National Complete Streets Coalition Workshop
Laying the Foundation for Complete Streets

Palm Beach MPO Jurisdictions • December 8, 2015

Participant Resources

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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 further discussion of each element, see our Local Policy Workbook: www.smartgrowthamerica.org/completestreets/policyworkbook

An ideal Complete Streets Policy:

- 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.
- 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.
- Encourages street connectivity and aims to create a comprehensive, integrated, connected network for all modes.
- Is understood by all agencies to cover all roads.
- 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.

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.

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. In some cases, like the installation of curb bulb-outs, these changes can improve traffic flow and the driving experience.

**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 people on foot, riding bicycles, driving automobiles, or riding public transportation. 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, maintenance, and operations.

**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 and future need. 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 available to the public.

**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 neighborhood greenways on lower-traffic routes to slow traffic and increase safety for people on foot or bicycle; dedicating travel lanes to bus-only travel; 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 Complete Streets networks 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. Another common issue to resolve is inclusion of Complete Streets elements in sub-division regulations, which govern how private developers build their new streets.

Design Criteria
Communities adopting a Complete Streets policy should review their design policies and guidelines 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, ITE or NACTO; 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 never-used sidewalks in rural areas. A strong statement about context can help align transportation and land use planning goals, creating more livable 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, includes this new way of measuring LOS. Cities such as San Francisco and Charlotte have already begun to develop their own.

Implementation
Specific implementation steps can help build momentum for taking a Complete Streets policy from paper into practice. There are five key steps for successful implementation:

1. Create a plan for implementation activities;
2. Restructure policies, processes, and procedures to accommodate all users on every project;
3. Develop new design policies and guides;
4. Offer workshops and other training opportunities to transportation professionals, community leaders, and the public; and,
5. Institute better ways to measure performance and collect data on how well the streets are serving all users.
IMPLEMENTING COMPLETE STREETS

Costs of Complete Streets

An oft-raised concern about Complete Streets is the supposed added costs produced in requiring accommodation for all modes of travel. However, jurisdictions implementing a Complete Streets policy within a balanced and fiscally sound budget find that it adds little to no expense to their transportation budgets. Complete Streets are more cost effective than the alternative – streets made only for cars. In some cases, Complete Streets can help jurisdictions save money. In all cases, Complete Streets are long-term investments in the overall health of communities who adopt policies.

Complete Streets policies help prevent costly delays and retrofits

Integrating the needs of all users – pedestrians, bicyclists, public transportation riders, motorists, older people, children, and people with disabilities – early in the life of a project minimizes costs associated with including facilities for these travelers. Complete Streets policies ensure early multi-modal scoping, saving money by avoiding costly project delays. Without a policy, bicycle, pedestrian, and public transportation accommodations are often debated too late in the design process and are considered a disruption rather than necessary and beneficial project features. This creates expensive design revisions, time delays and erodes public support. Furthermore, the failure to accommodate these user groups can trigger an expensive retrofit project at later date. A bridge near Cary, Illinois was built in the early 1990s without any safe way to cross it via foot or bicycle. After several deaths and a successful wrongful-death lawsuit, Illinois DOT was forced to go back at a great expense ($882,000) to retrofit the existing bridge with a side path. It would have been far less expensive to construct the bridge correctly initially.
“When projects are scoped and programmed without consideration for Complete Streets, there could be extra cost over the original estimate in order to later address pedestrian, bike, and bus features.”
– Gregg Albright, Deputy Director of Planning and Modal Programs, Caltrans

Require minimal to zero additional funding

The careful planning encouraged by Complete Streets policies helps jurisdictions find many effective measures that can be accomplished at little or no extra cost. Some standard infrastructure projects, such as conversion from open to closed drainage, can be enhanced with Complete Streets facilities (i.e. sidewalks) for negligible additional cost. Changing pedestrian signal timing at intersections to a 3.5 ft/sec walking speed adds nothing to the cost of a signal, and adding countdown clocks can be done for as little as $2,000 per intersection. Adding curb bulbs where on-street parking occurs reduces the time for pedestrians to cross the street, allowing more time for automobile movement; this can be a relatively low cost way to improve both pedestrian and automobile access.

Additional costs associated with the routine accommodation of bicycling, walking, and public transportation represent an immeasurably small percentage of the total budget. On a project-by-project basis, any additional money spent is actually a long-term investment in the financial and physical health of the community.

Save money through better design

Communities who adopt Complete Streets policies commit to superior roadway planning and design in new and reconstruction projects. Executing these designs can be less expensive than projects carried out under old standards and policies. In a reconstruction project, the Brown County, WI Highway Department built a three-lane street with two bike lanes on the existing four-lane roadway, and replaced expensive traffic signals with roundabouts. These changes saved the County $347,515 – 16.5 percent below the original project estimate.
“If a roadway is being reconstructed, rebuilding the roadway with 10-foot lanes and timing the traffic signals for 30mph will control speeds and can actually result in a reduction in costs by using a narrower overall roadway structure.”
– John LaPlante, PE, PTOE, Director of Traffic Engineering for T.Y. Lin International, former City Traffic Engineer with the City of Chicago

Creating Complete Streets also reduces infrastructure costs by requiring far less pavement per user; this saves money at the onset of the project and reduces maintenance costs over the long-term. Compared to increasing road capacity for vehicles alone, investing in pedestrian and bicycle facilities cost far less; over the width of one traffic lane, walking and cycling can move five to ten times more people than driving.4

Complete Streets policies help with long-term savings for public transportation as well. The Maryland Transit Administration found providing curb-to-curb transit service for a daily commuter with disabilities costs about $38,500 a year. Investing in one-time basic improvements can enable that commuter and several more to access an existing fixed-route public transportation route; this singular cost is the equivalent of two months’ worth of the curb-to-curb service for just one person. More extensive improvements, such as adding a lighted shelter and bench and replacing the sidewalk leading to the stop, have a one-time cost just 33 percent more than a year of curb-to-curb service for a single commuter.

**Investment in the community**

Complete Streets are a sound financial investment in our community that provides long-term savings. An existing transportation budget can incorporate Complete Streets projects without requiring additional funding, accomplished through reprioritizing projects and allocating funds to projects that improve overall community mobility. In such a balanced and fiscally sound transportation system, Complete Streets facilities should not be treated as additional costs to a project.

Complete Streets provide benefits to the community in many other ways, from public health to sustainability and from improved property values and economic revitalization to increased capacity and improved mobility for all. Americans expect a variety of choices, and a multi-modal system of Complete Streets provides alternatives to driving. Implementing Complete Streets allows for an efficient and optimal use of limited resources: time, fuel, land, public health, the environment, and money.5

“Boulder’s Complete Streets approach has transformed how we look at our transportation system. The city leaders made a conscious decision to provide multimodal options, and have focused on our investments accordingly. We believe this is a sound financial approach to increasing mobility and supporting the quality of life enjoyed by those who live and work in Boulder.”
– Martha Roskowski, Program Manager, GO Boulder

**Learn more** at [www.smartgrowthamerica.org/completestreets](http://www.smartgrowthamerica.org/completestreets).
1 Chicago Metropolitan Agency for Planning.
3 Brown County Highway Department. (2004, November). Construction cost estimates
   www.co.brown.wi.us/planning_and_land_services/planning/county_web/forms/a_case_for_narrower_arterial_street
   s.pdf.
BENEFITS OF COMPLETE STREETS

Complete Streets Improve Safety

Virginia Noll came home from grocery shopping in Wilkes-Barre, Pennsylvania on June 11, 2009. As she crossed South Washington Street around 5:30 pm from the bus stop to the senior housing apartments where she lived, she was fatally struck by an SUV. The area is particularly dangerous for older adults, despite the high number living in the area. Her neighbor had warned her not to go out, fearing the 88-year-old would be hit while crossing a street.¹

Incomplete streets put people at risk

Streets without safe places to walk, cross, catch a bus, or bicycle put people at risk. Over 5,000 pedestrians and bicyclists died on U.S. roads in 2008, and more than 120,000 were injured.² Pedestrian crashes are more than twice as likely to occur in places without sidewalks; streets with sidewalks on both sides have the fewest crashes.³ While the absolute numbers of bicyclists and pedestrians killed has been in decline for the decade, experts attribute this in part to a decline in the total number of people bicycling and walking.

Of pedestrians killed in 2007 and 2008, more than 50 percent died on arterial roadways, typically designed to be wide and fast.⁴ Roads like these are built to move cars and too often do not have meet the needs of pedestrian or bicyclist safety. More than 40 percent of pedestrian fatalities occurred where no crosswalk was available.⁵

A recent study comparing the United States with Germany and the Netherlands, where Complete Streets are common, found that when compared per kilometer traveled, bicyclist and pedestrian
death rates are two to six times higher in the United States. Complete Streets therefore improve safety indirectly, by encouraging non-motorized travel and increasing the number of people bicycling and walking. According to an international study, as the number and portion of people bicycling and walking increases, deaths and injuries decline. This is known as the safety in number hypothesis: more people walking and biking reduce the risk per trip.

Incomplete streets can create a dangerous environment for people outside of cars. Photos: Dan Burden, Walkable and Livable Communities Institute.

Complete Streets help reduce crashes

Complete Streets reduce crashes through comprehensive safety improvements. A Federal Highway Administration review of the effectiveness of a wide variety of measures to improve pedestrian safety found that simply painting crosswalks on wide high-speed roads does not reduce pedestrian crashes. But measures that design the street with pedestrians in mind – sidewalks, raised medians, better bus stop placement, traffic-calming measures, and treatments for disabled travelers – all improve pedestrian safety. Some features, such as medians, improve safety for all users: they enable pedestrians to cross busy roads in two stages, and reduce left-turning motorist crashes to zero, a type of crash that also endangers bicyclists.

One study found that designing for pedestrian travel by installing raised medians and redesigning intersections and sidewalks reduced pedestrian risk by 28 percent. Speed reduction has a dramatic impact on pedestrian fatalities. 80 percent of pedestrians struck by a car going 40 mph will die; at 30 mph the likelihood of death is 40 percent. At 20 mph, the fatality rate drops to just 5 percent. Roadway design and engineering approaches commonly found in Complete Streets create long-lasting speed reduction. Such methods include enlarging sidewalks, installing medians, and adding bike lanes. All road users – motorists, pedestrians and bicyclists – benefit from slower speeds.

Complete Streets encourage safer bicycling behavior. Sidewalk bicycle riding, especially against the flow of adjacent traffic, is more dangerous than riding in the road due to unexpected conflicts at driveways and intersections. A recent review of bicyclist safety studies found that the addition of well-designed bicycle-specific infrastructure tends to reduce injury and crash risk. On-road bicycle lanes reduced these rates by about 50 percent.

Learn more at www.smartgrowthamerica.org/completestreets.

Get the recap: “Safer Streets, Stronger Economies” webinar and discussion

Posted on March 26, 2015 by Jeri Mintzer

On Tuesday, the National Complete Streets Coalition released *Safer Streets, Stronger Economies*, new research that analyzes data from 37 Complete Streets projects across the country, and explores the outcomes communities got for their investment. As part of the release the Coalition hosted a panel discussion to discuss the findings, and to highlight communities included in the report. A recording of the webinar is now available:

Safer Streets, Stronger Economies: Complete Streets project out...

Joining the program were Alex Dodds, Communications Director at Smart Growth America; Governor Parris Glendening, President of Smart Growth America’s Leadership Institute; Tyler Norris, Vice President of Total Health Partnerships at Kaiser Permanente; Laura Searfoss, Policy Associate at the National Complete Streets Coalition; Barbara Gray, Deputy Director of the Seattle Department of Transportation; Dean Ledbetter, Senior Engineer of the North Carolina Department...
of Transportation; Mayor Chris Koos from the town of Normal, IL; and Jacob Stuart, President of the Central Florida Partnership.

In addition to the formal program, there was a very robust conversation about the new findings on Twitter. Here are some of the highlights:

At the end of the panel, we opened the floor for questions from the audience and we received so many great questions that we weren’t able to answer all of them during the webinar. We’ve collected some of the most common ones and answered them here.

Q. How did communities collect the before and after about their Complete Streets projects?
Every community collected data differently. For automobile volume counts, many communities used mechanical counters. For collision or injury data, many communities relied on police reports or state databases. To collect bicycle and pedestrian counts, many communities used the Bicycle and Pedestrian Documentation Project, which provides standard instructions to count bicyclists and pedestrians and tools to adjust the counts to calculate average annual activity. Worth noting is that nearly all the data used in this study was collected as part of routine work—which means this data might already be available in many communities, if you know where to look for it.

Q. How did your study account for the variability in the different ways communities collected this data?
Rather than calculate total change for each measure across the project sample, this study instead calculates the direction of change (e.g., increase, decrease, or no change). Appendix A on page 27 of the report provides a more detailed overview of our methods.

Q. Do any of the studies quantify the direct relationship between Complete Street investments and the economic recovery along or near the corridor?
The short answer is “no.” Data were limited on the economic measures included in our analysis, and we were not able to determine if there is a direct relationship between economic recovery and Complete Streets improvements. What we did learn is that building Complete Streets projects did not harm the local business climate or property values, as some local business owners or residents often worry. Based on the fact that many Complete Streets corridors outperformed their unimproved “control” sites and citywide trends suggests that Complete Streets projects were supportive of employment, new businesses, and property values. More data is needed to conclusively connect Complete Streets with economic success. We encourage communities to mine the data they already have, as well as collect supplemental data.

Q. Gentrification is common concern after Complete Streets projects are built. Did your study consider this concern, and if so, how is it addressed?

The report notes how higher property values can be a great thing for a city as a whole, but on page 21 we note that these improvements can create rent pressures for existing businesses and residents. We encourage communities to use public policy to support small businesses and entrepreneurs, encourage first-source hiring practices and living wages, keep housing affordable, and reinvest projects’ value in the area can help make sure everyone in a neighborhood reaps the benefits associated with Complete Streets improvements.

Several questions were directed to Dean Ledbetter, a Senior Engineer at the North Carolina Department of Transportation. Ledbetter admitted to being a skeptic of a Complete Streets approach at first, before learning more about them. We talked with Ledbetter more about his experiences. Read the full interview >>

Thank you to everyone who participated in Tuesday’s event. We were glad to see so many people interested in and excited about the outcomes of Complete Streets projects.

Share this post:
Get the recap: “Evaluating Complete Streets Projects: A guide for practitioners” webinar and discussion

Posted on April 2, 2015 by Smart Growth America

On Tuesday, the National Complete Streets Coalition hosted a webinar on our newest resource, *Evaluating Complete Streets Projects: A guide for practitioners*. The new guide is designed to help transportation professionals understand and use new measures of success, and provides an introduction to performance measurement for Complete Streets projects. The recording of Tuesday's webinar is now available:

JOIN THE PROGRAM

Stefanie Seskin, Deputy Director of the National Complete Streets Coalition; Hanna Kite, National Complete Streets Coalition Fellow; Marshall Elizer, PE, PTOE, Senior Vice President, Gresham, Smith and Partners; Coralette Hannon, Senior Legislative Representative, AARP; Meghan Mitman, AICP, Senior Associate, Fehr & Peers; and Adam Vest, PE, PTOE, Senior Engineer, Kittelson & Associates.

The webinar panelists mentioned several great resources during their discussion, and for your convenience a roundup of those resources is provided below. Several of the resources on this list are not yet published—keep tabs on forthcoming research and reports by joining the National Complete Streets Coalition's mailing list.

National evaluation and performance metrics research

  Note: This guide is under development, the aim is to inform and facilitate the process of establishing and tracking pedestrian and bicycle performance measures. The link in the next bullet includes information on this guidebook and other resources under development in the FHWA’s Pedestrian and Bicycle Research Agenda.

  - [Recommended Design Guidelines to Accommodate Pedestrians and Bicyclists at](#)
Interchanges: An ITE Proposed Recommended Practice: This guidebook looks at best practices for accommodating pedestrians and bicycles at interchanges for on-ramps, off-ramps, and single-point urban interchanges.

- **Interim Design/Tactical Urbanism: The Transportation Planner and Engineer’s Hack**, ITE Journal (March 2015)

- Transportation Planning Handbook, Institute of Transportation Engineers (forthcoming): Updates to this handbook are under development to convert to person trips and Complete Street metrics. Access the current edition here

- **ITE Complete Streets Council**: Formed in January of this year and plan to review internal documents and discuss opportunities with industry partners about where ITE leadership can be most helpful in this area.


### Level of Transit Stress (LTS)

- **Low-Stress Bicycling and Network Connectivity**, Mineta Transportation Institute (2012): LTS methodology

- **Montgomery County Bicycle Planning Guidance**, Montgomery County Planning Department and The Metropolitan Washington Council of Governments (2014): Project example from Adam Vest from Montgomery County, Maryland that ties types of cyclists and facilities to LTS

- **Bicycle Stress Level Mapping: How Does Your Network Measure Up?**, Sam Schwartz Engineering (February, 2015)(Presentation slides and video): Overview of LTS

- **StreetScore+**: An easy-to-use Microsoft Excel spreadsheet that calculates Levels of Traffic Stress scores from a user’s unique input

### Local efforts for Complete Streets metrics

- **New York City’s Local Law 23/Intro 99**: Local Law 23 supported New York City’s Department of Transportation (NYCDOT) Complete Streets approach by requiring NYCDOT to develop, monitor, and report on indicators related to sustainability, mobility, quality of life, and infrastructure outcomes.

- **Bike East Bay and SB 743 Advocacy**: Watch for the results of the Oakland Bikeways 2.0 study, which will focus on streamlining the CEQA process, especially with road diets.

- **San Pablo Avenue Specific Plan**, The City of El Cerrito (2014): Example from Meghan Mitman about investment in community engagement related to metrics,
infographics were especially helpful for diverse audiences.

Other measures and reports

- **Pedestrian and Bicyclist Level of Service on Roadway Segments**, Journal of the Transportation Research Board, No. 2031 (2007): Explains methodology Danish LOS
- **Bicyclist Facility Evaluation**, District Department of Transportation (2012): Project example from Adam Vest where Danish LOS was used to assess before-after conditions for streets with protected bike lanes
- **Crowdsourcing Pedestrian and Cyclist Activity Data**, Pedestrian and Bicycle Information Center (PBIC) and Fehr & Peers (2015)
- **Performance Monitoring and Stewardship**, Seattle Pedestrian Master Plan, Seattle Department of Transportation (2009): Link includes a list of equity and health measures from Seattle’s ped plan.
- **Planning Complete Streets for An Aging America**, AARP Public Policy Institute (2009): How Complete Streets can improve the mobility of older adults, including refinements to intersection design treatments in the Federal Highway Administration in its Design Handbook for Older Drivers and Pedestrians
- **Safer Streets, Stronger Economies**, Smart Growth America and the National Complete Streets Coalition (2015): Complete Streets benefits from 37 projects, including safety, increased bicycling and walking, changes in automobile traffic, and economic returns.

Tuesday’s discussion provided great context for each of these resources, and even more are included in the full report. Thank you to everyone who joined Tuesday’s event.

Share this post:
Complete Streets: A to Z

The website of the National Complete Streets Coalition is a comprehensive resource for communities and agencies that are working toward creating a safe, comfortable, integrated transportation network for all users, regardless of age, ability, income, ethnicity, or mode of transportation. In response to frequent requests from Complete Streets supporters, the Coalition has developed materials for communities at every stage in the Complete Streets process.

Fundamentals

Communities that are just getting started with Complete Streets will find these materials most useful. Together, they present a comprehensive overview of the benefits and basics of the Complete Streets planning and design approach.

- **Presentation: Introduction to Complete Streets** — A comprehensive PowerPoint presentation on why we need Complete Streets, available to download for use and adaptation in your community. (Free.)
- **Presentation: Benefits of Complete Streets** — Want to share the many benefits of a Complete Streets approach with your neighbors? Download this free PowerPoint, which provides an overview of the research-backed benefits of safe, multi-modal street planning and design. (Free.)
- **Dangerous by Design 2014** — We report on the national epidemic of pedestrian fatalities, offering county-, metro-, and state-level data on traffic fatalities and an interactive map of each loss in the decade 2003 through 2012.
- **Fact Sheets: Benefits of Complete Streets** — The Coalition has written a series of research-based fact sheets exploring the many benefits of Complete Streets, including for various types of users, public health, and safety. (Free.)
  - Safety
  - Health
  - Children
  - People with Disabilities
  - Older Adults
  - Public Transportation
  - Economic Revitalization
  - Gas Prices
  - Lower Transportation Costs
  - Create Livable Communities
- **Workshop: Laying the Foundation** — A highly interactive daylong workshop that builds local capacity and understanding of Complete Streets and walks participants through a sample Complete Streets process. (Fee-based assistance.)

Changing Policy

Once a community has agreed to the concept of Complete Streets, they should develop a formal policy statement. Policies take many forms, from simple resolutions to detailed Transportation Master Plans. The Coalition has created many resources to illuminate best practices, share actual policy documents from across the country, and help communities develop the best, most appropriate policies for their needs.

- **The Ten Elements of a Complete Streets Policy** — Complete Streets can be formally adopted in a variety of ways, including ordinances, resolutions, agency...
policies, plans, and design guides. The Coalition has established ten key elements that are part of a comprehensive Complete Streets policy and approach. When both developing and implementing Complete Streets, these ten elements should be considered. (Free.)

- **Complete Streets Local Policy Workbook** — To support the varying needs and goals of communities across the country, the Coalition published a comprehensive workbook for communities to follow when writing their own Complete Streets policies. For use by city and county agencies, the guide is based in national existing policy and best practices and encourages a thoughtful, inclusive process for developing locally appropriate policy language. (Free.)

- **Model State Legislation** — In response to requests from state-level Complete Streets supporters, AARP and the National Complete Streets Coalition developed guidance and model language to use in a state-level Complete Streets effort. (Free.)

- **Presentation: Complete Streets: Changing Policy** — Use this PowerPoint presentation and its comprehensive presenter’s notes to lead a discussion of Complete Streets policy development in your town. The presentation covers the reasons to adopt a policy and details on the ten elements of a Complete Streets policy. (Free.)

- **Best Complete Streets Policies** — Each year, the Coalition reviews the policies adopted to date and assesses how well they meet the ten elements of a Complete Streets policy. The report highlights exemplary policy language and provides leaders at all levels of government with ideas for how to create strong Complete Streets policies. (Free.)

- **Policy Atlas** — As part of its ongoing work, the Coalition collects and shares information on all policies adopted to date. Our Atlas includes an interactive map of all regional and local policies, a downloadable list of all jurisdictions with a Complete Streets policy, and a downloadable chart of all state-level policies. (Free.)

- **Workshop: Complete Streets Policy Development** — Our daylong workshop led by two national experts helps communities examine current policies and practices, identify local policy goals, and begin drafting a thorough Complete Streets policy. (Fee-based assistance.)

**Implementation**

Adopting a Complete Streets policy is the first step in changing daily practice to create safe, multi-modal transportation options for people of all ages and abilities. The day-to-day decisions a transportation agency and community leaders make in funding, planning, design, maintenance, and operations should be aligned to the goals of that adopted policy document. The Coalition helps communities implement their policies by collecting and sharing best practices and examples.

- **Steps to Implementation** — The National Complete Streets Coalition has identified five kinds of activities needed to take place in order to reorient a transportation agency’s work to fully and consistently consider the safety of all users. We provide resources, activities, and best practices from communities across the country to help your community successfully implement Complete Streets. (Free.)
  - Planning for Implementation
  - Changing Procedure and Process
  - Reviewing and Updating Design Guidance
  - Offering Training and Educational Opportunities
  - Measuring Performance

- **Taking Action on Complete Streets: A Toolkit for Implementation** — A resource that details the best practices and top tips related to the National Complete Streets Coalition’s five steps to implementation. Includes several case studies and links to additional resources used in communities implementing Complete Streets.

- **Safer Streets, Stronger Economies** — In our study of 37 projects from communities nationwide, we explored the outcomes communities get for their investments in Complete Streets. We found that Complete Streets projects tended to improve safety for everyone, increased biking and walking, and showed a mix of increases and decreases in automobile traffic, depending in part on the project goal.

- **Addressing Costs Concerns** — A report and accompanying PowerPoint presentation materials to help transportation professionals, advocates, and decision-makers make the case that implementing Complete Streets won’t break the bank. The Guide provides four overarching points to make in answering cost questions, each supplemented with multiple examples from communities across the country. (Free.)

- **Complete Streets in the Southeast: A Tool Kit** — Developed with AARP, this tool kit includes research and examples specific to the Southeast U.S. that cover Complete Streets from policy adoption through implementation. The tool
kit includes a template implementation plan and a worksheet to help communities apply a Complete Streets approach to projects, both based on tools used in the region. (Free.)

■ **Workshop: Complete Streets Policy Implementation** — In this daylong workshop, national experts help transportation decision-makers in a single community examine current processes, identify real and perceived barriers, and draft next steps to best implement an adopted Complete Streets policy. (Fee-based assistance.)

■ **Workshop: Complete Streets Design Considerations** — In the final workshop of our series, transportation practitioners discuss Complete Streets implementation in the context of design considerations and best practices. (Fee-based assistance.)

■ **Fact Sheets: Implementation** — The Coalition has written a series of research-based fact sheets discussing specific elements of Complete Streets implementation. (Free.)

   ■ Ease Traffic Woes
   ■ Costs of Complete Streets
   ■ Change Travel Patterns
   ■ Complete and Green Streets
   ■ Networks of Complete Streets
   ■ Rural Areas and Small Towns

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COMPLETE STREETS WORKSHOPS

Complete Streets are streets for everyone, no matter who they are or how they travel—walking, biking, taking transit or driving. The National Complete Streets Coalition’s workshop series teaches state and local agencies to balance the needs of all users and to develop and implement effective policies and procedures to routinely create Complete Streets.

Complete Streets workshops can help your community, too. Each interactive day-long workshop builds local capacity to implement Complete Streets and strengthens relationships between transportation practitioners and community stakeholders. Two nationally recognized experts engage about 30 key decision-makers at the local, regional or state levels, including:

- Traffic engineering, public works and roadway design and maintenance staff
- Mayors and other elected or appointed officials
- Public health and economic development staff
- Transportation, land use and community development planners
- Public transportation, trails and parks staff
- Community stakeholders and advocates

To schedule a workshop, visit www.smartgrowthamerica.org/cs-workshops or contact Linda Tracy at 406.880.3880 or linda@apbp.org.
Leaders across the country are using Complete Streets strategies. In the past five years, the National Complete Streets Coalition has conducted over 80 workshops, from Hawaii to Maine to Alaska to Alabama, resulting in hundreds of satisfied participants putting this knowledge into practice.

“The workshop allowed us to reach people at every level who would be involved in successful Complete Streets implementation: City Councilors, Planning Commission members, engineers, planners [and] advocates. The workshop contained materials and resources that everyone found useful. Most importantly, it allowed us to identify champions who could promote change from within Birmingham municipal government that was far more effective than any external advocacy we could do.”

—Adam Synder
Executive Director
Conservation Alabama Foundation

“The Complete Streets workshop...taught us the importance of creating a transportation network that is safe and comfortable for all users of all ages and abilities. By the end of the workshop, attendees were much more supportive of Complete Streets concepts and could speak to their importance. We also learned that public and private partnerships are very important in order to achieve our long-term goals.”

—John Deardoff
City Manager
City of Hutchinson, KS

“We take small steps here at the DOT, but we are progressing thanks to you. We certainly “laid the foundation” at the workshop. Now our director better understands the need for Complete Streets.”

—Michael Saunders
Bicycle/Pedestrian Coordinator
Arizona Department of Transportation

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Completing Our Streets
The Transition to Safe and Inclusive Transportation Networks
Barbara McCann

Across the country, communities are embracing a new and safer way to build streets for everyone—even as they struggle to change decades of rules, practice, and politics that prioritize cars. They have discovered that changing the design of a single street is not enough: they must upend the way transportation agencies operate. Completing Our Streets begins with the story of how the complete streets movement united bicycle riders, transportation practitioners and agencies, public health leaders, older Americans, and smart growth advocates to dramatically re-frame the discussion of transportation safety. Next, it explores why the transportation field has been so resistant to change—and how the movement has broken through to create a new multi-modal approach.

In Completing Our Streets, Barbara McCann, founder of the National Complete Streets Coalition, explains that the movement is not about street design. Instead, practitioners and activists have changed the way projects are built by focusing on three strategies: reframe the conversation; build a broad base of political support; and provide a clear path to a multi-modal process. McCann shares stories of practitioners in cities and towns from Charlotte, North Carolina to Colorado Springs, Colorado who have embraced these strategies to fundamentally change the way transportation projects are chosen, planned, and built.

The complete streets movement is based around a simple idea: streets should be safe for people of all ages and abilities, whether they are walking, driving, bicycling, or taking the bus. Completing Our Streets gives practitioners and activists the strategies, tools, and inspiration needed to translate this idea into real and lasting change in their communities.

Barbara McCann is the director of the Office of Safety, Energy and Environment at the US Department of Transportation. She was the founding Executive Director of the National Complete Streets Coalition, working with groups from AARP to the YMCA to develop and advance the adoption of policies to make streets safe for all users.

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