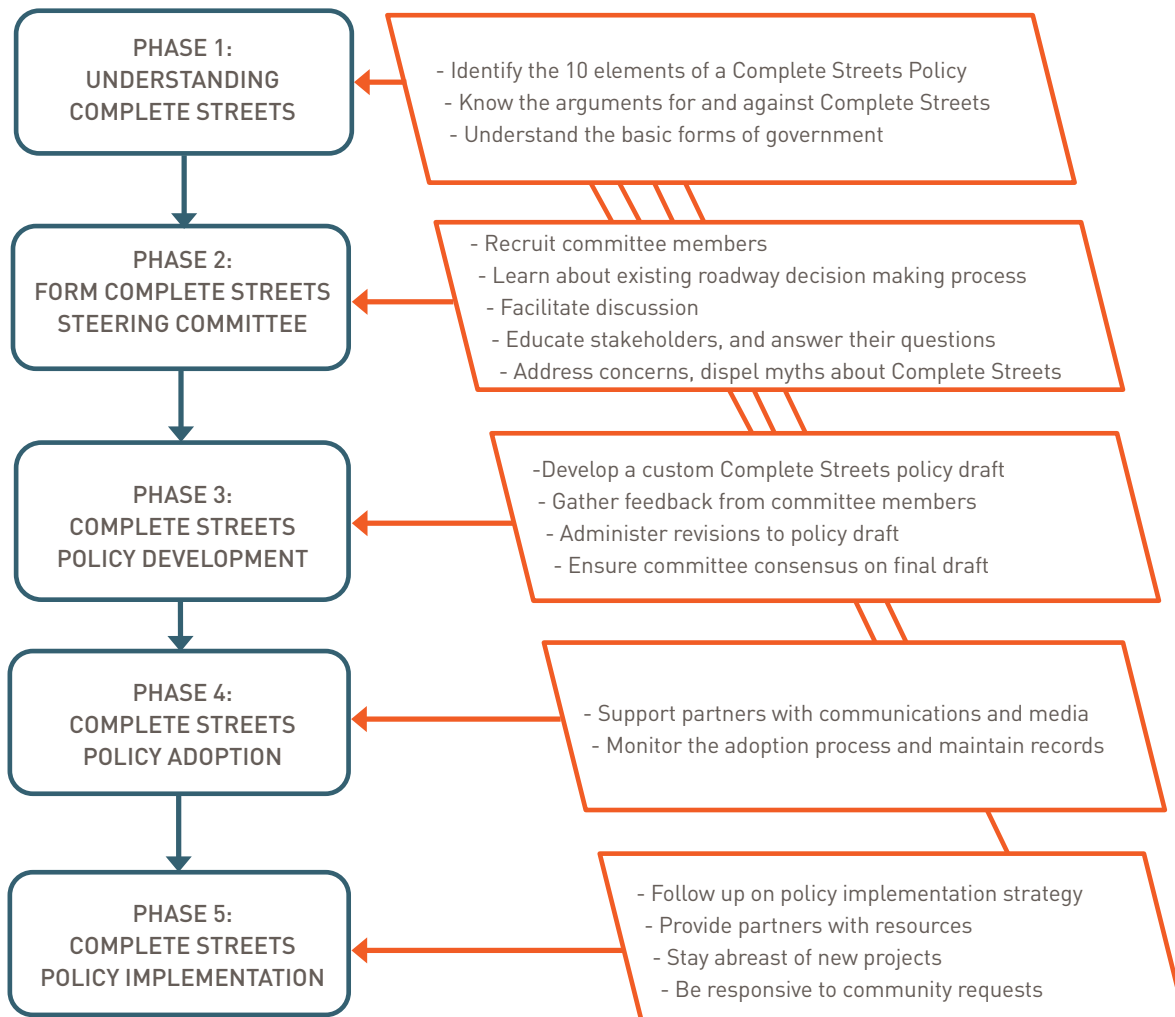
IMPLEMENTATION: Learn how to sustain your efforts and ensure that future roadway projects are designed to comply with your community's new Complete Streets policy.

POLICY ADVANCEMENT PROCESS

**POLICY ADVANCEMENT
PROCESS**
The step-by-step
process to advancing
a Complete
Streets policy.

OVERALL PROCESS

YOUR ROLE



Chapters are laid out to help you understand the process for developing a successful policy. The process has been tested in multiple communities and is based on national best practices. Each chapter includes the following sections:

OVERVIEW: A brief introduction to the concepts and steps included in the chapter.

OBJECTIVES: Your project objectives to accomplish as your work through the chapter.

PROJECT MANAGEMENT TASK LIST: A step by step list of tasks to achieve.

PROJECT MANAGEMENT FAQ: Answers to questions you may have about the process outlined in the chapter.

TOOLBOX: Agendas, presentations, worksheets, and other background information designed to help you achieve the chapter objectives are included in this section.

RESOURCES AND CITATIONS: Additional resources available online and other citations to give you more information on the chapter objectives.

CHAPTER 2: COMPLETE STREETS KNOWLEDGE BUILDING

2

Familiarize yourself with the basic transportation concepts so that you can engage agency targets in a meaningful discussion.

Knowledge Building Overview

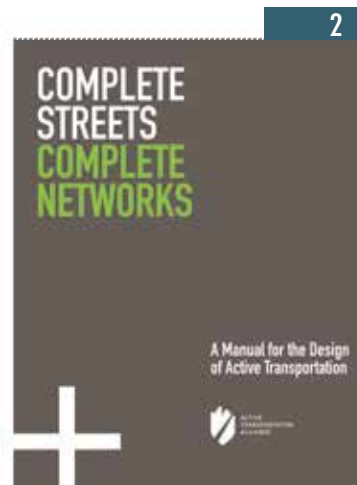
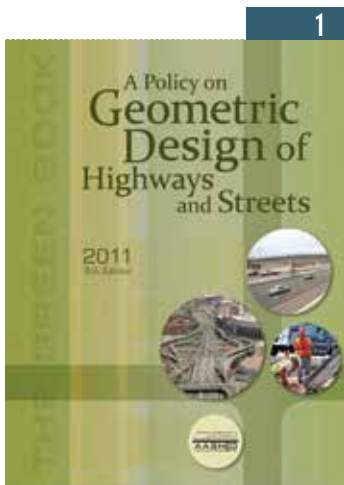
Complete Streets are designed to safely accommodate all users of the road, regardless of their age, ability, or mode of travel. By providing each mode with a network of streets designed to make trips safe and comfortable, complete streets connect people to the places they want to go so that kids can safely walk to school, freight trucks are able to access warehouses, transit users have a comfortable place to wait for service, and cyclists can bike safely and efficiently on- or off-street to their destination.

IMAGE 1

Pictures of AASHTO Green Book

IMAGE 2

CSCN, City of Chicago Design Manual



The Complete Streets movement aims to encourage engineers to routinely accommodate bicycle, pedestrian, and transit travel when designing, constructing, and re-constructing roadways. It challenges designers to envision roads with all users in mind the first time around, so that costly retrofits are avoided and safe facilities are built for all modes of transportation.

Good roadway design does not happen automatically. Communities who successfully implement Complete Streets do so by formalizing a system of policies and procedures aimed to help engineers and elected officials make decisions about design and construction. These can include:

A POLICY – an executive order, resolution, or ordinance that formalizes a community's goals, objectives, and process;

A PROJECT DELIVERY PROCESS – an internal document that outlines questions and answers, data, and decisions made for each individual roadway project;

A PLAN – an adopted document that helps decision-makers and engineers understand a community's network. They help communities raise money to build projects and provide a way to systematically design for all users and modes;

DESIGN GUIDELINES – A set of standard principals for roads that include dimensions and appropriate uses. These can either come from nationally accepted design manuals, be developed by local

COMPLETE STREETS KNOWLEDGE BUILDING OBJECTIVES

OBJECTIVE 1: Understand the basic terms and concepts of Complete Streets

OBJECTIVE 2: Be able to identify the 10 elements of a Complete Streets Policy

OBJECTIVE 3: Know the arguments against Complete Streets implementation and be able to provide evidence-based points to counteract them.

OBJECTIVE 4: Know the forms of government and how they may impact your Complete Streets policy effort.

PROJECT MANAGER TASK LIST

This table provides you with an overview of all of the tasks to be completed in this phase and the corresponding documents included in this chapter to help you achieve your goal

Tasks	Resources
Understand the basic principles of Complete Streets	Complete Streets Overview (page 12) FAQ (page 13)
Know the arguments for and against Complete Streets	Dispelling the myths about Complete Streets and active transportation (page 16) Policy Briefs (page 159) Fact Sheets (page 165)
Become familiar with street design concepts	Talking about speed, design, and space for complete streets improvements (page 18)
Understand the forms of government and their impact on roadway design	Small Government Foundational Structure (page 23) Read Interjurisdictional Coordination (page 25)
Know essentials that go into a Complete Streets policy	Elements of an Ideal Complete Streets Policy (page 26)
Get acquainted with common terms and acronyms used in roadway design	Glossary of Common Acronyms (page 30)

FREQUENTLY ASKED QUESTIONS (FAQ)

Below is a concise list of frequently asked questions and given answers about Complete Streets. This section is designed to give you answers to the issues and challenges that may arise as you attempt to form a steering committee in Phase 2.

Q: WHY POLICY SYSTEMS AND ENVIRONMENTAL CHANGE (PSE)?

Policy Systems and Environmental change is the new paradigm in public health. PSE uses broad strokes of policy to influence the determinants of public health. Instead of helping individuals improve their habits one by one, you're creating an environment in which the healthier choice is the easier, more attractive choice. One of these approaches is to set policy that addresses the barriers to active transportation which include, traffic safety, facilities, and barriers.

Q: WHAT ARE COMPLETE STREETS?

Complete Streets are those that can be safely accessed, crossed, and traveled alongside and upon by all users of the roadway, regardless of their age, ability, or travel mode.

Please see our overview publication found in the Appendix of this workbook or online, at <http://atpolicy.org/node/276>

Q: WHAT IS A COMPLETE STREETS POLICY?

A Complete Streets policy is a commitment by a jurisdiction to accommodate all road users in all future roadway projects whenever possible.

Please see our policy brief found in the Appendix of this workbook or online, at <http://atpolicy.org/node/51>

Q: WILL PARTNERS BE SKEPTICAL ABOUT THE ADOPTION OF A COMPLETE STREETS POLICY?

Yes, it is possible that you will encounter community partners who are skeptical about the adoption of a Complete Streets policy, and many questions may be directed toward you. Two key points to remember when working with skeptical partners:

1. Their concerns are important and understandable. A Complete Streets policy will impact people's everyday jobs. Change can be very difficult, especially within the constraints of a public agency.
2. Their concerns can be addressed. If you do not find the solutions you need in this guide, do not there are many organizations ready and available to help you. Some include:
<http://www.smartgrowthamerica.org/complete-streets>
<http://www.activetrans.org>
<http://changelabsolutions.org>
<http://www.saferoutesinfo.org>

Q: WHAT MAKES A GOOD COMPLETE STREETS POLICY?

In short, a good Complete Streets policy is comprehensive and implementable. The National Complete Streets Coalition (NCSC) has developed a rating system for policies based on ten elements. They are:

1. Includes a vision for the transportation system
2. Specifies users of all ages, abilities, and modes
3. Encourages a connected network
4. Specifies all agencies and all roads in that network
5. Applies to all projects in all phases

6. Provides for specific exceptions
7. References design criteria
8. Acknowledges context sensitivity
9. Sets measurable performance standards
10. Addresses its own implementation

Please see the NCSC publication, Elements of an Ideal Complete Streets Policy found in the KNOWLEDGE BUILDING of this workbook or online, at <http://www.smartgrowthamerica.org/complete-streets/changing-policy/policy-elements>

Q: HOW MANY COMPLETE STREETS POLICIES EXIST IN THE US TODAY?

As of July 2014 more than 600 US jurisdictions have adopted Complete Streets policies. This includes states, counties, municipalities, and regional and bi-state commissions. Policies come in many forms, this includes binding legislation, internal administrative policies, and transportation plans. For an up-to-date list, and atlas of Complete Streets communities, visit: <http://www.smartgrowthamerica.org/complete-streets/changing-policy/complete-streets-atlas>

Q: WHY SHOULD A COMMUNITY ADOPT A COMPLETE STREETS POLICY?

Even a community that has the most proactive and educated staff should adopt a policy to ensure that the health and quality of life of residents will still continue to be accommodated in the event of staff changes. Please see our policy brief found in the KNOWLEDGE BUILDING section of this workbook or online, at <http://atpolicy.org/node/51>

Q: WHAT SHOULD I DO IF I'M WORKING WITH A COMMUNITY WHERE THE STAFF HAS LIMITED KNOWLEDGE OF COMPLETE STREETS AND PLANNING PRACTICE?

Become an expert and educate others! Use the

resources in this workbook to get a handle on basic transportation and planning concepts. Then get an audience with local officials so you can educate them, provide resources, connect them with national best practices and turn them into experts, too. If not you, who?

a given corridor as efficiently as possible. The Complete Streets approach is focused on moving people though that corridor and to any adjacent destinations as safely and conveniently as possible whether they're in cars, on foot, or on bike. Please see the table below for more specifics.

Q: HOW IS THE COMPLETE STREETS APPROACH TO ROADWAY DESIGN DIFFERENT FROM THE TRADITIONAL APPROACH?

The traditional approach to roadway planning and design is to focus solely on moving the greatest number of cars through

	Traditional Roadway Project Approach	Complete Streets Project Approach
Goals	Move as many motor vehicles as possible through a given corridor as safely, quickly, and conveniently as possible.	Move as many people though a given corridor, and to any adjacent destinations as safely and conveniently as possible whether they're in cars, using public transit, on foot, on bike, or using any other mode.
	Improve vehicle capacity	Improve human capacity and health
Application	Walking, biking, and transit facilities are considered an "extra" or secondary aspect of project design.	There is an assumed need for safety and access for people on foot, on bike, and/or using transit in all corridors where active travel is not prohibited by law, this includes almost all roads except expressways.
Safety considerations	Reduce the number of motor vehicle crashes.	Reduce the number and severity of all types of crashes.
	Walking or biking along busy roads, and crossing them, is unsafe. Therefore, including active transportation facilities in roadway design encourages unsafe behavior and should not be done.	Unsafe roadways should be improved to accommodate all users, not only motor vehicle drivers. Thirty percent of Americans do not, or cannot drive cars. They need safe access to the transportation system to access schools, jobs, and basic services. A jurisdiction is responsible for providing safe access for all.
	Reduce the number of pedestrian and bicycle crashes on busy roadways by discouraging active transportation use in those corridors.	Reduce the number and severity of pedestrian and bicycle crashes on busy roadways by choosing a context sensitive design speed, providing safer facilities, and emphasizing the presence and vulnerability of active transportation users in those corridors.
Context Sensitivity	Reduce the number and severity of pedestrian and bicycle crashes on busy roadways by choosing a context sensitive design speed, providing safer facilities, and emphasizing the presence and vulnerability of active transportation users in those corridors.	Roadways are classified based on current and planned surrounding land use as well as traffic conditions.
Design considerations	Work from the inside out: Start at the centerline of a cross section where cars pass each other and work outwards toward the edge of the right-of-way.	Work from the inside out: Start at the centerline of a cross section where cars pass each other and work outwards toward the edge of the right-of-way.
	The only way to accommodate active transportation users on a busy corridor is to build completely separated facilities; this normally requires the widening of roadway, which is very costly and is therefore unlikely to happen.	A wide variety of design solutions can improve safety and access based on surrounding land use context. When cost prohibits world-class active transportation facilities from being constructed simpler solutions (e.g., painted road diet as part of resurfacing, improved signal timing) can go a long way.
	Narrowing vehicle travel lanes is unsafe because it forces vehicles to drive closer to one another, it should rarely be considered.	In some cases, narrowing vehicle travel lanes may be effective in calming traffic to comply with posted speed limits. National best practices include this as a possible consideration. This practice may also provide space for bicycle lanes or to be included in the cross section, or for wider sidewalks, on-street parking and/or a safety buffer between moving traffic and pedestrians.

Knowledge Building Toolbox

This section is your Toolbox of resources to develop and grow your understanding of transportation issues. Study this section prior to working with your steering committee. The following resources are included:

- [Dispelling myths about Complete Streets and active transportation \(page 16\)](#)
- [Talking about Speed, Design, and Space for Complete Streets Improvements \(page 18\)](#)
- [Complete Streets Facilities and Designs \(page 22\)](#)
- [Small Government Foundational Structure \(page 23\)](#)
- [Interjurisdictional Coordination \(page 25\)](#)
- [Ten Elements of an Ideal Complete Streets Policy \(page 26\)](#)
- [Glossary of Common Acronyms \(page 30\)](#)

DISPELLING MYTHS ABOUT COMPLETE STREETS AND ACTIVE TRANSPORTATION

As you begin to think through your strategy for working with a community to enact a complete streets policy, you should be aware of the arguments that the opposition may pose. Luckily, there is enough evidence to make the case for Complete Streets, regardless of the arguments you hear. Use this myth-busting guide to convince the skeptics that Complete Streets is a good approach for their community.

Myth: A Complete Streets approach always adds huge costs to roadway projects.

Truth: Complete Streets improvements can be made at low cost, when communities plan ahead. There is a wide variety of ways to make streets safer for walking and biking. Improvements can be made as part of larger projects or with smaller incremental changes over time.

Myth: A Complete Streets policy will require a community to put bike lanes and sidewalks on every single street in their jurisdiction.

Truth: A good Complete Streets policy is not prescriptive; it will allow planners and engineers to choose from a variety of design options based on the surrounding context of the project and national best practices.

Truth: There are many types of Complete Streets. Communities may have many quiet, low traffic, low speed roadways where people are perfectly comfortable walking and biking without special facilities –and these are Complete Streets, too! The busier the roadway, the greater the need for dedicated facilities, but the goals are safety and access for people, not the facilities themselves.

Truth: Complete Streets policy is about process, not projects. It's about incorporating safety and access for all members of a community into the decision making process that communities already use when roadway projects come up.

Myth: **Making roadways safer for bicycling always requires the widening of a roadway, or taking away vehicle lanes to install a bike lane.**

Truth: There are a variety of design strategies that can improve the safety environment for bicycling. They vary based on surrounding land use context and the design speed chosen by an engineer for a particular project. For more a more detailed explanation, see the Talking about Safety, Speed, And Design pages in the Your Knowledge section of this workbook for more information about design speed and lane configuration.

Myth: **Complete Streets shouldn't be a priority because "everyone" drives.**

Truth: 30% of Americans don't drive automobiles. This includes older adults, youth under 16, people with disabilities, and people with low incomes. People using alternative forms of transportation (by choice or out of necessity) get more physical activity and improve their chances for longer, healthier

lives. They're also saving money, improving air quality, and reducing traffic congestion. (National Household Travel Survey 2009)

Myth: **Installing bikeways on roads exposes jurisdictions to liability.**

Truth: Many people are wary of installing new facilities because it encourages a travel mode that they perceive to be unsafe (bicycling) and they fear that they are liable for any potential injuries by creating dedicated facilities. To this notion there are two responses:

1. Adherence to nationally accepted guidelines is a protection against liability, and bicycle and pedestrian transportation facilities are now firmly rooted within national best practices and supported by agencies such as the Federal Highway Administration (FHWA), the American Association of State Highway and Transportation Officials (AASHTO), the National Committee on Unified Traffic Control Devices (NCUTCD), the National Association of City Transportation Officials (NACTO), the Institute of Traffic Engineers (ITE), and others.
2. People travel by bicycle on all kinds of roadways, at all times of the year for a number of different reasons. Their safety would be better promoted by improving their travel environment than by discouraging their use of the public right of way.

TALKING ABOUT SPEED, DESIGN, AND SPACE FOR COMPLETE STREETS IMPROVEMENTS

As you make the rounds talking to elected officials and municipal staff about Complete Streets, you will need to think about strategies for appealing for their personal interest. For engineering staff, this means design speed and safety. This section will help you frame your discussion when speaking with technical experts.

KEY POINT 1

The potential for a pedestrian fatality increases exponentially as vehicle speed increases; children and older adults are at particularly high risk.



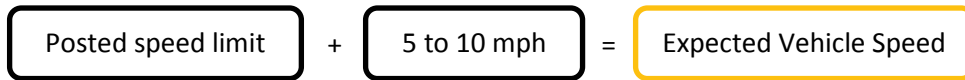
KEY POINT 2

Under the traditional approach, roadways are often designed to support a speed much faster than the posted speed limit. Every roadway is built to its own design speed.

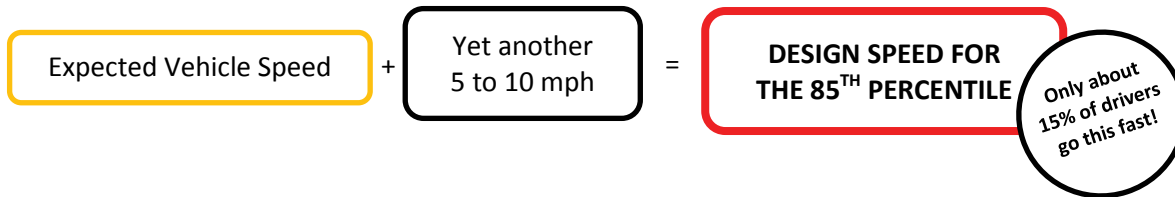
KEY POINT 3

The common practice has been to use a design speed to accommodate speeds used only by the 85th percentile (meaning 85% of vehicles are traveling at or below this speed), which is much higher than the actual intended, or expected speed in that location.

How designers calculate expected vehicle speed



How designers calculate expected vehicle speed



KEY POINT 4

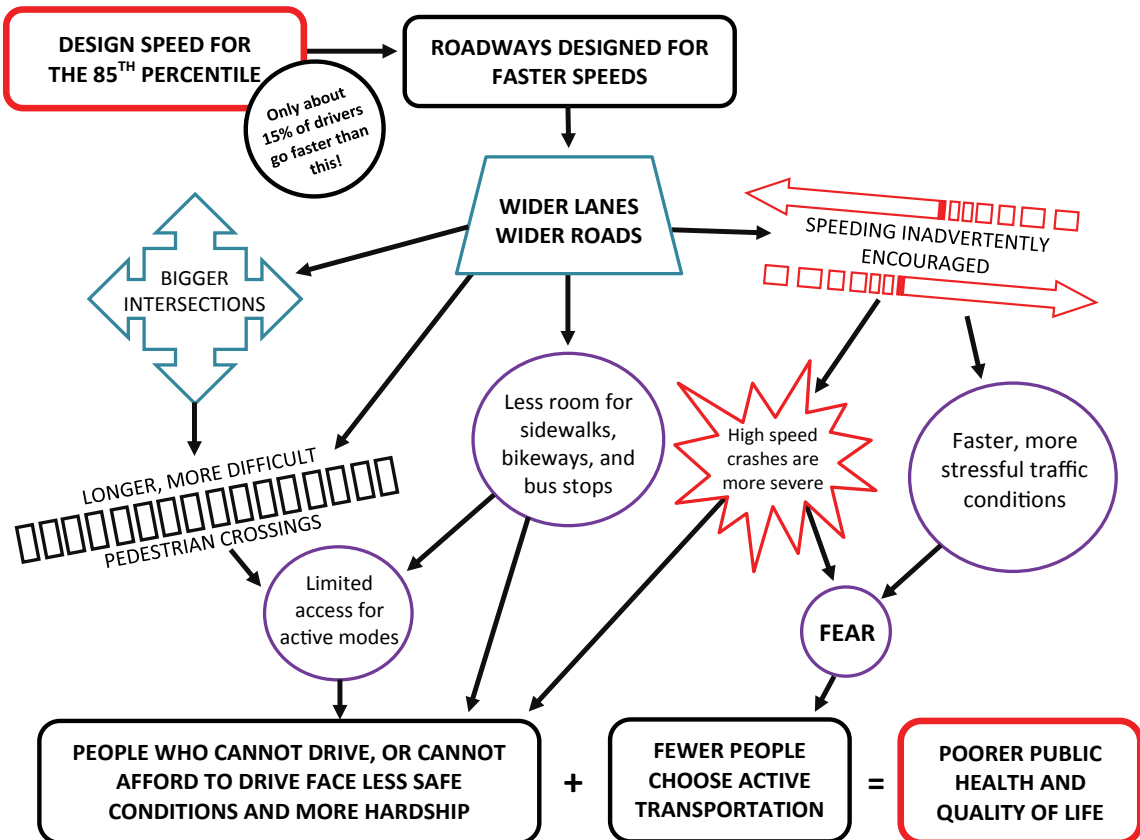
Roads designed to the 85th percentile are often overbuilt with wide lanes that encourage faster, more dangerous speeds. Unnecessarily wide lanes often prevent the incorporation of Complete Streets improvements like sidewalks, bikeways, transit stops into the cross section.

QUESTION: Why are agencies designing roads that create dangerous environments for active travel?

ANSWER: This is NOT their intention! These conditions are a byproduct of traditional practices, not the goal. Traffic engineers have difficult and important jobs, they are problem solvers. Until recent years the primary "problem" they've been given by agencies is that of maximizing motor vehicle throughput. As communities demand healthier environments, the "problem" begins to include all modes. The work that you're doing right now is supporting them through these changes, and bringing focus to public health.

KEY POINT 5.1

Oftentimes an engineer or designer will say that there “isn’t enough room” on a roadway for bikeways. This may be simply because the cross section was designed with extra-wide lanes to accommodate an inappropriate design speed.



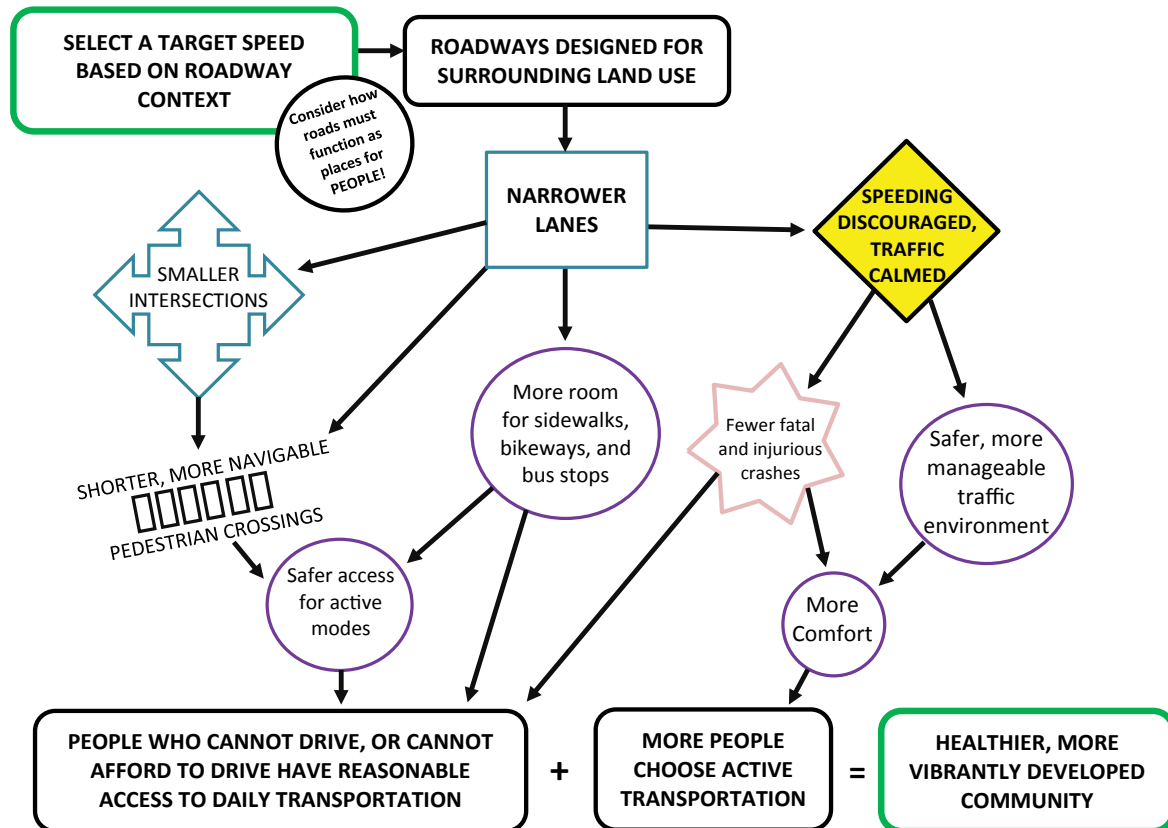
KEY POINT 5.2

KEY POINT 5.2
A controversial, but powerful billboard message from New York City's Department of Transportation.

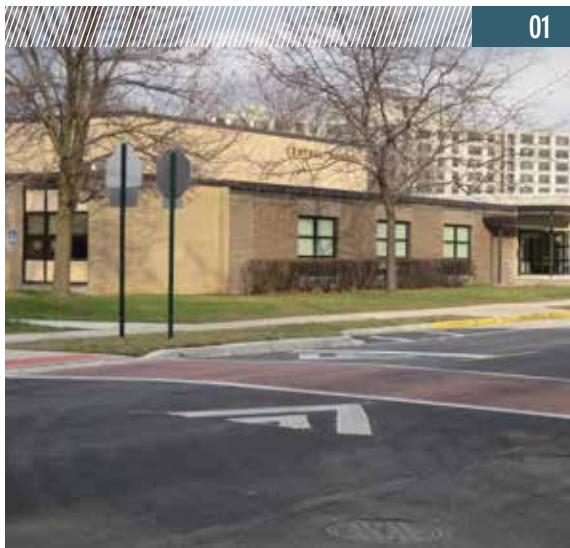


KEY POINT 6

Instead of designing roadways to accommodate the 85th percentile, a target speed should be established based on the context of the roadway. Things to consider in this process include current and planned surrounding land use, how people are currently traveling to the area, and any community goals for crash reduction and modeshare.



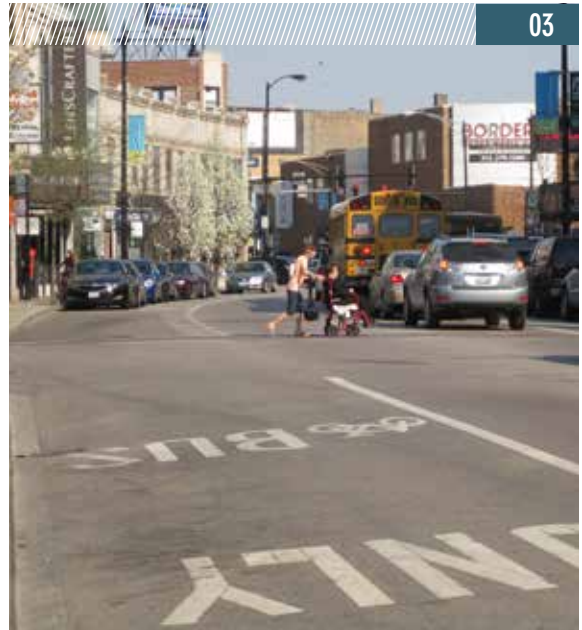
01 RAISED CROSSWALK A raised crosswalk placed at a school crossing encourages drivers to slow down.



COMPLETE STREETS FACILITIES AND DESIGN

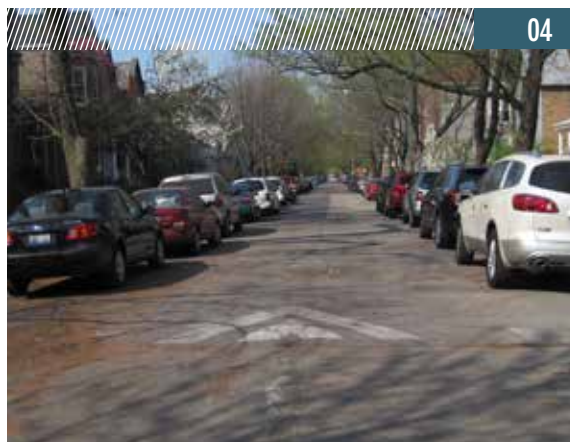
No two Complete Streets look alike. There are many types of facilities that can be used to provide safe accommodations for roadway users. Here some examples:

02 PARKING LANE A low-use parking lane on a residential street can also provide cyclists with a space separate from moving vehicles.



03 BIKE/BUS LANE This street provides adequate space for two lanes of vehicle traffic and a shared bike/bus lane. In the distance, a mid-block crosswalk shortens the crossing distance for pedestrians and includes curb ramps to allow people in wheelchairs and moms with strollers to cross the street.

04 SPEED HUMP A speed hump on a residential street encourages moving vehicles to slow down.



05 BUS Bus shelters give riders a safe place to wait and shields them from the elements.



All Complete Streets are designed to complement their surrounding land uses and the type of roadway that they are on. For example, a traditional business district located on a 30 mph state highway versus a big box retail development on 50 mph state highway. Both will have similar users, but will vary on the types of facilities that need to be provided.

SMALL GOVERNMENT FOUNDATIONAL STRUCTURE

By now, you should have a grasp of the concepts that surround complete streets and be able to effectively address the concerns of various stakeholders that will be involved in the policy development process. Now it's time to start thinking about your target agency's structure and the role it will play in your policy advancement process. This section also provides a brief overview of the Illinois Department of Transportation's (IDOT) Complete Streets policy, which will play a role in the way that roads are designed in any of our state's communities.

This information was derived from information on the National League of Cities website. www.nlc.org

FOUNDATIONAL STRUCTURE

MUNICIPAL CHARTERS

A municipal charter is the most important document of a small government, being the basic document that defines the powers, functions, and actions of that government. Charters are granted either indirectly under a general municipal corporation law, or directly by state



legislature. Each state has their own municipal league that can provide information on the charters of that state.

CIVIC LEADERS

Elected Officials

There are many terms used to describe the municipal office's primary leader, typically this term is "mayor." This person is either appointed by a council or elected directly by constituents. This depends on the form of local government.

MAYORAL POWERS

Mayors are given powers dependent on the municipality's form of government. These responsibilities may include: serving on the city council; voting in council meetings; assigning council members to chair or serve on committees; appointing citizens to serve on advisory boards or commissions; preparing the annual budget; receiving the annual budget developed by chief administrative official or city manager; and making an annual report to the council. ("National League of Cities," 2013)

WEAK OR STRONG MAYORS

In the United States mayors are typically characterized as "strong" or "weak." This is not an opinion of their usefulness, but a description of how much authority and the types of powers they have under the municipal charter. There is not a definitive list of characteristics for strong and weak mayors. Typically a strong mayor is directly elected by constituents to office and is in the mayor-council form of government. Strong mayors are usually the chief executive power and have direct power over department heads, administrative structure,

and daily operations of the municipal government. Typically a weak mayor is elected by the city council that holds the executive and legislative power, and is part of a council-manager form of government. Sometimes there are commissions that aid in administrative procedures external from the municipal government.

CITY COUNCILS

City councils are the elected leaders of a municipality who typically decide what services will be provided and how to pay for them. There are many names for city council members including commissioner, councilmember, alderman, selectman, freeholder, and council member. ("National League of Cities," 2013)

COUNCIL FUNCTIONS

The city council typically executes the following tasks: review and approve the annual budget; oversee the local public employees; establish tax rates; enter into legal contracts; borrow funds; pass ordinances and resolutions; modify the municipality's charter; regulate land use and zoning laws; regulate business activity through licensing and regulations; control public health and safety; exercise the power of eminent domain; communicate policies and programs to constituents; respond to public needs and complaints; and generally represent constituents. ("National League of Cities," 2013)

COMMITTEES

Typically issue-specific committees are formed under a city council in order to have smaller groups address issues and problems by topic. This alleviates the need for every council member to address smaller municipal issues. This also gives council members and constituents the opportunity to take part in an issue they have an interest in, and to develop their expertise.

In recent years it has become more common to use committees to address issues and give thorough, well-researched recommendations on next steps, although the practice is more common in mayor-council governments.

COMPENSATION

Usually council members are part time and receive little to no compensation. The number of weekly hours

served varies greatly dependent on the population and type of government, but is usually around 20 hours for smaller governments. For more community-specific information, visit your state's municipal league website.

TYPES OF SMALL GOVERNMENTS

COUNCIL- MANAGER

The city council reviews and approves the budget, oversees general operations, and makes municipal policy. In order to manage general operations, the city council appoints a city manager. The mayor is sometimes chosen from the city council, but not usually elected by the constituents.

MAYOR- COUNCIL

The mayor is elected by constituents and is often full time and paid. Depending on the strength, strong or weak, of the mayor, they may have more or less executive and legislative powers but typically they oversee administration and daily operations to a certain extent. Sometimes a city manager is hired to oversee daily operations. The city council is also elected and serves as the legislative power.

TOWN MEETING

Constituents of the municipality vote on issues, decide policy, and elect officials to execute. This form of government is practiced in a very small number of municipalities in the United States.

REPRESENTATIVE TOWN MEETING

Constituents elect citizens to represent them at town meetings where municipal issues and policies are voted on. All town meetings must be advertised to all constituents to ensure every constituent is aware of when the meetings take place. This form of government is practiced in a very small number of municipalities in the United States.

COMMISSION

While the commission form of government is the oldest in the United States, it is practiced in a very small number

of municipalities. Constituents elect commissioners to govern individual operations within the municipality such as health, policy, public works, and finance. Typically one of the commissioners is designated as the leader who facilitates the commissioner meetings.

INTERJURISDICTIONAL COORDINATION

Roadways are owned and maintained by different jurisdictions and agencies. When people walk and bike through their communities they may use streets belonging to the local municipality, the state, the county, the township and even private developments. All these agencies may differ greatly in their transportation goals and design practices, and often community members will have an otherwise safe pedestrian route blocked by one major thoroughfare that lacks

sidewalks or crossings. For this reason, Complete Streets communities must be proactive in communicating their needs and standards to other jurisdictions when any new projects come up.

IDOT AND COMPLETE STREETS

The Illinois Department of Transportation (IDOT) adopted its Complete Streets statute in 2007, when the Complete Streets movement was just beginning to take shape. Since this time, best practices in policy development have grown dramatically. Even so, IDOT continues to progress in implementation of Complete Streets, taking many positive steps toward the inclusion of bicycle and pedestrian facilities in its projects. Some key points in the policy include:

The required local match for bicycle and pedestrian facilities has decreased from 50 percent to 20 percent for bicycle and pedestrian facilities. IDOT now covers 80 percent of costs.

Previously, the agency's only considerations for bicycles would have been be a one-foot-wide paved shoulder regardless of roadway context. Updates to the Bicycle and Pedestrian Accommodations Chapter in IDOT's manual of the Bureau of Design and Environment (BDE) now include a facilities selection table. This is a major step toward a less prescriptive design approach, and greater context sensitivity.

Illinois' long-range transportation plan will include a statewide bicycle transportation plan, expected to be completed in 2013.

IDOT's Complete Streets policy states that it will allow bike and

pedestrian ways to be included in resurfacing projects when there is evident community support for those improvements.

Several municipalities report increased flexibility when it comes to coordinating with IDOT on local project designs.

IDOT'S COMPLETE STREETS POLICY

In 2008, IDOT adopted a statewide Complete Streets policy, formalizing its commitment to include pedestrian and bicycle facilities in certain projects. The policy is included below.

Illinois Compiled Statutes (605 ILCS 5/4-220)

Section 4-220. Bicycle and pedestrian ways

(a) Bicycle and pedestrian ways shall be given full consideration in the planning and development of transportation facilities, including the incorporation of such ways into State plans and programs.

(b) In or within one mile of an urban area, bicycle and pedestrian ways shall be established in conjunction with the construction, reconstruction, or other change of any State transportation facility except:

(1) in pavement resurfacing projects that do not widen the existing traveled way or do not provide stabilized shoulders; or

(2) where approved by the Secretary of Transportation based upon documented safety issues, excessive cost or absence of need.

(c) Bicycle and pedestrian ways may be included in pavement resurfacing projects when local support is evident or bicycling and walking accommodations can be added within the overall scope of the original roadwork.

(d) The Department shall establish design and construction standards for bicycle and pedestrian ways. Beginning July 1, 2007, this Section shall apply to planning and training purposes only. Beginning July 1, 2008, this Section shall apply to construction projects.

(Source: P.A. 95-665, eff. 10-10-07.)

NATIONAL COMPLETE STREETS
COALITION RANKING: 32.4/100

Refer to Chapter 2 for an explanation of the National Complete Streets Coalition Ranking.

TEN ELEMENTS OF AN IDEAL COMPLETE STREETS POLICY

The National Complete Streets coalition developed a list of ideal sections and phrases that should be incorporated into a policy to make it strong and implementable. This list will reappear in the policy development chapter, but for now, it's important to know the elements and understand why they should be included in an ideal policy.



ELEMENTS OF AN IDEAL COMPLETE STREETS POLICY

Regardless of a policy's form, the National Complete Streets Coalition has identified ten elements of a comprehensive Complete Streets policy, as discussed below. For examples of strong policy language, see our current Policy Analysis report: <http://www.completestreets.org/policyanalysis>

- Includes a vision for how and why the community wants to complete its streets
- Specifies that 'all users' includes pedestrians, bicyclists and transit passengers of all ages and abilities, as well as trucks, buses, emergency vehicles, and automobiles.
- Encourages street connectivity and aims to create a comprehensive, integrated, connected network for all modes.
- Is understood by all agencies to cover all roads.
- Applies to both new and retrofit projects, including design, planning, maintenance, and operations, for the entire right of way.
- Makes any exceptions specific and sets a clear procedure that requires high-level approval of exceptions.
- Directs the use of the latest and best design criteria and guidelines while recognizing the need for flexibility in balancing user needs.
- Directs that Complete Streets solutions will complement the context of the community.
- Establishes performance standards with measurable outcomes.
- Includes specific next steps for implementation of the policy

Sets a vision

A strong vision can inspire a community to follow through on its Complete Streets policy. Just as no two policies are alike, visions are not one-size-fits-all either. In the small town of Decatur, GA, the Community Transportation Plan defines their vision as promoting health through physical activity and active transportation. In the City of Chicago, the Department of Transportation focuses on creating streets safe for travel by even the most vulnerable - children, older adults, and those with disabilities.

Specifies all users

A true Complete Streets policy must apply to everyone traveling along the road. A sidewalk without curb ramps is useless to someone using a wheelchair. A street with an awkwardly placed public transportation stop without safe crossings is dangerous for riders. A fast-moving road with no safe space for cyclists will discourage those who depend on bicycles for transportation. A road with heavy freight traffic must be planned with those vehicles in mind. Older adults and children face particular challenges as they are more likely to be seriously injured or killed along a roadway.

Automobiles are an important part of a complete street as well, as any change made to better accommodate other modes will have an effect on personal vehicles too. In some cases, like the installation of curb bulb-outs, these changes can improve traffic flow and the driving experience.

Creates a network

Complete Streets policies should result in the creation of a complete transportation network for all modes of travel. A network approach helps to balance the needs of all users. Instead of trying to make each street perfect for every traveler, communities can create an interwoven array of streets that emphasize different modes and provide quality accessibility for everyone. This can mean creating bicycle boulevards to speed along bicycle travel on certain low-traffic routes; dedicating more travel lanes to bus travel only; or pedestrianizing segments of routes that are already overflowing with people on foot. It is important to provide basic safe access for all users regardless of design strategy and networks should not require some users to take long detours.

All agencies and all roads

Creating street networks that are safe and accessible for all users is difficult because many agencies control our streets. They are built and maintained by state, county, and local agencies, and private developers often build new roads. Typical Complete Streets policies cover only one jurisdiction's roadways, which can cause network problems: a bike lane on one side of a bridge disappears on the other because the road is no longer controlled by the agency that built the lane. Policies should address how to work with other agencies and jurisdictions. Another common issue to resolve how to include elements of your Complete Streets policy in subdivision regulations, which govern how private developers build new streets.

All projects

For many years, multi-modal streets have been treated as 'special projects' requiring extra planning, funding, and effort. The Complete Streets approach is different. Its intent is to view all transportation improvements as opportunities to create safer, more accessible streets for all users, including pedestrians, cyclists, and public transportation passengers. Under this approach, even small projects can be an opportunity to make meaningful improvements. In repaving projects, for example, an edge stripe can be shifted to create more room for cyclists. In routine work on traffic lights, the timing can be changed to better accommodate pedestrians walking at a slower speed. A strong Complete Streets policy will integrate Complete Streets planning into all types of projects, including new construction, reconstruction, rehabilitation, repair, and maintenance.

Exceptions

Making a policy work in the real world requires developing a process to handle exceptions to providing for all modes in each project. The Federal Highway Administration's guidance on accommodating bicycle and pedestrian travel named three exceptions that have become commonly used in Complete Streets policies: 1) accommodation is not necessary on corridors where non-motorized use is prohibited, such as interstate freeways; 2) cost of accommodation is excessively disproportionate to the need or probable use; 3) a documented absence of current or future need. Many communities have included their own exceptions, such as severe topological constraints. In addition to defining exceptions, there must be a clear process for granting them, where a senior-level department head must approve them. Any exceptions should be kept on record and publicly-available.

Design criteria

Communities adopting a Complete Streets policy should review their design policies to ensure their ability to accommodate all modes of travel, while still providing flexibility to allow designers to tailor the project to unique circumstances. Some communities will opt to re-write their design manual. Others will refer to existing design guides, such as those issued by AASHTO, state design standards, and the Americans with Disabilities Act Accessibility Guidelines.

Context-sensitive

An effective Complete Streets policy must be sensitive to the community context. Being clear about this in the initial policy statement can allay fears that the policy will require inappropriately wide roads in quiet neighborhoods or miles of little-used sidewalks in rural areas. A strong statement about context can help align transportation and land use planning goals, creating livable, strong neighborhoods.

Performance measures

The traditional performance measure for transportation planning has been vehicular Level of Service (LOS) – a measure of automobile congestion. Complete Streets planning requires taking a broader look at how the system is serving all users. Communities with Complete Streets policies can measure success through a number of ways: the miles of on-street bicycle routes created; new linear feet of pedestrian accommodation; changes in the number of people using public transportation, bicycling, or walking (mode shift); number of new street trees; and/or the creation or adoption of a new multi-modal Level of Service standard that better measures the quality of travel experience. The fifth edition of Highway Capacity Manual will include this new way of measuring LOS. Cities like San Francisco and Charlotte have already begun to develop their own.

Implementation

Taking a Complete Streets policy from paper into practice is not easy, but providing some momentum with specific implementation steps can help. Some policies establish a task force or commission to work toward policy implementation. There are four key steps for successful implementation: 1) Restructure procedures to accommodate all users on every project; 2) Develop new design policies and guides; 3) Offer workshops and other training opportunities to planners and engineers; and 4) Institute better ways to measure performance and collect data on how well the streets are serving all users.

GLOSSARY OF ACRONYMS

Below is a list of common acronyms that you may encounter while working on your Complete Streets policy effort.

ACRONYM	TERM	URL
AASHTO	American Association of State Highway and Transportation Officials	http://www.transportation.org/Pages/Default.aspx
ADA	Americans With Disabilities Act	http://www.ada.gov/
ADAAG	ADA Accessibility Guidelines	http://www.access-board.gov/guidelines-and-standards/buildings-and-sites/about-the-ada-standards/background/adaag
ADT	Average Daily Traffic	
APA	American Planning Association	https://www.planning.org/
APBP	Association of Pedestrian and Bicycling Professionals	http://www.apbp.org/
BDE	Bureau of Design and Environment - IDOT	http://www.dot.state.il.us/desenv/bdmanual.html
BLR	Bureau of Local Roads - IDOT	http://www.dot.il.gov/blr/manuals/blrmanual.html
CE	Categorical Exclusion	
CIP	Capital Improvement Program	
CMAQ	Congestion Mitigation Air Quality	http://www.fhwa.dot.gov/environment/air_quality/cmaq/
COG	Council of Government	
COM	Council of Mayors	
CSS	Context Sensitive Solutions	
DWS	Detectable Warning Surfaces	
EA	Environmental Assessments	
EIS	Environmental Impact Statements	
FHWA	Federal Highway Administration	https://www.fhwa.dot.gov/
HAWK	High-Intensity Activated Crosswalk	
HCM	Highway Capacity Manual	http://hcm.trb.org/
HOV	High Occupancy Vehicle	
IDOT	Illinois Department of Transportation	http://www.dot.state.il.us/
IDPH	Illinois Department of Public Health	http://www.idph.state.il.us/
ISTEA	Intermodal Surface Transportation Efficiency Act	http://ntl.bts.gov/DOCS/istea.html
ITEP	Illinois Transportation Enhancements Program	http://www.dot.state.il.us/opp/itep.html
ITE	Institute of Transportation Engineers	http://www.ite.org/
LOS	Level of Service - for vehicles	
LPI	Leading Pedestrian Interval	
MAP-21	Moving Ahead for Progress in the 21st Century (Federal Transportation Funding)	https://www.fhwa.dot.gov/map21/
MOT	Maintenance of traffic	
MPO	Metropolitan Planning Organization	
MUTCD	Manual on Uniform Traffic Control Devices	http://mutcd.fhwa.dot.gov/
NACTO	National Association of City Transportation Officials	http://nacto.org/
NCSC	National Complete Streets Coalition	http://www.smartgrowthamerica.org/complete-streets

ACRONYM	TERM	URL
NEPA	National Environmental Policy Act	http://www.epa.gov/compliance/nepa/
NHTSA	National Highway Transportation Safety Administration	http://www.nhtsa.gov/
PTA	Parent Teacher Association	
PTO	Parent Teacher Organization	
PROWAG	Proposed Right of Way Accessibility Guidelines	http://www.access-board.gov/guidelines-and-standards/streets-sidewalks/public-rights-of-way/proposed-rights-of-way-guidelines
RRFB	Rectangular Rapid Flashing Beacon	
RFP	Request for Quotation	
RFQ	Request for Proposals	
ROW	Right of way	
RPC	Regional Planning Commission	
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users	https://www.fhwa.dot.gov/safetealu/
SOV	Single Occupancy Vehicle	
SRTS	Safe Routes to School	http://www.saferoutesinfo.org/
SSA	Special Service Area	
TAP	Transportation Alternatives Program	http://www.fhwa.dot.gov/map21/guidance/guidetap.cfm
TDM	Transportation Demand Management	
TIGER	Transportation Investment Generating Economic Recovery	http://www.dot.gov/tiger
TIF	Tax Increment Financing	
TIP	Transportation Improvement Program	
WTP	Workplace Travel Planning	

ADDITIONAL RESOURCES AND CITATIONS

For more information on Complete Streets design, visit the following sites:

American Association of State Highway and Transportation Officials (AASHTO)
<http://www.transportation.org/Pages/Organization.aspx>

Federal Highway Administration, "A Resident's Guide for Creating Safe and Walkable Communities"
http://safety.fhwa.dot.gov/ped_bike/ped_cmnlty/ped_walkguide

Complete Streets Complete Networks:
 A Manual for the Design of Active Transportation
<http://atpolicy.org/Design>

Institute of Traffic Engineers (ITE)
<http://www.ite.org/aboutite/index.asp>

National Association of City Transportation Officials (NACTO)
<http://nacto.org>

National Committee on Unified Traffic Control Devices (NCUTCD)
<http://www.ncutcd.org/purpose.shtml>

For additional information on Complete Streets policy, visit:

National Complete Streets Coalition
<http://completestreets.org>

To learn more transportation terms, go to:
 CDC Transportation Glossary
<http://www.cdc.gov/transportation/glossary.htm>

U.S. Department of Transportation Planning Glossary
<http://www.fhwa.dot.gov/planning/glossary>

CHAPTER 3: COMPLETE STREETS STEERING COMMITTEE FORMATION AND EDUCATION

3

Learn the steps necessary to understand a community's roadway project development process and understand how to help a community set goals for Complete Streets.

Overview

Now that you are armed with the basic knowledge to advocate for the adoption of a Complete Streets policy, it's time to focus on forming a steering committee. A steering committee is a group of local experts responsible for developing the policy and seeing it through adoption. They will help mold and shape the policy so that it reflects the unique needs of the community. Its success hinges on their participation and buy-in.

Steering committee members should include elected officials, department heads, and representatives of various agencies and organizations impacted by roadway design in the community. These people are experts on the issues, whether they be policy adoption or engineer decision-making. Steering committee members may include:

Mayor's office representative

Village Manager

City Council or Village Board members

Public Works Staff

Relevant Consultant Engineers

Planning and/or Zoning Commission

Community and Economic Development

Parks, Recreation, and Community Services Public Health Staff

Police and Fire Officials

Local Transit Agencies

Finance/Budget

Housing Agencies

Chambers of Commerce

Other Organizations

Remember to use the Knowledge Building chapter as you contact and build relationships with decision-makers and help to form and educate a steering committee. Each chance you get to talk with these partners is a chance to lend perspective that people might never hear otherwise.

For some public health professionals, forming a transportation-focused steering committee is new territory and can be a little intimidating the first time around. Think of it like walking into a dark room: If you stand still for just a few moments your night vision engages and things become clearer and clearer until you can navigate through it, or simply find the light switch. Remember that every step you take no matter how big or small will result in greater understanding for everyone involved, influencing the goals of built environment projects, and benefiting the health and quality of life for everyone in your partner community.

Use this chapter to guide you through forming the steering committee. The Toolbox includes worksheets to help you analyze the community you plan to target and run your first steering committee meeting.

OBJECTIVES

OBJECTIVE 1: Form a committee of local officials and stakeholders who are responsible for roadway projects in the target community, educate them on the benefits and importance of Complete Streets.

OBJECTIVE 2: Learn about this jurisdiction's roadway project development process and community goals so that they can be addressed in the Complete Streets policy.

PROJECT MANAGER TASK LIST

This table provides you with an overview of all of the tasks to be completed in this phase and the corresponding documents included in this chapter to help you achieve your goal.

PROJECT MANAGER STEERING COMMITTEE FORMATION AND EDUCATION TASK LIST			
✓	TASKS	VENUE	RESOURCES
<input type="checkbox"/>	Select a community to target and start filling out the partner community profile worksheet. Conduct online research, reach out to any contacts who live there and ask them about the environment for active transportation, visit the community, and build community-specific background knowledge.	On your own	<ul style="list-style-type: none"> • Partner Community Profile (page 37)
<input type="checkbox"/>	Identify and reach out to primary contact for the jurisdiction. Explain Complete Streets goals, garner support. <i>TIP: An ideal primary contact is a municipal official or Public Works department leader who can maximize contacts to get internal support.</i>	On your own	
<input type="checkbox"/>	Work with primary contact to identify appropriate steering committee members and schedule a half-day workshop, or series of committee meetings to cover the activities listed below.	Via primary contact	<ul style="list-style-type: none"> • Sample agenda in this section (page 38) • Sample agenda in Policy Development section (page 108)
<input type="checkbox"/>	Select Complete Streets fact sheets that are relevant to needs and interests of partner community, ask contact to include them, and Complete Streets Overview with meeting invitations	On your own	<ul style="list-style-type: none"> • Complete Streets Overview (page 165) • Selected Complete Streets Fact Sheets (page 159)
<input type="checkbox"/>	Present "Complete Streets Policy and Practice" PowerPoint to committee members	Committee meeting	<ul style="list-style-type: none"> • Complete Streets Policy and Practice PPT Presentation (online at http://activetransportationpolicy.org/node/328)
<input type="checkbox"/>	Conduct a walking audit with committee members to highlight built environment features of the local community	Committee meeting	<ul style="list-style-type: none"> • How to Plan and Conduct a Walking Audit (page 40)
<input type="checkbox"/>	Facilitate Project Development Process Diagramming activity	Committee meeting	<ul style="list-style-type: none"> • Project Development Process Diagramming activity in this section (page 44)
<input type="checkbox"/>	Introduce the 10 Elements of a successful Complete Streets Policy	Committee meeting	<ul style="list-style-type: none"> • NCSC summary of 10 Elements (page 52) • 10 Elements PPT presentation (online at http://activetransportationpolicy.org/node/320) • 10 Elements Worksheet (page 52) • CS policy sample packet (page 60)

PROJECT MANAGEMENT FAQ

Below are some questions and answers to help you understand the role of the steering committee in this process. Use the answers to guide you through the process and understand some of the challenges you may encounter.

WHY FORM A COMPLETE STREETS STEERING COMMITTEE?

The Complete Streets policy may potentially impact the day-to-day jobs of many people. Steering committee discussions provide a chance for them to weigh in and to understand changing goals and expectations. If you were in their shoes, wouldn't you want the same opportunity?

WHAT IS MY ROLE ON THE STEERING COMMITTEE?

Your role is to facilitate discussions and ensure that the committee achieves the following objectives:

Committee members understand Complete Streets, Complete Streets policy, and what it means for their community.

The Committee develops and comes to consensus on a comprehensive Complete Streets policy based on national best practices that can be presented for formal adoption.

WHAT SHOULD I DO TO PREPARE MYSELF FOR WORKING WITH A COMPLETE STREETS STEERING COMMITTEE?

Use the Project Manager Task List in this section to help you plan and understand steps for this phase.

Review the Complete Streets "Crash Course" section in this workbook, remember why you're doing this.

Review the process checklists from the Policy Development and Adoption sections, so you can explain it to partners in general terms

SHOULD MEMBERS OF THE GENERAL PUBLIC BE INCLUDED ON THE STEERING COMMITTEE?

Officials must comply with the Illinois Open Meetings Act, but it is not imperative to muster a large public turnout during this phase. Members of the general public should be permitted to attend meetings, but we recommend waiting until the Committee has

agreed upon a draft policy before actively seeking public input. Agency officials may find it difficult to talk about the challenges of their jobs in a large public forum, resulting in a less successful discussion.

Steering Committee Formation & Education Toolbox

Use the worksheets and resources included in the Toolbox to help you successfully facilitate your first steering committee meeting. The following resources are included:

Complete Streets Partner Community Profile (page 37)

Complete Streets Steering Committee Workshop Agenda (page 38)

How to plan and conduct a walk audit (page 40)

Diagramming Activity: Roadway Project Development Process (page 44)

- o Facilitator guide
- o Discussion questions and activity
- o Project Delivery Process Light
- o 10 elements of a Complete Streets Policy Presentation
- o 10 elements of a Complete Streets Policy Worksheet

COMPLETE STREETS COMMUNITY PROFILE

Begin your process by getting to know your target community and identifying key stakeholders to participate in the process. Identify one stakeholder who is interested in Complete Streets to serve as your primary contact and can help you convince others to get involved. Be sure to ask this person about the issues and challenges related to building and maintaining Complete Streets in the target community.

Use the worksheet included in this chapter to keep organized and stay track throughout the Complete Streets policy development process. As the process continues, use the General Policy Development and Adoption Timeline to track your progress. An electronic version of this worksheet is available at <http://activetransportationpolicy.org/node/324>.

COMPLETE STREETS PARTNER COMMUNITY PROFILE			
Jurisdiction Name:		In the County of:	
<input type="checkbox"/> City <input type="checkbox"/> Village <input type="checkbox"/> Township <input type="checkbox"/> County Govt. <input type="checkbox"/> MPO/RPC <input type="checkbox"/> Other _____		General Context: <input type="checkbox"/> Urban <input type="checkbox"/> Suburban <input type="checkbox"/> Rural	
Local population:	Demographics:	Connect with Public Works staff to find out who designs local roadway projects? <input type="checkbox"/> In-house staff <input type="checkbox"/> Consultants	
Notable health disparities and other issues:		Visit the community and view online at Google Maps/Streetview https://maps.google.com What do you notice about roadways near schools, parks, retail centers? Lots of busy streets? Sidewalks? Safe crossings? Possible locations for steering committee walking audit:	
Does the partner community have a bicycle and/or pedestrian transportation plan? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Currently in development			

STAKEHOLDER PROFILES

Name	Agency or Organization	Complete Streets knowledge/ interest/attitude?	Potential steering committee member?	Contact Info

GENERAL POLICY DEVELOPMENT AND ADOPTION TIMELINE

Task	Target Date	Notes, updates	Date Completed
<input type="checkbox"/> First contact with partners			
<input type="checkbox"/> Steering Committee Formed			
<input type="checkbox"/> 1 st Draft of policy created			
<input type="checkbox"/> Final policy draft approved			
<input type="checkbox"/> Policy Adopted			

COMPLETE STREETS STEERING COMMITTEE WORKSHOP AGENDA

Now that you have a solid understanding of your target community and a list of stakeholders, it's time to hold your first Steering Committee meeting. The activities included in this meeting are geared to help you educate steering committee members of the benefits of Complete Streets and of having a Complete Streets policy, and to help you understand the challenges to their current design process.

Use the agenda (below) to organize your meeting. A link to each presentation listed in the agenda is included in the Additional Resources section at the end of this chapter.

Complete Streets Steering Committee Workshop

Attendees: [ATTENDEE NAMES and/or AGENCIES REPRESENTED]

NOTES:

- [illegible]

HOW TO PLAN AND CONDUCT A WALK AUDIT

Use the guide (below) as a checklist for preparing a walk audit in your target community. Visit <http://activetransportationpolicy.org/node/326> to download an electronic copy.

WHY DO A WALK AUDIT?

Walk audits help people think critically about their built environment. For people whose primary mode of transportation is the car, the walk is a good way for them to experience another perspective. It is particularly eye opening for decision-makers and public officials. The audits can be used as a way to build support for Complete Streets in general and to understand why a community would want Complete Streets. If there are upcoming transportation projects or an area with particularly hazardous walking conditions, a walk audit could be used as a way to understand the transportation needs in the area.

WHO SHOULD PARTICIPATE?

This depends on your overall goal for the walk audit. Is it just to build community support for overall walkability, or is it to determine improvements for a specific area?

An ideal group includes people who live or work in the area and walk there on a regular basis as well as decision makers and representatives of the municipality.

SUGGESTED INVITATION LIST

Invite one or more representatives from each group.

Elected Officials:

Municipal or County Staff:

Residents:

Business Owners:

School and/or Park District:

Community Groups:

HOW TO PREPARE

- ☐ Determine the general area for the walk audit. Consider researching upcoming transportation projects. Call the local municipality, county and local IDOT office to identify places where there will be upcoming road projects.
- ☐ Identify a few key decision makers to attend your audit. Work with them to schedule a date, time, location, and identify any specific goals.
- ☐ After the date is set, invite a larger group of diverse stakeholders, in addition to your key decision makers
- ☐ Plan a route that includes positive and interesting complete streets features AND examples of improvements.
- ☐ Do a pre-walk and take notes on a few issues you'd like to discuss.

EVENT AGENDA

- Meet up at pre-determined date, time and location
- Welcome participants by explaining the following: (15 mins.)
 - Introduce We Choose Health initiative
 - Why Complete Streets are important
 - What is your community doing today to improve active transportation
 - How will this event drive future discussions/projects
 - Participants introduce themselves and who they represent
 - Explain the route distance, number of stops, anticipated time, things to think about while walking
- Walk the route, stopping at predetermined locations to for participants to rate their experiences and discuss interests and concerns. (30-45 mins.)
- Report Back- Discuss what are key issues on the route and how to address them (10 mins.)

Use this page on the day of the event to guide your walk audit

Community Name: _____

Meeting Date, Time: _____

Meeting Location: _____

Write or draw your route in the box below. Number each stop location. Use additional pages if necessary.

ROUTE MAP	STOP HIGHLIGHTS
	1.
	2.
	3.
	4.
	5.

At each stop, ask participants to rate their experience while walking on a scale of 1-10. After they've all said their rate, ask a few to explain. Remind participants that they should consider not just the perspective of themselves, but also that of someone with a disability, someone walking with children, an older adult, or in inclement weather.

THINGS TO TALK ABOUT WHILE WALKING

Is it easy to walk along the street?

Are sidewalks present? Clear of hazards? In good condition? Separated from the roadway?

Is it easy to cross the street?

Are there curb ramps? Marked crosswalks? A reasonably short crossing distance? Is there a traffic signal with pedestrian signal? Are pedestrians visible to drivers?

Do drivers behave safely?

Do they stop at all stop signs and crosswalks? Stop for pedestrians when turning? Are drivers speeding? Are they texting or talking on the phone while driving? Are cars parked in pedestrian space?

Is it as easy to walk to places as it is to drive?

Does the sidewalk connect to building entrances? Are walking paths clear and intuitive? Are there large parking lots?

Do you feel safe walking?

Is there lighting? People hanging out? Dogs? Abandoned buildings? Trash? Loud noises? Shade? Pleasant landscaping and buildings?

ADDITIONAL RESOURCES

Iowa Walk Audit Materials

http://www.idph.state.ia.us/iowansfitforlife/comm/pdf/access_your_community.pdf

Louisville Walkability Assessment

http://www.louisvilleky.gov/NR/rdonlyres/C7CECF63-DCB4-48C9-949D-F02AD774F43C/0/LouisvilleWalkabilityAssessment_v1.pdf

CLOCC Walkability Assessment

<http://bikeuptowndotorg.files.wordpress.com/2012/06/walkability-assessment.pdf>

DIAGRAMMING ACTIVITY: ROADWAY PROJECT DEVELOPMENT PROCESS

Use the diagramming activity (below) to understand how steering committee members currently approach roadway design and communication around projects. Ask questions and understand the ins and outs to their process. This activity will help you develop a policy that fits the community's unique needs. Visit <http://activetransportationpolicy.org/node/327> to download an electronic copy of the activity.

DIAGRAMING ACTIVITY: ROADWAY PROJECT DEVELOPMENT PROCESS

FACILITATOR GUIDE

Purpose: The Complete Streets policy will impact the jurisdiction's process for developing roadway projects. While the people involved tend to be very focused on their own roles, they may not always be familiar with the larger process and how their work fits into it. This exercise maps out the whole process so Committee Members are all on the same page.

Committee Objectives: To better understand the jurisdiction's unique process for planning, designing and constructing roadway projects, and to become equipped to develop a Complete Streets policy that is appropriate and implementable.

Project Manager Objectives: To engage Committee Members and to learn everything you can about their roles, attitudes, questions and concerns. By doing this you will build rapport and excel in your dialogue, policy development, conflict resolution, and problem solving.

Materials:

- Colored Markers – One color for each committee member
- Roadway Project Development Process Flowchart– Poster-sized print out or hand drawn on flipchart paper
- Question tracking sheet
- Standards and resources catalog sheet

Facilitator Instructions:

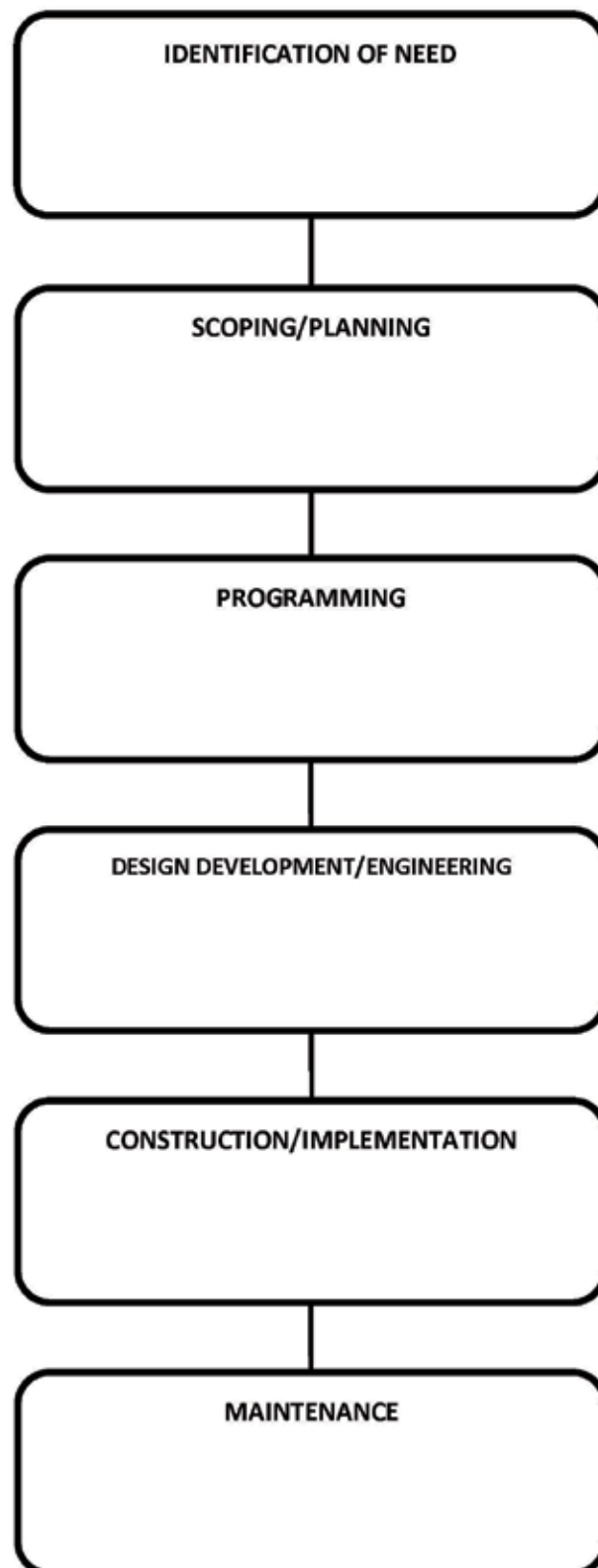
1. After educating committee members on the basics of Complete Streets, place the Roadway Project Development Process Flowchart on the center of the meeting table so that all committee members can see it and reach it (Poster-sized print out or hand drawn on flipchart paper).
2. Distribute a different colored marker to each committee member, ask them each to write their name and title on the paper with their marker (so you can track each person's comments).
3. Read the following discussion questions and instructions one by one, encourage Committee Members to mark their names and resources where appropriate. Mark information onto the flowchart yourself, if necessary.
4. Track any documents, design manuals, standards, policies, and resources that Committee Members mention on the Standards and Resources Catalog Sheet (attached).
5. Track any questions that committee members cannot answer, record them on the Question Tracking Sheet (attached), assign these questions as action items at the end of the session and follow-up on the answers.
6. After the session study the information, consider typing key information into your project notes for quick reference.
7. Keep all marked-up materials until the end of the project when policy is complete.

DISCUSSION QUESTIONS AND ACTIVITIES

Purpose: The purpose of this activity is to help us all get on the same page with the jurisdiction's roadway project development process and everyone's role.

Topic Introduction: This flowchart shows the most generic possible terms for steps of the roadway project development process. Most communities use steps similar to these. The idea is that we fill in the details here and end up with a chart that includes all the people, departments, offices, jurisdictions involved. As well as any policies, plans, resources that are used.

- **ASK** participants to write their names at each phase in the process where they participate.
- **ASK** participants to explain their roles at each project phase, and to list their tasks in the appropriate steps.
- **ASK** participants to list any manuals, standards, policies, plans and resources guide that they use on projects at each phase? Are they the same for every project or it change with different funding sources?
- **ASK** participants: When a project lands on your desk, who is puts it there? Are you completing all the tasks on your own or is it a team effort? Who else is involved (other staff, consultants)? Include this on the flowchart.
- **ASK** participants to add any other departments, offices, and/or individuals who play a role that have not yet been included to the chart.
- **FOCUS ON NEED** How does this jurisdiction determine need? Who is involved? Departments, offices, commissions?
- **FOCUS ON GOALS** Who determines the goals of a project? Is it the same people for all projects?
- **FOCUS ON OPTIONS** Who determines the project scope and the design options to accommodate that scope?
- **FOCUS ON FUNDING** How is funding allocated for projects? What criteria are examined and how are they presented? Commission and/or board-based decisions?



DIAGRAMING ACTIVITY: ROADWAY PROJECT DEVELOPMENT PROCESS

STANDARDS AND RESOURCES CATALOG Jurisdiction:

Date:

Resource/Document	Who uses it? In what phase?

DIAGRAMING ACTIVITY: ROADWAY PROJECT DEVELOPMENT PROCESS**QUESTION TRACKING SHEET** Jurisdiction:

Date:

QUESTION:	
Who might know the answer?	Who will find the answer?
Answer:	
QUESTION:	
Who might know the answer?	Who will find the answer?
Answer:	
QUESTION:	
Who might know the answer?	Who will find the answer?
Answer:	
QUESTION:	
Who might know the answer?	Who will find the answer?
Answer:	
QUESTION:	
Who might know the answer?	Who will find the answer?
Answer:	

DIAGRAMING ACTIVITY: ROADWAY PROJECT DEVELOPMENT PROCESS

QUESTION TRACKING SHEET Jurisdiction:

Date:

QUESTION:	
Who might know the answer?	Who will find the answer?
Answer:	
QUESTION:	
Who might know the answer?	Who will find the answer?
Answer:	
QUESTION:	
Who might know the answer?	Who will find the answer?
Answer:	
QUESTION:	
Who might know the answer?	Who will find the answer?
Answer:	
QUESTION:	
Who might know the answer?	Who will find the answer?
Answer:	

TEN ELEMENTS OF AN IDEAL COMPLETE STREETS POLICY ACTIVITY

After delivering the 10 Elements of an Ideal Complete Streets Policy presentation, ask the committee members to fill out the worksheet (below). The information recorded will be used to help develop draft language for your community's Complete Streets policy.

STEERING COMMITTEE ACTIVITY: 10 ELEMENTS OF AN IDEAL COMPLETE STREETS POLICY

FACILITATOR GUIDE

Purpose: As summarized in the Knowledge Building section of this workbook, the national best practice for written Complete Streets policies is to base them on 10 policy elements.

Committee Objectives: To better understand the ten policy elements, and to provide input for how the policy can address local goals and needs within this ten point framework.

Project Manager Objectives: To provide a the committee with a framework for policy development, and to better understand committee members' goals, concerns, questions, and recommendations for what the Complete Streets policy should include.

Materials:

- PPT presentation: Ten Elements of Effective Complete Streets Policies [found on WCH Flash drive]
- Worksheet: Ten Elements of an Ideal Complete Streets Policy [two pages front and back]

Instructions:

Before the meeting, prepare for the session by opening the PowerPoint Presentation Ten Elements of Effective Complete Streets Policies [found on WCH Flash drive] and reading through the notes. Edit the opening and closing slides to reflect your own contact information. Edit the notes to suit your own speaking style and presentation needs. Familiarize yourself with the worksheet and print the appropriate quantity.

At the session:

1. Distribute one worksheet to each committee member.
2. Explain to committee members that you will be going through each of the ten elements with the PPT.
3. Explain to the committee that the worksheet contains one question for each element. Ask them to follow along on their worksheets and write their answers to the relevant questions as you go through each element in the PPT.
4. Welcome their questions and discussion as you move through each element.
5. Gather their worksheets at the end of the session and keep them for the policy development process.

NAME: _____

TEN ELEMENTS OF EFFECTIVE COMPLETE STREETS POLICIES

Use this worksheet to record ideas for how a Complete Streets policy should address local needs, goals, and the current process for transportation projects.

1. Includes a VISION for the transportation system.

What long-term transportation goals should the policy address? Should it promote safety and modeshare? How can these issues be captured in the policy's vision?

2. Specifies USERS OF ALL AGES, ABILITIES, AND MODES

What user groups should be acknowledged in your community's Complete Streets policy?

3. Encourages a CONNECTED NETWORK

Are there specific ways the policy should encourage connectivity, or would a general statement suffice?

4. Specifies ALL AGENCIES and ALL ROADS in that network

What agencies are involved in transportation projects within the community?

5. Applies to ALL PROJECTS in ALL PHASES

What offices, departments, and individuals should be involved so that decisions made at all project phases support the policy, and its principles?

STEERING COMMITTEE ACTIVITY: 10 ELEMENTS OF AN IDEAL COMPLETE STREETS POLICY

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Instructions:

Before the meeting, prepare for the session by opening the PowerPoint Presentation Ten Elements of Effective Complete Streets Policies [found on WCH Flash drive] and reading through the notes. Edit the opening and closing slides to reflect your own contact information. Edit the notes to suit your own speaking style and presentation needs. Familiarize yourself with the worksheet and print the appropriate quantity.

At the session:

1. Distribute one worksheet to each committee member.
2. Explain to committee members that you will be going through each of the ten elements with the PPT.
3. Explain to the committee that the worksheet contains one question for each element. Ask them to follow along on their worksheets and write their answers to the relevant questions as you go through each element in the PPT.
4. Welcome their questions and discussion as you move through each element.
5. Gather their worksheets at the end of the session and keep them for the policy development process.

ADDITIONAL RESOURCES

The agenda includes several presentations to be used during the first steering committee meeting. To access to download presentations, use the following URLs:

Introduction to Complete Streets Presentation:

<http://activetransportationpolicy.org/node/328>

10 Elements of an Ideal Complete

Streets Policy Presentation:

<http://activetransportationpolicy.org/node/320>

Busting the Myths Presentation:

<http://activetransportationpolicy.org/node/329>

CHAPTER 4: POLICY DEVELOPMENT

4

Understand the elements that make up an effective Complete Streets policy and learn how to lead your steering committee through the policy development process.

Overview

The policy development phase is where we roll up our sleeves and dive into the nitty gritty of policy language. Once committee members are given a written draft for comment, the discussion tends to become livelier making this can be a very exciting phase. It can also be a challenging phase for people who have never worked with policy language before, but this workbook contains the tools you need to get through it successfully.

It's important to remember and value your own professional development during this part of the project. As policy systems and environmental change are an increasingly popular strategy, the skills you develop now will support your own excellence in the public health field for years to come.

The best road map you can use is the ten elements framework that is featured in the previous section. Spend as much time as you need with the various samples included in this packet. And don't forget that you're in very good company. Many of your peers have tackled this issue and may be available to lend support.

OBJECTIVES

OBJECTIVE 1: Apply the information you gathered in Chapter 2 to develop a comprehensive Complete Streets policy draft that reflects community goals, agency needs, and national best practices.

OBJECTIVE 2: Work with steering committee to obtain consensus on final policy language.

PROJECT MANAGER TASK LIST

This table provides you with an overview of all of the tasks to be completed in this phase and the corresponding documents included in this chapter to help you achieve your objectives.

PROJECT MANAGER POLICY DEVELOPMENT TASK LIST			
✓	TASKS	VENUE	RESOURCES
<input type="checkbox"/>	Review notes from Steering Committee meetings and discussions. Review comments on Committee members' Ten Elements Worksheets	On your own	<ul style="list-style-type: none"> Committee meeting notes Completed Ten Elements worksheets (page 52)
<input type="checkbox"/>	Review policy sample packet and select a sample that fits best with goals, existing project development process, and concerns expressed by committee	On your own	<ul style="list-style-type: none"> Policy SamplePacket (page 60)
<input type="checkbox"/>	Create a custom draft by copying, pasting, and editing selected passages from policy sample packet	On your own	<ul style="list-style-type: none"> Policy Sample Packet (page 60) Other policies researched online
<input type="checkbox"/>	Share the custom draft with Steering Committee, set a deadline for written feedback <i>TIP: Always encourage members to submit direct written changes to the draft. This boosts their sense of ownership in the policy, and minimizes confusion about changes they want to see.</i>	email	
<input type="checkbox"/>	Gather feedback, save and archive the comments that people send you in case you need to reference them later.	email	
<input type="checkbox"/>	ize the suggested changes into a new working draft, highlight changes with "track changes" or comments in a Word doc. E-mail the working draft with Committee Members for approval/review. <i>TIP: Send out the draft at least 3 days before the next committee meeting, so people have time to review.</i> [Repeat the review and feedback steps as needed.]	email	
<input type="checkbox"/>	Convene committee meeting to discuss and approve the working draft, making it a FINAL DRAFT. <i>TIP: Bring a laptop and be prepared to make changes directly to the draft during the meeting.</i>	Committee meeting	<ul style="list-style-type: none"> Sample meeting agenda (page 108)
<input type="checkbox"/>	Pat yourself on the back for accomplishing a MAJOR milestone!		

PROJECT MANAGEMENT FAQ

Below are some questions and answers to help you understand how to advance the policy drafting process. Use the answers to guide you through the process and understand some of the questions you may have.

Q: WHO ON THE STEERING COMMITTEE WILL CREATE THE FIRST DRAFT THE POLICY?

This typically happens in one of two ways:

1. You, the project manager, create a custom draft by copying, pasting, editing selected sections from the policy sample packet (included in the Policy Development section of this workbook). This is a good strategy for staying involved in the process to ensure that best practices can be applied, and to keep with your work plan and timeline.
2. A steering committee member drafts a complete streets policy. This will result in less work for you, the project manager. However, it's very important for you to stay involved in the process, offer your assistance to facilitate discussion and to coordinate comments from the committee, and any proposed changes.

Q: SHOULD THE POLICY BE A RESOLUTION, AN ORDINANCE, AN INTERNAL ORDER, OR SOMETHING ELSE?

A policy's approach should be the one that best enables its implementation. If a municipal planning and engineering staff is educated and enthusiastic about developing new practices and seeking out innovative solutions, then a non-binding resolution or an internal memo may be successful. However, if a Complete Streets effort is spearheaded by people who do not plan and design roadways (e.g., executive administration, public health and economic development agencies) and/or the implementers are not as interested in Complete Streets, a legal mandate may be more appropriate. The best way to determine staff interest is to involve them in the policy development process, learn about the challenges they face, and empower them to find innovative solutions.

NCSC provides a very good summary of different policy approaches in the Complete Streets Policy Development Workbook, included on your WCH flash drive in the POLICY DEVELOPMENT directory.

Policy Development & Adoption Toolbox

Use the worksheets and resources included in the Toolbox to develop a draft Complete Streets policy. The following resources are included in this chapter:

Policy Sample Packet

- o Facilitator guide
- o NCSC's Ten Elements of an Ideal Complete Streets Policy
- o Policy for the City of Berwyn – NCSC Rating: 73.2
- o Policy for the City of Blue Island – NCSC Rating: 71.6
- o Policy for the City of Des Plaines – NCSC Rating: 74.4
- o Policy for the Village of Forest Park: NCSC Rating: 57.2
- o Policy for the Village of Lemont – NCSC Rating 63.2
- o Policy for the Village of Riverdale - NCSC Rating 53.2
- o Policy for Cook County, Illinois – NCSC Rating: 77.6

Sample Meeting Agenda

Prior to diving into policy writing, remember to review your notes and worksheets from the Steering Committee kick-off meeting.

COMPLETE STREETS POLICY SAMPLE PACKET

A Complete Streets policy is a commitment by a jurisdiction to accommodate all users of the roadway regardless of their age, ability, or travel mode, in all future roadway projects with a few exceptions. As the Complete Streets movement has grown, the National Complete Streets Coalition (NCSC) has developed a ranking system for these policies based on ten key elements. The following pages contain a brief explanation of those elements, samples of current Complete Streets policies from Municipal and County governments in Illinois, and NCSC's rankings of those policies. The NCSC's scoring policy ranges from 0-100. A community receiving a high score has a strong policy.



ELEMENTS OF AN IDEAL COMPLETE STREETS POLICY

Regardless of a policy's form, the National Complete Streets Coalition has identified ten elements of a comprehensive Complete Streets policy, as discussed below. For examples of strong policy language, see our current Policy Analysis report: <http://www.completestreets.org/policyanalysis>

- Includes a vision for how and why the community wants to complete its streets
- Specifies that 'all users' includes pedestrians, bicyclists and transit passengers of all ages and abilities, as well as trucks, buses, emergency vehicles, and automobiles.
- Encourages street connectivity and aims to create a comprehensive, integrated, connected network for all modes.
- Is understood by all agencies to cover all roads.
- Applies to both new and retrofit projects, including design, planning, maintenance, and operations, for the entire right of way.
- Makes any exceptions specific and sets a clear procedure that requires high-level approval of exceptions.
- Directs the use of the latest and best design criteria and guidelines while recognizing the need for flexibility in balancing user needs.
- Directs that Complete Streets solutions will complement the context of the community.
- Establishes performance standards with measurable outcomes.
- Includes specific next steps for implementation of the policy

Sets a vision

A strong vision can inspire a community to follow through on its Complete Streets policy. Just as no two policies are alike, visions are not one-size-fits-all either. In the small town of Decatur, GA, the Community Transportation Plan defines their vision as promoting health through physical activity and active transportation. In the City of Chicago, the Department of Transportation focuses on creating streets safe for travel by even the most vulnerable - children, older adults, and those with disabilities.

Specifies all users

A true Complete Streets policy must apply to everyone traveling along the road. A sidewalk without curb ramps is useless to someone using a wheelchair. A street with an awkwardly placed public transportation stop without safe crossings is dangerous for riders. A fast-moving road with no safe space for cyclists will discourage those who depend on bicycles for transportation. A road with heavy freight traffic must be planned with those vehicles in mind. Older adults and children face particular challenges as they are more likely to be seriously injured or killed along a roadway.

Automobiles are an important part of a complete street as well, as any change made to better accommodate other modes will have an effect on personal vehicles too. In some cases, like the installation of curb bulb-outs, these changes can improve traffic flow and the driving experience.

Creates a network

Complete Streets policies should result in the creation of a complete transportation network for all modes of travel. A network approach helps to balance the needs of all users. Instead of trying to make each street perfect for every traveler, communities can create an interwoven array of streets that emphasize different modes and provide quality accessibility for everyone. This can mean creating bicycle boulevards to speed along bicycle travel on certain low-traffic routes; dedicating more travel lanes to bus travel only; or pedestrianizing segments of routes that are already overflowing with people on foot. It is important to provide basic safe access for all users regardless of design strategy and networks should not require some users to take long detours.

All agencies and all roads

Creating street networks that are safe and accessible for all users is difficult because many agencies control our streets. They are built and maintained by state, county, and local agencies, and private developers often build new roads. Typical Complete Streets policies cover only one jurisdiction's roadways, which can cause network problems: a bike lane on one side of a bridge disappears on the other because the road is no longer controlled by the agency that built the lane. Policies should address how to work with other agencies and jurisdictions. Another common issue to resolve how to include elements of your Complete Streets policy in subdivision regulations, which govern how private developers build new streets.

All projects

For many years, multi-modal streets have been treated as 'special projects' requiring extra planning, funding, and effort. The Complete Streets approach is different. Its intent is to view all transportation improvements as opportunities to create safer, more accessible streets for all users, including pedestrians, cyclists, and public transportation passengers. Under this approach, even small projects can be an opportunity to make meaningful improvements. In repaving projects, for example, an edge stripe can be shifted to create more room for cyclists. In routine work on traffic lights, the timing can be changed to better accommodate pedestrians walking at a slower speed. A strong Complete Streets policy will integrate Complete Streets planning into all types of projects, including new construction, reconstruction, rehabilitation, repair, and maintenance.

Exceptions

Making a policy work in the real world requires developing a process to handle exceptions to providing for all modes in each project. The Federal Highway Administration's guidance on accommodating bicycle and pedestrian travel named three exceptions that have become commonly used in Complete Streets policies: 1) accommodation is not necessary on corridors where non-motorized use is prohibited, such as interstate freeways; 2) cost of accommodation is excessively disproportionate to the need or probable use; 3) a documented absence of current or future need. Many communities have included their own exceptions, such as severe topological constraints. In addition to defining exceptions, there must be a clear process for granting them, where a senior-level department head must approve them. Any exceptions should be kept on record and publicly-available.

Design criteria

Communities adopting a Complete Streets policy should review their design policies to ensure their ability to accommodate all modes of travel, while still providing flexibility to allow designers to tailor the project to unique circumstances. Some communities will opt to re-write their design manual. Others will refer to existing design guides, such as those issued by AASHTO, state design standards, and the Americans with Disabilities Act Accessibility Guidelines.

Context-sensitive

An effective Complete Streets policy must be sensitive to the community context. Being clear about this in the initial policy statement can allay fears that the policy will require inappropriately wide roads in quiet neighborhoods or miles of little-used sidewalks in rural areas. A strong statement about context can help align transportation and land use planning goals, creating livable, strong neighborhoods.

Performance measures

The traditional performance measure for transportation planning has been vehicular Level of Service (LOS) – a measure of automobile congestion. Complete Streets planning requires taking a broader look at how the system is serving all users. Communities with Complete Streets policies can measure success through a number of ways: the miles of on-street bicycle routes created; new linear feet of pedestrian accommodation; changes in the number of people using public transportation, bicycling, or walking (mode shift); number of new street trees; and/or the creation or adoption of a new multi-modal Level of Service standard that better measures the quality of travel experience. The fifth edition of Highway Capacity Manual will include this new way of measuring LOS. Cities like San Francisco and Charlotte have already begun to develop their own.

Implementation

Taking a Complete Streets policy from paper into practice is not easy, but providing some momentum with specific implementation steps can help. Some policies establish a task force or commission to work toward policy implementation. There are four key steps for successful implementation: 1) Restructure procedures to accommodate all users on every project; 2) Develop new design policies and guides; 3) Offer workshops and other training opportunities to planners and engineers; and 4) Institute better ways to measure performance and collect data on how well the streets are serving all users.

THE CITY OF BERWYN
COOK COUNTY, ILLINOIS

ORDINANCE
NUMBER

11-40

AN ORDINANCE ESTABLISHING A COMPLETE STREETS POLICY FOR
STREETS WITHIN THE CITY AND AMENDING CHAPTER 1020 OF THE
STREETS, UTILITIES AND PUBLIC SERVICES CODE OF THE
CODIFIED ORDINANCES OF THE CITY OF BERWYN

ROBERT J. LOVERO, Mayor
THOMAS J. PAVLIK, City Clerk

NONA N. CHAPMAN
JEFFREY G. BOYAJIAN
MARGARET PAUL
MICHELE D. SKRYD
CESAR A. SANTOY
THEODORE J. POLASHEK
RAFAEL AVILA
NORA LAURETO
Aldermen

Published in pamphlet form by authority of the Mayor and City Clerk of the City of Berwyn, Illinois on
November 22, 2011

ORDINANCE NO.: 11-40

AN ORDINANCE ESTABLISHING A COMPLETE STREETS POLICY FOR STREETS
WITHIN THE CITY AND AMENDING CHAPTER 1020 OF THE STREETS, UTILITIES
AND PUBLIC SERVICES CODE OF THE CODIFIED ORDINANCES OF THE CITY OF
BERWYN

WHEREAS, the City of Berwyn, Cook County, Illinois (the "City") is a home rule municipality pursuant to Section 6(a), Article VII of the 1970 Constitution of the State of Illinois, and as such may exercise any power and perform any function pertaining to its government and affairs (the "*Home Rule Powers*"); and

WHEREAS, hundreds of jurisdictions in the United States have adopted Complete Streets policies, including the State of Illinois, the Counties of Cook and DuPage, the Cities of Champaign, Chicago, Oak Park, Forest Park and Blue Island, Illinois; and

WHEREAS, the City endeavors toward 21st Century livability standards, such as place-based economic development, active lifestyle options and sensible environmental stewardship; and

WHEREAS, the City views all transportation improvements as opportunities to improve safety, access, and mobility for users of the public way and recognizes bicycle, pedestrian, and transit modes as integral elements of the transportation system; and

WHEREAS, the City has taken on an initiative to ensure safe routes to school for children; and

WHEREAS, the City strives to provide transportation options to maximize the independence and mobility of its aging population; and

WHEREAS, the Mayor and the City Council of the City of Berwyn (the "Corporate Authorities") recognize that walking, bicycling and public transit are affordable, efficient

travel modes that support livability and public health in the City.

NOW, THEREFORE, BE IT ORDAINED by the Mayor and City Council of the City of Berwyn, Cook County, Illinois, by and through its Home Rule Powers, as follows:

Section 1: That the foregoing recitals to this Ordinance are full, true and correct and adopted as findings of the Corporate Authorities and are incorporated herein by specific reference.

Section 2: The Codified Ordinances of the City of Berwyn, Cook County, Illinois is hereby amended by adding the following new Section to read as follows:

1020.08 COMPLETE STREETS POLICY

- (A) *Definitions.* For the purpose of this section, the following definitions shall apply unless the context clearly indicates or requires a different meaning.

COMPLETE STREET – A street that can be traveled upon, across, or alongside by users of the roadway regardless of age, ability or travel mode as safely as possible.

COMPLETE STREETS IMPROVEMENT – Any improvement on the public way including but not limited to: improved timing of traffic control signals, new or improved signage, pavement markings, re-configuration of travel lanes and any permanent infrastructure that promotes the pedestrian, bicycle and/or transit environment in harmony with safe and efficient motor vehicle travel.

- (B) The City takes initiative to establish a connected network of Complete Streets that links residences, schools, parks, businesses and transit. Pursuant to this initiative:

- (1) The City shall make an effort to accommodate the safety and access of

users of the public way regardless of age, ability or travel mode in future roadway projects including: pedestrians, bicyclists, transit users and operators, drivers of private automobiles, freight providers and emergency responders.

- (2) Users of the public way shall be routinely considered in the scoping, planning, programming, design, construction, operations, and maintenance activities and products on the City's transportation network.
 - (3) Future roadway projects shall be used as opportunities to improve safety, access, and mobility for users of the public way and to further integrate bicycle, pedestrian, and transit modes into the transportation system.
 - (4) Future development projects, both public and private, prior to final approval shall be reviewed by the City Administrator, Public Works Director and City Traffic Engineer (the "Complete Streets Committee").
- (C) *Exemptions.* Exemptions to Section 1020.08(B) shall be granted only when the Complete Streets Committee determines that any of the following are evidenced:
- (1) The project is occurring on a roadway where non-motorized use is prohibited by law.
 - (2) A cost and/or health impact assessment demonstrates that the cost for a particular Complete Streets project would be excessive compared to the need, public health benefit, safety improvement and probable use of that particular street.
 - (3) There is documented absence of use by all except motorized road-users that would continue in the future even if the street were a Complete Street.
 - (4) An alternate facility has been previously programmed at that location.

- (D) *Review of Exemptions.* Pursuant to Section 1020.08(C), written requests for exemption and all supporting documentation must be reviewed and approved by the Complete Streets Committee when the project lies within the City's jurisdiction.
- (E) *External Coordination.* The City shall take initiative to engage in proactive coordination with private developers and external agencies, including the Illinois Department of Transportation and the Cook County Highway Department, to ensure that roadways and intersections within the City meet the local community standards in accordance within, regardless of jurisdiction.
- (F) *Implementation and Performance Measures.* Hereafter it shall be the responsibility of the Complete Streets Committee to:
 - (1) Review all new roadway projects, public and private developments and other Complete Streets related improvements to ensure consistency with this title.
 - (2) Review any requests for exceptions to the Complete Streets policy and related documentation.
 - (3) Carry out and monitor the implementation and impact of this policy based on the goals set out within this section.
- (G) Within the passage of this section, the Complete Streets Committee shall:
 - (1) Review and update, as necessary, relevant plans, manuals, rules, regulations, and programs to reflect the principles in this section and in accordance with the most up-to-date standards, requirements and recommendations afforded by the American Association of State Highway and Transportation Officials, the Manual on Uniform Traffic Control Devices, the National Association of City Transportation Officials, the Institute of Transportation Engineers, the Americans with Disabilities Act, the Access Board and the Illinois Department of Transportation.

- (2) Monitor the implementation of the City's Active Transportation Plan, which was developed in accordance with Complete Streets principles and will guide the development of the active transportation network.
 - (3) Set goals for Bicycle Level of Service and Pedestrian Level of Service for roadways and use those goals to guide the design and programming of individual roadway projects not included in the City's Active Transportation Plan.
 - (4) Monitor the performance and progress in accordance to this section.
- (H) City Departments are encouraged to partner with one another and with local, regional or national organizations to identify funding resources. With appropriate funding sources, the City may obtain a consultant to study and report on the health and economic impact of the City's Complete Streets improvements, including but not limited to:
- (1) Changes in economic activity and property values in areas on or near the Complete Streets network.
 - (2) Improvements in air quality and mitigation of traffic congestion.
 - (3) Changes in the number and severity of motor vehicle crashes on key routes, including those that involve bicyclists and pedestrians.
 - (4) Changes in rates of respiratory and obesity-related diseases.

Section 3: That if any section, paragraph, or provision of this Ordinance shall be held to be invalid or unenforceable for any reason, the invalidity or unenforceability of such section, paragraph, or provision shall not affect any of the remaining provisions of this Ordinance.

Section 4: All ordinances, resolutions, motions or orders in conflict with this Ordinance are hereby repealed to the extent of such conflict.

Section 5: This Ordinance shall be in full force and effect upon its passage, approval and publication as provided by law.

Adopted by the Mayor and City Council of the City of Berwyn, Cook County, Illinois this 22nd day of November 2011, pursuant to a roll call vote, as follows:

	YES	NO	ABSENT	PRESENT
Chapman	✓			
Boyajian	✓			
Paul	✓			
Skryd	✓			
Santoy	✓			
Polashek	✓			
Avila	✓			
Laureto	✓			
(Mayor Lovero)				
TOTAL 8				

Approved by the Mayor of the City of Berwyn, Cook County, Illinois on this 23rd day of November 2011.


Robert J. Lovero
MAYOR ✓

ATTEST:


Thomas J. Pavlik
CITY CLERK



Intent		
Does the policy use indirect language such as "shall implement Complete Streets principles" or direct the adoption of a policy at a later date?	1	
OR Does the policy have a direct statement of intent, but includes equivocating or weaker language (e.g. consider, may)?	3	
OR Does the policy have a strong, direct statement using language such as must, shall, or will?	5	
	Points: (maximum of 5)	3 Weighted Score: 3.6 /6
All Users & Modes		
Includes: bicyclists and pedestrians (required for consideration)	n/a	
OR Includes: bicyclists, pedestrians, and transit users	1	
OR Includes: bicyclists, pedestrians, and transit users and one more: motorists OR freight OR emergency vehicles	2	
OR Includes: bicyclists, pedestrians, and transit users and two more: motorists OR freight OR emergency vehicles	3	
PLUS Policy mentions people of all ages	1	
PLUS Policy mentions people of all abilities	1	
	Points: (maximum of 5)	5 Weighted Score: 20 /20
Projects		
Covers new construction only	0	
OR Covers new and retrofit/reconstruction projects	3	
PLUS Clearly applies to all projects, or specifically including repair/3R projects, maintenance, and/or operations	2	
	Points: (maximum of 5)	5 Weighted Score: 12 /12
Exceptions		
Does not include list of possible exceptions	0	
OR Lists exceptions, but at least one lacks clarity or allows loose interpretation (see document for definition)	1	
OR Lists exceptions, none are inappropriate (see document for definition)	2	
PLUS Specifies an approval process for one or more of the exceptions	3	
	Points: (maximum of 5)	5 Weighted Score: 16 /16
Connectivity		
Does not mention need to create integrated, comprehensive networks	0	
OR Acknowledges need to create integrated, comprehensive networks	5	
	Points: (maximum of 5)	0 Weighted Score: 0 /2
Jurisdiction		
Applies to agency-owned roadways (assumed for all policies)	n/a	
States & regions: policy applies to agency-funded roadways	3	
Counties & cities: policy applies to privately-built roads	3	
PLUS Recognizes need to work with other agencies, departments, and/or jurisdictions	2	
	Points: (maximum of 5)	2 Weighted Score: 3.2 /8
Design		
No mention of design criteria or the need for flexibility in balancing user needs (or policy is itself a design manual)	0	
PLUS Specific design criteria are referenced	3	
PLUS Design flexibility in balancing needs of all users is referenced	2	
	Points: (maximum of 5)	3 Weighted Score: 2.4 /4
Context sensitivity		
Not mentioned or discussed	0	
OR Acknowledges need to create streets appropriate to community and transportation context	5	
	Points: (maximum of 5)	0 Weighted Score: 0 /8
Performance measures		
No mention of performance measures, and they are not one of next steps	0	
OR Establishes or directs use of new or specific measures (does not count in next steps)	5	
	Points: (maximum of 5)	0 Weighted Score: 0 /4
Implementation plan		
No implementation plan specified	0	
OR Addresses implementation in general	1	
OR Addresses two to four of our implementation steps	3	
PLUS Assigns oversight of implementation (person or advisory board) OR establishes reporting requirement	1	
PLUS Plus directs changes to project selection criteria	1	
	Points: (maximum of 5)	4 Weighted Score: 16 /20

TOTAL SCORE: 73.2 /100

ORDINANCE NO. _____

AN ORDINANCE ADOPTING THE CITY OF BLUE ISLAND
COMPLETE STREETS POLICY

WHEREAS Blue Island is a historic community that benefits from a tradition of well-connected streets, a pedestrian-friendly scale, and exceptional transportation assets.

WHEREAS Complete Streets are designed to improve mobility and connectivity, reduce obesity, increase safety, enhance neighborhoods, businesses, and institutions, and advance the quality of life for all Blue Island citizens and visitors.

WHEREAS Developing Complete Streets is a priority on all corridors and routes. Transportation and development projects shall be treated as an opportunity to offer improvements in access and connectivity to Blue Island's services, businesses, neighborhoods, schools, parks, trails, and adjacent communities.

WHEREAS Blue Island is a key connection point for the Calumet Sag Trail, a twenty-six mile corridor that will encourage local development, promote healthy lifestyles and bring many visitors to our community on foot and by bicycle.

BE IT ORDAINED by the City Council of the City of Blue Island, County of Cook and State of Illinois, as follows:

SECTION ONE

The City of Blue Island will strive to create a safe and efficient transportation system for users of all ages and abilities.

SECTION TWO

The City of Blue Island will ensure that the safety and convenience of all users of the transportation system are accommodated in all future roadway projects, including pedestrians, bicyclists, mass transit users, people with disabilities, the youth, the elderly, scooterists, motorcyclists, private motorists, commercial vehicle drivers, freight providers, emergency responders, and adjacent land users.

SECTION THREE

Sections one (1) and two (2) of this ordinance constitute the principles of the City of Blue Island's Complete Streets policy and shall be applied to all public right-of-way projects, including new construction, reconstruction, rehabilitation, maintenance, and

planning of roadways, intersections, or other transportation facilities. Routes providing access to key destinations, historic districts, sites and significant travelways, as indicated in the City of Blue Island Complete Streets Map (refer to Section 6) shall be prioritized.

Through ongoing operations and maintenance, the City of Blue Island shall identify cost-effective opportunities to include Complete Streets practices.

Planning, design, reconstruction, rehabilitation, and maintenance shall be executed in a balanced, transparent, responsible, and equitable manner. Complete Streets principles will be integral when developing, modifying, and updating City of Blue Island plans, manuals, programs, rules, and zoning regulations.

SECTION FOUR

Any exception to applying this Complete Streets policy must be approved by the City Council, accompanied by documentation that indicates:

- a) The cost of establishing bicycle or pedestrian facilities would be excessively disproportionate to the need or probable use; or
- b) Existing level of service grade of "B" or better following the measurement standards adopted in Section 9; or
- c) The absence of use by all except motorized users or other factors that indicate an absence of need, with consideration given to future users; or
- d) Non-motorized uses are prohibited by law

Ordinary maintenance activities designed to keep the public right-of-way in serviceable condition (e.g. mowing, cleaning, sweeping, patching, basic repair and other interim surface treatments) may be exempt from this policy.

Exceptions to this policy shall not be allowed for roadways functionally classified as arterials.

SECTION FIVE

It shall be the goal of the City of Blue Island to foster partnerships with the State of Illinois, Cook County, the Regional Transportation Authority, Metra, Pace, the Metropolitan Water Reclamation District, local Townships, local School Districts, the Blue Island Park District, the Blue Island Public Library, the Blue Island Chamber of Commerce and Industry, and other Blue Island stakeholders to enhance local connectivity.

The City of Blue Island shall coordinate with neighboring municipalities and jurisdictions to enhance regional connectivity in furtherance of the City's Complete Streets policy, promoting the continuation of such facilities and accommodations beyond the City's borders.

SECTION SIX

[See "COBI Complete Streets Map.pdf"]

The City of Blue Island shall identify County, State, and Federal transportation projects and coordinate implementation of this Complete Streets policy with the relevant agencies.

SECTION SEVEN

The City of Blue Island shall call on its heritage to guide future development in a manner that is sensitive to local context and character by providing an interconnected network of streets, sidewalks and trails that supports walking, bicycling, and transit use.

The City shall refer to the most current recommendations, requirements, and standards provided by the Federal Highway Administration (FHWA) to ensure safe and accessible travel for all. In recognition of various jurisdictions and the needs of many users, a flexible and balanced approach that follows other appropriate design standards may be considered, provided there is an emphasis on innovative design options where a comparable level of safety for all users is present.

Accepted design standards and best practices shall be followed in conjunction with the construction, reconstruction, rehabilitation, or maintenance of the public right-of-way. The planning, design, and implementation for all corridors shall:

- Include the local community and stakeholders
- Consider the function of the roadway
- Consider transitway alignment and station areas
- Assess the current and future needs of the corridor users

SECTION EIGHT

The City of Blue Island Plan Commission shall serve as a resource on active transportation and Complete Streets. The Plan Commission shall indicate opportunities to advance the City's Complete Streets policy by providing recommendations to City Council. The Plan Commission may consider the testimony of local non-profits and civic groups, organizations, and City committees.

Adjoining land use and context will be prioritized by the Plan Commission in accordance with the City of Blue Island's Complete Streets Map, included as an exhibit to Section 6 of this policy. This map may be periodically updated and amended by City Council following the recommendations of the Plan Commission, with consideration of the priorities and goals of the City of Blue Island, its comprehensive plan.

SECTION NINE

Bicycle Level of Service (BLOS), Pedestrian Level of Service (PLOS) and Bicycle Compatibility Index (BCI) grades shall be used as a measure of success of Blue Island's Complete Streets policy. The Plan Commission shall adopt an official calculator to be used for a minimum of four (4) years. The BLOS, PLOS and BCI calculators developed by the League of Illinois Bicyclists may be used to evaluate these measures. Projects that score a grade of "B" or better shall be considered a successful implementation of Blue Island's Complete Streets policy.

The Plan Commission shall report annually to the City Council the success of Blue Island's Complete Streets policy. This report shall include BLOS/BCI grades before and after Plan Commission review, additional measures noted above when applicable, and any exceptions granted to the Complete Streets policy.

The City of Blue Island Public Works Department and the Urban Forestry Board shall partner with the Plan Commission to report annually on the installation of new facilities, including but not limited to:

- Total miles of on-street bicycle routes defined by streets with clearly marked or signed bicycle accommodations
- Linear feet of new pedestrian accommodations
- Number of curb ramps installed along City streets
- Number of new street trees provided in the public right-of-way

SECTION TEN

Implementation of Blue Island's Complete Streets policy shall be the responsibility of all Elected and Appointed Officials and City Departments. Training on Complete Streets, active transportation policies, and non-motorized transportation options will be the responsibility of each City of Blue Island Department, as guided by the Community Development Department.

For all proposed improvements to the public right-of-way, the Mayor's Office shall notify Department Heads from the City's Public Works, Engineering, Building and Zoning, Community Development, Police, Fire, and Finance Departments of a required

pre-planning meeting with the appropriate agents or jurisdictions. Each Department may choose to attend or send a representative to provide input.

The City of Blue Island Public Works shall have the authority to implement any improvement to the public right of way that conforms to this Complete Streets policy.

Improvements to corridors, routes, and sites prioritized by the Blue Island Complete Streets Map shall be subject to review by the City of Blue Island Plan Commission to ensure that all users are accommodated. Following its review the Plan Commission shall make a recommendation to City Council, which shall have final authority to implement Blue Island's Complete Streets policy.

PASSED this _____ day of _____, 2011.

**CITY CLERK OF THE CITY OF BLUE ISLAND
COUNTY OF COOK AND STATE OF ILLINOIS**

VOTING AYE: _____

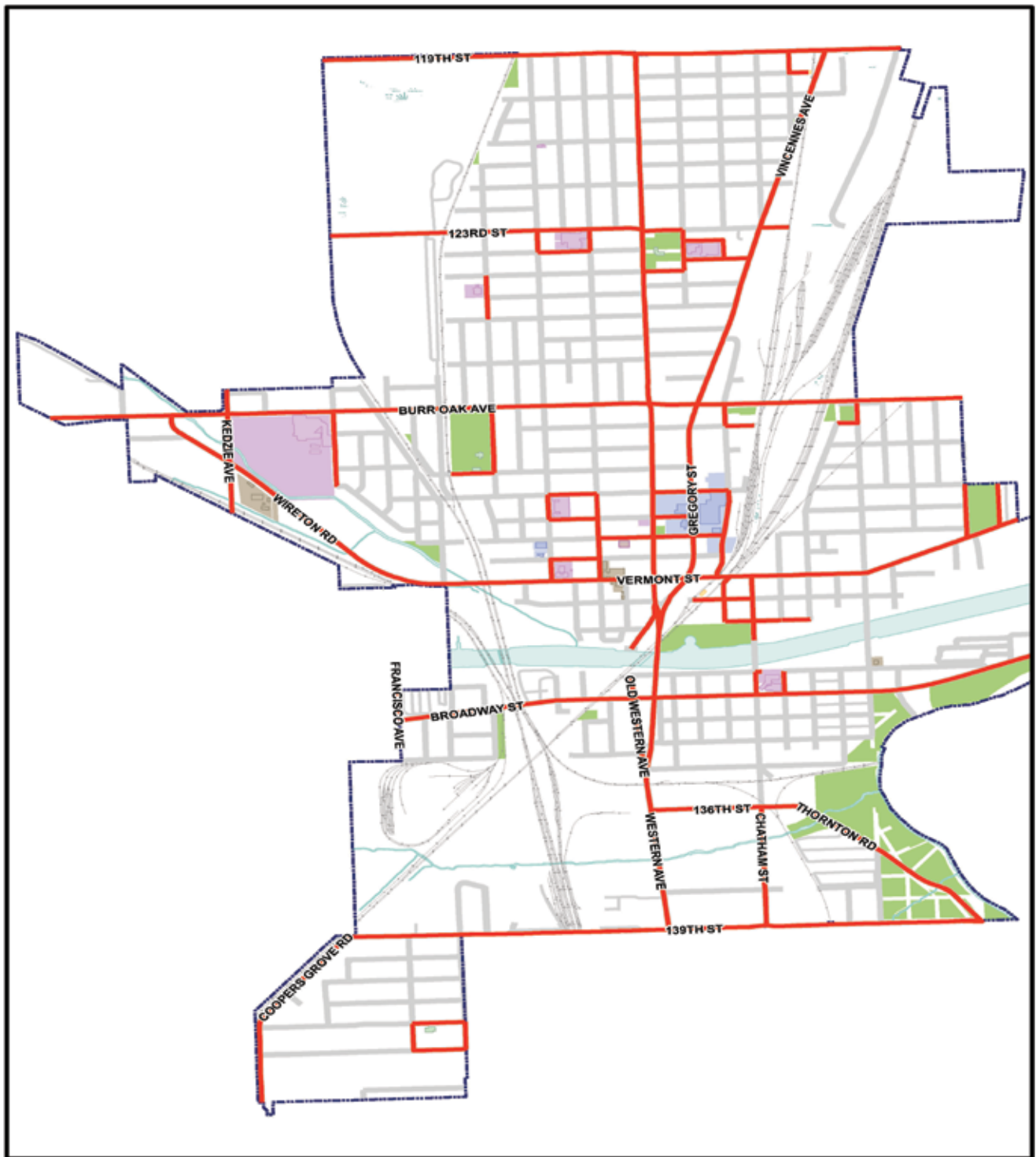
VOTING NAY: _____

ABSENT: _____

ABSTAIN: _____

APPROVED: this _____ day of _____, 2011.

**MAYOR OF THE CITY OF BLUE ISLAND,
COUNTY OF COOK AND STATE OF ILLINOIS**



City of Blue Island Complete Streets Map

PRIORITIZED STREET SELECTION

BICDD; 6/21/11

0 750 1,500 3,000 Feet



Legend

- Prioritized Complete Streets
- Education
- Parks
- Government
- Hospital & Medical

City of Blue Island, Illinois

Intent		
Does the policy use indirect language such as "shall implement Complete Streets principles" or direct the adoption of a policy at a later date?	1	
OR Does the policy have a direct statement of intent, but includes equivocating or weaker language (e.g. consider, may)?	3	
OR Does the policy have a strong, direct statement using language such as must, shall, or will?	5	
Points: (maximum of 5)	3	Weighted Score: 3.6 /6
All Users & Modes		
Includes: bicyclists and pedestrians (required for consideration)	n/a	
OR Includes: bicyclists, pedestrians, and transit users	1	
OR Includes: bicyclists, pedestrians, and transit users and one more: motorists OR freight OR emergency vehicles	2	
OR Includes: bicyclists, pedestrians, and transit users and two more: motorists OR freight OR emergency vehicles	3	
PLUS Policy mentions people of all ages	1	
PLUS Policy mentions people of all abilities	1	
Points: (maximum of 5)	5	Weighted Score: 20 /20
Projects		
Covers new construction only	0	
OR Covers new and retrofit/reconstruction projects	3	
PLUS Clearly applies to all projects, or specifically including repair/3R projects, maintenance, and/or operations	2	
Points: (maximum of 5)	5	Weighted Score: 12 /12
Exceptions		
Does not include list of possible exceptions	0	
OR Lists exceptions, but at least one lacks clarity or allows loose interpretation (see document for definition)	1	
OR Lists exceptions, none are inappropriate (see document for definition)	2	
PLUS Specifies an approval process for one or more of the exceptions	3	
Points: (maximum of 5)	4	Weighted Score: 12.8 /16
Connectivity		
Does not mention need to create integrated, comprehensive networks	0	
OR Acknowledges need to create integrated, comprehensive networks	5	
Points: (maximum of 5)	0	Weighted Score: 0 /2
Jurisdiction		
Applies to agency-owned roadways (assumed for all policies)	n/a	
States & regions: policy applies to agency-funded roadways	3	
Counties & cities: policy applies to privately-built roads	3	
PLUS Recognizes need to work with other agencies, departments, and/or jurisdictions	2	
Points: (maximum of 5)	2	Weighted Score: 3.2 /8
Design		
No mention of design criteria or the need for flexibility in balancing user needs (or policy is itself a design manual)	0	
PLUS Specific design criteria are referenced	3	
PLUS Design flexibility in balancing needs of all users is referenced	2	
Points: (maximum of 5)	5	Weighted Score: 4 /4
Context sensitivity		
Not mentioned or discussed	0	
OR Acknowledges need to create streets appropriate to community and transportation context	5	
Points: (maximum of 5)	5	Weighted Score: 8 /8
Performance measures		
No mention of performance measures, and they are not one of next steps	0	
OR Establishes or directs use of new or specific measures (does not count in next steps)	5	
Points: (maximum of 5)	5	Weighted Score: 4 /4
Implementation plan		
No implementation plan specified	0	
OR Addresses implementation in general	1	
OR Addresses two to four of our implementation steps	3	
PLUS Assigns oversight of implementation (person or advisory board) OR establishes reporting requirement	1	
PLUS Plus directs changes to project selection criteria	1	
Points: (maximum of 5)	1	Weighted Score: 4 /20

TOTAL SCORE: 71.6 /100



COMPLETE STREETS POLICY

December 2011

WHEREAS, transportation, quality of life, and economic development are all connected through well-planned, well-designed, and context sensitive transportation solutions; and

WHEREAS, a Complete Street is defined as one that provides safe and convenient access for all users of the road, including pedestrians, bicyclists, transit users, and vehicular traffic; and

WHEREAS, the City of Des Plaines views all transportation improvements as opportunities to calm traffic and improve safety, access, and mobility for users of the public way and recognizes bicycle, pedestrian, and transit modes as integral elements of the transportation system; and

WHEREAS, the City of Des Plaines has taken formal initiative to create an interconnected bicycle and pedestrian network; and

WHEREAS, the City of Des Plaines has adopted a Neighborhood Traffic Management Policy to reduce speeds on local streets; and

WHEREAS, the City of Des Plaines engaged in a year-long effort culminating in a comprehensive Sustainability Report for the City that included the goal of increasing the number of trips taken via walking, biking and transit through a Complete Streets approach; and

WHEREAS, hundreds of jurisdictions in the United States have adopted Complete Streets policies, including the State of Illinois, the Counties of Cook and Du Page, the Cities of Champaign and Chicago, and the Villages of Oak Park and Forest Park; and

WHEREAS, Complete Streets are essential to providing safe routes for children to get to and from school; and

WHEREAS, the City strives to provide transportation options to maximize the independence and mobility of its aging population;

NOW THEREFORE BE IT RESOLVED by the Mayor and City Council of the City of Des Plaines, County of Cook, Illinois that the City of Des Plaines hereby adopts a Complete Streets Policy, the goals, elements, and procedures of which are as follows:

SECTION 1: Goals. The City of Des Plaines shall accommodate all users of the road, including bicyclists, pedestrians, transit users, and drivers of automobiles and freight vehicles, regardless of their age or ability in all roadway projects, as defined in Section 2, so as to create a comprehensive, integrated network for all users.

SECTION 2: Applicability. Review for consistency with and the potential incorporation of elements to advance the complete streets goals shall be applied to all roadway improvement projects, including new construction, reconstruction, street surfacing, grading, and water and sewer projects and into all phases of roadway projects including scoping, programming, planning, design, construction, maintenance, and operations. Exceptions to such applicability of the Complete Streets policy are:

- a) Projects occurring on a roadway where specified users are prohibited by law, such as within interstate highway corridors.
- b) The cost for a particular Complete Street design recommendation would be excessively disproportionate to the need of that particular improvement, with due consideration given to future users, latent demand, and the social and economic value of providing a safer and more convenient transportation system for all users.

SECTION 3: Planning and Review. The following procedures shall be used in order to ensure that the various projects within the City advance the goals of the Complete Streets Policy:

- a) **City of Des Plaines projects** – During the planning/design phase of any public transportation improvement project, a designee of the Director of Public Works & Engineering shall conduct a review of the project relating to the incorporation of complete streets elements into the project. The review shall be made with reference to current best practices, as detailed in the reference materials and design guidelines listed in Section 4.

In order to ensure that all relevant information is taken into account, including the experience of other stakeholder departments, the project will be presented before the Staff Traffic Advisory Committee (STAC) for comments at one of the regular STAC meetings.

A Complete Streets project checklist shall be developed and used to assist with and to document the Complete Streets review.

- b) **Other Public Agency projects** – The City shall coordinate with external agencies, including the Illinois Department of Transportation and the Cook County Highway Department, to ensure that all roadways and intersections within the City of Des Plaines meet the local community standards in accordance with this Resolution, regardless of jurisdiction.

As with the review process for City of Des Plaines projects, outside agency projects will be presented to the STAC for comments and the Complete Streets project checklist will be used to document the review.

- c) **Private Development** – The City shall review all private development proposals that come before the Technical Review Board with reference to the incorporation of complete streets elements and general consistency with the Complete Streets Policy.

Review for complete streets consistency will be added to the existing Community and Economic Development private development review process. This includes consideration of the complete streets elements of each development at the City's Technical Review Board meetings. The Complete Streets project checklist shall be used to assist with and document the Complete Streets review.

SECTION 4: Standards. In order to best balance the needs of all users and provide increased flexibility in design, the City shall develop design guidelines in accordance with the most up-to-date standards, requirements and recommendations as provided by, but not limited to:

- American Association of State Highway and Transportation Officials
 - *Guide for the Planning, Design and Operation of Pedestrian Facilities*
 - *Guide for the Development of Bicycle Facilities*
- National Association of City Transportation Officials – *Urban Bikeway Design Guide*
- Illinois Department of Transportation – *Bureau of Design and Environment Manual*
- The Access Board – *Pedestrian Rights-of-Way Accessibility Guidelines*
- FHWA – *PEDSAFE: Pedestrian Safety Guide and Countermeasures Selection System*
- Institute of Transportation Engineers – *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach*
- American Planning Association
 - *U.S. Traffic Calming Manual*
 - *Complete Streets: Best Policy and Implementation Practices*
- Cook County – *Active Transportation Facilities Design Guidelines*

The City shall also reference applicable local land use regulatory documents, such as:

- Northwest Municipal Conference Regional Bicycle Plan
- Zoning Code and Subdivision Regulations
- City of Des Plaines 2007 Comprehensive Plan
- City of Des Plaines Active Transportation Plan
- City of Des Plaines School Travel Plan
- Cumberland Transit-Oriented Development Plan
- Oakton/Elmhurst Subarea Plan
- Five Corners TIF Redevelopment Plan
- City of Des Plaines 2011 Sustainability Report

The City will provide training opportunities to staff and elected officials tasked with implementing the Complete Streets policy as needed. All relevant City staff shall review and update as necessary their plans, manuals, rules, regulations, and programs to reflect the principles of this resolution.

Designing complete streets is not additional work for planners, architects and engineers; it is different work. The practitioners of these disciplines have in the past been asked to solve a particular problem – namely to safely and efficiently moving the maximum number of cars past a given point in the shortest time. The Complete Streets Policy simply redefines the problem. Under this Policy, these professionals are required to use their knowledge and skills to design roads and a road network that safely and efficiently move all users, motorized and non-motorized.

SECTION 5: Monitoring. In order to evaluate the City's progress toward implementation of the Complete Streets approach, the City will use the following performance measures:

- Number of speeding and safety or access-related concerns received through the Staff Traffic Advisory Committee
- Number of studies completed under the Neighborhood Traffic Management Policy
- Total miles of on-street bicycle routes defined by streets with clearly marked or signed bicycle accommodation
- Linear feet of new pedestrian accommodation
- Number of new ADA compliant curb ramps installed along City streets
- School walk/bike rates collected through the National Center for Safe Routes to School Student Travel Tallies
- Annual bike counts on bike routes
- Annual pedestrian/bicycle crash data analysis

The above performance measures will be incorporated in the annual city budget reports of the Public Works & Engineering Department and the Community & Economic Development Department.

City of Des Plaines, Illinois

Intent		
Does the policy use indirect language such as "shall implement Complete Streets principles" or direct the adoption of a policy at a later date?	1	
OR Does the policy have a direct statement of intent, but includes equivocating or weaker language (e.g. consider, may)?	3	
OR Does the policy have a strong, direct statement using language such as must, shall, or will?	5	
	Points: 5 (maximum of 5)	Weighted Score: 6 / 6
All Users & Modes		
Includes: bicyclists and pedestrians (required for consideration)	n/a	
OR Includes: bicyclists, pedestrians, and transit users	1	
OR Includes: bicyclists, pedestrians, and transit users and one more: motorists OR freight OR emergency vehicles	2	
OR Includes: bicyclists, pedestrians, and transit users and two more: motorists OR freight OR emergency vehicles	3	
PLUS Policy mentions people of all ages	1	
PLUS Policy mentions people of all abilities	1	
	Points: 4 (maximum of 5)	Weighted Score: 16 / 20
Projects		
Covers new construction only	0	
OR Covers new and retrofit/reconstruction projects	3	
PLUS Clearly applies to all projects, or specifically including repair/3R projects, maintenance, and/or operations	2	
	Points: 5 (maximum of 5)	Weighted Score: 12 / 12
Exceptions		
Does not include list of possible exceptions	0	
OR Lists exceptions, but at least one lacks clarity or allows loose interpretation (see document for definition)	1	
OR Lists exceptions, none are inappropriate (see document for definition)	2	
PLUS Specifies an approval process for one or more of the exceptions	3	
	Points: 2 (maximum of 5)	Weighted Score: 6.4 / 16
Connectivity		
Does not mention need to create integrated, comprehensive networks	0	
OR Acknowledges need to create integrated, comprehensive networks	5	
	Points: 5 (maximum of 5)	Weighted Score: 2 / 2
Jurisdiction		
Applies to agency-owned roadways (assumed for all policies)	n/a	
States & regions: policy applies to agency-funded roadways	3	
Counties & cities: policy applies to privately-built roads	3	
PLUS Recognizes need to work with other agencies, departments, and/or jurisdictions	2	
	Points: 5 (maximum of 5)	Weighted Score: 8 / 8
Design		
No mention of design criteria or the need for flexibility in balancing user needs (or policy is itself a design manual)	0	
PLUS Specific design criteria are referenced	3	
PLUS Design flexibility in balancing needs of all users is referenced	2	
	Points: 5 (maximum of 5)	Weighted Score: 4 / 4
Context sensitivity		
Not mentioned or discussed	0	
OR Acknowledges need to create streets appropriate to community and transportation context	5	
	Points: 0 (maximum of 5)	Weighted Score: 0 / 8
Performance measures		
No mention of performance measures, and they are not one of next steps	0	
OR Establishes or directs use of new or specific measures (does not count in next steps)	5	
	Points: 5 (maximum of 5)	Weighted Score: 4 / 4
Implementation plan		
No implementation plan specified	0	
OR Addresses implementation in general	1	
OR Addresses two to four of our implementation steps	3	
PLUS Assigns oversight of implementation (person or advisory board) OR establishes reporting requirement	1	
PLUS Plus directs changes to project selection criteria	1	
	Points: 4 (maximum of 5)	Weighted Score: 16 / 20

TOTAL SCORE: 74.4 / 100

RESOLUTION NO. R-62-11

A RESOLUTION ADOPTING A COMPLETE STREETS POLICY

WHEREAS, the Village of Forest Park enjoys an existing street and sidewalk network that connects residents and visitors to shopping, employment, recreational, and public transportation opportunities; and

WHEREAS, the Village of Forest Park recognizes that streets are our most prominent public spaces, and great streets must achieve a balance between mobility needs, adjoining land uses, environment and community interest; and

WHEREAS, some Village of Forest Park residents do not have access to a personal automobile and for reasons such as age, economics, or ability to drive, the only alternative transportation options to them are walking, bicycling or using public transit; and

WHEREAS, many residents and visitors choose to utilize non-auto-oriented travel options such as walking, bicycling, and taking public transit as convenient, economical or sustainable alternatives to driving a motor vehicle; and

WHEREAS, increasing walking, bicycling, and the use of transit offers the potential to improve the health of a community, decrease congestion, decrease air pollution, decrease dependence on fossil fuels and their foreign supply sources, and increase the efficiency of road space and transportation resources; and

WHEREAS, a Complete Street is defined as one that provides a safe, convenient network that is sensitive to the character of the surrounding area while serving all modes of travel, including walking, biking, transit, automobile and freight, for all ages and all abilities; and

WHEREAS, Complete Streets improve access and safety for those who cannot or choose not to drive motor vehicles; and

WHEREAS, Complete Streets are essential to providing safe routes for children to get to school; and

WHEREAS, Complete Streets provide safe and convenient access for all users to key community destinations, including parks, commercial districts, libraries, employment centers, transit stations and municipal buildings; and

WHEREAS, Complete Streets have public health benefits, including encouraging physical activity and improving air quality, by providing the opportunity for more people to walk and bike safely; and

WHEREAS, the Village of Forest Park is committed to maintaining and making enhancements to its existing streets that improve accommodations for all modes of transportation including bicyclists, pedestrians, public transit and motorized vehicles in a manner sensitive to the context of the neighborhood.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Forest Park, Cook County, Illinois, as follows:

Section 1. The Village of Forest Park hereby declares its support of a Complete Streets Policy that encompasses the following:

- A. The Village of Forest Park shall evaluate all future street infrastructure construction and maintenance projects to determine what additional improvements might be necessary to encourage a variety of travel modes by users of all ages and abilities. As part of this evaluation, the Village of Forest Park shall utilize a group of interdisciplinary experts at its disposal including, but not limited to, the Village's staff and consultants, and appropriate representatives from the State of Illinois, Cook County, Metra, Pace, the Chicago Transit Authority, local school districts, and the Park District of Forest Park.

- B. The following roadway projects are exempt from being evaluated as a Complete Streets project, if recommended by the Village Administrator in writing and acknowledged by the Village Council in their approval of any construction contracts:
 - 1. Projects occurring on a roadway where non-motorized use is prohibited by law, such as within interstate highway corridors.
 - 2. The cost for a particular Complete Street design recommendation would be excessive compared to the need or probable use of that particular improvement.
- C. As appropriate, the Village will update existing design manuals, plans, rules, regulations, and programs to reflect the goals of the Complete Streets policy, and develop design guidelines in accordance with the most up-to-date standards, requirements and recommendations as provided by the American Association of State Highway and Transportation Officials, the Institute of Transportation Engineers.
- D. The Village of Forest Park will provide training opportunities to staff and elected officials tasked with implementing the Complete Streets policy.

Section 2. Success of this Complete Streets policy will be evaluated using the following performance measures:

- A. Number of new miles of on-street bike routes defined by streets with clearly marked or signed bicycle accommodations
- B. Number of new accessible curb ramps installed
- C. Number of new bus user related improvements
- D. Modifications to traffic signals
- E. Number of new designated crosswalks, or significant improvements to existing crosswalks
- F. Number of new bike parking spaces created
- G. Increase in the number of bikes parked at bike racks located at transit stations, schools, downtown Forest Park, the Forest Park Public Library and Village Hall

Section 3. If any portion of this Resolution or its application to any person or circumstance is held to be invalid by any court of competent jurisdiction, the invalidity of that provision or application shall not affect any other section of this Resolution or its application.

ADOPTED by the Council of the Village of Forest Park, Cook County, Illinois this 22nd
day of August, 2011.

AYES: _____ 5 _____

NAYS: _____ 0 _____

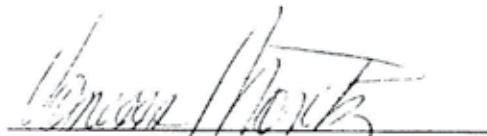
ABSENT: _____ 0 _____

APPROVED by me this 22nd day of August, 2011



Anthony T. Calderone, Mayor

ATTESTED and filed in my office,
AND published in pamphlet form
This 22nd day of August, 2011



Vanessa Moritz, Village Clerk

Village of Forest Park, Illinois

Intent		
Does the policy use indirect language such as "shall implement Complete Streets principles" or direct the adoption of a policy at a later date?	1	
OR Does the policy have a direct statement of intent, but includes equivocating or weaker language (e.g. consider, may)?	3	
OR Does the policy have a strong, direct statement using language such as must, shall, or will?	5	
Points: (maximum of 5)	3	Weighted Score: 3.6 /6
All Users & Modes		
Includes: bicyclists and pedestrians (required for consideration)	n/a	
OR Includes: bicyclists, pedestrians, and transit users	1	
OR Includes: bicyclists, pedestrians, and transit users and one more: motorists OR freight OR emergency vehicles	2	
OR Includes: bicyclists, pedestrians, and transit users and two more: motorists OR freight OR emergency vehicles	3	
PLUS Policy mentions people of all ages	1	
PLUS Policy mentions people of all abilities	1	
Points: (maximum of 5)	4	Weighted Score: 16 /20
Projects		
Covers new construction only	0	
OR Covers new and retrofit/reconstruction projects	3	
PLUS Clearly applies to all projects, or specifically including repair/3R projects, maintenance, and/or operations	2	
Points: (maximum of 5)	5	Weighted Score: 12 /12
Exceptions		
Does not include list of possible exceptions	0	
OR Lists exceptions, but at least one lacks clarity or allows loose interpretation (see document for definition)	1	
OR Lists exceptions, none are inappropriate (see document for definition)	2	
PLUS Specifies an approval process for one or more of the exceptions	3	
Points: (maximum of 5)	2	Weighted Score: 6.4 /16
Connectivity		
Does not mention need to create integrated, comprehensive networks	0	
OR Acknowledges need to create integrated, comprehensive networks	5	
Points: (maximum of 5)	0	Weighted Score: 0 /2
Jurisdiction		
Applies to agency-owned roadways (assumed for all policies)	n/a	
States & regions: policy applies to agency-funded roadways	3	
Counties & cities: policy applies to privately-built roads	3	
PLUS Recognizes need to work with other agencies, departments, and/or jurisdictions	2	
Points: (maximum of 5)	2	Weighted Score: 3.2 /8
Design		
No mention of design criteria or the need for flexibility in balancing user needs (or policy is itself a design manual)	0	
PLUS Specific design criteria are referenced	3	
PLUS Design flexibility in balancing needs of all users is referenced	2	
Points: (maximum of 5)	0	Weighted Score: 0 /4
Context sensitivity		
Not mentioned or discussed	0	
OR Acknowledges need to create streets appropriate to community and transportation context	5	
Points: (maximum of 5)	0	Weighted Score: 0 /8
Performance measures		
No mention of performance measures, and they are not one of next steps	0	
OR Establishes or directs use of new or specific measures (does not count in next steps)	5	
Points: (maximum of 5)	5	Weighted Score: 4 /4
Implementation plan		
No implementation plan specified	0	
OR Addresses implementation in general	1	
OR Addresses two to four of our implementation steps	3	
PLUS Assigns oversight of implementation (person or advisory board) OR establishes reporting requirement	1	
PLUS Plus directs changes to project selection criteria	1	
Points: (maximum of 5)	3	Weighted Score: 12 /20

TOTAL SCORE: 57.2 /100

VILLAGE OF LEMONT

RESOLUTION NO. R-78-11

RESOLUTION ADOPTING A COMPLETE STREETS POLICY

**ADOPTED BY THE
PRESIDENT AND BOARD OF TRUSTEES
OF THE VILLAGE OF LEMONT
THIS 24TH DAY OF OCTOBER, 2011**

**Published in pamphlet form by
authority of the President and
Board of Trustees of the Village of
Lemont, Cook, Will and DuPage Counties,
Illinois on this 28th day of October, 2011.**

RESOLUTION NO. R-78-11

RESOLUTION ADOPTING A COMPLETE STREETS POLICY

WHEREAS, Complete Streets are designed to provide users with multiple transportation choices including walking, bicycling and public transit as well as driving; and

WHEREAS, walking, bicycling and public transit are efficient travel modes used by the residents of Lemont for a variety of reasons; and

WHEREAS, it is the intent of Lemont to provide transportation options to maximize the independence and mobility of its aging population; and

WHEREAS, studies have shown that obesity and related diseases can be prevented through increased physical activity such as walking and bicycling; and

WHEREAS, the majority of households in Lemont are within one mile of a retail district, a school or a park, and within three miles of a shopping center; and

WHEREAS, the Village Board has adopted a Green Lemont Initiative which seeks to create a conservation ethic among all of the local taxing bodies and among the residents of Lemont; and

WHEREAS, bicycling, walking and transit are environmentally-responsible forms of transportation that promote conservation and air quality; and

WHEREAS, Complete Streets can foster human, environmental and economic development in the Village of Lemont;

THEREFORE BE IT RESOLVED by the Mayor and Village Board of the Village of Lemont, Counties of Cook, Will and DuPage, Illinois, that the Village of Lemont hereby adopts a Complete Streets Policy, the goals, elements, and procedures of which are as follows:

SECTION 1: Goals. The Village of Lemont will seek to accommodate the safety and access of all users of the roadway, regardless of their age, ability, or travel mode. A need and desire for access, safety and related treatments and facilities for pedestrians, bicyclists and transit users shall be assumed in all areas of the Village. The Village of Lemont will use a flexible and innovative approach to achieving a connected network of Complete Streets that complement their surrounding context, character, and land use. This network will be developed through single projects and incrementally through a series of smaller improvements

or maintenance activities over time.

SECTION 2: Applicability. Complete Streets will be incorporated into all roadway projects and all phases of roadway projects including planning, programming, design, construction, maintenance, and operations. Exceptions to such applicability of the Complete Streets policy are:

- a) A given project involves a roadway where pedestrian and/or bicycle travel is prohibited by law;
- b) The cost of bicycle and/or pedestrian accommodations for a given project is excessively disproportionate to the need or probable use;
- c) A given project is planned for a roadway that has been established as a private road prior to the adoption of this policy.

SECTION 3: Planning and Review.

- a) The Village of Lemont is developing an active transportation plan in the fall of 2011 to guide the development of a more accessible transportation network and to provide strategies for Complete Streets policy implementation. Based on these strategies, the Village will develop performance goals and a review process to ensure that roadway projects meet community needs in accordance with this policy.
- b) The Village of Lemont shall take formal initiative to engage in proactive coordination with private developers and external agencies, including the Illinois Department of Transportation and the Cook County Highway Department, and seek to ensure that roadways and intersections within the Village of Lemont meet the local community standards in accordance with this Resolution, regardless of jurisdiction.
- c) The Village Administrator, Director of Planning & Economic Development, Director of Public Works, and Village Engineer will:
 - Monitor the implementation of this policy Review all new roadway projects and other Complete Streets-related improvements to ensure consistency with this Resolution.
 - Review any requests for exceptions to the Complete Streets policy and related documentation before providing them to the Village Board with a recommendation.
 - Provide periodic progress reports on the development of the Complete Streets network to the Village Board.

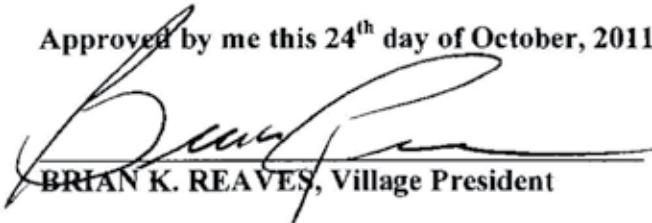
SECTION 4: Standards. The Village will provide training opportunities to

staff and elected officials tasked with implementing the Complete Streets policy as needed. All relevant Village staff shall review and update as necessary their plans, manuals, rules, regulations, and programs to reflect the principles of this resolution.

**PASSED AND APPROVED BY THE PRESIDENT AND BOARD OF TRUSTEES
OF THE VILLAGE OF LEMONT, COUNTIES OF COOK, WILL, AND DU PAGE,
ILLINOIS, on this 24th day of October, 2011.**

	<u>AYES</u>	<u>NAYS</u>	<u>ABSTAIN</u>	<u>ABSENT</u>
Debby Blatzer	✓			
Paul Chialdikas	✓			
Clifford Miklos	✓			
Ron Stapleton	✓			
Rick Sniegowski	✓			
Jeanette Virgilio	✓			

Approved by me this 24th day of October, 2011


BRIAN K. REAVES, Village President

Attest:


CHARLENE M. SMOLLEN, Village Clerk

National Complete Streets Coalition: Complete Streets Policy Analysis Tool

Lemont, IL

Intent		
Does the policy use indirect language such as "shall implement Complete Streets principles" or direct the adoption of a policy at a later date?	1	
OR Does the policy have a direct statement of intent, but includes equivocating or weaker language (e.g. consider, may)?	3	
OR Does the policy have a strong, direct statement using language such as must, shall, or will?	5	
Points: (maximum of 5)		3
Weighted Score:		3.6 /6

All Users & Modes		
Includes: bicyclists and pedestrians (required for consideration)	n/a	
OR Includes: bicyclists, pedestrians, and transit users	1	
OR Includes: bicyclists, pedestrians, and transit users and one more: motorists OR freight OR emergency vehicles	2	
OR Includes: bicyclists, pedestrians, and transit users and two more: motorists OR freight OR emergency vehicles	3	
PLUS Policy mentions people of all ages	1	
PLUS Policy mentions people of all abilities	1	
Points: (maximum of 5)		3
Weighted Score:		12 /20

Projects		
Covers new construction only	0	
OR Covers new and retrofit/reconstruction projects	3	
PLUS Clearly applies to all projects, or specifically including repair/3R projects, maintenance, and/or operations	2	
Points: (maximum of 5)		5
Weighted Score:		12 /12

Exceptions		
Does not include list of possible exceptions	0	
OR Lists exceptions, but at least one lacks clarity or allows loose interpretation (see document for definition)	1	
OR Lists exceptions, none are inappropriate (see document for definition)	2	
PLUS Specifies an approval process for one or more of the exceptions	3	
Points: (maximum of 5)		2
Weighted Score:		6.4 /16

National Complete Streets Coalition: Complete Streets Policy Analysis Tool

Lemont, IL

Connectivity

Does not mention need to create integrated, comprehensive networks	0
OR Acknowledges need to create integrated, comprehensive networks	5
Points: (maximum of 5) 5	
Weighted Score:	2 / 2

Jurisdiction

Applies to agency-owned roadways (assumed for all policies)	n/a
States & regions: policy applies to agency-funded roadways	3
Counties & cities: policy applies to privately-built roads	3
PLUS Recognizes need to work with other agencies, departments, and/or jurisdictions	2
Points: (maximum of 5) 2	
Weighted Score:	3.2 / 8

Design

No mention of design criteria or the need for flexibility in balancing user needs (or policy is itself a design manual)	0
PLUS Specific design criteria are referenced	3
PLUS Design flexibility in balancing needs of all users is referenced	2
Points: (maximum of 5) 0	
Weighted Score:	0 / 4

Context sensitivity

Not mentioned or discussed	0
OR Acknowledges need to create streets appropriate to community and transportation context	5
Points: (maximum of 5) 5	
Weighted Score:	8 / 8

Performance measures

No mention of performance measures, and they are not one of next steps	0
OR Establishes or directs use of new or specific measures (does not count in next steps)	5
Points: (maximum of 5) 0	
Weighted Score:	0 / 4

National Complete Streets Coalition: Complete Streets Policy Analysis Tool

Lemont, IL

Implementation plan

No implementation plan specified	0
OR Addresses implementation in general	1
OR Addresses two to four of our implementation steps	3
PLUS Assigns oversight of implementation (person or advisory board) OR establishes reporting requirement	1
PLUS Plus directs changes to project selection criteria	1

Points:
(maximum of 5) 4 **Weighted Score:** 16 /20

TOTAL SCORE: 63.2 /100

**THE VILLAGE OF RIVERDALE
COOK COUNTY, ILLINOIS**

RESOLUTION

NUMBER 2012-04

**A RESOLUTION PROVIDING FOR A
COMPLETE STREETS POLICY**

**DEYON L. DEAN, Village President
DEBORAH SMILEY, Village Clerk**

**TIASHA ECHOLS
LAWRENCE JACKSON
RICHARD NOLAN
JEROME RUSSELL
LOREE WASHINGTON
TANYA WATKINS
Trustees**

Published in pamphlet form by authority of the President and Board of Trustees of the Village of Riverdale on 3/__/12
Village of Riverdale – 157 West 144th Street - Riverdale, Illinois 60827

RESOLUTION 2012 - 04

**A RESOLUTION PROVIDING FOR A COMPLETE
STREETS POLICY**

WHEREAS, the Village of Riverdale, (the "Village") desires to ensure that all users, of all ages and abilities, of our transportation system are able to travel safely and conveniently on all streets and roadways in the Village; and

WHEREAS, a complete street is one which provides a safe, convenient and context-sensitive facility for all modes of travel including pedestrians, including those with disabilities, bicycles, public transit, vehicles, freight vehicles and emergency vehicles; and

WHEREAS, complete streets improves the livability of a community through improving the human, environmental and economic health of Riverdale; and

WHEREAS, complete streets provide public health benefits, including increasing physical activity and improving air quality by providing the opportunity for more people to bike and walk safely; and

WHEREAS, the implementation of complete streets will lead to greater street connectivity and provide increased flexibility for recreation and travel; and

WHEREAS, complete street goals can be achieved on a project-level basis or through more comprehensive policy changes; and

WHEREAS, the principles of complete streets are compatible with the Village's plans.

NOW, THEREFORE, BE IT RESOLVED by the Village President and Board of Trustees of the Village of Riverdale, Cook County, Illinois, in the exercise of its Home Rule Powers, as follows:

SECTION 1: The recitals set forth above are incorporated herein by reference and made a part hereof, the same constituting the factual basis for this resolution.

SECTION 2: The Village commits to a Complete Streets Policy through which all streets in the Village shall be designed, operated and maintained in accordance with complete streets principles.

SECTION 3: The Village commits to incorporating complete streets principles into relevant Village plans, manuals, policies, processes and programs.

SECTION 4: The Village will incorporate complete streets into improvement project such as but not limited to construction, implementation, resurfacing, reconstruction and maintenance work.

SECTION 5: The application of complete streets principles will be flexible to permit design and operation of facilities with the context of the surrounding land uses.

SECTION 6: The Village commits to partner with other government entities as necessary to implement this complete street policy.

SECTION 7: Any exemptions to this policy shall be limited to instances where the project involves a facility where access by non-motorized users is prohibited by law, there is a documented absence of use by all except motor vehicle users now and would be in the future if the roadway were a complete street, or the scope of the project is limited to maintenance activities intended to keep the roadway in a serviceable condition and the exemption is documented in writing and the exemption is approved by the Village President.

SECTION 8: If any section, paragraph, clause or provision of this resolution shall be held invalid, the invalidity thereof shall not affect any of the other provisions of this resolution.

SECTION 9: All resolutions in conflict herewith are hereby repealed to the extent of such conflict.

SECTION 10: This resolution shall be in full force and effect from and after its passage, approval and publication as provided by law.

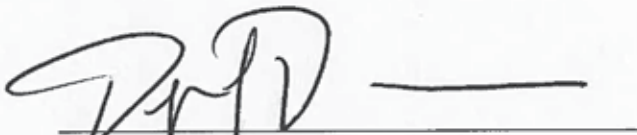
ADOPTED by the President and Board of Trustees of the Village of Riverdale, Cook County, Illinois this 27th day of March, 2012, pursuant to a roll call vote, as follows:

AYES: Russell, Jackson, Watkins, Nolan, Washington

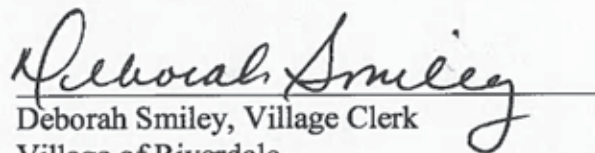
NAYS: 0

ABSENT: Echols

March 27, 2012
Date



Deyon Dean, Village President
Village of Riverdale



Deborah Smiley, Village Clerk
Village of Riverdale

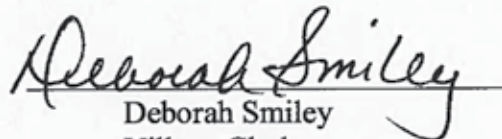
STATE OF ILLINOIS)
) SS
COUNTY OF COOK)

CERTIFICATION

I, DEBORAH SMILEY, DO HEREBY CERTIFY that I am the duly qualified and elected Clerk of the Village of Riverdale, Cook County, Illinois, and that as such Clerk I do have charge of and custody of the books and records of the Village of Riverdale, Cook County, Illinois.

I DO HEREBY FURTHER CERTIFY that the foregoing is a full, true and correct copy of Resolution No. 2012- 04, "A RESOLUTION PROVIDING FOR A COMPLETE STREETS POLCIY," adopted and approved by the President and Board of Trustees of the Village of Riverdale, Illinois on March 27th, 2012.

IN WITNESS WHEREOF, I have hereunto affixed my hand and the Corporate Seal of the Village of Riverdale, Cook County, Illinois this 27th day of March, 2012.



Deborah Smiley
Village Clerk
Village of Riverdale
Cook County, Illinois

Village of Riverdale, Illinois

Intent		
Does the policy use indirect language such as "shall implement Complete Streets principles" or direct the adoption of a policy at a later date?	1	
OR Does the policy have a direct statement of intent, but includes equivocating or weaker language (e.g. consider, may)?	3	
OR Does the policy have a strong, direct statement using language such as must, shall, or will?	5	
Points: (maximum of 5)	1	Weighted Score: 1.2 /6
All Users & Modes		
Includes: bicyclists and pedestrians (required for consideration)	n/a	
OR Includes: bicyclists, pedestrians, and transit users	1	
OR Includes: bicyclists, pedestrians, and transit users and one more: motorists OR freight OR emergency vehicles	2	
OR Includes: bicyclists, pedestrians, and transit users and two more: motorists OR freight OR emergency vehicles	3	
PLUS Policy mentions people of all ages	1	
PLUS Policy mentions people of all abilities	1	
Points: (maximum of 5)	5	Weighted Score: 20 /20
Projects		
Covers new construction only	0	
OR Covers new and retrofit/reconstruction projects	3	
PLUS Clearly applies to all projects, or specifically including repair/3R projects, maintenance, and/or operations	2	
Points: (maximum of 5)	5	Weighted Score: 12 /12
Exceptions		
Does not include list of possible exceptions	0	
OR Lists exceptions, but at least one lacks clarity or allows loose interpretation (see document for definition)	1	
OR Lists exceptions, none are inappropriate (see document for definition)	2	
PLUS Specifies an approval process for one or more of the exceptions	3	
Points: (maximum of 5)	5	Weighted Score: 16 /16
Connectivity		
Does not mention need to create integrated, comprehensive networks	0	
OR Acknowledges need to create integrated, comprehensive networks	5	
Points: (maximum of 5)	0	Weighted Score: 0 /2
Jurisdiction		
Applies to agency-owned roadways (assumed for all policies)	n/a	
States & regions: policy applies to agency-funded roadways	3	
Counties & cities: policy applies to privately-built roads	3	
PLUS Recognizes need to work with other agencies, departments, and/or jurisdictions	2	
Points: (maximum of 5)	0	Weighted Score: 0 /8
Design		
No mention of design criteria or the need for flexibility in balancing user needs (or policy is itself a design manual)	0	
PLUS Specific design criteria are referenced	3	
PLUS Design flexibility in balancing needs of all users is referenced	2	
Points: (maximum of 5)	0	Weighted Score: 0 /4
Context sensitivity		
Not mentioned or discussed	0	
OR Acknowledges need to create streets appropriate to community and transportation context	5	
Points: (maximum of 5)	0	Weighted Score: 0 /8
Performance measures		
No mention of performance measures, and they are not one of next steps	0	
OR Establishes or directs use of new or specific measures (does not count in next steps)	5	
Points: (maximum of 5)	0	Weighted Score: 0 /4
Implementation plan		
No implementation plan specified	0	
OR Addresses implementation in general	1	
OR Addresses two to four of our implementation steps	3	
PLUS Assigns oversight of implementation (person or advisory board) OR establishes reporting requirement	1	
PLUS Plus directs changes to project selection criteria	1	
Points: (maximum of 5)	1	Weighted Score: 4 /20

TOTAL SCORE: 53.2 /100

ROADS AND BRIDGES AGENDA

REVISED

DECEMBER 14, 2011

THE FOLLOWING COMMUNICATIONS ARE TRANSMITTED BY JOHN J. BEISSEL P. E., ACTING, SUPERINTENDENT, COUNTY DEPARTMENT OF HIGHWAYS SUBMITTING RECOMMENDATIONS FOR CHANGE IN PLANS AND EXTRA WORK INVOLVED IN IMPROVEMENTS AS DESCRIBED:

314552 **COMPLETE STREETS ORDINANCE (PROPOSED ORDINANCE).** Submitting a Proposed Ordinance sponsored by Deborah Sims and Larry Suffredin, County Commissioners.

PROPOSED ORDINANCE

COMPLETE STREET ORDINANCE

BE IT ORDAINED, by the Cook County Board of Commissioners, that Chapter 66, Article III, Division 7 of the Cook County Code is hereby enacted as follows:

Sec. 66-103. Purpose and Policy.

(a) *Title.* This division shall be known and may be cited as the “Complete Streets Ordinance” of Cook County, Illinois.

(b) *Purpose.* Cook County agencies, including but not limited to; the Bureau of Administration, the Department of Budget and Management Services, the Department of Public Health, the Bureau of Economic Development, and the Highway Department; will undertake a formal initiative, as further outlined herein, in planning a comprehensive, integrated and connected transportation network. To this end, Cook County agencies, in cooperation with both public and private planning partners, will structure policies affecting all phases of project planning and development.

(c) *Policy.* Decisions regarding the public right-of-way shall promote use by pedestrians, bicyclists, public transit, and motor vehicles, in a safe and effective manner taking into account the surrounding community context and land uses. The principles and policies guiding these decisions shall be known as Complete Streets. Complete Streets can be achieved through network level improvements, through integration into single location projects, or incrementally, through a series of small improvements or maintenance activities.

(d) *Severability.* If any section, subsection, paragraph, sentence or clause of this ordinance or its application to any person or circumstance is held to be invalid or unconstitutional by any court of competent jurisdiction or administrative agency, the invalidity of that provision or application shall not affect, impair or invalidate any remaining section, subsection, paragraph, sentence or clause of this ordinance or its application.

Sec. 66-104. Objectives.

All county agencies are hereby directed to cooperate with each other and other governmental entities to ensure that all roads within Cook County are designed and operated to enable appropriate and safe access for all users. The enactment of this policy shall aim to achieve the following objectives:

(a) Pedestrians, bicyclists, motorists and transit riders of all ages and abilities will be able to move safely along and across appropriate County roadways.

(b) Cook County shall strive to create a comprehensive, integrated and connected network of transportation options for all modes.

(c) Cook County travel patterns will change so that 50% of all trips will be made by walking, bicycling and transit by 2030.

(d) A 50% reduction in bicycle and pedestrian crashes will be achieved by the year 2030.

(e) Cook County agencies will fully incorporate Complete Streets into budgeting processes, workplans, and staffing projections.

(f) To the extent that relevant roadways are under the jurisdiction of an agency excluding Cook County, county agencies are directed to provide such Complete Streets technical assistance as is available under their authority.

(g) County Department of Highways (Highway Department) shall cooperate with neighboring jurisdictions to encourage street connectivity with a specific emphasis on regional corridors.

Sec. 66-105. Guidelines.

(a) *Roadways Under the Jurisdiction of the Cook County Highway Department.* The Cook County Highway Department shall strive to plan, design, operate and maintain the entire right-of-way to enable safe access for all users, regardless of age, ability, or mode of transportation in all appropriate transportation projects, including new construction, reconstruction, resurfacing, widening, and operations. In furtherance of this goal, the Highway Department will:

1. Consider Complete Streets as one of the priorities in roadway planning and funding decisions and will develop an internal Complete Streets Policy no later than 90 days following enactment of this ordinance.
2. Prioritize the safe movement of pedestrian, bicycle, and public transportation traffic in decisions regarding the use of limited public right-of-way, with consideration given to roadway context and land use.

3. Define standards to measure the progress of implementation of this ordinance. Such standards shall include, but not be limited to, improvements in safety for all roadway users; increased capacity for all modes of transportation; miles of new and repaired bicycle facilities; blocks of new and repaired sidewalks; number of new and repaired marked street crossings; amount of new and repaired signage; number of new and repaired curb ramps. Such measures shall be incorporated into relevant plans, manuals, policies, processes and programs. The Highway Department shall work with other departments and agencies to track such performance measures as appropriate.
4. Revise its plans, manuals, rules, policies, processes and programs as appropriate to incorporate any changes necessary to foster the timely implementation of Complete Streets principles. Such plans, manuals, rules, policies, processes and programs shall be reviewed upon enactment of this ordinance and no less frequently than every two years hence.
5. Report to the Cook County Board of Commissioners on no less than an annual basis on progress made in implementing Complete Streets.

(b) *Roadways Not Under the Jurisdiction of the Cook County Highway Department.* All relevant County agencies will review and revise as necessary their plans, manuals, policies, processes and programs to foster the implementation of Complete Streets on roadways not under the jurisdiction of Highway Department but subject to financing, regulation of or otherwise involving an action by any county agency. Such projects shall include, but not be limited to, privately-built roadways and projects on non-county roadways funded in part or entirely by county funds.

Sec. 66-106. Exceptions.

This ordinance shall not apply if the Superintendent of Highways makes a written finding that one or more of the following conditions apply:

(a) The scope of the relevant project is limited to maintenance activities intended to keep the roadway in serviceable condition. Resurfacing activities that are published in the multi-year plan may not be considered a maintenance activity for this determination; or

(b) There is sufficient documentation that there is no feasible way to accommodate improvements for non-vehicular traffic within a project's scope. Identified needs that are not included in a project should be tracked and included in future capital projects. Such a finding is not authorized on resurfacing projects if accommodations can be provided for non-motorized roadway users without undertaking a full roadway reconstruction; or

(c) There is no documented current or anticipated need for accommodation of non-motorized roadway users or the road is not a current or planned transit route. Such a finding is not authorized if the relevant roadway corridor is identified in a transportation plan of any government agency, including agencies outside the jurisdiction of Cook County, as a corridor anticipated for the future benefit of any non-motorized transportation or transit user.

***Referred to the Committee on Roads & Bridges on 9/20/11.**

- 315649 COUNTY HIGHWAY DEPARTMENT, by John J. Beissel, P.E., Acting Superintendent of Highways, submitting recommendation for change in plans and extra work on Section: 08-TSCMC-07-TL. Traffic Signal, Modernization and LED Retrofit (14 locations SW) in the City of Burbank, the Villages of Alsip, Bridgeview, Chicago Ridge and Oak Lawn and in Unincorporated Worth Township in County Board Districts #6 and 11. This change represents the difference between the estimated quantities and actual field quantities of work performed with a savings due to the elimination of the contract extra work item in its entirety. A new item for conduit was required, for the service installation in order to avoid a blockage in the exiting conduit. Adjustment of Quantities and a New Item. \$17,287.44 (Deduction).
- 315650 COUNTY HIGHWAY DEPARTMENT, by John J. Beissel, P.E., Acting Superintendent of Highways, submitting the Bureau of Construction's Progress Report for the month ending October 31, 2011.

Cook County, Illinois

Intent		
Does the policy use indirect language such as "shall implement Complete Streets principles" or direct the adoption of a policy at a later date?	1	
OR Does the policy have a direct statement of intent, but includes equivocating or weaker language (e.g. consider, may)?	3	
OR Does the policy have a strong, direct statement using language such as must, shall, or will?	5	
Points: (maximum of 5)	3	Weighted Score: 3.6 /6
All Users & Modes		
Includes: bicyclists and pedestrians (required for consideration)	n/a	
OR Includes: bicyclists, pedestrians, and transit users	1	
OR Includes: bicyclists, pedestrians, and transit users and one more: motorists OR freight OR emergency vehicles	2	
OR Includes: bicyclists, pedestrians, and transit users and two more: motorists OR freight OR emergency vehicles	3	
PLUS Policy mentions people of all ages	1	
PLUS Policy mentions people of all abilities	1	
Points: (maximum of 5)	4	Weighted Score: 16 /20
Projects		
Covers new construction only	0	
OR Covers new and retrofit/reconstruction projects	3	
PLUS Clearly applies to all projects, or specifically including repair/3R projects, maintenance, and/or operations	2	
Points: (maximum of 5)	5	Weighted Score: 12 /12
Exceptions		
Does not include list of possible exceptions	0	
OR Lists exceptions, but at least one lacks clarity or allows loose interpretation (see document for definition)	1	
OR Lists exceptions, none are inappropriate (see document for definition)	2	
PLUS Specifies an approval process for one or more of the exceptions	3	
Points: (maximum of 5)	4	Weighted Score: 12.8 /16
Connectivity		
Does not mention need to create integrated, comprehensive networks	0	
OR Acknowledges need to create integrated, comprehensive networks	5	
Points: (maximum of 5)	5	Weighted Score: 2 /2
Jurisdiction		
Applies to agency-owned roadways (assumed for all policies)	n/a	
States & regions: policy applies to agency-funded roadways	3	
Counties & cities: policy applies to privately-built roads	3	
PLUS Recognizes need to work with other agencies, departments, and/or jurisdictions	2	
Points: (maximum of 5)	2	Weighted Score: 3.2 /8
Design		
No mention of design criteria or the need for flexibility in balancing user needs (or policy is itself a design manual)	0	
PLUS Specific design criteria are referenced	3	
PLUS Design flexibility in balancing needs of all users is referenced	2	
Points: (maximum of 5)	0	Weighted Score: 0 /4
Context sensitivity		
Not mentioned or discussed	0	
OR Acknowledges need to create streets appropriate to community and transportation context	5	
Points: (maximum of 5)	5	Weighted Score: 8 /8
Performance measures		
No mention of performance measures, and they are not one of next steps	0	
OR Establishes or directs use of new or specific measures (does not count in next steps)	5	
Points: (maximum of 5)	5	Weighted Score: 4 /4
Implementation plan		
No implementation plan specified	0	
OR Addresses implementation in general	1	
OR Addresses two to four of our implementation steps	3	
PLUS Assigns oversight of implementation (person or advisory board) OR establishes reporting requirement	1	
PLUS Plus directs changes to project selection criteria	1	
Points: (maximum of 5)	4	Weighted Score: 16 /20

TOTAL SCORE: 77.6 /100

POLICY ADOPTION AGENDA

Once the steering committee reaches a consensus on the policy language, hold a meeting to discuss final revisions and strategize the approach for policy adoption.

Complete Streets Steering Committee DRAFT Policy Review

Attendees: [ATTENDEE NAMES and/or AGENCIES REPRESENTED]

NOTES:

- [illegible]

ADDITIONAL RESOURCES

For an electronic copy of the agenda, visit:

<http://activetransportationpolicy.org/node/332>

For more in-depth explanation of the ranking

system, please visit: <http://www.smartgrowthamerica.org/documents/cs/cs-policyanalysis.pdf>

CHAPTER 5: POLICY ADOPTION

5

**Know and embrace
the supportive role
you play in the
adoption process.**

Overview

After months of hard work, the time to introduce your community's Complete Streets policy has finally arrived. Invigorated by the process, you may be tempted to charge ahead and encourage elected officials to vote in support of the policy, but this may not be possible, depending on your role in your agency and the funding that supports your position. Some public health professionals are allowed to lobby and hold discussions with elected officials, whereas others have restrictions. Even if your position allows lobbying, it may be more appropriate for your steering committee members to take the lead on this step. Listen to their guidance and decide the correct role that you should play. This doesn't mean you should sit by idly and wait for the policy to pass. You can support and encourage your steering committee members throughout the adoption process. Provide them with data and details as needed and make sure to show up for any presentations they give at public meetings.

OBJECTIVES

OBJECTIVE 1: Understand and embrace your role in the policy adoption process.

OBJECTIVE 2: Provide support as needed to your steering committee members to ensure successful policy adoption.

PROJECT MANAGER TASK LIST

This table provides you with an overview of all of the tasks to be completed in this phase and the corresponding documents included in this chapter to help you achieve your objectives.

PROJECT MANAGER POLICY ADOPTION CHECKLIST			
✓	TASKS	VENUE	RESOURCES
<input type="checkbox"/>	Determine the process for policy adoption and who will take the lead.	Committee meeting or email	
<input type="checkbox"/>	Create a timeline for policy adoption based on the above process. Keep track of dates for any committee hearings or public engagement and monitor results. Maintain copies of all records.	Committee meeting or email	
<input type="checkbox"/>	Determine communications strategy, including who will talk to the public and the media about the policy. Offer to create a press release for your partners, and provide a list of appropriate talking points drawn from Fact Sheets.	Committee meeting or email	<ul style="list-style-type: none"> • Sample Press Release (page 117) • Complete Streets fact sheets (page 165)
<input type="checkbox"/>	Obtain official record of policy adoption	Office of Municipal Clerk	
<input type="checkbox"/>	Pat yourself on the back and submit the written policy to the National Complete Streets Coalition so it can receive an official ranking and be included in the national report at the end of the year.	email	Completestreets.org

PROJECT MANAGEMENT FAQ

Below are some questions and answers to help you understand how to participate in the policy adoption process. Use the answers to guide you through the process and understand some of the questions you may have.

Q: HOW WILL POLICY ADOPTION COME ABOUT IN MY PARTNER COMMUNITY?

This will be determined based on the format of the policy, whether it is an internal policy, an executive order, or a legislative policy. The process can also vary based on the community's governmental structure. Steering committee members will have the expertise to determine the best route.

Q: WHAT IF AN OFFICIAL ASKS ME OR MY DEPARTMENT ABOUT THE POLICY, HOW CAN WE BE SUPPORTIVE WITHOUT LOBBYING?

You can talk about the benefits of Complete Streets in general terms. Explain the connection between transportation and public health and the safety and economic benefits for communities with walkable, bikeable streets. Simply present the facts as an expert without asking officials to vote in one way or another.

Q: WHAT IF THE COMMUNITY CHOOSES NOT TO FORMALLY ADOPT THE POLICY?

Unfortunately, there nothing you can do to prevent this. This is always a possibility and completely out of your control. It's important to document all of the steps you've taken on this project so that you can accurately report grant activities.

Do not lose heart, your work has had a positive impact and brought new focus on health and access to the community's decision-making process. You have carried a lasting and important message to decision makers, and you're well prepared for the next partner community you'll work with on Complete Streets!

Policy adoption toolbox

Included in this section are two example processes for adoption of Complete Streets policies. This section also includes a sample press release to use should your policy be adopted. The following items are included in this section:

Example adoption process for legislative ordinance or resolution (page 115)

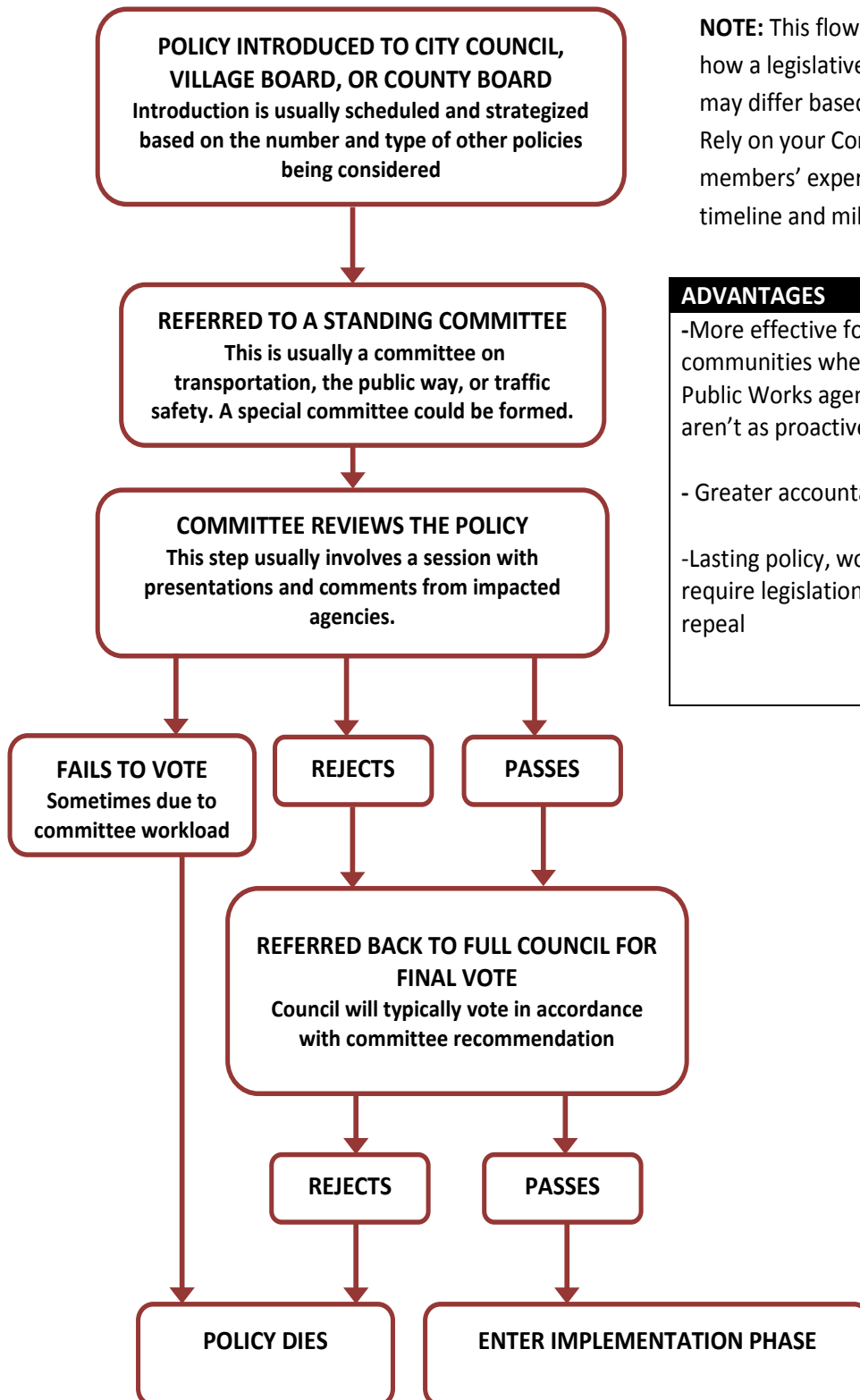
Example adoption process for internal policy or executive order (page 116)

Sample Press release (page 117)

EXAMPLE ADOPTION PROCESSES

There are several ways for a community to commit to a Complete Streets policy. One approach is to adopt an internal policy or an executive order another approach is to adopt a legislative ordinance or resolution. See the flow charts (below) for further information.

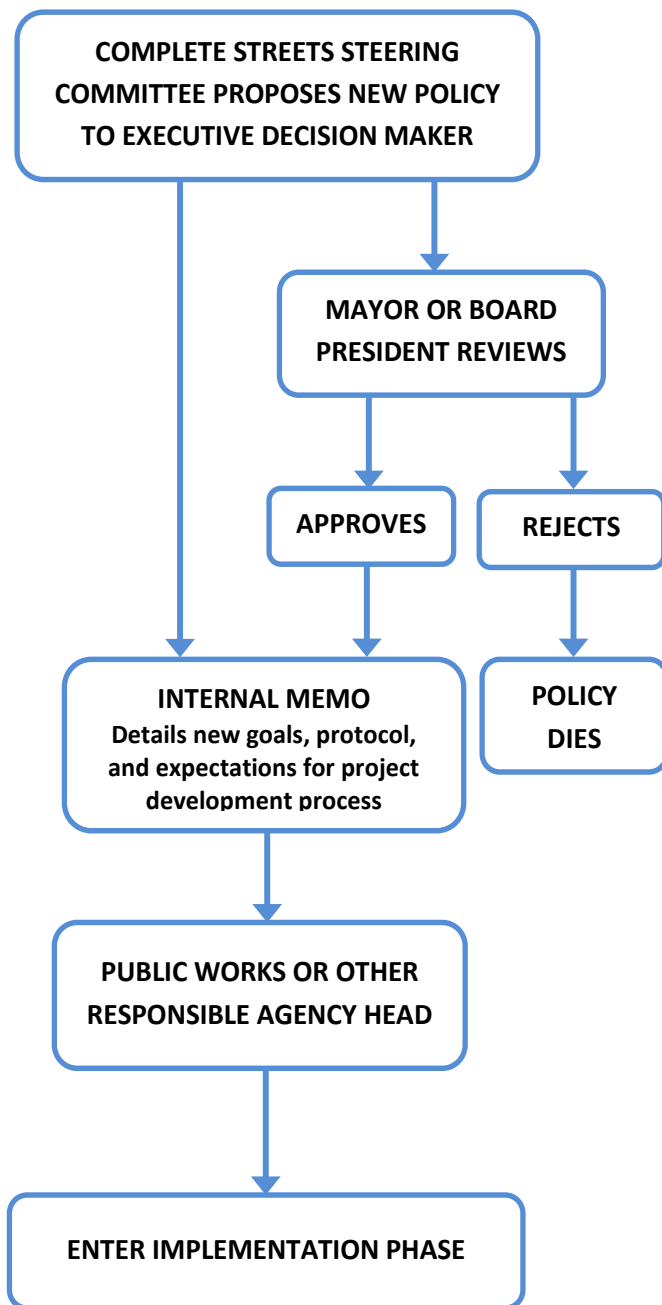
EXAMPLE ADOPTION PROCESS FOR LEGISLATIVE ORDINANCE OR RESOLUTION



NOTE: This flow chart shows only one example of how a legislative policy is adopted. The process may differ based on local governmental structure. Rely on your Complete Streets Steering Committee members' expertise when determining your timeline and milestones for this phase.

ADVANTAGES	CHALLENGES
<ul style="list-style-type: none"> -More effective for communities where Public Works agencies aren't as proactive. - Greater accountability -Lasting policy, would require legislation to repeal 	<ul style="list-style-type: none"> - More difficult to obtain than an internal order -Legislative process more open to public scrutiny and political posturing

EXAMPLE PROCESS FOR INTERNAL POLICY OR EXECUTIVE ORDER



NOTE: This flow chart shows only one example of how an internal policy or executive order may be adopted. Rely on your Complete Streets Steering Committee members' expertise when determining your timeline and milestones for this phase.

ADVANTAGES	CHALLENGES
<ul style="list-style-type: none"> -Works well for communities with pro-active public works staff who are already on board with CS. -Faster than a legislative act. Requires less buy-in from the public and elected officials 	<ul style="list-style-type: none"> -Not binding, less accountability among agencies to actually implement. -No legal requirement for oversight from elected officials

SAMPLE PRESS RELEASE

Use the press release (below) to share the good news about your target community's new Complete Streets policy.

Released [DATE]

Contact:

[NAME]

[PHONE]

[E-MAIL]

[COMMUNITY NAME] Adopts New Vision for Safer and Better Streets

In order to ensure that local transportation projects meet the needs of all community members, [COMMUNITY NAME] today adopted a 'Complete Streets' policy, which establishes a long-term vision for safe and accessible streets.

By providing better options for walking, biking and public transit, while also improving the experience of people who drive, the policy will actively address growing concerns around traffic safety and congestion, pollution, high gas prices and rising obesity rates. The new policy was developed in coordination with [MUNICIPAL AGENCIES REPRESENTED ON STEERING COMMITTEE] and [COUNTY HEALTH DEPARTMENT].

"Whether you're eight years old or eighty, we believe you should be able to get around our community safely by walking, biking, transit or by driving," said [HIGHEST RANKING PUBLIC OFFICIAL]. "[COMMUNITY NAME] is committed to ensuring access and safety for all road users in all our future roadway projects whenever feasible. Implementing the policy is a long term process; it will benefit all our residents for generations to come."

Designing streets that encourage walking and biking is an effective strategy for keeping youth active and helping older adults to age in place. The Complete Streets policy will result in projects that improve property values, boost local business and allow families and individuals to save on transportation costs.

###

OTHER RESOURCES AND CITATIONS

For an electronic copy of the agenda, please visit:
<http://activetransportationpolicy.org/node/333>

Submit your adopted policy for scoring at:
www.completestreets.org

CHAPTER 6: IMPLEMENTATION

6

Learn how to sustain your efforts and ensure that future roadway projects are designed to comply with your community's new Complete Streets policy.

Overview

Guiding a community through the Complete Streets policy development and adoption is a significant achievement, but your work is not yet done. This chapter will focus on several steps that you can take as a public health professional to ensure a lasting impact from this effort, supporting the implementation and enforcement of the policy.

Implementation means more than the design and construction of Complete Streets. Beyond the physical manifestation of infrastructure projects, there is a great deal of behind-the-scenes work that needs to happen to ensure that the principles of Complete Streets are routinely included in the decision making process for those projects. Now is the time to turn towards internal policies and procedures and establish a new or revised approach to roadway design. Many of the steps in this phase require expertise in technical areas. Your goal here is to match your partners up to technical experts and to provide support and the tools they need to implement Complete Streets.

This chapter covers many aspects of implementation, including:

Complete Streets training for municipal staff

Internal project delivery process coordination

Coordination with external agencies

Working knowledge of best practices in design

Establishment of performance metrics and evaluation

Development of an active transportation plan

See the Project Management Task List for steps to take and the Toolbox for worksheets and tips.

OBJECTIVES

OBJECTIVE 1: Train and assist municipal staff on the Complete Streets project delivery process and establishing communication protocol.

OBJECTIVE 2: Establish a plan and timeline for tracking and reporting on performance measures.

OBJECTIVE 3: Providing on-going support to your target community in a variety of facets, such as planning, design, and funding.

PROJECT MANAGER TASK LIST

The table (below) provides you with an overview of all of the tasks that can be completed in this phase and the corresponding documents included in this chapter to help you achieve the goals and objectives described in this chapter. Not all of these tasks will be necessary for your target community. Spend time at the beginning of this phase developing a project plan that will address the needs of your partner community.

PROJECT MANAGER IMPLEMENTATION TASK LIST		
✓	TASKS	RESOURCES
ESTABLISH IMPLEMENTATION AGENDA AND STRATEGIES		
<input type="checkbox"/>	Review Complete Streets policy language and take note of the performance metrics, design guidance, implementation sections, and any key milestones or deadlines for progress in these areas Also note any departments, agencies, or individuals who are listed in the policy as being responsible for implementation	
<input type="checkbox"/>	Draft a summary of implementation activities around key milestones listed in the policy. Assign dates for completion. Focus on: <ul style="list-style-type: none">• Compete Streets training for municipal staff• Internal project delivery process coordination• Coordination with external agencies• Establishment of performance metrics and evaluation• Development of an active transportation plan	
<input type="checkbox"/>	Present implementation agenda and strategy to steering committee. Schedule additional meetings as needed to achieve milestones.	
TRAIN STAFF ON DESIGN STANDARDS		
<input type="checkbox"/>	Assign a Steering Committee member to spearhead this effort	Completestreets.org List of Design Manuals (page 124)
<input type="checkbox"/>	Determine staff training needs	
<input type="checkbox"/>	Contact the National Complete Streets Coalition, or other organization to deliver training for staff, or connect them with your municipal partners	
<input type="checkbox"/>	Connect staff with technical experts who can provide additional training on design guidance.	
COORDINATE WITH STAFF ON INTERNAL PROJECT DELIVERY PROCESS		
<input type="checkbox"/>	Hold a working session with the Steering Committee to review the project delivery process (optional) or review your notes from the Roadway Project Development Process completed in Section 2.	Communications plan worksheet (page 124) Project Delivery Process Exercise (Heavy) (page 126)
<input type="checkbox"/>	Establish consensus on internal communications for project development and delivery (e.g., who does what, when, and on what types of projects, etc.)	
<input type="checkbox"/>	Sketch communications plan and deliver to Steering Committee.	
COORDINATE WITH EXTERNAL AGENCIES		
<input type="checkbox"/>	Facilitate meetings between your partner community and IDOT district office, County Highway Department, and/or Metropolitan Planning Organization to present the Complete Streets policy and establish protocol to ensure that community goals are met in future projects.	

PROJECT MANAGER IMPLEMENTATION TASK LIST (CONTINUED)

✓	TASKS	RESOURCES
ESTABLISH PERFORMANCE MEASURES		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Assign a Steering Committee member to spearhead this effort</p> <p>Facilitate meeting to revisit performance measures. Use the worksheet provided in the Toolbox to establish standards for review and evaluation of projects.</p> <p>Assign roles and timeline for each measure and oversight process.</p>	<p>Performance measure worksheet (page 144)</p>
DEVELOP AN ACTIVE TRANSPORTATION PLAN		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Identify funding source for a plan, such as: municipal budget, a local grant program, or through a federal funding source made available through a state or regional agency.</p> <p>Determine who will lead the planning process: staff driven, consultants driven, or other.</p> <p>Participate in the plan steering committee.</p> <p>Support plan adoption.</p> <p>Formalize an Active Transportation committee to oversee plan progress.</p> <p>Identify funding sources to implement plan recommendations.</p>	<p>Get Involved in your Community's Active Transportation Plan (page 148)</p> <p>Federal Funding Chart (page 156)</p>

PROJECT MANAGEMENT FAQ

Below are some questions and answers to help you understand how to participate in the implementation process. Use the answers to guide you through the process and understand some of the questions you may have.

Q: I'M NOT AN ENGINEER, HOW WILL I BE ABLE TO TRAIN OTHERS ON THE USE OF DESIGN MANUALS?

Your role is simply to provide the resources to the Steering Committee, and connect them to professionals who can conduct training as needed. Begin by contacting the National Complete Streets Coalition to discuss your community's training needs. NCSC may provide a direct training or may refer you to another organization.

National Complete Streets Coalition
<http://www.smartgrowthamerica.org/complete-streets>

Q: BESIDES BUILDING AND CONSTRUCTION OF COMPLETE STREETS PROJECTS, WHAT OTHER STEPS NEED TO HAPPEN TO HELP COMMUNITIES IMPLEMENT THEIR COMPLETE STREETS POLICY?

Communities must develop a standard process for project management, developing performance measures, and ensuring that the principles of Complete Streets design become a part of routine considerations in roadway design. Use the worksheets and the project management task list included in this chapter to help you develop and advance an agenda for these activities.

Q: WHAT ARE SOME FUNDING SOURCES FOR COMPLETE STREETS PROJECTS?

There are numerous funding sources available to support the implementation of this plan. Most funding sources prefer funding projects contained in an active transportation plan. See the funding table in the Toolbox of this section.

Q: WHAT CAN I DO TO SUSTAIN THE EFFORTS BUILT THROUGH THIS POLICY DEVELOPMENT PROCESS?

Work with your Steering Committee to determine the best approach, whether it is an annual steering committee meeting, a report to elected officials, or an internal review that happens as needed. Make

it known that you are still available to help connect staff to resources as needed, but it likely will not be necessary for you to be involved in the process.

Implementation Toolbox

Complete Streets training for municipal staff

- o List of Design Manuals (page 124)

Internal project delivery process coordination

- o Communications plan worksheet (page 124)
- o Project Delivery Process Exercise (Heavy) (page 126)

Establishment of performance metrics and evaluation

- o Performance measure worksheet (page 144)

Development of an active transportation plan

- o Get Involved in your Community's Active Transportation Plan (page 148)

Funding your community's projects

- o Federal Funding Chart (page 156)

COMPLETE STREETS TRAINING FOR MUNICIPAL STAFF

Below is a list of design manuals commonly used by transportation engineers. Some focus specifically on bicycle and pedestrian issues, while others are broader in scope. Your partner community may already use some of these guides as resources, while others will be new. Seek guidance from the staff to determine which manuals are the most appropriate to use, and which will require additional staff training.

COMMONLY USED DESIGN MANUALS

There are many design manuals available that provide vetted, state of the art recommendations for the design of Complete Streets. Below is a list of some of the design resources available for community's to use:

Bikeway and Pedestrian Facilities Design Guide for the Planning, Design, and Operation of Pedestrian Facilities
American Association of State Highway and Transportation Officials (AASHTO), 2004
[HTTP://WWW.TRANSPORTATION.ORG](http://www.transportation.org)

Designing Sidewalks and Trails for Access
U.S. DOT Federal Highway Administration
[HTTP://WWW.FHWA.DOT.GOV/ENVIRONMENT/SIDEWALKS/INDEX.HTM](http://www.fhwa.dot.gov/environment/sidewalks/index.htm)

Guide for the Development of Bicycle Facilities, 4th Edition
American Association of State Highway and Transportation Officials (AASHTO), 2012
[HTTP://WWW.TRANSPORTATION.ORG](http://www.transportation.org)

Urban Bikeway Design Guide
National Association of City Transportation Officials
[HTTP://NACTO.ORG/CITIES-FOR-CYCLING/DESIGN-GUIDE/](http://nacto.org/cities-for-cycling/design-guide/)

Complete Streets Complete Networks: A Manual for the Design of Active Transportation
Active Transportation Alliance, 2012
[WWW.ATPOLICY.ORG/DESIGN](http://www.atpolicy.org/design)

Bicycle Parking Design Guidelines
Association of Pedestrian and Bicycling Professionals
[HTTP://WWW.APBP.ORG/?PAGE=PUBLICATIONS](http://www.apbp.org/?page=publications)

Bike Parking for Your Business
Active Transportation Alliance, 2003
[HTTP://WWW.CHICAGOBIKES.ORG/PDF/BIKE_PARKING_BUSINESS.PDF](http://www.chicagobikes.org/pdf/bike_parking_business.pdf)

Manual on Uniform Traffic Control Devices
Federal Highway Administration, 2009
[HTTP://MUTCD.FHWA.DOT.GOV/](http://mutcd.fhwa.dot.gov/)

Bicycle and Pedestrian Accommodations
Bureau of Design & Environment Manual
Illinois Department of Transportation, 2011 Edition
[HTTP://WWW.DOT.STATE.IL.US/DESENV/BDE%20MANUAL/BDE/PDF/CHAPTER%2017%20BICYCLE%20AND%20PEDESTRIAN.PDF](http://www.dot.state.il.us/desenv/bde/pdf/chapter%2017%20bicycle%20and%20pedestrian.pdf)

Safety Benefits of Raised Medians and Pedestrian Refuge Areas
Federal Highway Administration
[HTTP://SAFETY.FHWA.DOT.GOV/PED_BIKE/TOOLS_SOLVE/MEDIANS_BROCHURE/](http://safety.fhwa.dot.gov/ped_bike/tools_solve/medians_brochure/)

Safety Benefits of Walkways, Sidewalks, and Paved Shoulders
Federal Highway Administration
[HTTP://SAFETY.FHWA.DOT.GOV/PED_BIKE/TOOLS_SOLVE/WALKWAYS_BROCHURE/](http://safety.fhwa.dot.gov/ped_bike/tools_solve/walkways_brochure/)

Parking Strategies to Support Livable Communities
Chicago Metropolitan Agency for Planning
[HTTP://WWW.CMAP.ILLINOIS.GOV/DOCUMENTS/20583/C224C06F-2735-4400-8281-D3C263CE5BA6](http://www.cmap.illinois.gov/documents/20583/C224C06F-2735-4400-8281-D3C263CE5BA6)

INTERNAL PROJECT DELIVERY PROCESS COORDINATION

During your initial Steering Committee meeting, you led a Roadway Project Development Process activity with your Steering Committee. It's now time to revisit the results of the activity. The goal of the activity was to discuss communication flow and understand the moving parts in a roadway design project. There's no one right way. For some communities with small staff and few departments, this process is straightforward. The chain of communication is clear and everyone knows their role. For these communities, you may want to produce an outline or flow chart that details the process in a formal way. This way, as staff leave, new hires can be kept abreast of the process and understand their role. Use the worksheet included on the following page to help guide you through the process.

COMMUNICATIONS PLAN WORKSHEET

Project Type: _____

Project Manager Name: _____

What departments and staff need to review this project? At what points in the process? How much time is allotted for each review? Fill this section out for each reviewer:

Department: _____

Staff Member: _____

Stage of the process: _____

Start date: _____ End date: _____

What outside agencies need to review this project? At what points in the review process? How much time is allotted for each review? Fill this section out for each reviewer

Agency: _____

Staff Member: _____

Stage of the process: _____

Start date: _____ End date: _____

If this is a project led by a private developer, at what points in the process are they brought in?

Who signs off on the project? In what order?

1. _____

2. _____

3. _____

Use the answer from this worksheet to develop a communications flow chart.

PROJECT DELIVERY PROCESS (HEAVY)

For communities with large staff, and multiple agencies and departments, more it may be necessary to tease out more detail before moving forward. When working with larger, more complex communities, use the enhanced Project Delivery Process activity included on the following pages. This optional activity can help get department heads and project managers from multiple departments and agencies on the same page about the process for implementing Complete Streets.

PROJECT DELIVERY PROCESS ACTIVITY

Facilitation Guide

Overall Objective: Understand the community's current transportation project delivery process(es), so that a new universal process can be developed –helping departments to coordinate, and ensure that projects are compliant with the City's Complete Streets policy.

Materials:

- 1 blank list for project types
- 6 poster-sized facilitation charts bound at the top
- 1 packet of stickers – a different color for each potential PM agency
- Colored markers

Process:

- Participants are divided into groups
- Each facilitator has a station set up with all the materials above
- Facilitators will present all the same activities simultaneously, in the same order
- Participant groups will rotate through the stations (to keep it lively) according to the below time increments:
 1. A. Project Types and Influential Parties: 6 min
B. Project Selection: 7 min
 2. Scoping: 30 min
 3. A. Design guidance: 5 min
B. Design: 25 min
 4. Construction: 15 min
 5. Measurement: 15 min
 6. Maintenance: 15 minTotal: 2.25 hours
- There will be one coordinator/timekeeper to keep the activity going, answer questions, and provide support.

Facilitation instructions:

Use the following facilitation questions get participants' feedback on each of the six stages.

Record their answers with a magic marker

NOTE: Everything recorded will need to be read and used later –so please be as tidy as possible.



This project is part of the Illinois Department of Public Health's We Choose Health Initiative, which is made possible by funding from the Centers for Disease Control and Prevention.



STAGE 1A: PROJECT TYPES AND INFLUENTIAL PARTIES

QUESTION: Name all of the project types you can think of (e.g., STP resurfacing, etc.)

DOCUMENTATION: Write the project types in the top box.

QUESTION: Which Division(s) typically manage(s) this type of project?

DOCUMENTATION: Place colored stickers for that Division into “MANAGE” box.

QUESTION: What Divisions play an advisory role on this type of project?

DOCUMENTATION: Place colored stickers for that Division into “ADVISE” box.

QUESTION: Are there any Divisions or Offices that have the power to override the project manager on this type of project?

DOCUMENTATION: Place colored stickers for that Division into “OVERRIDE” box, or write the name of the agency.

Set this list off to the side, so you can refer to it throughout the exercise.

[illegible]

STAGE 1B: PROJECT SELECTION

QUESTION: What triggers new projects (e.g., special grant funding, public demand, etc.)?

DOCUMENTATION: List responses in the “TRIGGER” column to the left.

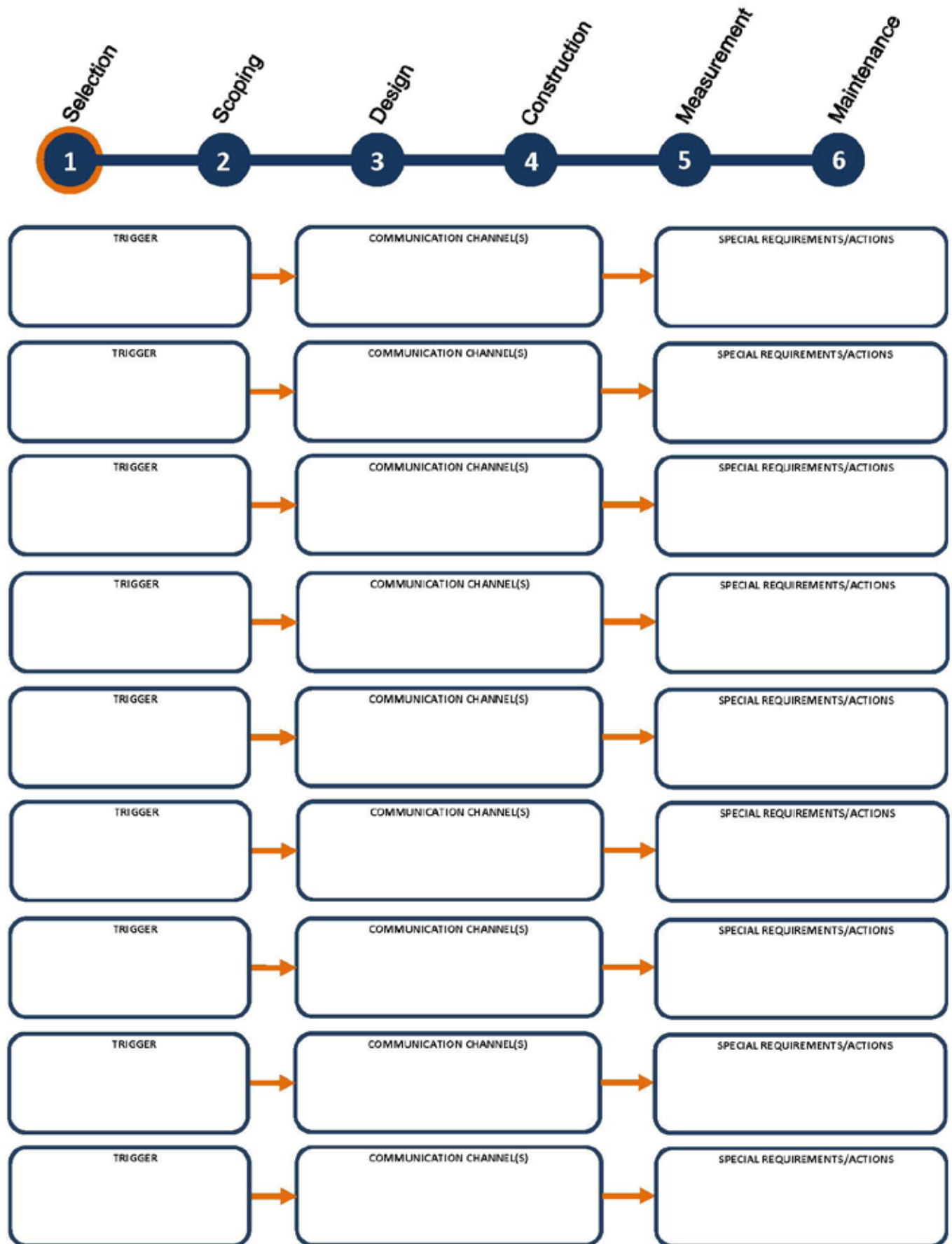
QUESTION: When new projects are triggered who/which departments communicate to the Divisions? How?

DOCUMENTATION: List responses and/or use colored stickers in the “COMMUNICATION CHANNELS” column to in the center.

QUESTION: Are there specific requirements that result from that type of project trigger (e.g., reporting, time frame?)

DOCUMENTATION: List responses in the “SPECIAL REQUIREMENTS/ACTIONS” column to the right.

STAGE 1: PROJECT SELECTION



STAGE 2: SCOPING

QUESTION: What are all the factors for determining a project scope?

DOCUMENTATION: List one factor per bubble.

QUESTION: We need to categorize each of these factors. The categories are:

TECHNICAL: Engineering possibilities/constraints, size of project area, etc.

PHILOSOPHICAL: Community development goals, safety, and modeshift goals

BUDGETARY: Fiscal advantages/limitations

OTHER: Other miscellaneous factors

DOCUMENTATION: Circle the appropriate symbols in each bubble.

STAGE 2: SCOPING



FACTORS FOR DETERMINING SCOPE

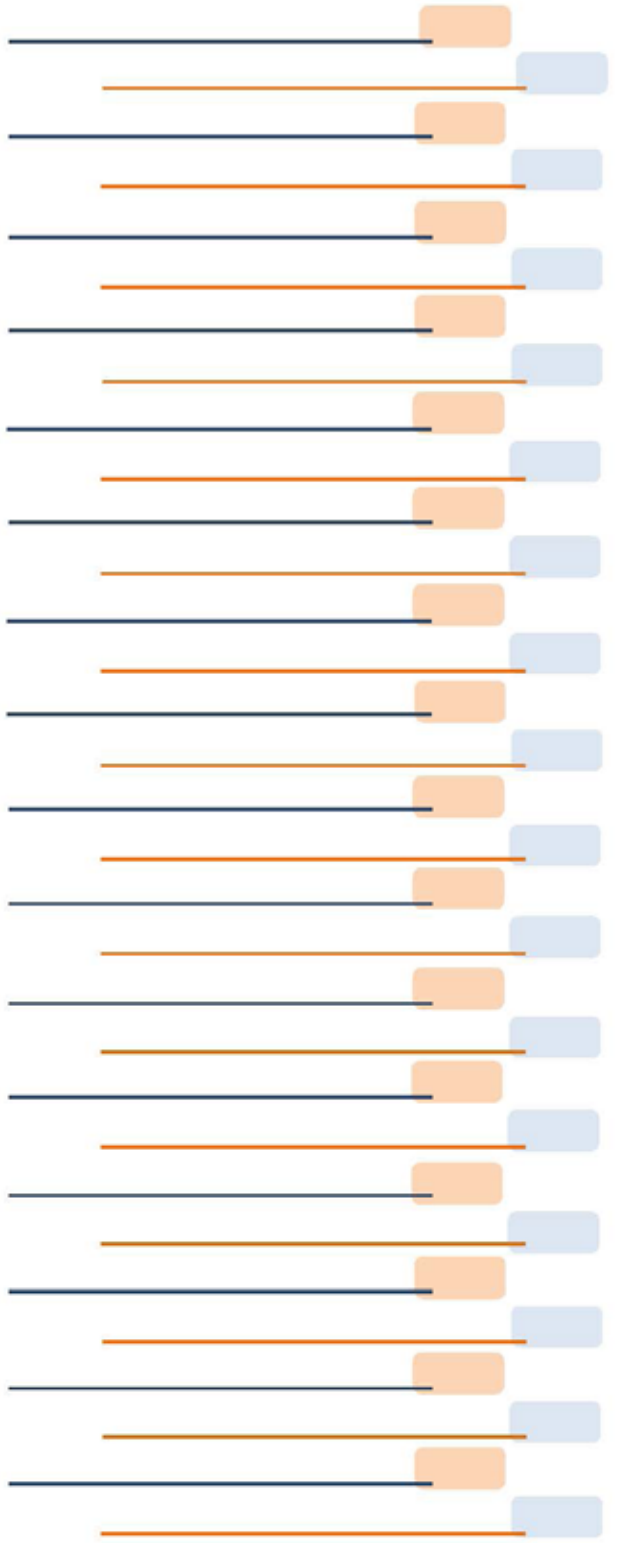
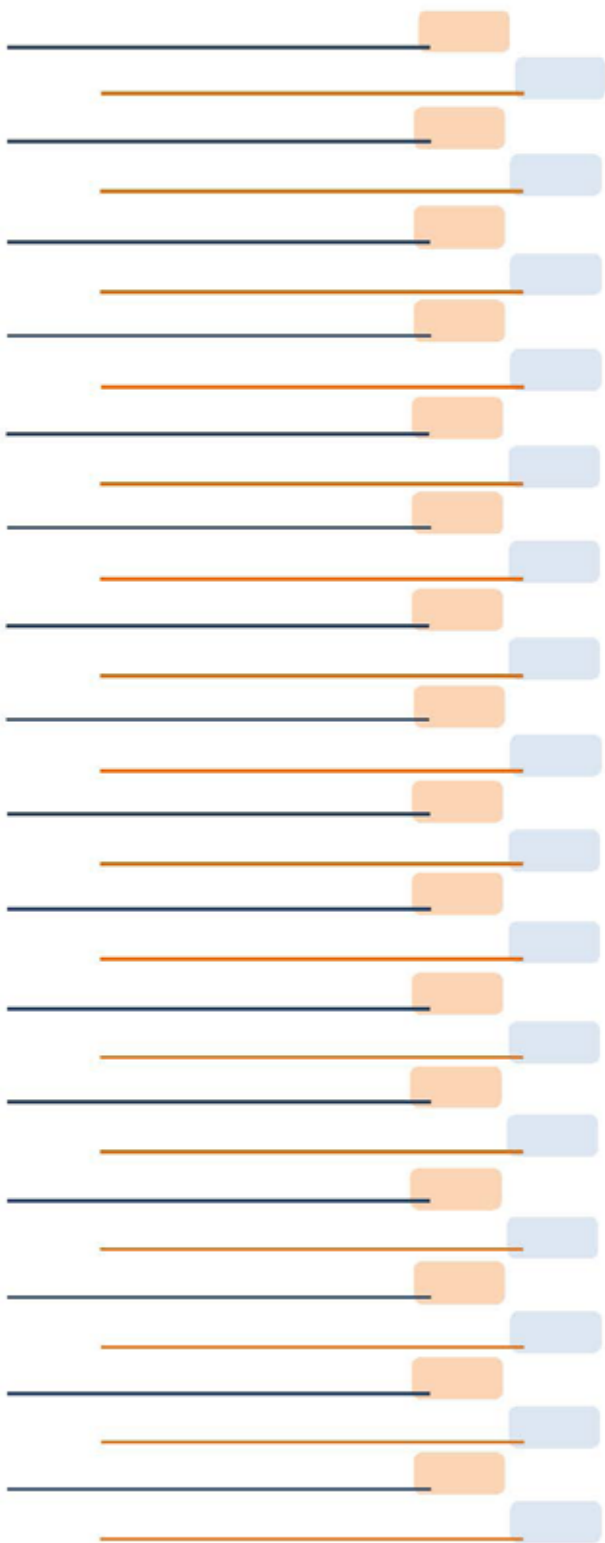
= TECHNICAL
 = PHILOSOPHICAL
 = BUDGETARY
 = OTHER

STAGE 3A: DESIGN GUIDANCE AND RESOURCES

QUESTION: Name any and all of the guidance and resources that you currently use.
DOCUMENTATION: List names of resources and assign initialisms in the colored bubbles for each (e.g., MUTCD, AASHTO Green Book, etc.).

Set this list off to the side, so you can refer to it in the next exercise.

DESIGN GUIDANCE AND RESOURCES



STAGE 3B: DESIGN

QUESTION: Name all the tasks currently used in design development.

DOCUMENTATION: List the steps in the “DESIGN DEVELOPMENT TASK” field.

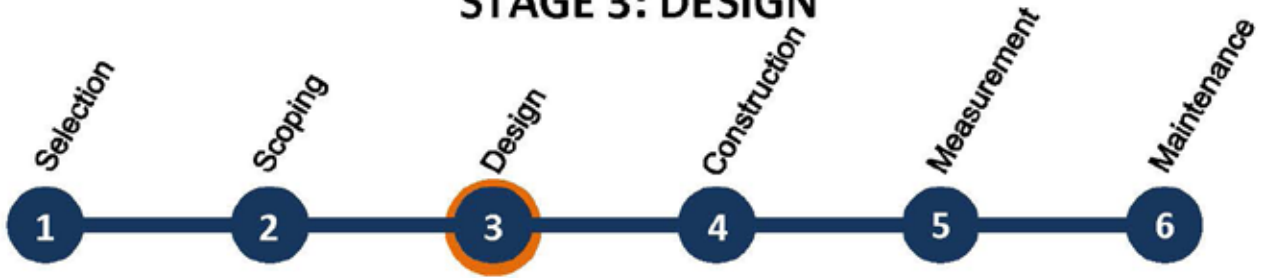
QUESTION: What agencies or divisions advise these tasks?

DOCUMENTATION: Place colored stickers for appropriate Division into “INFLUENCING AGENCIES” box.

QUESTION: What guidance or resources are used for the completion of this task?

DOCUMENTATION: List the initialism assigned on the activity 3A Design Guidance and Resources. Add it to the “Req.” field if it’s required, add it to the “Pref.” field if it’s preferred.

STAGE 3: DESIGN



DESIGN DEVELOPMENT TASK	INFLUENCING AGENCIES	GUIDANCE/RESOURCES Req. ----- Pref.
DESIGN DEVELOPMENT TASK	INFLUENCING AGENCIES	GUIDANCE/RESOURCES Req. ----- Pref.
DESIGN DEVELOPMENT TASK	INFLUENCING AGENCIES	GUIDANCE/RESOURCES Req. ----- Pref.
DESIGN DEVELOPMENT TASK	INFLUENCING AGENCIES	GUIDANCE/RESOURCES Req. ----- Pref.
DESIGN DEVELOPMENT TASK	INFLUENCING AGENCIES	GUIDANCE/RESOURCES Req. ----- Pref.
DESIGN DEVELOPMENT TASK	INFLUENCING AGENCIES	GUIDANCE/RESOURCES Req. ----- Pref.
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DESIGN DEVELOPMENT TASK	INFLUENCING AGENCIES	GUIDANCE/RESOURCES Req. ----- Pref.
DESIGN DEVELOPMENT TASK	INFLUENCING AGENCIES	GUIDANCE/RESOURCES Req. ----- Pref.
DESIGN DEVELOPMENT TASK	INFLUENCING AGENCIES	GUIDANCE/RESOURCES Req. ----- Pref.
DESIGN DEVELOPMENT TASK	INFLUENCING AGENCIES	GUIDANCE/RESOURCES Req. ----- Pref.
DESIGN DEVELOPMENT TASK	INFLUENCING AGENCIES	GUIDANCE/RESOURCES Req. ----- Pref.

STAGE 4: CONSTRUCTION

QUESTION: What are the construction-related tasks that a project manager takes on?

DOCUMENTATION: List tasks in blue bubbles.

QUESTION: Are these tasks related to:

General admin (e.g., obtaining permits, internal notifications)?

Impact of the project during construction (e.g., transit rerouting, MOT.)?

Final product (communicating with contractors, inspection)?

DOCUMENTATION: Circle the orange bubble that's appropriate to each answer.

STAGE 4: CONSTRUCTION



CONSTRUCTION PREPARATION TASKS

TASK	TASK	TASK	TASK
ADMIN	ADMIN	ADMIN	ADMIN
IMPACT	IMPACT	IMPACT	IMPACT
DURING CONST.	DURING CONST.	DURING CONST.	DURING CONST.
FINAL	FINAL	FINAL	FINAL
PRODUCT	PRODUCT	PRODUCT	PRODUCT
TASK	TASK	TASK	TASK
ADMIN	ADMIN	ADMIN	ADMIN
IMPACT	IMPACT	IMPACT	IMPACT
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FINAL	FINAL	FINAL	FINAL
PRODUCT	PRODUCT	PRODUCT	PRODUCT
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DURING CONST.	DURING CONST.	DURING CONST.	DURING CONST.
FINAL	FINAL	FINAL	FINAL
PRODUCT	PRODUCT	PRODUCT	PRODUCT

STAGE 5: MEASUREMENT

QUESTION: How do you currently measure and report on project successes?

DOCUMENTATION: List the measurable in the center column.

QUESTION: What goals are each of these relative to?

DOCUMENTATION: Write goals on the right and left margins. Circle them and connect each measurable to a goal. Measurables can connect to more than one goal and vice versa.

STAGE 5: MEASUREMENT



MEASURES OF SUCCESS

Blank lines for notes or measures of success, organized into two columns (left and right) with horizontal lines.

STAGE 6: MAINTENANCE

QUESTION: What Divisions or other people are responsible for maintenance of roadway projects?

DOCUMENTATION: List answers in the white column to the left.

QUESTION: What activities are each of these divisions responsible for, and under what circumstances?

DOCUMENTATION: List answers in the white column to the right.

QUESTION: Are there any other maintenance activities that we haven't mentioned yet?

DOCUMENTATION: List answers any miscellaneous activities in the orange bubble at the bottom.

STAGE 6: MAINTENANCE

Selection Scoping Design Construction Measurement Maintenance

1 2 3 4 5 6

WHO IS RESPONSIBLE FOR MAINTENANCE?

WHAT ACTIVITIES? WHEN? HOW?

[illegible]

ESTABLISHMENT OF PERFORMANCE METRICS AND EVALUATION

Performance measures help staff and members of the public track and evaluate the successful implementation of the Complete Streets policy. Review the community's policy to see what measures have been pre-established and develop a method for recording and tracking the measures over time. If the community did not establish goals and metrics, it's not too late to develop a process to collect the information.

Use the worksheet (below) to guide you and your steering committee through the establishment of performance measures.

PERFORMANCE MEASURE WORKSHEET FACILITATOR GUIDE

Purpose: Ensure that the community establishes a feasible plan and schedule for collecting performance data and reporting on implementation of Complete Streets.

Materials:

- Worksheet: Establishing Your Performance Metrics Data Collection and Reporting Process
- Potential Performance Metrics List

Before the Meeting:

Before the meeting, review your community's Complete Streets policy Does the policy address performance measures?

IF YES →

1. Fill in Column 1 of the Performance Measure Tracking Table below with the measurables defined in the policy.
2. Build the meeting discussion around revisiting the objectives, and filling in the remaining columns of the table, and assigning tasks to committee members

IF NO →

1. Bring a blank copy of the Performance Measure Tracking Table
2. Bring the Potential Performance Metrics List
3. Build the meeting discussion around selecting performance measures from the list and filling in the remaining columns of the table, and assigning tasks to committee members

If they are included in the policy, populate the table in the worksheet (below) according to . If performance measures were not addressed, include the measures listed and ask them to select their preferred measures. Familiarize yourself with the worksheet and print the appropriate quantity.

At the meeting:

1. Distribute one worksheet to each committee member.
2. Lead a discussion with the Steering Committee members, guiding them through the worksheet.
3. Welcome their questions and discussion as you move through each question in the table.
4. Gather their worksheets at the end of the session and keep them to develop a data collection and analysis plan and schedule.

Name: _____

ACTIVITY: Establishing Your Performance Metrics Data Collection and Reporting Process

1. What are our long-term goals, as defined in our policy, to be accomplished through Complete Streets implementation?
- 2.
3. What changes need to be made to our current performance measures to include the goals of Complete Streets?
4. What measurables can we use to quantify Complete Streets implementation? How do we currently track performance for roadway projects? (List responses in the left-hand column below)
5. For each measurable listed, ask the following and fill in the appropriate field in the table below:
 - a. Who currently tracks this data? Is it tracked in-house?
 - b. If the data is not currently tracked, who will be responsible for collecting?
 - c. How will the data be tracked and reported?
 - d. Reporting schedule (monthly/ quarterly/annually)

POTENTIAL PERFORMANCE METRICS LIST

- Linear feet of new or reconstructed sidewalks
- Miles of new or restriped on-street bicycle facilities or off-street bicycle facilities installed or repaved
- Number of new or reconstructed curb ramps
- Number of new or repainted crosswalks
- Percent of completed bicycle and pedestrian networks (if municipality has a plan)
- On-time performance of transit vehicles
- Percentage of transit stops with shelters
- Change in crash rates including injuries and fatalities by mode of transportation
- Rate of increase of walking, biking, and transit trips
- Percent of students who walk or bike to school
- Number of policies passed that encourage walking, biking and transit use.
- Increase in walk score
- Compliments or complaints
- Number of exemptions approved
- Number of dollars raised to fund Complete Streets projects

PERFORMANCE MEASURE TRACKING WORKSHEET

What measurables can we use to quantify Complete Streets implementation?	Who currently tracks this data? Is it tracked in-house?	If the data is not currently tracked, who will be responsible for collecting?	How will the data be tracked and reported?	Reporting schedule (monthly/quarterly/annually)

DEVELOPMENT OF AN ACTIVE TRANSPORTATION PLAN

Active transportation plans provide communities with a roadmap for developing bicycle, pedestrian, and transit facilities. Plans should address community concerns around safety and access and provide a recommended network for each mode of transportation. A community with a plan has a better chance of raising money to build projects, and can better advocate for bicycle and pedestrian projects on state and county roads.

There are a variety of different plans that can address transportation needs. A comprehensive overview of these types is included in the Rural Companion to Complete Streets Complete Networks. Work with your steering committee to determine the best approach to planning for your partner community.

A plan can be developed in a variety of ways. These include:

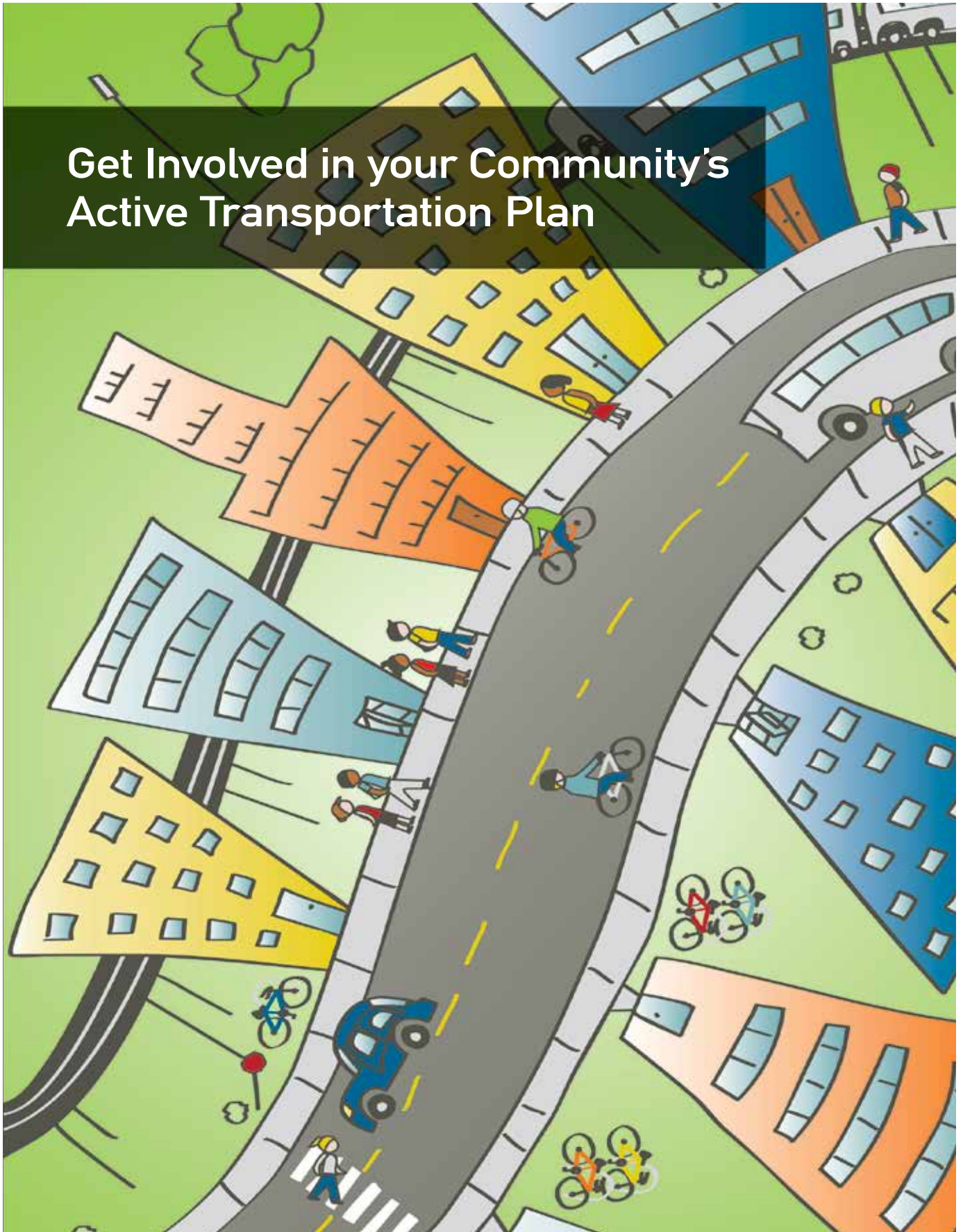
Staff driven: staff planners and engineers lead the process and draft recommendations

Consultant driven: the municipality hires consultant planners and engineers to lead the process and draft the plan with oversight from municipal staff

Other: for communities with limited staff capacity and resources think creatively. Some municipalities have enlisted university students to help develop plans, whereas others have worked with local bicycle advocacy organizations.

Most plans follow a similar process. The goal with any plan should be to engage community members in identifying problems and solutions to design challenges. Read below for more details on the steps involved in creating an active transportation and the elements that should be included.

Get Involved in your Community's Active Transportation Plan



Help plan for active transportation in your community

Bicycling, walking and transit are great ways to get around while getting your daily dose of physical activity. Given the benefits these modes of travel have for the environment and for your pocketbook, it's no surprise that many communities are eager to make active transportation easier and more inviting.

To ensure better options for biking, walking and transit, many communities draw up a comprehensive set of strategies that outline recommendations for new policies, programming and infrastructure.

A key ingredient for any active transportation plan is public involvement. Involvement from engaged community members like you ensures the best possible results.

Creating an active transportation plan

The Active Transportation Alliance (Active Trans) works for walkable communities, reliable transit and convenient biking options throughout Chicagoland. In addition to our advocacy work, we create transportation plans for local municipalities. Here is a brief sketch of the process we use for drawing up an active transportation plan.

STEP 1 Set community priorities

A committee—formed by members of various agencies in your municipality—kicks off the planning process by setting goals to improve walking, biking and transit options in your community. Goals may include retrofitting unsafe infrastructure, reviewing policies that act as active transportation barriers, and making key places like parks, commercial areas and schools more accessible.

STEP 2 Research and analyze

The Active Trans team gathers first-hand information on what it's like to be a pedestrian, cyclist and transit user in your community. We snap pictures and jot notes while analyzing safety, convenience and current use patterns.

STEP 3 Gather input from you!

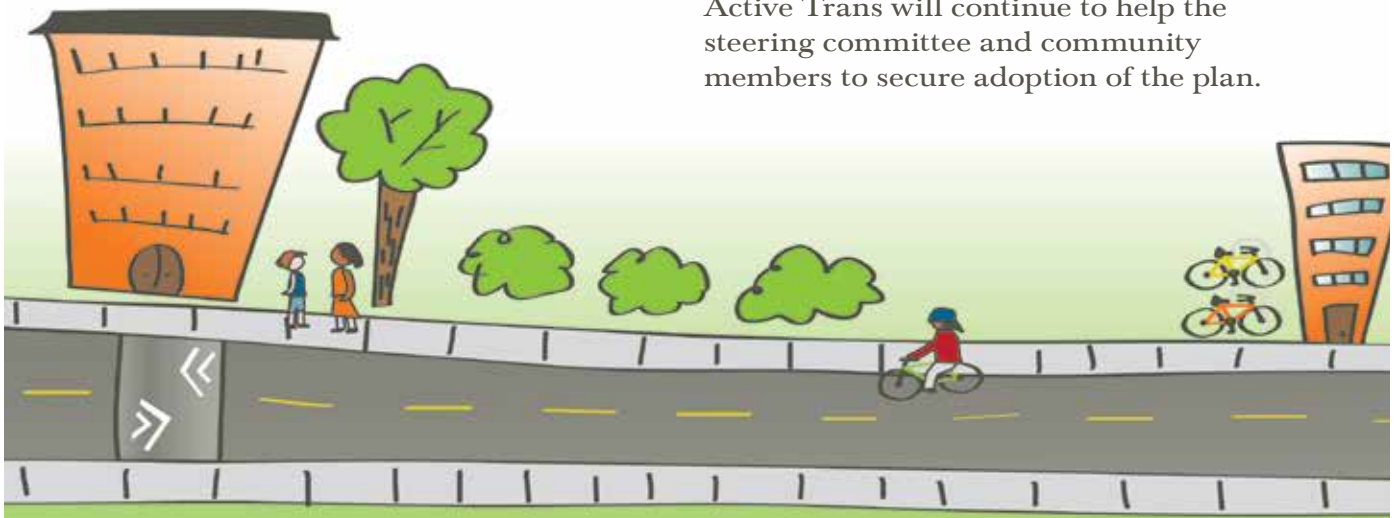
As daily users of the transportation network, your expertise is an essential part of shaping the plan. Through a mapping activity, polling questions, prioritization of key places and dialogue, your input provides crucial information for developing your community's active transportation plan.

STEP 4 Synthesize information

With research now complete, the Active Trans team synthesizes community priorities gathered from the steering committee, fieldwork and public participation.

STEP 5 Adopt and implement plan

Congratulations! Your community now has an active transportation plan. There is still more work that needs to be done. Active Trans will continue to help the steering committee and community members to secure adoption of the plan.



Keep the momentum going

Once your community's plan is adopted, local residents serve as the key ingredient in bringing walking, biking and transit to the forefront of the community.

One of the most important ways to keep the momentum going is for your community to have a strong bicycle and pedestrian task force. The task force monitors implementation of the active transportation plan and builds local support for biking, walking and transit issues.

The task force members can rally support with some of the following strategies.

- Use social media to publicize active transportation issues and goals.
- Hold presentations and discussions at the local coffee shop, library or park.
- Host a community event to celebrate the adoption of the plan.
- Organize encouragement events throughout the year. Here are some examples of effective encouragement events:
 - » **Bike and Dine**
Hold a progressive tour of local restaurants by bike.
 - » **Open Streets**
Open streets to people and close them to cars so the streets become “paved parks” that are inviting to people of all ages, abilities, and social, economic, or ethnic backgrounds.
 - » **Bike to Work Day or Week**
Encourage local employers to participate in local and regional bike to work events.
 - » **Shop by Foot and Bike**
Organize shopping excursions that encourage residents to shop locally.

Questions about active transportation plans

Who is on the steering committee?

The steering committee includes key stakeholders who represent public, private and community interests. These could be municipal officials, school representatives, emergency responders, local business owners, representatives from community-based organizations and every-day road users like you.

Will my recommendations be included in the final plan?

Public participation is considered to be the most valuable component of the plan. Your ideas, with guidance from the steering committee, will help create the final recommendations. If you participate in a mapping exercise at a public meeting or fill out an online survey, we may include your suggestions in the final plan.

Why are policies and programs included in the plan?

Policies and programming are just as important as infrastructure to ensure safe and convenient walking and biking. Plans include comprehensive recommendations for education, enforcement and encouragement, as well as for policies that create safer walking and biking environments. For example, the plan may recommend adopting a complete streets policy that ensures transportation planners and engineers consistently design the entire roadway with all users in mind—including bicyclists, public transportation vehicles and riders, and pedestrians of all ages and abilities.

When can I expect to see changes?

Your community's active transportation plan will include short, medium and long-term recommendations that are based on cost and complexity. Many of the short-term priorities can be accomplished within a year or two of adopting the plan and will gather greater momentum with support from your local bicycle pedestrian task force.

Who can I contact if I have more ideas later?

With this brochure, you will be given contact information for the local bicycle and pedestrian task force, steering committee, as well as contact information for the Active Trans staff.

Additional resources

Learn more about the Active Transportation Alliance

Log onto www.activetrans.org to get more details and get your community started with active living!

Traffic safety information

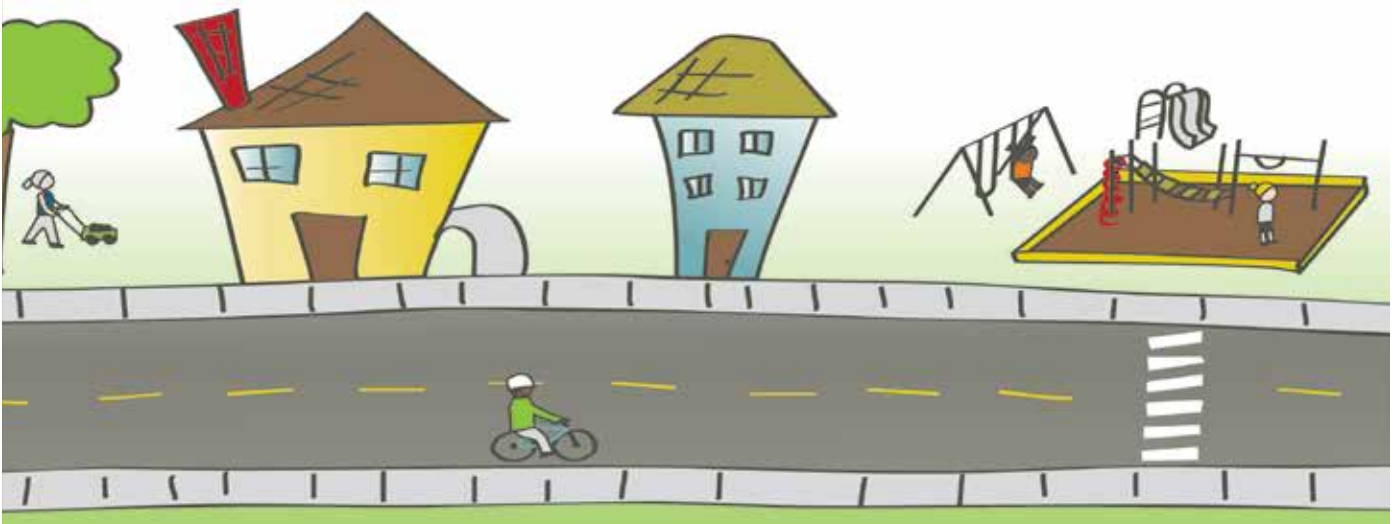
www.cyberdriveillinois.com
Illinois Secretary of State

Interactive bicycling maps

www.dot.state.il.us
Illinois Department of Transportation

Public transportation services

www.rtachicago.com
Regional Transportation Authority



ADD YOUR CONTACT INFORMATION HERE

ILLUSTRATION
Karen Schaschwary

2011, Active Transportation Alliance

FUNDING YOUR COMMUNITY'S PROJECTS

Upon completion of the plan, your community will have a long list of projects to complete. Implementation will not happen overnight and will require funding to complete. Below is a list of resources that fund bicycle, pedestrian, and transit facilities and initiatives.

Use the chart (below) to identify appropriate federal funding sources for your desired project. Each program has a list of eligible and ineligible expenses and requirements. Many sources require that a percentage of local funding be put towards the project, called a local match. Often times, budgeting for a local match is a challenge for communities. Therefore, it's important to address this with your steering committee members and determine an appropriate strategy for allocating matching funds.

FEDERAL FUNDING SOURCES FOR TRANSPORTATION PROJECTS

	Transportation Enhancements (TE)	Congestion Mitigation and Air Quality (CMAQ)	Surface Transportation Program (STP)	Safe Routes to School (SRTS)	Recreational Trails Program (RTP)	Highway Safety Improvement Program (HSIP)	Section 402-State and Community Highway Safety Grant Program
Program Purpose	To foster cultural, historic, aesthetic and environmental aspects of our transportation infrastructure	To improve air quality and reduce traffic congestion in areas that do not meet air quality standards.	To fund state and local road and transit projects.	To enable and encourage children to walk and bike to school through the 5 Es.	To develop and maintain recreational trails and trail related facilities for both non-motorized recreational trail users.	To fund highway infrastructure safety projects aimed at reducing highway fatalities and serious injuries.	To create safety programs aimed at reducing traffic crashes.
Eligible Projects	Bike lanes, paved shoulders, network signage, path/ trail, bike racks on busses, bike parking, trail/ highway intersection improvements, bike storage, sidewalks, crosswalks, signal improvements, curb cuts, helmet promotion, educational materials, and training	All bike/ped infrastructure, active transportation plans, helmet promotion, educational materials, bike/ ped maps, bike/ ped coordinator position, safety/ education position, and training.	All bike/ped infrastructure, active transportation plans, bike/ ped coordinator position, safety/ education position, bike/ ped maps, enforcement campaign, helmet promotion, educational materials, and training.	Bike lanes, paved shoulders, network signage, path/ trail, bike parking, bike/ ped maps, trail/ highway intersection improvements, bike storage, sidewalks, crosswalks, signal improvements, curb cuts, helmet promotion, educational materials, bike/ ped coordinator position, safety/ education position and training	Trails/paths, Trail/Highway intersection improvements, trailheads, educational materials, and training.	Bike lanes, paved shoulders, Trail/Highway intersection improvement, crosswalks, signal improvement, and curb cuts.	Bike/ped maps, Safety/education position, enforcement campaigns, helmet promotion, educational materials, and training.
Key Project Requirements	Must relate to surface transportation	1) Must be spent in non-attainment and maintenance areas. 2) Will be evaluated on air quality emissions.	N/A	Only be spent within 1 ½ miles of a school.	30% spent on non-motorized trail project, 30% for motorized, 40% for diversity of trail use	Must address goals written in State Highway Safety Plan	Must address goals written in State Highway Safety Plan
Application Process	Irregular schedule at call of IL Dept. of Transportation	Generally, an annual call for proposals	Varies	Irregular schedules at call of IDOT	Irregular schedules at call of Illinois Department of Natural Resources	Generally every year there is an update to the Plan at call of IDOT division of Traffic Safety	Generally each summer at call of IDOT division of Traffic Safety
Local Match Required	Typically 20%	Typically 20%	20%	20%	Typically 20%, some 50%	10%	No match required
Who Can Apply	Local Government	Local or state government agency	Local government	Any government entity or non-profit	Any government entity or non-profit	Any government entity or non-profit	Any government entity or non-profit

ADDITIONAL RESOURCES

For Performance Measures:



<http://www.smartgrowthamerica.org/complete-streets/implementation/measuring-performance>

Find your IDOT district office:

<http://www.dot.state.il.us/saferoutes/files//IDOT%20District%20map.pdf>

For a countermeasure cost report:

<http://activetransportationpolicy.org/node/334>



APPENDIX

Complete Streets Policies for Municipalities

TRANSPORTATION AND PUBLIC HEALTH

Transportation has a tremendous impact on human health and the quality of life in every community. With rising obesity rates and increasingly sedentary lifestyles, the public health community is urging more people to get physical activity through active transportation, which means walking, bicycling and using public transit instead of driving private automobiles. Active transportation is the simplest way for people to get the activity they need to boost physical and mental health and to prevent obesity and related conditions like heart disease and diabetes.

When people have safe active transportation options, every trip taken becomes an opportunity for physical activity. But there are many physical and social barriers to walking and

bicycling, which can be grouped into three major categories: long distances, lack of facilities and traffic safety concerns. These barriers are the product of engineering, zoning, land use and urban design trends prevalent in United States transportation systems for the last half century. Eliminating these barriers means changing the way we think about transportation: a more inclusive and equitable approach requires shifting the paradigm from mobility to accessibility. This change begins with local transportation agencies, school districts and the policies that guide them.

The following is one in a series of briefs about a variety of policy initiatives that can be enacted on a local level to promote active transportation and improve public health.

EXECUTIVE SUMMARY

In many communities, the built environment is hostile to active transportation. Barriers related to distance, facilities and traffic safety prevent people from walking and biking, and thus limit their opportunities for healthy physical activity and access to basic resources. Because the built environment is shaped by local transportation policy, municipalities can create more walkable, bikeable communities by adopting local Complete Streets policies.

“Complete Streets policy is a commitment by a municipality to accommodate pedestrians, bicyclists and transit users.”

A Complete Streets policy is a commitment by a municipality to accommodate pedestrians,

bicyclists and transit users in new transportation projects whenever appropriate, including the design of new facilities and the improvement of existing facilities. This means expanding the traditional concept of roadways to include sidewalks

and the entire right of way. Complete Streets policies are effective tools for creating transportation networks that improve access, safety, health, environmental quality and equity to all citizens.



Here is a great example of a complete street: A busy road with buffered sidewalks and bike lanes that still accommodates two lanes for motor vehicles.

PHOTO: completestreets.org

CONTEXT AND IMPORTANCE

Private automobiles have been the most common form of transportation in the United States since the 1960s. One result of this reliance on automobiles is that our roadways are designed to accommodate cars far more than people walking, biking and taking public transit.

Elements of car-centric roadway design include high speed limits and wide lanes to facilitate those speeds. Streets often lack sidewalks, crosswalks, access for people with disabilities and safe areas to bicycle. The result is a roadway system that serves those who drive cars and excludes others—the aging population, the economically disadvantaged and children.

In communities without an accessible sidewalk network, bikeable streets or public transit, the automobile is the linchpin to having a good quality of life. However, nearly 30 percent of

all Americans over age 16—including the elderly, teenagers and those with disabilities—do not drive cars. Their transportation needs must be provided for, as well as their safety. More than 40 percent of bicyclist and pedestrian deaths nationwide occur on streets that have no crosswalks. Nearly 30 percent of pedestrian crashes in Illinois involve child victims.

Car-centric roadway networks are not only dangerous for pedestrians and bicyclists, but they also facilitate an unhealthy sedentary lifestyle for those who drive. Between 1990

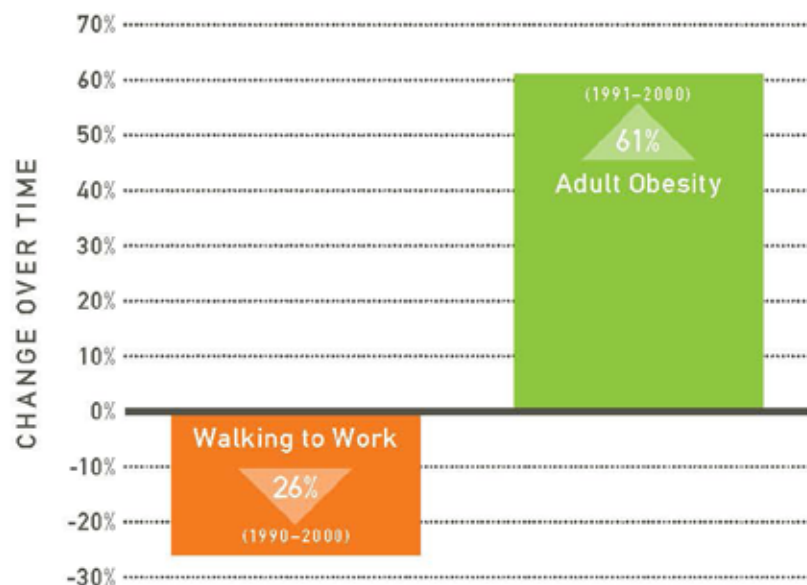


Without a sidewalk, pedestrians must walk in the street with traffic. This is even more dangerous during the winter months.

PHOTO: League of Illinois Bicyclists.

and 2000 the number of adults who walk to work declined by 26 percent; meanwhile adult obesity increased by 61 percent (see table). In 1969 almost 50 percent of children in the U.S. walked or rode bikes to school; in 2009 that number had dropped to 12 percent. Illinois is now ranked 4th in the nation for childhood obesity. The correlation between obesity and sedentary lifestyles is clear. One of the simplest ways for people to get the physical activity they need in order to stay healthy is for them to use active transportation, but in many communities the built environment makes it difficult and dangerous.

These conditions are the result of half a century of design and engineering that prioritizes motor vehicle travel above all other modes. Local transportation agencies have the power to shape our roadway networks, but their goals have been guided by the prominence of the automobile in our everyday lives. Rising concerns about public health merit a change in priorities. The most effective way to institutionalize new ideals is through adoption of a Complete Streets policy by the local legislatures that control and fund transportation agencies.



During the 1990's, active commuting to work declined by 26 percent in the U.S. while adult obesity increased by 61 percent.

SOURCE: Surface Transportation Policy Partnership, *Mean Streets 2000*.

WHAT ARE COMPLETE STREETS?

Complete Streets are designed and operated to enable safe access for all users of the transportation network, regardless of age or ability, providing multiple transportation options in a safe and time-efficient manner. The core principles of Complete Streets are accessibility and connectivity, with a long-term goal of creating a transportation network that anyone in the community can use to reach any destination by whatever travel mode they choose—on foot, bicycle, public transportation or private automobile.

“Complete Streets principles encourage flexibility to meet the context and demands of each situation.”

There are no predefined facilities requirements, but some common attributes of Complete Streets are sidewalks, improved lighting, functional transit shelters and exclusive facilities for bicycles (see photos). Rather than rigid

design standards, Complete Streets principles encourage flexibility to meet the context and demands of each situation. For example, not every street requires a sidewalk in order to be walkable, and some streets with high-quality sidewalks

may still be inhospitable because of intersection design or high vehicle speeds. Complete Streets policy shows a commitment to finding the right solution for all road users in a given environment.

Examples of Complete Street Elements



COUNTDOWN TIMER
Indicates amount of time pedestrians have to cross. Helpful for people with disabilities and seniors. PHOTO: gothamist.com



LIGHTING
Increases personal safety and makes pedestrians more visible to drivers. Indicates high-priority pedestrian areas and supports business districts. PHOTO: www.pedbikeimages.org/Ron Bloomquist



RAISED MEDIAN ISLAND
Provides buffer and protection for pedestrians while crossing wide or busy streets. Adds space for green infrastructure. PHOTO: pedbikeimages.org/Dan Burden



BIKE LANE
Establishes space on road exclusively for bicycle travel. Bicycle lanes are striped and marked with a bicycle symbol and an arrow. PHOTO: Active Transportation Alliance



MARKED CROSSWALK
Uses a visual cue to designate space for pedestrian crossings and alert drivers to priority crossing areas. PHOTO: Active Transportation Alliance



TRANSIT SHELTER
Protects waiting transit users from the elements. Makes bus-transit more appealing and easier to recognize. PHOTO: Green Diary

POLICY RECOMMENDATIONS

As of January 2011, more than 200 jurisdictions in the U.S. have adopted Complete Streets policies or made written commitments to do so. This includes regional policies in Illinois' Cook and Lake Counties, as well as the Illinois Department of Transportation. But nationwide, more than half of the existing Complete Streets policies have been advanced at the municipal level.

Written resolutions are a popular policy strategy, but they are non-binding and only serve as a first step in full adoption of a Complete Streets policy. The most effective way for municipalities to ensure

equity in the development of their local transportation network is to pass an ordinance requiring accommodation of pedestrian, bicycle and transit traffic as well as automobiles in all new construction and retrofit programs. Ordinances should set design standards, establish performance measures, specify limited exceptions, and require the creation of an active transportation plan to guide long-term implementation of Complete Streets. Over time, this policy will allow the built environment to become healthier and more hospitable to active transportation as each project is completed.



Women who walk or bike 30 minutes a day have a lower risk of breast cancer.

SOURCE: American Public Health Association.
PHOTO: www.bikepedimages.org/DanBurden.

DEVELOPMENT AND IMPLEMENTATION

Implementation of a Complete Streets policy is a long-term commitment that brings about improvements based on local needs, at a pace that can be supported by the community's resources. It does not require implementation of rigid designs, but rather requires design flexibility to meet the context and demands of each situation.

Implementation is a multidisciplinary process that includes the following best practices:

• Legislative Resolution

Adopt a resolution that sets goals for network connectivity and specifies accessibility for all user types—pedestrians, bicyclists, transit users and motorists. Also specify that all new projects are put forth in the interest of these goals.

• Legislative Ordinance

Pass a municipal ordinance requiring the local transportation authority to adopt, train and apply design guidelines based on the principles of Complete Streets. Strictly limit the exceptions for following these guidelines and require justification for exceptions.

• Training

Train planners to connect transportation with land use for livability. Train engineers to encourage mode prioritization and context appropriate standards.

• Planning & Funding

Create a non-motorized plan to guide improvements to the local network, help to identify funding sources and boost the prospects of getting them. The planning process must include public engagement and a needs assessment to identify community priorities and context-sensitive solutions.

• Oversight

Establish a reporting system so legislators and community members can monitor transportation agencies' implementation progress. Examine the process by which projects are selected, planned and funded. Ensure that they relate to community priorities and connectivity to the transportation network.



A 30-minute round-trip bicycle commute is associated with better mental health in men.

SOURCE: American Public Health Association.
PHOTO: completestreets.org

As the Complete Streets policies gain popularity nationwide, there are many resources available to assist you in developing a strong, lasting policy that serves the needs of your local community. The Active Transportation Alliance is a member based non-profit organization advocating for better walking, bicycling and transit throughout Chicagoland. For technical assistance with developing policies, implementation strategies, planning and training, please contact us.

RESOURCES

"Get the Facts: Active Transportation Benefitting Health, Safety and Equity," American Public Health Association, 2010; www.apha.org

"Guide to Policy Elements," National Complete Streets Coalition, 2010; <http://www.completestreets.org/changing-policy/policy-elements/>

Highway Statistics 2003, U.S. Department of Transportation, Federal Highway Administration; <http://www.fhwa.dot.gov/policy/ohim/hs03/htm/dlchrt.htm>

National Household Travel Survey, 1969; <http://www.fhwa.dot.gov/ohim/1969/v.pdf>

Traffic fatalities and injuries: The effect of changes in infrastructure and other trends, Noland, R.B., 2002; <http://www.cts.cv.ic.ac.uk/staff/wp22-noland.pdf>

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Land Use and Zoning Regulations for Healthier Communities

TRANSPORTATION AND PUBLIC HEALTH

Transportation has a tremendous impact on human health and the quality of life in every community. With rising obesity rates and increasingly sedentary lifestyles, the public health community is urging more people to get physical activity through active transportation, which means walking, bicycling and using public transit instead of driving private automobiles. Active transportation is the simplest way for people to get the activity they need to boost physical and mental health and to prevent obesity and related conditions like heart disease and diabetes.

When people have safe active transportation options, every trip taken becomes an opportunity for physical activity. But there are many physical and social barriers to walking and

bicycling, which can be grouped into three major categories: long distances, lack of facilities and traffic safety concerns. These barriers are the product of engineering, zoning, land use and urban design trends prevalent in United States transportation systems for the last half century. Eliminating these barriers means changing the way we think about transportation; a more inclusive and equitable approach requires shifting the paradigm from mobility to accessibility. This change begins with local transportation agencies, school districts and the policies that guide them.

The following is one in a series of briefs about a variety of policy initiatives that can be enacted on a local level to promote active transportation and improve public health.

EXECUTIVE SUMMARY

The built environment strongly affects whether people can walk or bicycle safely to their destinations. Private automobiles have been the most common form of transportation in the United States since the 1960s.

One result of this reliance on automobiles is that our communities are designed to accommodate cars far more than people walking, biking and taking public transit. Many communities lack adequate facilities and connectivity to make active transportation a viable option. Public entities bear primary responsibility for building safe and accessible road networks, but private developers must also be held responsible for their part in creating communities that support walking and bicycling.

Zoning, land use and development regulations control private

development in many different ways. Restrictions on where and how property is developed can ensure that developments can be accessed conveniently and safely from the public way on foot or by bike. Examples of accessible development tools include diversifying land uses to reduce travel distances within a community, limitations on the distance of setbacks from the public way, requirement of amenities like bike racks and pedestrian connections to adjacent property, and provisions for preservation of open space. Municipalities using these zoning and land development policies can make their communities



Active transportation is a simple way for people to get the physical activity they need to boost physical and mental health. Development regulations can help create safer transportation options for everyone.

PHOTO: www.pedbikeimages.org/ Dan Bolden

more welcoming to bicyclists, pedestrians and transit riders, thereby promoting health and reducing the impact of obesity and related public health problems.

CRITIQUE OF POLICY OPTIONS

Traditional land use regulations and roadway design can seriously limit the public's opportunities for active transportation. The earliest zoning codes in the 1920s required geographical separation of land uses as a way to protect residents from the harmful aspects of certain industries, such as noxious fumes from factories. Since then, stricter environmental codes have been put forth to protect citizens, but many communities maintain codes that require separation of land uses. This approach to zoning increases distances between people's homes, worksites and the stores where they shop.

Challenges to active transportation also exist within developments themselves. The rising use of private automobiles throughout the 20th century has led to housing and commercial developments that are convenient to navigate by car, but difficult and sometimes dangerous to navigate on foot or by bike. Subdivisions are often laid out

with long, winding streets and cul de sacs that lack connectivity and increase distance barriers.

Municipal regulation of commercial developments often reflects car-centric transportation design. Many municipalities maintain strict local requirements on the minimum number of parking spaces for developments, but do not require amenities like sidewalks for pedestrians to safely reach storefronts. This results in a hostile environment for pedestrians; large parking lots increase distance barriers, and without sidewalks, there is a greater risk of crashes. Bicycle parking is rarely considered in development planning, though it is a major accessibility factor for patrons of businesses.

Private entities are already subject to laws related to environmental impact, resource burdens and how their developments promote or limit the quality of life for citizens during and after construction. Active



When housing developments lack street connectivity, people must walk much further to reach their destinations. Direct street layouts provide a more convenient environment for active transportation.

PHOTO: [www.pedbikeimages.org/Dan Bolden](http://www.pedbikeimages.org/Dan%20Bolden)

transportation clearly has a place within those regulations. Municipalities should evaluate and revise traditional zoning, land use and development regulations to minimize distance barriers, maximize connectivity and facilities to create an overall environment that is more hospitable to walking and bicycling.

POLICY RECOMMENDATIONS

An effective way for a municipality to improve access is by combining new regulations with existing laws. Here are some examples of how zoning and development regulations can promote active transportation:

- Allow for greater integration of land use types, which brings residential areas and commercial areas closer together, thereby decreasing distance barriers for walking and bicycling.
- Give priority to continuous sidewalks adjacent to large developments and require connectivity to building entrances.
- Require a maximum setback distance for building entrances, ensuring shorter trips through parking lots for cyclists and pedestrians.
- Require street connectivity for housing developments in order to improve the directness of routes, again decreasing distance barriers for walking and bicycling.
- Increase flexibility on the required number of car parking spaces in order to limit parking lot size.

- Create minimum standards for bicycle parking accommodations at commercial and workplace destinations.



Requiring developers to include pedestrian facilities, like sidewalks, will make storefronts more accessible to pedestrians and transit users.

PHOTO: www.buffalorisng.com

DEVELOPMENT AND IMPLEMENTATION

There are many ways to foster healthier communities by regulating development. Because there are many types of land use regulations, the steps necessary to implement effective regulation can vary. However, there are some basic measures most communities can follow.

• Identify Problems

To find the right strategies for the community, a needs assessment should be conducted. Use public engagement and analysis of available travel data to answer these questions:

- What are the most important destinations in the community, and how accessible are they for active transportation users?
- What are the main obstacles to active transportation in the community, and how do they relate to facilities, connectivity and distance?
- What neighborhoods or districts are least accessible to community residents?

• Use Context-Sensitive Solutions

Use a comprehensive strategy to resolve problems. For example, installing sidewalks may be a simple solution for major roadways, but it can be a highly charged issue in residential zones. Keep the public engaged throughout the process.

• Start with Overlays, not Overhauls

Rather than re-zoning an entire community, it can be simpler to start with overlay districts in target areas with the greatest need. An overlay district is an area where specialized zoning rules would apply in addition to the existing zoning ordinance. This approach allows a municipality to observe the results and enforceability of new rules without updating its overall zoning code.

• Prioritize Enforcement

New laws are only effective when they are enforced. Train your code enforcement staff and police on the regulations. Educate residents on the new standards and use their feedback to evaluate your success.



Communities can adopt minimum bicycle parking standards within their zoning codes—similar to automobile parking standards.

PHOTO: www.pedbikeimages.org/Dan Bolden

Advancement of land use and development regulations is not a stand-alone method for improving walking and bicycling in a community. The benefits of superb development design cannot be realized without an accessible transportation network for the public to use. The public engagement process is crucial for identifying and addressing each community's unique challenges to creating a healthier environment for walking and bicycling.

RESOURCES

Centers for Disease Control and Prevention; <http://www.cdc.gov>

"Correlates of Walking to School and Implications for Public Policies: Survey Results from Parents of Elementary School Children in Austin, Texas," Xuemei Zhu and Channam Lee; *Journal of Public Health Policy*; 30, 2000: S177-S202

"Get the Facts: Active Transportation Benefitting Health, Safety and Equity," American Public Health Association, 2010; www.apha.org

"Smart Codes: Model Land Development Regulations," American Planning Association, 2003; Planning Advisory Service Report Number 556; <http://www.planning.org/research/smartgrowth/>

"The Trouble with Minimum Parking Requirements," Donald Shoup; *Transportation Research Part A*, Vol. 33A, Nos. 7-8, September/November 1999, pp. 549-574

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COMPLETE STREETS

building and paying for a complete streets network

Complete Streets help people get where they want to go. Whether it's to work, school, the bank, or the grocery store, Complete Streets afford a variety of safe options for people of all ages and abilities and for every mode of travel. The specifics of designing Complete Streets are different for every community. Decisions about design and construction should be based on the context of the roadway, surrounding land uses, impact on safety, and cost.

The core goal of Complete Streets should be to provide a network of safe roadways for all modes of transportation. The roadway network should help people get from point A to point B within their community, obviously, but should also help them reach destinations beyond by connecting to transit stations, regional trail systems, and bicycle, pedestrian, and transit networks in neighboring communities.



PLANNING FOR SUCCESS

Factors to consider when designing a network of Complete Streets include:

- **VARIOUS MODES OF TRAVEL:** People use more than cars alone to get from place to place. Many take transit, walk, or bike. These active transportation modes should not only be accommodated, but should actually be encouraged as the healthiest ways for residents to get around and experience their community. Roadway planners and engineers can use a variety of design tools for improving and encouraging active transportation for everyone.
- **SURROUNDING LAND USES:** Commercial districts, transit stations, schools, and parks will have higher pedestrian traffic volumes than an industrial park, for instance. Roads surrounding these land uses, then, should include sidewalks, crosswalks, safe crossings at intersections, and transit shelters on service routes. Including bicycle facilities and bike racks along roads can help to increase rates of cycling to these locations.
- **CRASHES:** A high rate of vehicle crashes in certain locations often indicates a flaw in the design of the roadway. Areas with high crash rates should be prioritized for improvement, not only to prevent injuries, but also because crashes can deter people from choosing to walk or bike.
- **AUTOMOBILE TRAFFIC VOLUME:** Roads with higher average daily traffic (ADT) counts and high vehicle speeds may require separated facilities for bicyclists, whereas residential roads with low traffic volumes may not require a dedicated bicycle facility. It's also important to consider how higher vehicle speeds contribute to the severity of crashes. High speeds may indicate a need for traffic-calming measures to improve safety for all road users.
- **NUMBER OF LANES & ROADWAY WIDTH:** Some roads may be designed to accommodate a higher number of vehicles at a higher speed than necessary. In these cases, roads may be eligible for reconfiguration to reduce the number or width of traffic lanes to accommodate additional modes of travel.

(Continued on reverse.)

ACTIVE TRANSPORTATION PLANS

Because every community is unique, an active transportation plan can help guide a community's decisions regarding the planning, design, and construction of Complete Streets.

An active transportation plan organizes and prioritizes specific recommendations for efficient and cost-effective ways of accommodating pedestrians, bicyclists, transit users, and motorists as the network is completed.

Communities with transportation plans are also better positioned to compete for federal transportation funding.

SEEKING VALUE

Because every roadway project is unique, it is difficult to put a price tag on Complete Streets.

The total cost of a project depends on the types of materials used, timing of the project, engineering considerations, and environmental considerations, among other factors.

EFFECTIVE BUDGETING

Communities can save money on Complete Streets by implementing the following recommendations:

1) MAXIMIZE OPPORTUNITIES BY LOOKING AT A VARIETY OF PROJECTS. There are Complete Streets solutions for many types of projects. For example, a resurfacing project may present an opportunity to add low-cost facilities, such as painted crosswalks, bicycle lanes, or bike route signage. For larger road reconstruction projects, facilities for pedestrians, cyclists, and transit users should be included in the project from the outset.

2) MAKE IMPROVEMENTS TO A PROJECT AREA SIMULTANEOUSLY, RATHER THAN PIECEMEAL. The best way to keep construction costs low is to avoid retrofits and ensure that all appropriate modes are considered at the outset of a construction project, rather than adding new accommodations later. Communities should strive to plan ahead and do it right the first time.

3) DEVELOP AND USE AN ACTIVE TRANSPORTATION PLAN. An active transportation plan can help guide the facilities that are placed on any road, prevent costly retrofits, and help communities to win federal funds for projects. In communities with no plan, guides such as AASHTO's Green Book and the Manual for Uniform Traffic Control Devices (MUTCD) can guide the types of facilities that serve various modes of transportation.

4) ASSESS ALL PLANNED CONDITIONS. It is equally important to look at any existing plans, such as regional and local comprehensive, development, and transportation plans. The achievement of goals in those plans may impact any projects currently under consideration. By researching planned conditions and designing new projects with these conditions in mind, communities can avoid costly retrofits in the future.

5) SHARE COSTS WITH IDOT. Under The Illinois Department of Transportation (IDOT) Complete Streets policy, communities can have bicycle and pedestrian facilities included in road reconstruction projects on state highways by paying just 20 percent of the cost and taking on maintenance. Communities can plan for the cost share by reviewing IDOT's capital plan, noting roads that are scheduled for reconstruction, determining which roads should include bicycle or pedestrian facilities, and budgeting for those costs as they arise.

6) SHARE COSTS WITH SURROUNDING COMMUNITIES. Communities can create a more cost-effective network by partnering with neighboring communities or Councils of Governments to get bulk rates on materials. For example, multiple communities can partner to purchase bike route signage or thermoplastic for striping crosswalks at a reduced cost.

7) ADOPT A COMPLETE STREETS POLICY THAT DEFINES A PROCESS FOR PROJECT REVIEW AND IMPLEMENTATION. Complete Streets policies can help communities set goals, streamline project review, and ensure that the needs of all people are being met. Complete Streets policies also define exceptions and determine how communities will measure the impact of completed projects over time.

Through long-range planning and mindful scoping of individual projects, communities can design and build Complete Streets with minimal impact on their budgets. Using the principles of Complete Streets is a cost-effective way to produce safer, healthier, more livable communities everywhere.

COMMUNITIES *for* COMPLETE STREETS



ACTIVE
TRANSPORTATION
ALLIANCE

There is a better way

TRANSPORTATION CHOICES ARE A CRUCIAL ISSUE FACING OUR COMMUNITIES TODAY.

The cost of automobile travel is growing, public health discussions are becoming increasingly urgent, and more people associate safer streets with a higher quality of life. These issues are triggering a demand for more affordable, healthier travel options such as walking, biking, and transit. But many roadways lack basic facilities to support safe, active transportation. There is a better way.

Complete Streets are designed to support all modes of transportation, providing a variety of travel choices for people who want them and better safety for those whose choices do not include driving an automobile (e.g., young people, older adults, people with disabilities, and low-income residents).

Communities for Complete Streets is a growing movement of citizen-advocates speaking out and working with local officials throughout our metropolitan area to make all roads Complete Streets. We do this because Complete Streets:

- Provide people with a choice of travel modes
- Help people save money on transportation
- Improve property values
- Help youth stay active by walking or biking to school each day
- Allow older adults to age in place by preserving their mobility
- Improve transportation networks by providing greater access to more destinations

For more information on the Communities for Complete Streets campaign visit activetrans.org/completestreets.

Some Elements of Complete Streets



BIKE LANE

Establishes space on road exclusively for bicycle travel. Bicycle lanes are striped and marked with a bicycle symbol and an arrow.



MARKED CROSSWALK

Uses a visual cue to designate space for pedestrian crossings and alert drivers to priority crossing areas.



TRANSIT SHELTER

Protects waiting transit users from the elements. Makes bus-transit more appealing and easier to recognize.

PHOTO: GREEN DIARY



COUNTDOWN TIMER

Indicates amount of time pedestrians have to cross. Helpful for people with disabilities and seniors.

PHOTO: BOSTHAMIST.COM



LIGHTING

Increases personal safety and makes pedestrians more visible to drivers. Indicates high-priority pedestrian areas and supports business districts.

PHOTO: PEDBIKEIMAGES.ORG (RON BLOOMQUIST)



RAISED MEDIAN ISLAND

Provides buffer and protection for pedestrians while crossing wide or busy streets. Adds space for green infrastructure.

PHOTO: PEDBIKEIMAGES.ORG (DAN BURDEN)



IT'S ABOUT CHOICES

In many communities, our roadways are designed to support motor vehicles, but they lack safe places for people to walk or bike. As a result, people feel forced to bear the financial burden of driving everywhere they go, and those who don't drive are put at risk just getting from Point A to Point B. Complete Streets mean greater accessibility and more choices for people in their everyday lives.

IT'S ABOUT CHILDREN

Safe places to walk and bike are especially important for kids because they need physical activity for healthy development. Health care professionals fear that today's parents will be the first ever to outlive their children due to increases in illnesses like heart disease and diabetes.¹ In 1969, nearly half of American children walked or rode a bike to school each day. As of 2009, that number had dropped to 12 percent.² Complete Streets create a safer environment for children and families to walk or bike to school, to local parks and playgrounds, and to friends' houses.

¹ Olshansky, S., et al. (2005). "A Potential Decline in Life Expectancy in the United States in the 21st Century." *New England Journal of Medicine*, 352(11): 1136-1145.

² Federal Highway Administration. (2009). *National Household Travel Survey*.

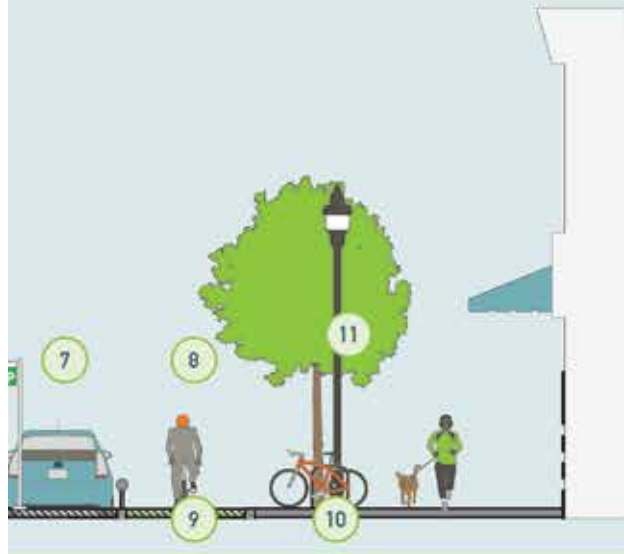
**Take action
and make
your streets
better!**

Give Complete Streets a Voice

Communities for Complete Streets is a campaign to expand the number of Complete Streets in our region. Active Transportation Alliance can help you get Complete Streets in your community. Visit activetrans.org/completestreets for more resources and to connect to fellow advocates for Complete Streets.

Complete Streets at Work

*Footnotes located on back cover.



1. Economic development: A better pedestrian environment encourages more walk-in customers at local businesses.

2. Trees provide a safety buffer between walkers and moving cars, and shade on hot days.

3. Bike lane: Studies show that cyclists obey stops signs more on streets with bike lanes than on streets without them.¹

4. Public Transit users take 30 percent more steps and spend roughly eight more minutes walking each day than drivers.²

5. Raised medians at marked crosswalks have demonstrated a 46 percent reduction in pedestrian crashes.³

6. Narrower vehicle lanes calm traffic, reducing vehicle speeds. A mere 10 mph can impact a pedestrian's chances for crash survival by 40 percent.⁴

7. Street parking also calms traffic and creates a safety buffer between moving cars and the streetscape.

8. A 30-minute round-trip bicycle commute is associated with better mental health in men.⁵

9. Separating bike lanes from traffic can promote safety and encourage more people to try bicycling.

10. Bike rack: Secure bike parking encourages more people to travel and shop by bike.

11. Lighting promotes personal security for people walking or waiting for transit in the evenings.

IT'S ABOUT ACCESS

The Americans with Disabilities Act (ADA) was enacted in 1990 to make it easier for people with disabilities to enjoy the same access the rest of us take for granted. But today, more than 20 years later, most of our roads are still inaccessible. The principles of Complete Streets not only facilitate ADA compliance, but also put forth a number of creative solutions to support people of all ages and abilities in each phase of their daily journeys.

IT JUST MAKES SENSE

Most people would agree that increased traffic congestion, reduced air quality, rising transportation costs, and obesity-related diseases are problems we face as a society. Communities with a connected network of Complete Streets help ease the impacts of these problems on their populations. These communities also protect property values, create a more stable housing market, and reduce household transportation costs, all of which helps support the local economy. In addition, Complete Streets produce healthier residents with a better connection to the neighborhoods they walk through each day, which in turn puts more eyes on the street to keep those neighborhoods safe. Giving voice to the Complete Streets movement allows citizen activists to be an integral part of creating these positive changes in their own communities.

What can you do?

- Reach out to your local officials and express your support for Complete Streets that allow safe access by everyone, regardless of age, ability, or chosen travel mode.
- Find out if your community has a Bicycle and Pedestrian Advisory Committee and get involved. Or, take the first steps toward forming one.
- Contact the Communities for Complete Streets campaign to learn about Complete Streets and to access resources.

What can local government officials do?

- Join more than 300 jurisdictions nationwide that have adopted a Complete Streets policy and made a formal commitment to accommodate all road users in future roadway projects.
- Establish long- and short-term goals for the local streets network. Compile them into an active transportation plan that will guide progress and help win grant funding for projects.
- Incorporate new roadway design standards and national best practices.

Busting the Myths About Complete Streets

MYTH #1

There is no need for sidewalks or bike lanes because “everyone drives.”

TRUTH

One-third of Americans don't drive automobiles. This includes older adults, youth under 16, people with disabilities, and people with low incomes. People using alternative forms of transportation (by choice or out of necessity) get more physical activity and improve their chances for longer, healthier lives. They're also saving money, improving air quality, and reducing traffic congestion.

MYTH #2

Active transportation facilities add large costs to roadway projects.

TRUTH

When community officials plan ahead, Complete Streets improvements can be made at low cost, and there is a wide variety of ways to make streets safer for walking and biking. Planners and engineers have the skills and tools to create better streets. Organized support from residents is the best way to empower them.



**ACTIVE TRANSPORTATION
ALLIANCE**

Footnotes: Complete Streets at Work Diagram

¹Hunter, W., et al. (1998). Bicycle Lanes Versus Wide Curb Lanes. Operational and Safety Findings and Countermeasure Recommendations. Federal Highway Administration, Washington, DC: U.S. Department of Transportation.

²Edwards, R. (2008). Public Transit, Obesity, and Medical Costs: Assessing the Magnitudes. *Preventive Medicine*, 46(1), 14-21. January, 2008.

³Lindley, J. (2008). Guidance Memorandum on Consideration and Implementation of Proven Safety Countermeasures. Federal Highway Administration, Washington, DC: U.S. Department of Transportation.

⁴Federal Highway Administration (2002). Pedestrian Facilities Users Guide. Providing Safety and Mobility. http://dnruiiia.harc.unc.edu/cms/downloads/PedFacility_UserGuide2002.pdf

⁵Ohla, M., et al. 2007. Effect of the physical activities in leisure time and commuting to work on mental health. *Journal of Occupational Health*, 49, 44-52.

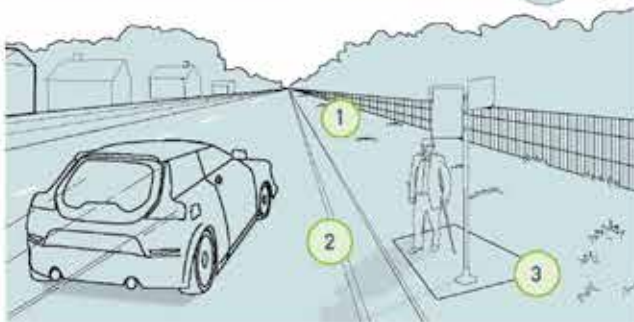
COMPLETE STREETS

benefit older adults & people with disabilities

Complete Streets ensure that all people can get around, regardless of age or ability. However, gaps in transit service, missing sidewalks, and incomplete intersections all limit the mobility of seniors and people with disabilities. Roadways are often not designed to accommodate older adults.



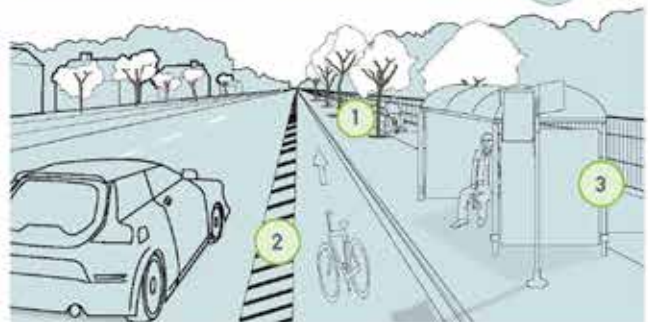
Incomplete Street



Among adults over 50:

1. 40% believe their neighborhood lacks adequate sidewalks.
2. 55% have inadequate places to bike.
3. 48% have no comfortable place to wait for the bus.

Complete Street



Positive improvements:

1. Sidewalks provide more people with access to transit and local businesses.
2. Bike lanes provide a more comfortable place for cyclists of all ages.
3. Shade & shelter at transit stops vastly improves the transit experience for those with health or mobility challenges.

CHALLENGING ROUTES

Roadways and transit systems are often inaccessible, confusing, and dangerous for people with disabilities:

- Visually impaired pedestrians wait three times longer to cross the street and make many more dangerous crossings than pedestrians with no visual impairments.¹
- Even with reliable bus service within a few blocks of home, many seniors and people with disabilities cannot reach it because local streets lack accessible curb ramps and sidewalks.



Seniors and people with disabilities need neighborhoods with sidewalks and safe crossings to support their basic mobility.

PHOTO: DAN BURDEN

NON-DRIVERS FACE HURDLES

The lack of safe roadways forces many seniors to either leave their communities or live in isolation:

- Seniors who do not drive make 65 percent fewer trips to visit family, see friends, or go to church; many report they do not like to ask for rides.²
- More than 50 percent of seniors who do not drive stay home due to a lack of transportation options.³



As people age, walkability and accessibility to transit increasingly influence on their housing options and their ability to age in place.

PHOTO: DAN BURDEN

COMPLETE STREETS CAN HELP

Complete Streets keep older adults active and help them age in place:

- More than half of seniors who report an inhospitable walking, bicycling, and transit environment outside their homes would walk, bike, and take transit more if those problems were fixed.⁴
- Eight out of 10 of older adults consider using public transportation a better option than driving alone.⁵

Complete Streets are accessible to people with disabilities and encourage mobility:

- Roughly 9 percent of people with disabilities under age 25, 14 percent of those age 25 to 64, and 32 percent of those 65 or older have mobility problems. The most frequent reasons reported for those problems are having no car, having no or limited transportation, and having no one on whom to depend.⁶
- Roughly 14 percent of people with disabilities age 25 to 64 and 7 percent of those 65 or older says that they don't want to ask for help; a somewhat smaller percentage of these people reported that their equipment doesn't fit transportation or their disability makes it hard to use.⁷

Get involved



ACTIVE TRANSPORTATION
ALLIANCE

Providing Complete Streets and accessible transit systems will ensure that no member of the community is left in unwanted isolation and everyone is able to thrive. Join Communities for Complete Streets and visit activetrans.org/completestreets for more resources and to connect with fellow advocates.

² Ashmead, D. H., et al. (2005). "Street Crossing by Sighted and Blind Pedestrians at a Modern Roundabout." *Journal of Transportation Engineering*, 131(11), 812-821.

³ Surface Transportation Policy Project. (2006). *Aging Americans: Stranded Without Options*.

⁴ Pucher, John, and Lewis Dijkstra. (2003). "Promoting Safe Walking and Cycling to Improve Public Health: Lessons from the Netherlands and Germany." *American Journal of Public Health*, 93(9).

⁵ Lynott, Jana. (2009).

⁶ American Public Transportation Association. (2005). *The Attitudes of Older Americans Toward Mobility and Transportation*. Retrieved from http://www.apta.com/mediacenter/pressreleases/2005/Documents/051206harris_interactive.pdf

⁷ U.S. Bureau of Transportation Statistics. (2003). *Transportation Availability and Use Study for Persons with Disabilities*. Washington, DC: Author.

⁸ Ibid.

COMPLETE STREETS

benefit public & environmental health

Most of us know that the growing number of cars and trucks on the road takes a toll on our environment. But did you know that this trend also takes a heavy toll on our health? Increased traffic means that more people are spending more time in their cars, and less time getting the exercise they need. In walkable, bikable communities, every trip taken is an opportunity for physical activity. Every time a person chooses active travel instead of driving, they are helping to curtail traffic congestion and pollution. Complete Streets benefit both public and environmental health by decreasing the number of vehicle miles driven and encouraging more people to choose active forms of transportation.



28%

of all trips are one mile or less, yet 65% of these trips are made by automobile,⁵ largely because incomplete streets make people feel unsafe.



Americans choose to drive, even for very short trips.

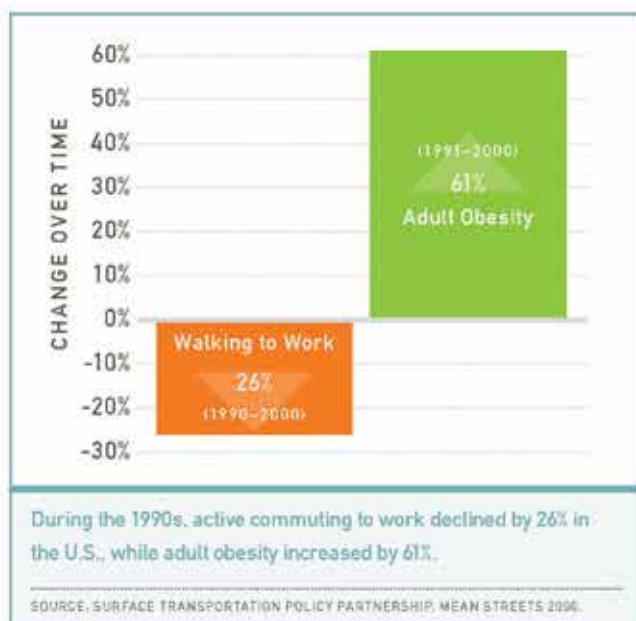
This is often because local streets aren't safe enough for healthy, environmentally friendly travel like walking or biking. Complete streets help to make the healthier choice the easier choice.



ENVIRONMENT & PUBLIC HEALTH

Incomplete streets take a toll on the environment and people's health. Driving increases vehicle emissions.

- Between 30 and 45 percent of Americans live in areas impacted by traffic-related air pollution. Evidence shows pollution from car exhaust causes asthma attacks in children, and can lead to cardiovascular disease and premature death.⁸
- A single person, who replaces a 20-mile round-trip car commute with public transit can reduce his annual CO₂ emissions by 4,800 pounds per year, equal to a 10 percent reduction in all greenhouse gases produced by an average two-adult, two-car household.⁶
- Newer, more efficient fuels and 'clean' vehicles won't be enough to offset the anticipated 59 percent increase in driving between now and 2030.⁷



INCOMPLETE STREETS & HEALTH

Illinois is experiencing a growing obesity problem.

- The number of overweight or obese Illinoisans has increased 80 percent in the last 15 years.¹
- More than 27 percent of adults and 20 percent of children in Illinois are overweight or obese.²

Americans are leading more sedentary lifestyles.

- Fifty-five percent of adults do not meet the minimum recommended physical activity.³
- Twenty-five percent of adults report being completely inactive.⁴

WHAT CAN BE DONE?

Increased walking, biking, and transit reduce vehicle emissions.

- When the Village of Mount Prospect, Illinois completes all recommendations in its bike plan, two percent of all trips taken per day will be on bike, and the community will travel 13,000 fewer miles by vehicle per day, resulting in 117,096 fewer kilograms of greenhouse gas emissions.⁹
- In 1993, Boulder, Colorado, constructed a comprehensive transit network. Following completion, the number of transit trips grew by 500 percent, resulting in 500,000 fewer pounds of annual CO₂ emissions.¹⁰

And improve community health...

- Residents who have access to sidewalks are 65 percent more likely to walk than those who do not.¹¹
- Nearly one-third of transit users meet the daily physical activity guidance recommended by the U.S. Surgeon General.¹²
- Public transit users take 30 percent more steps and spend roughly eight more minutes walking each day than drivers.¹³

...but roads must be designed to safely accommodate walking, biking, and transit use.



Get involved

Supporting Complete Streets means better to public health and a healthier environment. Get involved to give people in your community the ability to choose healthier, more environmentally responsible transportation. Join Communities for Complete Streets and visit activetrans.org/completestreets for more resources and to connect with fellow advocates.

¹ Levi, Jeffrey, et al. (2011). *F as in Fat: How Obesity Threatens America's Future*. Washington, DC: Trust for America's Health. Retrieved from <http://healthyamericans.org/assets/files/TFAH2011FatInFat10.pdf>

² Ibid.

³ U.S. Department of Health and Human Services. (2000). *Healthy People 2010*. 2nd edition. Washington, DC: U.S. Government Printing Office.

⁴ Ibid.

⁵ Federal Highway Administration. (2001). *National Personal Transportation Survey*. Washington, U.S. Department of Transportation. Retrieved from <http://nhts.ornl.gov/download.shtml#2001>

⁶ Davis, Todd and Monica Hale. (2007). *Public Transportation's Contribution to U.S. Greenhouse Gas Reduction*. McLean, VA: American Public Transportation Association. Retrieved from http://www.apta.com/resources/reportsandpublications/Documents/climate_change.pdf

⁷ Ewing, Reid. (2007). *Growing Cooler: The Evidence on Urban Development and Climate*

⁸ Ibid.

⁹ Health Effects Institute (2010). *Traffic-Related Air Pollution: A Critical Review of the Literature on Emissions, Exposure, and Health Effects*. Retrieved from <http://pubs.healtheffects.org/view.php?id=334>

¹⁰ Active Transportation Alliance and Sam Schwartz Engineering. (2011). *Mount Prospect Bicycle Plan*. Retrieved from <http://www.mountprospect.org/Modules/ShowDocument.aspx?documentid=1924>

¹¹ Giles-Corti, B. and R. J. Donovan. (2002). "The relative influence of individual, social, and physical environment determinants of physical activity." *Social Science & Medicine*. 54: 1793-1812.

¹² Besser, L. M. and A. L. Dannenberg. (2005). "Walking to public transit stops to help meet physical activity recommendations." *American Journal of Preventive Medicine*. 29(4): 273-280.

¹³ Edwards, R. 2008. *Public Transit, Obesity and Medical Costs: Assessing the Magnitudes*. *Preventive Medicine*. 46(1): 14-21. January 2008.

COMPLETE STREETS

help youth stay active

Complete Streets create a safe environment for children to walk and bike to school. However, many roads today are incomplete, resulting in a decrease in children's daily physical activity. This has, in part, led to a rise in childhood obesity and other health-related concerns.



*Of parents surveyed,
their worries involve:*



Heavy traffic
along route:
51.3%



Intersection
safety:
38.2%



Traffic speed
along route:
53.7%



Travel distance
of route:
67%

Improvements in the above factors would change parents' decisions and allow their children to walk or bike to school.¹ (Those polled were allowed to choose more than one.)



BATTLING INACTIVITY & OBESITY

Fewer children are biking and walking to school than ever

- In 1969, almost 50 percent of children traveled to school on foot or by bike.
- By 2009, only 13 percent did.²

Decreased physical activity has contributed to obesity in children:

- For the first time in history, a generation of American children will likely live shorter lives than their parents.³
- Illinois has the fourth highest childhood obesity rate in the nation.
- Over 20 percent of Illinois children are obese or overweight.⁴
- Twenty-three percent of kids in the U.S. get less than 60 minutes of physical activity per week.
- Forty-four percent of kids in the U.S. don't attend a physical education class in an average week.⁵

SAFETY CONCERNS

Walking and biking is a great way to improve health, but roads are often not safe for kids:

- In the Chicago region, 7,583 children under the age of 14 were struck by motor vehicles while out walking or biking from 2006 to 2010.⁶
- Over 15,000 Illinois students are bused to school due to hazardous conditions.⁷

GIVING PARENTS CONFIDENCE

Creating safe places to walk and bike will enable children to have an active and healthy lifestyle:

- In South Carolina, fifth-grade students who walk to school five days a week had 24 additional minutes of moderate-to-vigorous physical activity per day than those who walked fewer than five days or traveled by car.⁸
- Teens who walk or bike to school watch less TV and are less likely to smoke.⁹

Regular walking and biking ensures that children are getting daily physical activity.

- A one-half mile walk to and from school gives a child 20 minutes of physical activity per day.



In 1969, 48% of children walked and biked to school. Fifty years later, that number has fallen to 13%.



Get involved

Supporting Complete Streets means creating an environment where children get the physical activity they need to stay healthy. Get involved to help your children lead safer, healthier lives. Join Communities for Complete Streets and visit activetrans.org/completestreets for more resources and to connect with fellow advocates.

¹ Zhou, Huiqiao, et al. (2009). "Identifying Factors Affecting the Number of Students Walking or Biking to School." Institute of Transportation Engineers Journal, 79(10).

² Federal Highway Administration. (2009). National Household Travel Survey. Washington, DC: U.S. Department of Transportation.

³ Oshansky, S., et al. (2005). "A Potential Decline in Life Expectancy in the United States in the 21st Century." New England Journal of Medicine, 352(11): 1138–1145.

⁴ Levi, Jeffrey, et al. (2011). Fat as Fat: How Obesity Threatens America's Future. Trust for America's Health. Retrieved from <http://healthyamericans.org/assets/files/TFAH2011FatIsFat13.pdf>

⁵ Centers for Disease Control and Prevention. (2009). Youth Risk Behavior Surveillance—United States, 2009. Washington, DC: U.S. Department of Health and Human Services.

⁶ Illinois Department of Transportation. (2010). City and County Crash Summaries webpage. Retrieved from www.idot.gov/trafficsafety/summaries.html

⁷ Helphand, Ben, et al. (2007). School Safety Busing: Serious Safety Hazards in Cook County, 1980–2006. Chicago: Center for Neighborhood Technology. Retrieved from <http://www.cnt.org/repository/Hazard-Busing-Report.pdf>

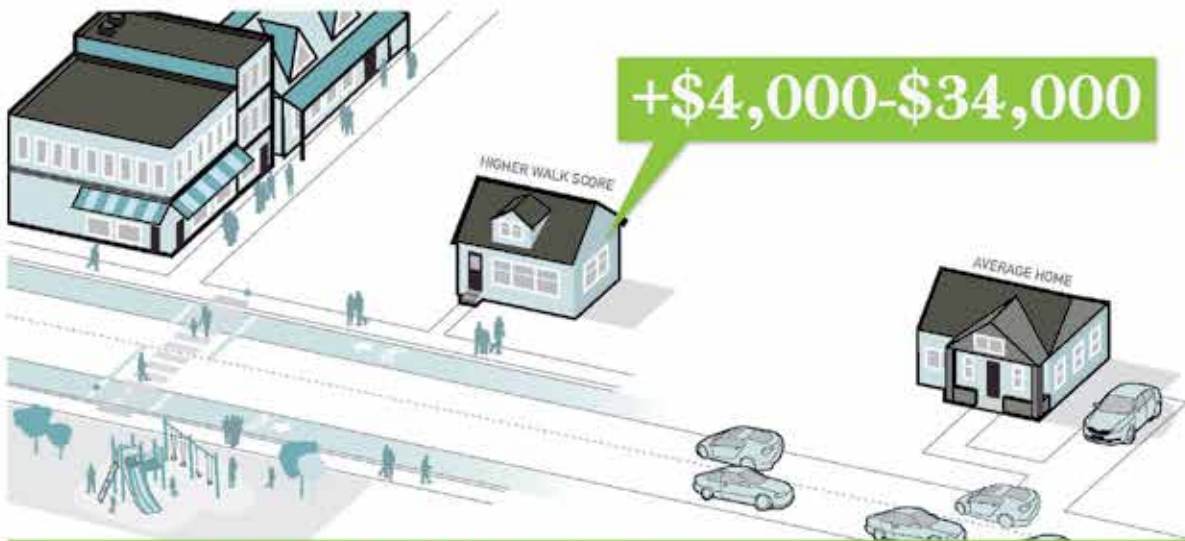
⁸ Strad, John R., et al. (2005). "Physical Activity and Active Commuting to Elementary School." Medicine & Science in Sports & Exercise, 37(12): 2062–2069.

⁹ Landsberg, B., et al. (2008). "Associations Between Active Commuting to School, Fat Mass, and Lifestyle Factors in Adolescents: The Kiel Obesity Prevention Study (KOPS)." European Journal of Clinical Nutrition, 62(6): 739–747.

COMPLETE STREETS

make economic sense

Complete Streets contribute to economic growth and stability. People want to live and work in healthier, walkable, bikeable communities. Complete Streets appeal to that demand and, as a result, they benefit the local economy by creating more consumer spending, boosting the real estate market, and supporting efforts at economic development.



Homes in neighborhoods with high Walk Scores sell for \$4,000 to \$34,000 more than the average home.⁶



BENEFITS TO INDIVIDUALS

Complete Streets give individuals the freedom to choose between multiple types of transportation. When people choose more cost-effective travel modes, they have more money to spend in the local economy.

- Wisconsin public transit users save nearly \$7 per trip when compared to drivers. These individual savings have resulted in enough additional investments in the local economy to create 11,671 new jobs, \$163.3 million in tax revenue, and \$1.1 billion in total output.¹
- Vehicle-dependent households devote 20% more income to transportation than households in communities with Complete Streets.²
- A two-person adult household that uses public transportation saves an average of \$6,251 annually compared to a household with two cars that uses no public transportation.³



RAISING PROPERTY VALUES

Communities with Complete Streets have stronger real estate markets. Homes located near bicycle, pedestrian, and transit facilities are worth more and maintain their value:

- Chicago-area homes located within one-half mile of a Metra station sell for \$36,000 more on average than homes that are not within walking distance of a Metra station.⁴
- In Indianapolis, a house located within one-half mile of the Monon Trail sold for 11 percent more than an identical house one-half mile further away.⁵
- Homes in neighborhoods with high Walk Scores sell for \$4,000 to \$34,000 more than the average home.⁶



ECONOMIC DEVELOPMENT

Complete Streets stimulate the local economy. They help communities attract large employers and employees:

- In Washington, D.C., the addition of new patterned sidewalks, streamlined public parking, and new traffic signals helped a business district to attract 44 new businesses and 200 new jobs. Sales, employees, and pedestrians have more than tripled since the project was completed.⁷
- In Pittsburgh, 30 percent of employers responded that transportation was the number one barrier to hiring and retaining qualified workers.⁸



Get involved

Supporting Complete Streets makes economic sense. Get involved to help support individuals, the housing market, and local businesses. Join Communities for Complete Streets and visit activetrans.org/completestreets for more resources and to connect with fellow advocates.

¹ Bekka, Khalid. (2003). Socio-Economic Benefits of Public Transit. Wisconsin Department of Transportation. Retrieved from <http://wisdotresearch.wi.gov/wp-content/uploads/03-07transitsector-f1.pdf>

² McCann, Barbara. (2000). Driven to Spend: Sprawl and Household Transportation Expenses. Surface Transportation Policy Project, Center for Neighborhood Technology. Retrieved from <http://www.transact.org/report.asp?id=34>

³ Lipman, Barbara. (2006). A Heavy Load: The Combined Housing and Transportation Burdens of Working Families. Center for Housing Policy.

⁴ American Public Transportation Association. (2001). Public Transportation Means Business. Retrieved from http://www.apta.com/resources/reportsandpublications/Documents/brochure_transit_means_business.pdf

⁵ Lindsey, G., et al. (2006). "Property Values, Recreation Values, and Urban Greenways." Journal of Park and Recreation Administration, 22(3), 69-99.

⁶ Cortright, Joe. (2009). How Walkability Raises Home Values in U.S. Cities. Chicago: CEOs for Cities. Retrieved from <http://documents.scribd.com/s3.amazonaws.com/docs/bnp4mimm81hufdk.pdf?i=1333050594>

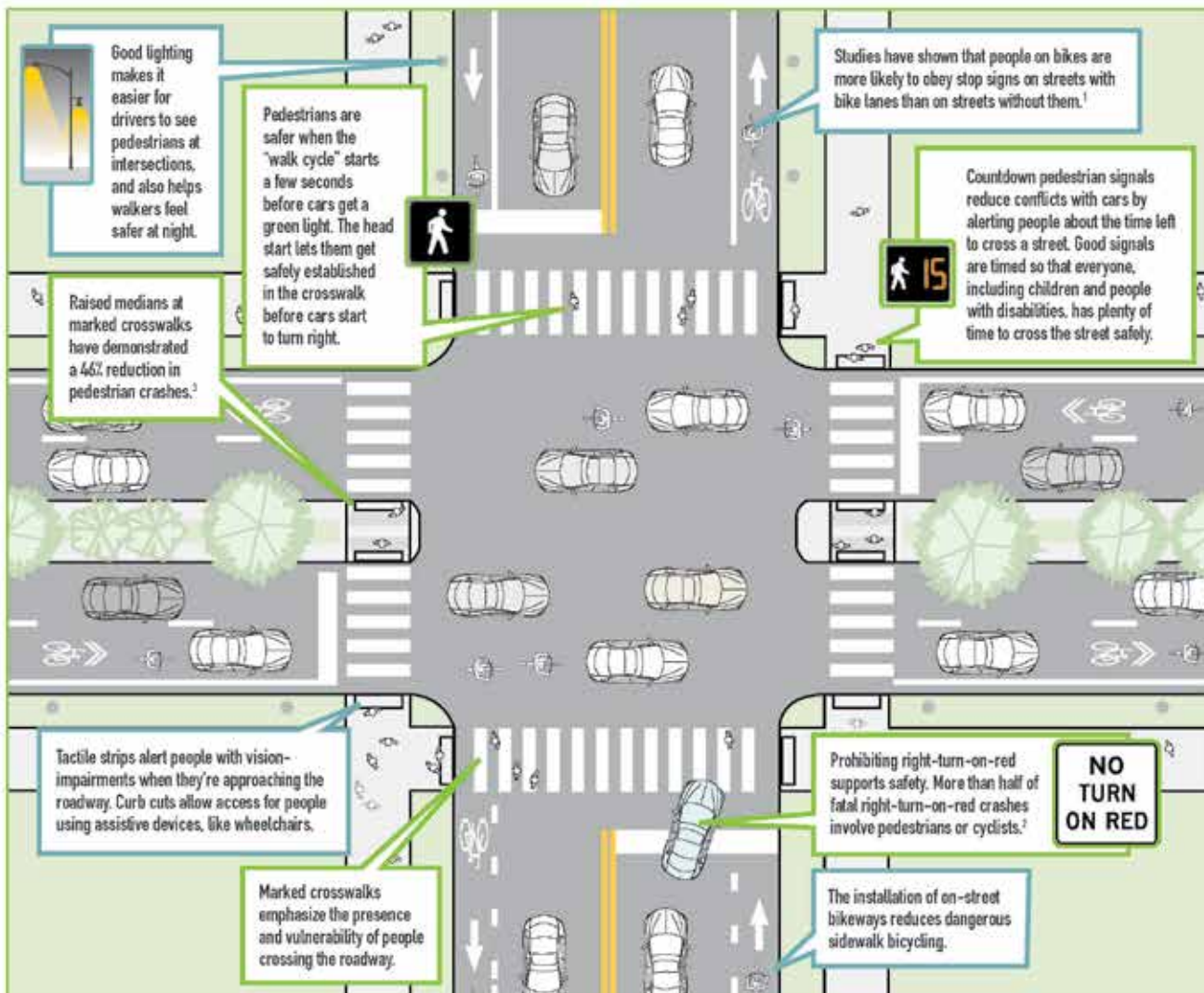
⁷ National Complete Streets Coalition. In.d.l. Complete Streets Spark Economic Revitalization. Retrieved from <http://www.completestreets.org/webdocs/factsheets/cs-revitalize.pdf>

⁸ Airport Corridor Transportation Association. (2006). Study of Improved Shared Ride Transportation Services to the Robinson/North Fayette Employment Center. Retrieved from http://www.acta-pgh.org/mu_upload/Final_Report_102604.pdf

COMPLETE STREETS

make roads safer for everyone

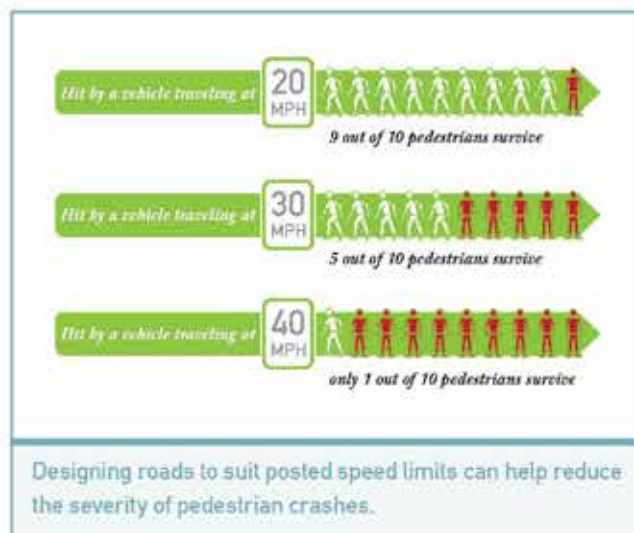
For a number of reasons, many people feel safer in cars than they do out walking or biking, and this discourages them from choosing active transportation. If cars are moving too fast, or if there is a lack of basic infrastructure to support bicycling and walking, people will choose to drive. Those who do not have a car may simply choose to stay home, or may be forced to make unsafe choices to reach their destination. Complete Streets can provide a safer environment by preventing speeding and by giving people safe places to walk and bike.



¹Hunter, W., et al. (1998). Bicycle Lanes Versus Wide Curb Lanes: Operational and Safety Findings and Countermeasure Recommendations. Federal Highway Administration, Washington, DC. U.S. Department of Transportation. Retrieved from <http://www.fhwa.dot.gov/publications/research/safety/pedbike99035/index.cfm>

²Traffic Safety Facts Banner Number 86, 1995 National Highway Traffic Safety Administration - US Department of Transportation <http://www.nhtsa.gov/About+NHTSA/Traffic+Techs/current/ci.The+Safety+Impact+of+Right+Turn+on+Red+Report+to+Congress.pdf>

³Lindley, J. (2008). Guidance Memorandum on Consideration and Implementation of Proven Safety Countermeasures. Federal Highway Administration, Washington, DC. U.S. Department of Transportation.



ROADWAY DESIGNS & SAFETY

Roadway design can influence pedestrian, bicyclist, and driver behavior. Some roadway designs encourage unsafe behavior:

- Wide vehicle lanes can encourage drivers to travel at higher speeds than the marked speed limit.
- A lack of bike lanes may encourage bicyclists to ride on the wrong side of the street.
- Long distances between blocks may encourage pedestrians to cross mid-block, without a crosswalk.

Some roadway designs encourage safe behavior:

- Bump-outs at intersections slow drivers down and make pedestrians more visible.
- Bike lanes can encourage cyclists to ride on the street, in the proper direction.

THE IMPACT OF CRASHES

Crashes impact all of Chicagoland:

- In 2010, there were an average of 533 crashes per day throughout Chicagoland.¹
- On average, the region had one fatal crash per day, and an average of 18 people were severely injured in crashes each day.

For pedestrians and cyclists, a crash involving a vehicle can be devastating.

- In 2010, pedestrians and bicyclists were involved in about four percent of all regional crashes.
- In 2010, 74 percent of vehicle crashes involving a cyclist or pedestrian resulted in injury or death.²

A COMPLETE SOLUTION

Complete Streets can help to calm traffic, reduce speeds, decrease fatalities, and reduce severity of injuries in crashes:

- Raised medians give pedestrians a place to stop when crossing multiple lane roads. Pedestrians are six times more likely to be involved in a crash when crossing a busy road without a raised median.³ Raised medians at marked crosswalks have demonstrated a 46 percent reduction in pedestrian crashes. At unmarked crosswalks, pedestrian crashes have been reduced by 39 percent.⁴
- On streets with bike lanes, 81 percent of cyclists obeyed stop signs versus 55 percent on streets without bike lanes.⁵
- In Cambridge, Massachusetts, sidewalk bicycling was cut in half after the installation of bicycle lanes on Massachusetts Avenue in Central Square.⁶

Get involved



Complete Streets are designed to make people feel safe and make safer choices in traffic and encourage more people to use active transportation and increase driver awareness of pedestrians and bicyclists, which makes a safer environment for everyone. Get involved today for a better tomorrow. Join Communities for Complete Streets and visit activetrans.org/completestreets for more resources and to connect with fellow advocates.

¹ Illinois Department of Transportation. (2010). City and County Crash Summaries webpage. Retrieved from www.idot.gov/traffic/safety/summaries.html

² Ibid.

³ Pedestrian and Bicycle Information Center. (2008). PBIC Case Study: Quantifying Countermeasure Effectiveness—Orlando, FL.

⁴ Lindley, J. (2008). Guidance Memorandum on Consideration and Implementation of Proven Safety Countermeasures. Federal Highway Administration. Washington, DC: U.S. Department of Transportation.

⁵ Hunter, W., et al. (1998). Bicycle Lanes Versus Wide Curb Lanes: Operational and Safety Findings and Countermeasure Recommendations. Federal Highway Administration. Washington, DC: U.S. Department of Transportation. Retrieved from <http://www.fhwa.dot.gov/publications/research/safety/pedbike/99035/index.cfm>

⁶ City of Cambridge, MA. (n.d.). Safety Benefits of Bike Lanes. Retrieved from http://www2.cambridgema.gov/~cdd/et/bike/bike_safety.html

⁷ Jacobsen, P. L., et al. (2009). "Who Owns the Roads? How Motorized Traffic Discourages Walking and Bicycling." *Injury Prevention*, 15, 369–373.

