Implementing Complete Streets

Getting from here...

...to there!

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...to there!

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From policy to practice

Effective implementation means:
1. Organize implementation activities
2. Restructure processes, procedures, policies, plans, and programs
3. Rewrite or update design guidance
4. Offer educational opportunities to transportation staff, community leaders, and the general public
5. Create new performance measures
1. Organize implementation

Committee or person to “guide” activities, ensure accountability
   External or internal; new or new responsibilities

Implementation committees

Bring together different departments (buy-in)
Clear coordination and accountability
Need appropriate level of staff
   • High-level: authority, demonstrate commitment, but delegates work
   • Mid-level: more familiar with projects and stakeholders, but doesn’t have authority
Share work in identifying gaps and fixing them
Multi-disciplinary review of exceptions

Implementation committees (cont)

Internal stakeholders:
   • Engineering/PW
   • Transportation planners, land use planners
   • Transit agency
   • ADA compliance
   • Parks, recreation, trails
   • Economic development
   • Public health

Implementation committees (cont)

Internal: Easier to manage expectations, achieve goals
External: Builds stronger community and political will

   • State/MPO/other staff
   • Bike-walk advocates
   • Disability advocates
   • Older adult organization
   • Realtors & developers
   • YMCA/health promotion
   • Enviro: Sierra Club
   • Smart Growth groups
   • Churches/faith-based
   • Neighborhood orgs

1. Organize Implementation

Committee or person to “guide” activities, ensure accountability
   External or internal; new or new responsibilities

Benchmarking audit
   Checklists, design trees, procedures, plans, processes, code/ordinances, design guidance, performance measures

1. Organize Implementation

Committee or person to “guide” activities, ensure accountability
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Benchmarking audit
   Checklists, design trees, procedures, plans, processes, code/ordinances, design guidance, performance measures currently used

Develop a plan
Implementation plans

Best practices:
- List of documents, policies, procedures needing update
- Timeline for action
- Assign responsibilities to people/positions/departments

Clear path forward
Measure internal changes as well as built projects
Communication tool
Implementation plan: Caltrans

2. Process & procedure change
Update documents to comply with CS manuals, RFPs, plans, regulations, codes, project scope

Modify process, procedures, and documents

Holistic project-development process

Existing and future conditions
1. Define land use context
2. Define transportation context

Goals and objectives
3. Identify deficiencies
4. Describe future objectives

Decision-making
5. Define street type and initial cross-section
6. Describe trade-offs and select cross-section

Change project procedures
• Planning
• Programming
• Scoping
• Design
• Construction
• Maintenance*
• Operations*
• Capital projects
• New, retrofit, reconstruction
• Repair, resurfacing, restoration, rehabilitation
• Bridges

*More opportunities than with CIP/TIP projects!
Modify procedural documents

- Checklists
  - Street manuals, signals, streetscaping, ADA, development reviews, etc.
- Decision trees
- Design vehicle
- Standard operating procedures
- Project development forms

Complete Streets prioritization

- Use same budget, but better
- Clear and transparent decisions
  - Stakeholder input on criteria
- Align with larger community goals, not just "mobility"
- Award points multimodal projects, projects that fill gaps in walking, biking networks
- Prioritize for submission to TIP
- Review projects already in list to ensure they match current needs

2. Process & procedure change

Update documents to comply with CS manuals, RFPs, plans, regulations, codes, project scope
Modify process, procedures, and documents
Prioritize projects that achieve CS goals

Clarify exceptions process, accountability
Implementation committee can help!

2. Process & procedure change

Update documents to comply with CS manuals, RFPs, plans, regulations, codes, project scope
Modify process, procedures, and documents
Prioritize projects that achieve CS goals
Clarify exceptions process, accountability
Adopt or update relevant/supporting plans and policies
Take advantage of maintenance and operations opportunities
Opportunity: repaving
Colorado Springs:
• Bike lanes added after resurfacing projects
• 2-3% of network per year

Opportunity: preventative maintenance
Reno, NV
• Chip seals, slurry seals
• 10’ lanes
• Center turn lanes
• Parking
• Add sidewalks with later capital project

Opportunity: utilities work
Sidewalk added after fiber optic cable laid or with drainage upgrade

3. Update design guidance
Create new document or revise existing
• Custom
• Time- and resources-intensive
• Buy-in from staff

Agency-specific examples

3. Update design guidance
Create new document or revise existing
Reference latest and best national/state guides
• Less work
• Great examples ready for adoption
• Move on to other activities sooner
Adoptable/adaptable models

Refer to state standards

If appropriate for local needs...

Refer to state standards

Traditional Neighborhood Development Chapter

3. Update design guidance
Create new document or revise existing
Reference latest and best national/state guides
Public and private development
Update related land use and development codes, parking policies, zoning, station design plans

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Create new document or revise existing
Reference latest and best national/state guides
Public and private development
Set new standard templates
Pilot new designs
Pilot designs
Boulder’s “Living Laboratory” to test ideas and collect data:
- Back-in angled parking
- Protected bike lanes
- Bike box

Interim strategies: moving the curb
- Traffic calming
- Narrow drainage channel

Traffic calming, via bike corral
“Daylight” an intersection when placed at corner
Can benefit local businesses

Parklets
- Relieve sidewalk congestion
- Property owners enter into agreement with city
- Can be seasonal

3. Update design guidance
- Create new document or revise existing
- Reference latest and best national/state guides
- Public and private development
- Set new standard templates
- Pilot new designs
- Integrate new techniques into practice

4. Offer training
- Identify different training needs
  - Department heads, managers, program staff
  - Planning/design staff
  - Construction/field operations staff
  - Cooperating agencies (health, transit, etc.)
4. Offer training

Formal & informal training for all staff levels
- Staff retreat
- Series of technical training sessions
- Walk/bike tours and audits
- Conferences, webinars
- Walk to lunch with coworker

4. Offer training

Technical and non-technical issues
- Not always needed for design, but for procedures

Multi-departmental
Public outreach and education is key

4. Offer training

- Other CS training
- Street Manuals, Design Guidance
- Pedestrian Safety Design
- Bikeway Design
- Safe Routes to School

4. Offer training

Share information

System Data

5. Performance measures

Adopt or revise transportation performance measures
- Establish base data collection
- Easily countable data better than none!
- Project/corridor specific AND community wide
- Compare over years
5. Performance measures
Adopt or revise transportation performance measures
   Easily countable, compare over years
Track Complete Streets projects

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Adopt or revise transportation performance measures
   Easily countable, compare over years
Track Complete Streets projects

Track projects
- Miles or # of facilities
  - Sidewalk blocks, ADA-accessible ramps, bike lanes, street trees...
- # of intersections improved
  - Signal timing, medians, count-down timers, APS, bulb outs...
- %age of sidewalk gaps eliminated
- %age of modal plans completed
- %age of children walking/biking to school
- # of exceptions granted
- ???

Track on corridor or community
- Deaths and injuries by mode
- Crashes by mode and type
- Minimal walking delay at crossings
- Travel time for all modes
- Mode shift
- On-road transit performance
  - Buses running on time, average speed
- Stress or comfort indicators for bike, walk
- Corridor impact analysis
- Automobile Trips Generated (ATG)
- VMT or SOV trip reduction
- Level of Service that includes all modes

Collaborate with other agencies
- Air quality improvements
- Health
  - Chronic disease, physical activity
- Housing + Transportation affordability
- Access to opportunity
- Emergency response time
- Transit operating costs and farebox recovery ratio
- Economic impact
  - Revenue, jobs, increased value
- Community quality of life survey

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  - Revenue, jobs, increased value
- Community quality of life survey
5. Performance measures

- Adopt or revise transportation performance measures
  Easily countable, compare over years
- Track Complete Streets projects
- Collaborate on achieving community-wide goals
  Air quality, public health, economics
- Communicate internal and external activities on regular basis
  Public reports, annual

Successful implementation

1. Have a champion
2. Ensure organization supports the plan
3. Focus on less – do it well
4. Align work and communicate across all stakeholders
5. Monitor progress often
6. Update plan/policy for strength, agility, and relevance

Summary: implementation steps

1. Organize implementation activities
2. Restructure procedures, policies, and programs
3. Rewrite or update design guidance
4. Offer training opportunities to transportation staff, community leaders, and the general public
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What process barriers do we face? What opportunities do we have?

Where are the gaps in existing policies, processes, standards, practices, plans, etc.?
Which key documents need revision?

How will we know if we are meeting Complete Streets goals?

Which partner agencies/organizations need to be involved? How? When?

County Procedures, Standards, etc. that present barriers

- Change LOS standard by voter approval - ?
- Change impact fee requirements and eligible expenditures, flexibility – by voters
- Roadway cross sections; designated bike lanes in standard county cross sections
- 1% sales tax increase – ensure that complete streets projects are eligible
- Using canals for paths; LWDD won’t permit paths into canals