

BROADWAY: EUCLID TO COUNTRY CLUB - Public Input Report
3/9/2013 - 4/8/2013 (excluding input from February 28, 2013 event for now)

#	Date Rec'd	Method	From	Representing	Recipient	Issue Keywords	Issue	Action(s) Assigned	Date, Actions Taken, and Status of Resolution	Notes
53	2/28/2013	Public Meeting	General Public	General Public	CTF and Project Team	Multiple	View Project Progress Report and Community Input Event Report for input received.	- Complete report compiling comments from event	4/18/13 - Draft event report provided to CTF for review and direction on distributing to public for review.	
54	3/18/2013	Phone	JD Ellis	Himself, business owner seeking to locate on Broadway	Jenn Toothaker Burdick	Project Information; Real Estate	Mr. Ellis contacted TDOT regarding the project progress. He is seeking a new location to move his legal office to, and is interested in 2807 E. Broadway.	- Written response required. - Forward to CTF as part of Public Input Report - Forward to RTA MainStreet Business Assistance Program (Jan Waukon) for information only	3/18/13 - Phone conversation between Mr. Ellis and Jenn Toothaker Burdick held. Written email response prepared to document exchange of information, and to share electronic version of the RTA MainStreet services guide. No additional action required.	
55	3/19/2013	Phone	Bob Martin	Chaffins Restaurant, 902 E. Broadway	Jenn Toothaker Burdick	Project Information; Real Estate; Historic Building Inventory	Mr. Martin was calling on behalf of his clients to find out more information about the project and how that might affect the appraisal of his clients' property. Various information, including the historic property inventory form completed for the property, and RTA MainStreet business assistance info, was shared. Invited him and his clients to attend the 3/21 CTF meeting to hear Britton Dornquist's presentation.	- Written response required. - Forward to CTF as part of Public Input Report - Forward to RTA MainStreet Business Assistance Program (Jan Waukon) for information only	3/18/13 - Phone conversation between Mr. Martin and Jenn Toothaker Burdick held. Written email response prepared to document exchange of information, and to share electronic version of historic property inventory form from the Historic Buildings Inventory Report. Additional information required: <i>is there any assistance we know about that would help a business owner with costs of paving their parking lot.</i>	

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56	3/19/2013	Email	Leighton Rockafellow	Himself; south side of Broadway business/property owner (2438 E. Broadway); El Encanto homeowner/resident	Farhad Moghimi, CTF member	Traffic Studies & Projections; Intersection Improvements; Signalization Improvements; Alternative Alignment	Summary of points made in email (please read entire email for full perspective): - Feels traffic is manageable, even on game nights. - Watched traffic outside his office at 3:30 pm on Tuesday, March 26 for 10 minutes and observed that traffic was moderate to light, with a 10-car backup at the light at Tucson/Broadway. - Improve intersections with turn lanes and additional turn signals - Do not meander: go to one side or the other. - Does not feel any improvement is needed: "expense is great, and the benefit is slight."	- Written response required. - Forward to CTF as part of Public Input Report	3/26/13 - Email response sent by Jenn Toothaker Burdick confirming the email would be shared with the Task Force. No additional action required.	Input gathered as result of CTF-member efforts.
57	3/23/2013	Email	Nolan James	Himself (Sam Hughes Neighborhood homeowner)	Mary Durham-Pflibsen, CTF member	Alternative Design; Neighborhoods; RTA Plan	"CTF/Mary Durham-Pflibsen et al, I am a Sam Hughes property owner and resident. I approve of the current plans for the Broadway Boulevard Improvement Project as listed in the 2006 ballot without modification. I oppose the Sam Hughes Neighborhood Association (SHNA) and others' plan to modify the project from its original design. Once again the voters have spoken and you are trying to modify the plan because the outcome was not to your liking. To use the current state of the economy to sway the view of the future is not accurate. Not all of the mid-century buildings along Broadway are gems. The SHNA is not the single voice of residents in Sam Hughes. Others in this neighborhood offer different ideas and visions for the future which differ from theirs."	- Written response required. - Forward to CTF as part of Public Input Report	3/23/13 - Email response sent by Jenn Toothaker Burdick confirming that the email would be shared with the Task Force. No additional action required.	Input gathered as result of CTF-member efforts.
58	3/25/2013	Email	Oscar Gandy	Himself (Sam Hughes Neighborhood homeowner)	Mary Durham-Pflibsen, CTF member	Policy; Social Equity; Transportation Planning; Transportation Research	"Dear Mary: I hope you will find the attached worth sharing with other members of the Task Force for use in their deliberations on our behalf." (article attached was "A New Social Equity Agenda for Sustainable Transportation", by Todd Litman and Marc Brenman)	- Technical review and response required. - Forward to CTF as part of Public Input Report		Input gathered as result of CTF-member efforts. Technical review should relate this item to #61.
59	3/26/2013	Email/C all	Hanna Diederichs/John S. O'Dowd	John O'Dowd; Sam Hughes Neighborhood Association	Jenn Toothaker Burdick	RTA Plan	"Hi Jenn: I'm John's assistant. He wanted me to contact you about looking up the info you have regarding the definition of an Element that he spoke with you about earlier. You can email me, or give me a call."	- Written response required. - Forward to CTF as part of Public Input Report	3/26/13 - Email response sent by Jenn Toothaker Burdick providing link to slides from RTA presentation made by Jim DeGrood, Transportation Services Director, on 8/30/2012.	http://cms3.tucsonaz.gov/files/projects/broadway/2012_830_RTAPresentation.pdf

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60	3/28/2013	Email	Rocco DiGrazia	CTF member; North-side businesses; business/property owners	Jenn Toothaker Burdick	Alternative Design; Alternative Alignment; Real Estate; Disinvestment; North side Business; Parking; Project Schedule	"Here is the gist of the comments I recieved at the big meeting: - Business owners on the North Side are very concerned about knowing if they should be investing in their properties, with many of them holding off on expensive but necessary repairs and leasehold improvements. - Many are concerned about the plummeting property values and how this will effect the price they receive if and when the City does buy them out. - Most businesses had an opinion that it might be possibly a worst-case scenario if the city widens the street without taking their property but leaves them little to no parking and frontage. This, it was widely assumed, would in fact scuttle their businesses rather than help them to any extent. - In short, although most folks love doing business in the Broadway Corridor, they cannot effectively plan for the future without a real and tangible alignment and width to give them an idea on how to proceed."	- Written response required. - Forward to CTF as part of Public Input Report	3/28/13 - Email response sent by Jenn Toothaker Burdick confirming that the email would be shared with the Task Force. No additional action required.	Input gathered as result of CTF-member efforts.
61	3/28/2013	Email	Oscar Gandy	Himself (Sam Hughes Neighborhood homeowner)	Mary Durham-Pflibsen, CTF member	Demographics; Social Equity	"Ms. Durham-Pflibsen: Thank you for your prompt and effective response to my last note. I am hoping that you and colleagues on the Task Force might find a way to make use of this mapping of household income data as you think about the impact of changes on the various communities along the corridor < http://imaginegreatertucson.org/trip/?page_id=1756 >."	- Technical review and response required. - Forward to CTF as part of Public Input Report		Input gathered as result of CTF-member efforts. Technical review should relate this item to #58.
62	4/8/2013	Email	Beth Scott	CTF member; BAC rep	Jenn Toothaker Burdick	Complete Streets; Policy; Transportation Planning; Transportation Research	"Hi Jenn, I just wanted to share with you and theCTF group that the latest Complete Streets report was just released (which maybe you already know). Here is the linkif you wantto check it out or share it with the group: http://www.smartgrowthamerica.org/documents/cs-2012-policy-analysis.pdf "	- Written response required. - Technical review and response required. - Forward to CTF as part of Public Input Report	4/8/13 - Email response sent by Jenn Toothaker Burdick confirming that the email would be shared with the Task Force.	
63	4/8/2013	Email	Pat Darcy	himself, as realtor for Tucson Realty & Trust Co.	Diana Amado, Ward 6	Project Information	"Hi Diana, Do you have information you can email to me regarding the Broadway widening project?"	- Written response required. - Forward response to CTF as part of Public Input Report	4/8/13 - Call placed to Mr. Darcy by Jenn Toothaker Burdick to ascertain type of information sought. Written email response sent same day. Additional information required: <i>TDOT needs to define better project timeframe for business and property owners to assist them with time-driven decisions (lease agreements, critical business decisions, etc.)</i>	

Broadway - Broadway Roadway Improvement Project

From: Jennifer Burdick
To: jdellis721@hotmail.com
Date: 3/18/2013 11:35 AM
Subject: Broadway Roadway Improvement Project
CC: Broadway; Jim DeGroot; Tim Murphy
Attachments: RTAProgramSummary11x17.pdf; Jennifer Burdick.vcf

Mr. Ellis,

Many thanks for your call today about the property you are interested in possibly purchasing for your law office at 2807 E. Broadway,

As we discussed, the current Planning & Design phase is reviewing the original scope of widening Broadway to 6 travel lanes, plus 2 dedicated bus lanes. As the project manager for City of Tucson Transportation Department, I am working with a technical team of planners and engineers, and a 13-member citizens task force on development of the design concept. Our process includes reviewing the needs for today's and tomorrow's multi-modal traffic along Broadway (car, bus, bike, pedestrian and special needs), and identifying what is the most appropriate facility to build in this 2-mile segment.

We are not yet at a point where a decision has been made; we still have much discussion before we will get to a community-supported design solution. This could take as long as 1 year to answer, though we are hoping to work faster than that.

You mentioned you are doing your due diligence-research prior to purchasing the property. It might also be useful to contact our Real Estate office to discuss what options there are for property owners when City acquisitions are needed. I have copied Tim Murphy on this email, and his phone number is 837-6712, should you or Wendy want to follow up with him.

Additionally, we have a host of free services that RTA MainStreet Business Assistance Program offers to support businesses so they can be "construction ready". The services are very wide-ranging with respect to what they support, and they are already working with project area businesses. As a property owner/business owner in the area, you would qualify for these. A program of their services is attached, and you could also contact Jan Waukon or Britton to discuss further - a link to their contact info is: http://cms3.tucsonaz.gov/files/projects/broadway/RTA_MainStreetContacts.pdf

Please feel welcome to follow up with me as you desire. I will add your email to our project listserv so you can receive notifications.

Respectfully,
Jenn

Jennifer Toothaker Burdick, Project Manager
Broadway: Euclid to Country Club Roadway Improvement Project
City of Tucson Department of Transportation

Direct: (520) 837-6648 Cell: (520) 390-7094
Web: <www.tucsonaz.gov/broadway>

● assisting small business

Main Street

Program Summary



MainStreet Small Business Assistance Program Summary

Program Description

The MainStreet Small Business Assistance Program (MainStreet) is a regional small business assistance program that focuses on minimizing the construction impact on the business community along all Regional Transportation Authority (RTA) projects. Local jurisdictions have used the MainStreet program since its inception on all RTA projects.

Impacted businesses are eligible to receive third-party consulting prior to construction, during construction, and put the business in the position to be more successful beyond construction.

Consulting services include an informational liaison, a construction ombudsman and general business consulting. These services are provided at no cost to the business.

MainStreet has determined that businesses can be successful during transportation construction projects by following two proven steps that are validated by national studies and direct experience. The steps are:

- Effectively and consistently communicate to the businesses both before and during the project
- Help businesses directly plan for and act on elements that may negatively impact them during the project

Background

In May 2006, Pima County voters approved the RTA 20-year plan, which included a business-friendly element known as the MainStreet Business Assistance Program. MainStreet was launched in 2007 and has played a vital role in transportation improvement projects. An estimated 10,000+ businesses are located within a ¼-mile of the RTA projects included in the \$2.1 billion plan. As businesses become aware of a roadway improvement project, they tend to have many concerns and needs leading up to and through the construction of the project. A few include:

- Communication
- Design Considerations
- Access
- Preparedness
- Empathy
- Planning
- Maintaining Revenues
- Project Information
- Signage
- Accommodations
- Issue Resolution
- Timing
- Positive Cash Flow
- Growth Opportunities

Minimizing Construction Impact on Businesses



Program Highlights

- Since 2007, MainStreet has logged over 31,000 business liaison, ombudsman and consulting visits
- Provided outreach to over 4,500 businesses, representing 70,000+ employees
- Provided services on over 50 regional projects
- Provided confidential consulting services to 410 companies
- Developed proprietary business assessment software which objectively determines consulting recommendations and consulting hour allocation
- Produced over 500 unique deliverables to affected businesses at no cost to them
- Received hundreds of positive testimonials from business owners and managers (see Table 3, page 7 and 8)

Program Mission and Activities

MainStreet's mission is to help businesses struggle less and prosper more during transportation projects by providing information, facilitating communication, offering business resources and consulting services.

The key activities of MainStreet during all projects are as follows:

- Implement the public communications plan and its revisions as directed by the managing jurisdiction
- Ensure a clear face-to-face point of contact for businesses in the project area
- Introduce the many benefits of utilizing the MainStreet business assistance program
- Promote and support positive relationships between local government and the business community based upon availability, respect, trust and tangible results
- Support managing jurisdiction objectives and actively find solutions for every problem

- Demonstrate a professional service-focused relationship with owners and managers
- Provide the three “I’s” (Introduce, Inform, and Invite) using approved project materials
- Regularly update the business database with all outreach notes and changes in contact information, including emails
- Provide latest contact information and emails to the local jurisdiction for project communications
- Facilitate issue resolution for businesses during planning, design and construction phases
- Provide tools, tips, services and resources to lessen project construction impacts and improve long-term business growth opportunities
- Provide complimentary consulting services to businesses that request and qualify for them
- Offer appropriate referrals to organizations and agencies
- Provide workshops that target pertinent business topics (i.e. construction readiness, financial improvements, social media, etc.)
- Provide additional consulting services for businesses that are relocated due to the project
- Assist in the selection of business representatives on jurisdictional transportation citizen advisory committees
- Aid in groundbreaking and ribbon-cutting ceremonies which bring attention to businesses
- Attend project team meetings, open houses, weekly construction meetings and other key community meetings for the project to fully understand the project, history, decisions, impacts, schedules, construction, etc. for the major benefit of the businesses in the project area

MainStreet Team

The MainStreet Team provides to all improvement projects their demonstrated experience through many years of working in the public transportation sector. MainStreet’s internal support includes experience in construction mitigation, consulting, business ownership, business planning, transportation planning, strategic planning, communications/marketing/branding and journalism. These RTA/PAG staff help oversee the success of the program:

Internal Support

Britton Dornquast, RTA MainStreet Program Manager

Jim DeGrood, RTA/PAG Director of Transportation Services

Jeremy Papuga, RTA/PAG Director of Transit Services

Rob Samuelson, RTA/PAG Chief Financial Officer

Sheila Storm, RTA/PAG Communications Director

Philip Cyr, RTA/PAG Graphic Design Manager

Consulting Team and Experience

The current MainStreet consulting team is assembled from a pool of qualified, independently contracted small business consultants with a combined 45 years of construction mitigation experience and over 200 years of business consulting. Each contractor provides services in most business disciplines and prides themselves on the diversity of the consulting deliverables and work products created for their business clients (*see Table 2, page 6*).

Susan Allen - Allen & Associates Creative Services

Ricardo Esquivel - Bilingual/Bicultural Business Solutions

Priscilla Fernandez - Up Front Business Consulting

Andrew Gordon - A La Carte Restaurant Solutions

Gail Holan - Curves Graphic Design

Ralph and Marcia Robinson - BusinessScape

Steve Taylor - SAT Business Consulting

Michael Tucker - Social Mobile Buzz

Jan Waukon - SkyHouse

Project Tasks

General Assumptions

1. *The managing jurisdiction will provide MainStreet with regular project updates that may include project schedules, final design plans, open house invitations, traffic control plans, committee meeting agendas, meeting minutes, project mapping, etc.*
2. *The managing jurisdiction will provide MainStreet with a project fact sheet and a rendering of the final design of the project.*
3. *A MainStreet representative will be an active member of any project-related team.*
4. *A MainStreet representative will attend regular project team meetings, construction meetings, and public meetings.*
5. *The selected MainStreet informational liaison/construction ombudsman will be the principal contact for businesses within the project boundaries.*
6. *All business information shared between MainStreet consulting representatives and project-area businesses is to be kept confidential.*

TASK 1: Informational Liaison

MainStreet liaisons will disseminate initial project information and introductory program materials directly to the businesses in the field and return with key updates while the project is under planning and design. The designated liaison also updates business information in the MainStreet database in order to ensure receipt of future project mailings and email blasts. Informational liaisons offer MainStreet’s services on

every visit. Materials and handouts given on these visits may typically include:

- Project Fact Sheet
- Future Improvements Map
- Important Project Contacts
- Anticipated Timelines or Schedules
- MainStreet Program Brochure
- RTA Brochure
- Open House Invitations
- Pre-construction Open House Invitation
- Utility Coordination Timeline
- Press Releases
- Groundbreaking & Ribbon-Cutting Invitation

TASK 2: Construction Ombudsman

During project construction, the ombudsman will help get the most current construction information to the businesses, and help facilitate construction-related issue resolution that may affect day-to-day business. The ombudsman visits businesses in the primary area regularly and also provides project schedules, traffic control plans and other pieces of helpful information. Businesses will be encouraged to call their MainStreet ombudsman 24/7 or the MainStreet hotline (520) 838-4352 if they have questions or concerns. The ombudsman provides:

- Project Updates
- Utility Coordination Updates
- Construction Scheduling
- Traffic Control Plans
- Issue-Resolution Triage

TASK 3: Direct Consulting

Complimentary direct consulting services will be offered by the informational liaison and the construction ombudsman as part of their visits. If these services are accepted, a pre-consultation intake is scheduled and performed, followed by a consulting health assessment of the business where the type of direct consulting needed is determined as well as hours allocated. MainStreet contracts with business consultants to guide the business to develop unique solutions and deliverables (see table 2, page 6), which is designed to improve the overall health of the business.

TASK 4: Business Resources

MainStreet will offer its Construction Readiness Strategy Planning sessions along with various tip sheets on what to expect during construction projects, how to prepare, how to effectively communicate during construction and how to work with the media. MainStreet will offer its Small Business Success workshops, which are free to any business on any of the projects, past or present. MainStreet also offers additional specialty consulting modules in social media, customized access maps, A-frame signage/banner design, Hispanic marketing, secret shopper, restaurant server training and website design.

MainStreet updates and publishes a Regional Small Business Resource Directory listing information that's helpful to operate businesses in southern Arizona. This free publication containing over 2,500 resources is available online.

Categories include:

- Business Support
- Finance
- Human Resources
- International Business
- Management and Learning
- Marketing, Advertising and Public Relations
- Media
- Operations
- Technology

TASK 5: Special Event Management

MainStreet will assist in providing the groundbreaking and the ribbon-cutting ceremonies for all future RTA-funded projects with its jurisdictional partners. MainStreet also will provide the project team with assistance in project-related event planning in the areas of elected official coordination, business coordination, event materials, catering, talking points, media release generation, and setup assistance the day of the event.

Insurance Requirements

MainStreet's consulting team carries insurance as described in the RTA Contract for Professional Services.

MainStreet Project Status

See (Table 1 on page 5) for a current list of transportation improvement projects that began in 2006 and have either been completed, are under construction or will be in the future. All projects listed have been assigned to MainStreet to offer standardized program and consulting services which help minimize the impact of road construction to the businesses as required by voters of Pima County.

Britton Dornquast, Program Manager
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(520) 838-4352 bdornquast@mainstreetinfo.org
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Regional Transportation Authority

TABLE 1: MAINSTREET PROJECT STATUS - 2013

Location	Lead Agency	Location	Lead Agency
Completed Projects		Projects Anticipating Construction in 2013	
Twin Peaks Rd: I-10 TI to Linda Vista Blvd	ADOT	Houghton Rd: Broadway Blvd Intersection	City of Tucson
Broadway Blvd / Alvernon Way Intersection	City of Tucson	Houghton Rd: Broadway Blvd to 22nd St	City of Tucson
Wilmot Rd / Park Place Intersection	City of Tucson	Kolb Rd Extension	
Mountain Ave: Ft Lowell Rd to Roger Rd	City of Tucson	to Sabino Canyon Rd - Phase 2	City of Tucson
Houghton Rd:		Various Bus Pullout Packages	City of Tucson
MAC Way / Mary Ann Cleveland Intersection	City of Tucson	Magee Rd: La Cañada Dr to Oracle Rd	Pima County
Kolb Rd / Golf Links Rd Intersection	City of Tucson	Valencia Rd: Alvernon Way to Wilmot Rd	Pima County
Craycroft Rd / Grant Rd Intersection	City of Tucson		
Ft Lowell Rd / Campbell Ave Intersection	City of Tucson	Projects Currently Under Planning & Design	
Golf Links Rd / Wilmot Rd Intersection	City of Tucson	I-10: Ruthrauff Rd to Ina Rd	ADOT
Irvington Rd / Calle Santa Cruz Intersection	City of Tucson	Downtown Links: Church Ave to 6th St	City of Tucson
Various Bus Pullout Packages	City of Tucson	Downtown Links: 6th St to Broadway Blvd	City of Tucson
Speedway Blvd: Camino Seco to Houghton Rd	City of Tucson	Silverbell Rd: Grant Rd to Ina Rd	City of Tucson
Kolb Rd Extension		Broadway Blvd: Euclid Ave to Country Club Rd	City of Tucson
to Sabino Canyon Rd - Phase 1	City of Tucson	Grant Rd: Stone Ave to Park Ave	City of Tucson
Downtown Links: 8th St Drainage	City of Tucson	22nd St: I-10 to Tucson Blvd	City of Tucson
La Cañada Dr: Ina Rd to Calle Concordia	Pima County	Houghton Rd: 22nd St to Escalante Rd	City of Tucson
Tanque Verde Rd: Catalina Hwy to Houghton Rd	Pima County	Houghton Rd: Irvington Rd to Escalante Rd	City of Tucson
Houghton Rd / Sahuarita Rd Intersection	Pima County	Houghton Rd: Broadway Blvd to Speedway Blvd	City of Tucson
La Cholla Blvd: Ruthrauff Rd to River Rd	Pima County	Houghton Rd: Speedway Blvd to Tanque Verde Rd	City of Tucson
I-19 Frontage Rd:		Houghton Rd: MAC Way to Valencia Rd	City of Tucson
Canoa Ranch Rd to Continental Rd	Pima County	Houghton Rd: I-10 to MAC Way	City of Tucson
Sunrise Rd: Craycroft Rd to Kolb Rd	Pima County	La Cholla Blvd: Overton Rd to Tangerine Rd	Pima County
Valencia Rd: Cardinal to Westover	Pima County	Kolb Rd / Valencia Rd Intersection	Pima County
Magee Rd / Cortaro Farms Rd:		Valencia Rd: Wade Rd to Mt Eagle	Pima County
La Cañada Dr to Mona Lisa Rd	Pima County	Valencia Rd: Mark Rd to Wade Rd	Pima County
Twin Peaks Rd: Silverbell Rd to I-10	Marana	Valencia Rd: Wilmot Rd to Kolb Rd	Pima County
Twin Peaks Rd (Camino de Mañana):		Wilmot Rd: North of Sahaurita Rd	Pima County
Linda Vista Blvd to Tangerine Rd	Marana	Valencia Rd: Ajo Way to Mt Eagle	Pima County
Sahuarita Rd: I-19 to La Villita Rd	Sahuarita	Tangerine Rd: Twin Peaks Rd to La Cañada Dr	Pima County
		Tangerine Rd: I-10 to Twin Peaks Rd	Marana
Projects Currently Under Construction		Future Projects	
I-10: Prince Rd to Ruthrauff Rd	ADOT	First Ave: River Rd to Grant Rd	City of Tucson
Tucson Modern Streetcar	City of Tucson	UPRR Underpass at Grant Rd	City of Tucson
Downtown Links: I-10 to Church Ave	City of Tucson	Irvington Rd: Santa Cruz River to East of I-19	City of Tucson
22nd St / Kino Pkwy Overpass	City of Tucson	Harrison Rd: Bridge Crossing Pantano River	City of Tucson
Houghton Rd: Irvington Rd to Valencia Rd	City of Tucson	Valencia Rd: I-19 to Alvernon Way	City of Tucson
Grant Rd / Oracle Rd Intersection	City of Tucson	Valencia Rd: Kolb Rd to Houghton Rd	City of Tucson
Various Bus Pullout Packages	City of Tucson	Broadway Blvd: Camino Seco to Houghton Rd	City of Tucson
La Cholla Blvd: Overton Rd to Magee Rd	Pima County	22nd St: Camino Seco to Houghton Rd	City of Tucson
Magee Rd / Cortaro Farms Rd:		First Ave: Orange Grove Rd to Ina Rd	Pima County
Mona Lisa Rd to Thornydale Rd	Pima County	Sunset Rd: Silverbell Rd to River Rd	Pima County
La Cañada Dr: River Rd to Ina Rd	Pima County		
Ina Rd / Oracle Rd Intersection	Pima County		
Sahuarita Rd: La Villita Rd to Country Club Rd	Sahuarita		

TABLE 2. RECENT DELIVERABLES

Formal Business Assessment	Customized Access Mapping	Team Dynamics Evaluation Workshop	“True Colors” Workshop
Business Plan Development	Promotions Plan	Monthly Sales Tracking Report	Strategic Plan Development and Presentation
Cash Flow Analysis	Strategic Marketing Plan	Restaurant Operations Manual	Employee Satisfaction Assessment
Budget Planning	Hispanic Bilingual Target Marketing	Operations “Dashboard” for Professional Practices	Job Description Development Process
Merchandising Training	Work Order Training Report	Medical Practice Costing and Pricing Guidelines	Fundraising Strategy Development
Business Turnaround Plan	Restaurant Training Manual	Business Roles and Responsibilities Workshop	Non-Profit Board Training and Development Strategy
Job Costing/Sales Development and Training	Key Indicator Efficiency Report	Commercial Property Investment Strategies	Commercial Property Management Guidelines
Profit and Loss Statements and Analysis	New Product Cost Analysis	Restaurant Evaluation Report	Fundraising Collateral Brochures and Catalogs
Retail Signage Plan	Strategic Operations Plan	Business Event Planning	Advertising Campaign
Inventory Control	Startup Plan	Management Decision Making Workshop	Competitor Profile Analysis
Construction Readiness Plan	SWOT Analysis	Non-Profit Donor Development Strategy	Secret Shopper
Business Valuations	Off-site Marketing Display	Keirseey Temperament Workshop	E-mail Campaign
Newsletter Design	Tagline Development	Website Assessment	Public Relations Plan
Business Association Development	Team Building	Cash Flow Projections	Questionnaire and Feedback Surveys
Branding Strategy Development	Targeted Customer Identification	Client Dues Tracking Module	Domain Name Research
Business Plan Review	Positioning Plan	Family Business Dynamics Workshop	Direct Mail Campaign
Sales and Inventory Tracking Report	Strategic Planning	Sales Forecasting	Media Training
Succession Planning	Media Event Plan	Employment Contract Development	Smartphone Web Design
Presentation Training	Mission Statement Creation	Monthly Sales and Tax Summary Report	Image Packaging
New Product Marketing	Direct Marketing Materials	Inventory Tracking Report	Website Redesign
Vision Statement Creation	Presentation Training	Customer Work Order Summary Report	Media Kit
Time Management Plan	Customer Database Development	Sales Process Tracking Tools	Non-profit Association Development
Customer Loyalty Program	New Website Creation and Training	Lease Contract Development	Advertising Design
Business Mentoring and Coaching	Logo Design	Multi-product Breakeven Analysis	Press Release Development
Management Plan	Media Buying Review	Customer Tracking Report	Restaurant Menu Design
Social Media Marketing	Product Mix Analysis	Technology Planning	Product Photography
Employee Manual	Graphic Standards Manual		A-Frame and Banner Design
Communications Plan	Executive Management Styles Workshop		Accounting Software Training
Search Engine Optimization	Vendor Work Order Summary Report		
Opportunity Analysis	Target Market Profiling		
Grand Opening Plan			

TABLE 3a. RECENT BUSINESS FEEDBACK*Business names removed per confidentiality agreement.*

"Thank you for helping us become a better company and allowing us the opportunity to grow during construction."

"The consultants were great to work with and understood what I was trying to accomplish."

"This is an excellent and extremely helpful program."

"This was a very valuable and productive experience from start to finish."

"We were so pleasantly surprised and grateful for your assistance."

"I could not be happier with the help I received from the program."

"They provided us with a wealth of information and were able to make us see our business through new and different eyes."

"Your consultant has been an asset to us that we can never begin to repay."

"The consultants are great to work with...they know their stuff and share it gladly."

"Very happy with this service."

"We found this program extremely valuable and wish to thank you and the program originators for a job well done."

"The value of the final presentation and materials supplied was immeasurable."

"I feel the program was a benefit to our firm."

"We had a great opportunity to look at the business as a whole and figure out what exactly we needed to improve on in order to get to our goals."

"Marketing needs went far beyond our expectations."

"I would like to take this opportunity to thank you for the wonderful assistance and support we received from your consultants."

"With your guidance our committee was able to accomplish in a few sessions what we would have continued to struggle with for an unforetold length of time."

"I appreciate your expertise and time."

"The overall business assessment was quick, straightforward and very informative."

"You have an outstanding team and we have sincerely appreciated all the support!"

"We feel very lucky to have discovered MainStreet and we very much appreciate all you have done on our behalf."

"Definitely a worthwhile service to small businesses! I highly recommend it!"

"It has been an enlightening experience and a pleasure to work with such remarkable people."

"You guys are great...thank you so much."

"Everyone has gone above and beyond what is required and I am very grateful for that."

"Friendly, professional, excellent at communicating their ideas...and they were all great ideas!"

"Thank you for all you have done this past year."

"We would like to thank the RTA Small Business Assistance Program for considering the needs of small business such as ours."

"Your ombudsman was a pleasure; very effective, very thorough through some challenging circumstances."

"Provided useful recommendations and mitigation strategies."

"Your consultant was very creative and has a gift for helping others exercise their creative muscles."

TABLE 3b. RECENT BUSINESS FEEDBACK*Business names removed per confidentiality agreement.*

"Our ombudsman was very accessible and extremely timely with construction updates."

"The enthusiasm and business consulting was much, much more than we expected."

"Our consultant was very professional, very courteous, and very generous with his knowledge."

"Insight to additional business opportunities!"

"Prompt consistent follow-through."

"Thanks - very impressed with the knowledge your consultant has - he is spot on!"

"Great energy - Great ideas!"

"We benefited most from the consultant's "on point" meetings that really forced us to stop and evaluate our business potential."

"I have enjoyed working with the MainStreet people so far. Everyone is knowledgeable in their work and easy to communicate with. Thanks to all!"

"The consultant was a joy to work with. His vast knowledge and experience was most beneficial to draw from. His advice was very helpful and we have already implemented many of his recommendations. It was a pleasure to work with him and we would highly recommend him to other restaurateurs."

"The consultant helped us to brainstorm ideas and to encourage us to put those ideas into action. She energized us!"

"I have a company that has been in business in Tucson for over 70 years and during the time I have been in charge, 50 years, I have never been as pleased with this kind of service."

"Your consultant has a head full of business information and walked me through a sound business strategy."

"Your consultant did a great job for us. He showed us many ways to increase the visibility of the business."

"The consultation was a gift of great value to the company and will guide many of our future decisions."

"I am writing this to let you know how beneficial and helpful the RTA MainStreet Business Assistance has been for our new business."

"The representatives were very professional and helpful in many aspects of our business."

"Our sales have increased in the otherwise declining economy and we feel this is due in part to the RTA MainStreet Business Assistance program."

"Your consultant was incredibly helpful!"

"Kudos on your MainStreet program. It could not be more successful, important or beneficial."

"This consulting service has been very beneficial to me and my business."

"Thank you all for this service. You have no idea how much you have helped."

"All services were exceptional. Thank you for everything."

"This entire program is beneficial to succeeding. More businesses should definitely participate. I am sorry my time is over and thank everyone for this great program."

"You have an outstanding team and I have sincerely appreciated all the support."

Britton Dornquast, Program Manager
MainStreet Business Assistance Program
177 N. Church Ave., Suite 405, Tucson, AZ 85701
(520) 838-4352 bdornquast@mainstreetinfo.org
www.mainstreetinfo.org

a program of  **Delivering
our promise
to you**
Regional Transportation Authority

Broadway - Information about the Broadway Project

From: Jennifer Burdick
To: billm@madera.com
Date: 3/19/2013 11:12 AM
Subject: Information about the Broadway Project
CC: Broadway
Attachments: 902EBroadway_HistoricPropertyForm.pdf

Bill,

I appreciate being able to share some information about the Broadway project with you. As we discussed, I have attached an evaluation form for the property that is part of our Historic Buildings Inventory Report conducted for the project. The property also is mentioned on page 21 of the report, found online at: http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric_Final_Vol1.pdf

As we also discussed, Jan Waukon is a consultant assigned to our project area from the RTA's MainStreet Business Assistance Program. Contact information for her, or for Britton Dornquast, the program manager at RTA, can be found here: http://cms3.tucsonaz.gov/files/projects/broadway/RTA_MainStreetContacts.pdf

Thank you for letting the property owners know about our meeting this Thursday. Britton will be presenting at the meeting, probably right around 5:45-6pm timeframe.

I will look into whether there are any grants or other types of financial assistance, incentives, or other that might help with paving the property. I will get back to you on this issue once I know more.

Regards,
Jenn

STATE OF ARIZONA

HISTORIC PROPERTY INVENTORY FORM

Please type or print clearly. Fill out each applicable space accurately and with as much information as is known about the property. Use continuation sheets where necessary. Send completed form to: State Historic Preservation Office, 1300 W. Washington, Phoenix, AZ 85007

PROPERTY IDENTIFICATION

For properties identified through survey: Site No: Survey Area: Broadway Boulevard: Euclid to Country Club

Historic Name(s): Sambo's Pancake House
(Enter the name(s), if any, that best reflects the property's historic importance.)

Address 902 E. Broadway Blvd.

City or Town: Tucson vicinity County: Pima Tax Parcel No. 124-07- 212A

Township: 14S Range: 14E Section: 18 Quarter Section: NW Acreage: <1

Block: 12 Lot(s): 6-7 Plat (Addition): Riecker's Addition Year of plat (addition): 1934

UTM reference: Zone 12 Easting Northing USGS 7.5' quad map: Tucson

Architect: Ron Berquist (possible) not determined known (source: Jen Levstik)

Builder: not determined known (source:)

Construction Date: 1964 known estimated (source: Tucson Citizen)

STRUCTURAL CONDITION

Good (well maintained, no serious problems apparent)

Fair (some problems apparent) Describe: _____

Poor (major problems; imminent threat) Describe: _____

Ruin/Uninhabitable

USES/FUNCTIONS

Describe how the property has been used over time, beginning with the original use.

Commercial

Sources: Assessor

PHOTO INFORMATION

Date of photo: 4/18/09

View Direction (looking towards)

S

Negative No.: BC-902b



Broadway - Re: Fwd: Broadway Corridor

From: Broadway
To: Farhad Moghimi; leighton@rockafellowlaw.com
Date: 3/26/2013 4:58 PM
Subject: Re: Fwd: Broadway Corridor

Mr. Rockafellow, Farhad -

I am following up just to share that I have received Mr. Rockafellow's email via Farhad, and will add it to the project's Public Input Report. This information will be shared with the Task Force as part of meeting materials for the April 18 meeting.

If you have any questions, please let me know.

My best regards,
 Jenn

Jennifer Toothaker Burdick, Project Manager
 Broadway: Euclid to Country Club Roadway Improvement Project
 City of Tucson Department of Transportation

Direct: (520) 837-6648 Cell: (520) 390-7094

Web: <www.tucsonaz.gov/broadway>

>>> On 3/19/2013 at 8:56 PM, Farhad Moghimi <contactfarhad@gmail.com> wrote:

I am forwarding the following comments (e-mail below) for the record as requested by Mr. Rockafellow.

Thank you,
 Farhad

----- Forwarded message -----

From: **Leighton Rockafellow** <leighton@rockafellowlaw.com>

Date: Sat, Mar 2, 2013 at 8:32 AM

Subject: Re: Broadway Corridor

To: Farhad Moghimi <contactfarhad@gmail.com>

And I just realized there are already right and left turn lanes at Broadway and CC for West bound traffic. Sorry about that. Thanks for the reply.

Leighton H Rockafellow Sr Esq
 2438 E Broadway Blvd
 Tucson, Az 85719
[520-750-1800](tel:520-750-1800)
 Fax: [520-750-1676](tel:520-750-1676)
 email: Leighton@rockafellowlaw.com
www.Rockafellowlaw.com

On Mar 1, 2013, at 10:36 PM, Farhad Moghimi <contactfarhad@gmail.com> wrote:

Thank you for the follow up e-mail. I will share your comments with the Task Force and the design team. It was very nice to meet you as well and I look forward to working with you as we work our way through the design concept process for Broadway Blvd.

Regards,
Farhad

On Friday, March 1, 2013, Leighton Rockafellow <leighton@rockafellowlaw.com> wrote:

- > Farhad,
- > It was a pleasure meeting you last night and thank you for all the work you have done and will do on this project. I want to go on record with my thoughts.
- > I bought 2438 E Broadway in 1977. At that time the reversible lanes were in place, and we always knew when it was 4 PM as the horns would start honking.
- > The reversible lanes were taken out many years ago, and traffic flows nicely. I see little or no congestion during the day. In retrospect, I don't think the reversible lanes were ever needed, or enhanced
- > traffic flow.
- > I live in El Encanto at Broadway and Country Club. I moved there in 2001. I drive past the office many times at night coming home from downtown events, or
- > football or basketball games. Other than game traffic, the corridor is empty at night. Even on game nights it is very manageable.
- > I have seen the City acquire property on the N side of the street for years now, and I was always told the expansion would be on the N side. I was surprised to learn that
- > the S side is being considered for acquisition. I am surprised that a meandering approach is being considered.
- > The DeConcini building was built as far back as possible to accommodate possible Broadway expansion and the strip center to the E of Tucson Blvd on the N side has ample room for the parking lot to be partially taken, and still have sufficient room for parking, exit and exit.
- > There is plenty of room to make an expanded right turn lane at the old Albert's gas station at Broadway and Campbell for West bound traffic. That will help West bound traffic flow considerably. There is already a left turn lane and arrow at Broadway and Campbell for E and W traffic, so adding the right turn lane for W bound Broadway on to Campbell would be very helpful.
- > There is also room to take a corner of the DeConcini building parking lot at Tucson Blvd and Broadway for the same purpose. The same is true at the Cele Peterson property on the NW corner
- > at CC and Broadway. This is a vacant lot zoned residential that will never be built on, and will impact no one. This would have a minimum impact on existing property owners and businesses, and would help the flow of traffic.
- > There is already a left turn lane for E bound traffic at Tucson Blvd and Broadway. Adding a left turn arrow would help tremendously. A left turn lane for W bound Broadway traffic could be added with an arrow as well at Broadway and
- > Tucson Blvd if the right turn lane is added from the DeConcini parking lot which is rarely used. Take a look, it is always empty at that spot.
- > I just spent 10 minutes watching traffic in front of my building at 3:30 PM today. The biggest back up I saw for E bound traffic at the light for Tucson Blvd and Broadway was 10 cars. Traffic in general was moderate to light.
- > The meandering approach makes no sense to me, as the cut in is at CC going West in front of the bank. It makes sense to make the alignment straight. The meander for the underpass

coming into and out of downtown is bad, and
> an additional meander would be worse. If you are going to do this, take the N side, or take the S side, but don't meander.
> At this point, I am on Councilman Kozachik's side that no improvement is needed. I understand the City's desire to make a beautiful corridor, but the expense is great, and the benefit is slight.
> If for some reason the S side is taken, the entire strip center that I am part of will have to be taken down, as there will be no room for parking at all. There is barely enough room now for traffic to safely enter and exit the strip center.
> Thank you for considering my comments, and again thank you for serving on this committee. I look forward to attending further meetings on this issue. In the meantime, I will continue to watch the traffic, and see if I can come up with
> any other constructive ideas to avoid the huge expense of expansion for the sake of expansion.
> Sincerely,
> Leighton H Rockafellow Sr Esq
> 2438 E Broadway Blvd
> Tucson, Az 85719
> [520-750-1800](tel:520-750-1800)
> Fax: [520-750-1676](tel:520-750-1676)
> email: Leighton@rockafellowlaw.com
> www.Rockafellowlaw.com
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#57

From: Jennifer Burdick
To: nolanj13usa@aim.com,marypflib@hotmail.com
Date: 3/23/2013 4:31 PM
Subject: RE: Broadway Boulevard Improvement Project

Mr. James -
I have received your email via Mary Durham-Pflibsen and will include it in the Public Input Report.

Thank you for sharing your comments with us. It is helpful to understand the myriad perspectives on this project.

Sincerely,
Jenn

Jenn Toothaker Burdick, Project Manager
Tucson Department of Transportation
Phone: (520) 837-6648
Cell: (520) 390-7094
Fax: (520) 791-5902
Web: www.tucsonaz.gov/transportation

>>> Mary Durham-Pflibsen <marypflib@hotmail.com> 03/23/13 2:32 PM >>>
Dear Mr. James,
Thank you for your input. I am forwarding your message to Jenn Burdick, the Broadway Blvd Project Director, to include in the public input report which the CTF will review at our next meeting on April 18th. I will also forward your email to the SHNA Board.
Mary

Mary Durham-Pflibsen

To: marypflib@hotmail.com
Subject: Broadway Boulevard Improvement Project
From: nolanj13usa@aim.com
Date: Sat, 23 Mar 2013 16:39:34 -0400

CTF/Mary Durham-Pflibsen et al,

I am a Sam Hughes property owner and resident. I approve of the current plans for the Broadway Boulevard Improvement Project as listed in the 2006 ballot without modification.

I oppose the Sam Hughes Neighborhood Association (SHNA) and others' plan to modify the project from its original design. Once again the voters have spoken and you are trying to modify the plan because the outcome was not to your liking. To use the current state of the economy to sway the view of the future is not accurate. Not all of the mid-century buildings along Broadway are gems.

The SHNA is not the single voice of residents in Sam Hughes. Others in this neighborhood offer different ideas and visions for the future which differ from theirs.

Nolan James

Jennifer Burdick - Re: FW: Broadway Blvd planning

From: Jennifer Burdick
To: oscargandy@yahoo.com
Subject: Re: FW: Broadway Blvd planning
CC: Mary Durham-Pflibsen

Mr. Gandy,

I have added your email and the Todd Litman article to our public input report. It will be shared with the Task Force with the next report.

Thank you for taking the time and energy to participate in the process, and for communicating with Mary. We appreciate and value it.

Sincerely,
 Jenn

Jennifer Toothaker Burdick, Project Manager
 Broadway: Euclid to Country Club Roadway Improvement Project
 City of Tucson Department of Transportation

Direct: (520) 837-6648 Cell: (520) 390-7094

Web: <www.tucsonaz.gov/broadway>

>>> On 3/25/2013 at 8:46 PM, Mary Durham-Pflibsen <marypflib@hotmail.com> wrote:

Dear Mr. Gandy,

Thank you for sharing this document. I'm forwarding it to Jenn Toothaker Burdick, the Broadway Blvd Project Manager, to add to the public input report and be shared with the Citizen's Task Force at our next meeting on April 18th. There is a lot of good information here for us to consider.

Mary

Mary Durham-Pflibsen

Date: Mon, 25 Mar 2013 12:56:17 -0700

From: oscargandy@yahoo.com

Subject: Broadway Blvd planning

To: marypflib@hotmail.com

Dear Mary:

I hope you will find the attached worth sharing with other members of the Task Force for use in their deliberations on our behalf.

Thanks,

Oscar Gandy
 Sam Hughes homeowner



www.vtppi.org

Info@vtppi.org

Phone & Fax: 250-360-1560

A New Social Equity Agenda For Sustainable Transportation

8 March 2012

By

Todd Litman

Victoria Transport Policy Institute

And

Marc Brenman

Social Justice Consultancy and Senior Policy Advisor to The City Project

Summary

This report discusses the importance of incorporating social equity and environmental justice objectives into transport policy and planning analysis. It recommends a more systematic and comprehensive framework for social equity impact analysis. Social equity refers to the equitable distribution of impacts (benefits, disadvantages and costs). *Environmental justice* is a subset of social equity analysis that focuses on illegal discrimination against disadvantaged groups. This is often the lens through which transportation equity impacts are analyzed. More comprehensive analysis considers additional impacts, including delay and risk that motor vehicle traffic imposes on pedestrians and cyclists, various costs that automobile dependency and sprawl impose on non-drivers, and subsidies for motor vehicle travel which are often overall regressive. More comprehensive analysis considers how various biases in the transport planning process tend to favor mobility over accessibility and automobile travel over other modes. These biases reduce transport system diversity, and therefore the transport options available to non-drivers, and exacerbate various external costs that are particularly harmful to disadvantaged people. More comprehensive analysis can help identify more integrated, win-win solutions, which achieve a variety of social, economic and environmental objectives. This can help build broader coalitions among diverse interest groups.

Presented at the 2012 Transportation Research Board Annual Meeting
Paper 12-3916

Introduction

On 1 December 1955 in Montgomery, Alabama, Rosa Louise McCauley Parks, an African American woman, refused to obey a bus driver's order to give her seat to a white passenger. This began the Montgomery Bus Boycott, a major event in the U.S. civil rights movement which helped achieve more equitable public policies.

How much progress has occurred since? Racial discrimination is now illegal in business, education and employment, and various policies and programs exist to protect minority groups. However, many people still suffer inequities in their ability to access public services and economic opportunities.

In terms of transportation, most Montgomery, Alabama African American residents who can drive and afford an automobile are probably better off now because they have more mobility and do not face daily racial discrimination. However, residents of all races who either cannot drive or would prefer to use alternative modes (because they dislike driving, want to save money, or enjoy the physical activity and social interactions of walking, cycling and public transit) are probably worse off because their communities are less walkable, bus service declined and development patterns are more sprawled. Transport system discrimination has changed: it results less from race or ethnicity and more from disability and poverty. This is an important and timely issue. A number of demographic and economic trends are increasing consumer demand for alternative modes and more accessible, walkable communities (Litman 2006), and many citizens, public officials and practitioners sincerely *want* to address social equity objectives (Sanchez and Brenman 2007). It is therefore important to develop comprehensive and practical methods for evaluating transportation social equity impacts and achieving social equity objectives.

This report attempts to provide a comprehensive and systematic framework for evaluating these impacts and incorporating them into transport policy and planning analysis. It describes a new social equity agenda for transportation which addresses structural issues that affect overall transport system diversity and affordability by working to correct current policy and planning biases that, in various and often subtle ways tend to favor mobility over accessibility and automobile travel over other transport modes.¹

¹ In this case the word *accessibility* refers to people's general ability to reach services and activities. It can also refer to special policies and designs to accommodate people with disabilities, such as mobility impairments, called *universal design* in this paper. See *Access To Destinations* (www.cts.umn.edu/access-study/about/index.html) and *Evaluating Accessibility for Transportation Planning* (www.vtppi.org/access.pdf)

Defining Social Equity

Social equity (also called *fairness*) refers to the equitable distribution of impacts (benefits, disadvantages and costs). This is an important planning goal and a requirement for sustainable development, which balances economic, social and environmental objectives (Litman and Burwell 2006). Conventional transportation planning tends to focus on economic objectives (congestion reduction and increased travel speeds, travel cost savings, and traffic safety), and in recent decades, has added environmental objectives (resource conservation, emission reductions, and habitat protection). Various performance indicators have been established to help evaluate economic and environmental impacts. Social equity objectives receive less systematic analysis; they may be considered during political negotiations and through public involvement processes, but there are no standard methodologies for evaluating social equity impacts.

In practice, transportation social equity issues are often addressed using an *environmental justice* lens, which tends to focus on illegal and measurable harms to certain vulnerable minority groups, as defined in the following box. Political debates, transport agencies, professional organizations (such as TRB), advocacy groups and courts all tend to use this perspective when evaluating social equity issues (Bullard and Johnson 1997; Forkenbrock and Sheeley 2004).

Defining Environmental Justice

The principle of environmental justice is the product of a much broader movement to address the economic and health impacts of environmental racism. Environmental justice serves as an effective framework for understanding why low-income and minority communities face the brunt of negative impacts from transportation investment. "Environmental justice is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. Fair treatment means that no group of people, including a racial, ethnic, or socioeconomic group, should bear a disproportionate share of the negative consequences resulting from industrial, municipal, and commercial operation or the execution of federal, state, local and tribal programs and policies." (*Guidance for Incorporating Environmental Justice Concerns in EPA's NEPA Compliance Analysis* Office of Federal Activities, USEPA, April 1998, page 2).

This approach is understandable. It addresses what can be considered the worst categories of social inequities (measurable discrimination against vulnerable minorities), and it helps define a reasonable scope of issues that planning organizations can address. For example, to satisfy social equity requirements a planning agency should identify any vulnerable minorities and any impacts that a project will impose on them, and then work with that group to mitigate these impacts. Similarly, social equity advocacy organizations have a reasonably definable constituency with definable concerns and intervention methods, including legal action.

However, this approach also has significant limitations:

- It is ineffective at representing the interests of unorganized and geographically dispersed groups. For example, transit riders and bicyclists are often more politically organized and influential than the much larger group of people who walk. Minority and low-income people tend to be more influential they live close together than if they are dispersed. Mobility for teenagers and young adults is generally overlooked as a social equity issue.

- It relies on often ambiguous classifications, such as race and age, as surrogates for functional status such as poverty and physical disability. Although African Americans tend to have high poverty rates, it is wrong to assume that all African Americans are poor, and unfair to overlook white population poverty. Similarly, although seniors tend to have high disability rates, it is wrong to assume that all seniors are disabled, and unfair to overlook the needs of younger disabled people. This can alienate people who feel that their interests are undervalued, such as low-income people who lack minority status.
- It tends to consider social equity issues in isolation, and so favors special mitigation actions rather than more integrated solutions that may help achieve more total benefits. For example, it is more likely to support special subsidies or transit services intended to help specific groups than to support broader policy and planning reforms that create more diverse transport systems and more accessible land use, which provide economic, environmental *and* social equity benefits.
- It tends to overlook issues important to physically, economically and socially disadvantaged groups not specifically defined as discrimination, such as planning decision impacts on health, affordability, and community livability (Bell and Cohen 2009; CNT 2008; Litman 2007)

Environmental justice, as it is currently applied, can therefore be considered a subset of total social equity issues. Environmental justice might be considered to reflect the most extreme and therefore most important issues, but this approach often excludes other impacts and groups.

Figure 1 **Scope of Social Equity and Environmental Justice Issues**



The current scope of transport environmental justice analysis only considers a subset of total social equity issues.

Professional organizations tend to give relatively little consideration to social equity issues. For example, the *Transportation Research Board* has dozens of committees that deal with economic and environmental issues, but few dealing with social equity issues. Some committees deal with specific disadvantaged groups, such as Women, Native Americans and people with disabilities, but only two committees consider social equity comprehensively: the *Social and Environmental Factors Committee* (ADD20) which has diverse interests, and *Environmental Justice in Transportation* (ADD50) which has a narrower focus. This is probably the organization that most transport professionals expect to address social equity issues. However, in practice it tends to focus on a specific set of issues: illegal discrimination and affirmative action, affordability of automobile travel, pollution impacts on minority communities, and basic bus service.

Social equity analysis can be more comprehensive, considering a wider range of groups, impacts and modes, with more attention to the overall planning process. Examples of some of these issues are below.

Policy and Planning Biases

Many current transportation policies and planning practices are biased in various ways that favor mobility over accessibility and automobile transport over other modes. For example:

- A major portion of total transport funding is dedicated to roads and parking facilities, and cannot be used for other modes even where demand exists and they are cost effective investments.
- Current transport system performance evaluation tends to use indicators, such as average travel speeds and roadway level-of-service ratings which primarily reflect motor vehicle travel conditions, with little consideration given to non-motorized modes.
- Current zoning codes require generous minimum parking supply, which forces households that own fewer than average automobiles to subsidize the parking costs of other households that own more than average vehicles.
- Current fixed insurance pricing overcharges lower-annual-mileage motorists in order to cross-subsidize higher-annual-mileage motorists.
- Transport and land use planning are separate, which can lead to inefficient planning. For example, disadvantaged people can often benefit from more affordable housing and improved services in accessible locations, but this is not usually considered a transport issue (Litman 2011).

Planning that favors automobile travel is inequitable in several ways:

- Non-drivers as a group receive less than their fair share of transport funding which is unfair (horizontally inequitable). For example, in a typical urban area, 10-20% of trips are made by non-motorized modes yet only 2-5% of total government transportation budgets are devoted to non-motorized facilities, and an even small portion including private expenditures on parking facilities mandated in local zoning laws.
- Wider roads and higher motor vehicle traffic volumes and speeds impose delay, risk, discomfort and pollution on other road users, particularly pedestrians and cyclists.
- Since physically, economically and socially disadvantaged people tend to rely heavily on walking, cycling and public transit (or described differently, people who drive less than average tend to be disadvantaged compared with high-annual-mileage motorists), these impacts tend to be regressive (vertically inequitable).
- These policies tend to cause *automobile-dependency*: transport systems and land use patterns which favor automobile access. This provides inferior access for non-drivers, and transport costs on lower-income households (Agrawal 2011).

Current environmental justice analysis often overlooks these impacts. These impacts may be considered if non-drivers are a geographically-concentrated, legally-recognized minority group, but not if the people who are harmed are geographically dispersed (such as people with disabilities) or not politically influential (such as teenagers).

Transport Pricing

Environmental justice analysis tends to focus on certain financial impacts but overlook others that are sometimes larger. For example a 50¢ transit fare increase would cost a typical transit commuter \$20 per month, while *parking cash out* (offering non-drivers the cash equivalent of parking subsidies) typically provides \$50-100 in additional monthly income to commuters who walk, bicycle, rideshare or use public transit. Similarly, unbundling residential parking (renting parking spaces separately from building space, so, for example, rather than renting an apartment renting for \$1,200/mo with two “free” parking spaces, the apartment rents for \$1,000 plus \$100 per parking space), would typically save non-drivers \$50-200 per month, and significantly increases urban housing affordability (Litman 2003; HUD 2008) yet parking cash out and unbundling are generally not considered environmental justice issues.

Environmental justice groups tend to oppose transport pricing reforms (road tolls, parking fees, increased fuel taxes, etc.), assuming they are regressive, without considering all impacts. For example, if roads and parking facilities are not financed by user fees (tolls, parking fees and increased fuel taxes) they must be financed by general taxes and building rents that everybody pays regardless of how much they drive, which is unfair and regressive. Disadvantaged people seldom drive on roads that are candidates for tolling (Schweitzer and Taylor 2010): Many do not drive (due to disability or poverty), many who do drive do not commute (they are retired or disabled), many who do commute work close to home, and many who commute longer distances use public transit, rideshare (and so only pay a share of tolls) or work off-peak and so pay discounted tolls, and some who currently commute by automobile would benefit overall if tolling improves transport options (if road pricing improves bus and rideshare travel speeds, or if some road pricing revenues are used to improve public transit services).

Table 1 summarizes road user fee equity impacts. Pricing opponents tend to focus on the increased costs to low-income motorists but ignore the larger number of lower-income people who benefit. Schweitzer and Taylor (2010) found that financing urban highway expansion with general taxes saves daily users about \$700 annually, but impose \$5 to \$80 annual costs on other households. Since few toll road users are low-income, general tax financing is regressive overall, causing cross-subsidies from lower- to higher-income households.

Table 1 Road User Fees Instead Of General Taxes

Group	Equity Impacts
High-income motorists	<i>Benefit.</i> They pay the tolls which finance the facility (reflecting horizontal equity principles) and benefit from reduced traffic congestion.
Low-income toll road users	<i>Harmed.</i> They pay the tolls.
Low-income travelers tolled off the roadway	<i>Varies.</i> If they lack good alternatives this is considered regressive. If tolling is implemented in conjunction with improvements to alternative modes (ridesharing and public transit improvements) then some may be better off overall.
Tax payers who seldom or never drive on the facility	<i>Benefit.</i> They pay taxes that finance a facility that they do not use, which is horizontally equitable, and since lower-income people tend to be a small portion of toll road users, this tends to increase vertical equity (poor people tend to benefit overall)

Physically, economically, and socially disadvantaged residents tend to benefit overall if highways are financed by user fees because they seldom drive on tolled highways but pay general taxes.

Similar analysis can be applied to other types of transport pricing. For example, public financing of parking facilities (including on-street parking), and zoning codes that require generous parking supply, force households that own fewer vehicles or drive less than average to subsidize their neighbors who own more vehicles or drive more than average. These cross-subsidies represent hundreds of dollars in annual economic transfers from low- to high-vehicle-owning households and contribute to housing inaffordability, automobile dependency and sprawl. Since vehicle ownership and use tend to increase with income, these subsidies are both horizontally and vertically inequitable (they harm disadvantaged populations).

Transport Planning and Investments

There are many reasons to improve alternative modes. For example, high quality public transit (comfortable vehicles and station, frequent and fast service, good user information and supportive land use policies) tends to reduce traffic congestion, road and parking facility costs, consumer costs, accidents, energy consumption, pollution emissions, as well as improving mobility options for non-drivers and public fitness and health. High quality public transit can be a catalyst for more multi-modal community development and helps make transit more socially acceptable. As a result, rational planning and funding (called “least-cost planning”) could significantly increase support for transit in transport planning and funding (VTPI 2010).

Environmental justice advocates tend to treat public transit funding as a zero-sum game, which pits interests groups against each other. For example, they sometimes criticize rail transit because it diverts resources from basic bus service. Yet, rail transit funds are often shifted from highway accounts or generated by special new taxes. Cities with high quality rail transit systems tend to have more total public transit, including more bus transit service per capita, than cities that lack rail transit (Litman 2004), and rail transit tends to increase the social status and build political support for alternative modes and supportive land use policies. It is therefore wrong to assume that rail transit investments necessarily harm disadvantaged people. Although it may seem so in the short run, over the long run, rail transit development can be an effective way to create more multi-modal transport systems and accessible land use development.

Conventional planning also tends to undervalue and under-invest in non-motorized transport. Non-motorized improvements can provide many economic, social and environmental benefits, but many tend to be overlooked in conventional transport project evaluation. People who are physically, economically and socially disadvantaged tend to rely heavily on non-motorized transport, and tend to benefit significantly from impacts such as improved fitness and health. Non-motorized transport improvements also provide an opportunity for coalition building among diverse interest groups. Yet, this has not been a significant environmental justice issue. This in no way ignores the wonderful non-motorized transportation advocacy work by some community groups, such as the Center of Neighborhood Technology and Transportation Alternatives, or the inclusion of walkability as an objective in the federal Livable Community agenda. In addition, social justice advocates often work to improve accommodation of people with disabilities by supporting universal design and physical accessibility. However, the structural biases against non-motorized transport have not been a significant environmental justice issue.

Table 2 compares equity impacts that are considered or ignored by current transport environmental justice analysis, and identifies ways to improve transport planning analysis and policies to better address social equity issues.

Table 2 Scope of Transportation Environmental Justice Analysis

Currently Considered	Generally Ignored	Improvement Strategies
Discrimination of recognized minorities (Black, Hispanic, people with disabilities, etc.) User fees (transit fares, road tolls and vehicle taxes) imposed on lower-income travelers. Distribution of public transit funding between buses and rail. High pollution exposure in disadvantaged neighborhoods. Accommodation of people with disabilities.	Discrimination favoring motorists over non-drivers. Delay, risk and pollution that motor traffic imposes on non-motorized travelers. Funding distribution between automobile and other modes. Parking requirements in zoning codes and parking subsidies. Cross-subsidies from non-drivers to finance roads and parking facilities. Policies that cause land use sprawl.	Multi-modal planning analysis (e.g., multi-modal level of service). More comprehensive project evaluation. More comprehensive non-motorized benefit analysis. Reduced parking requirements in zoning codes, plus parking cash out and unbundling. More direct user fees for roads. Smart growth land use policies, particularly more affordable housing in accessible locations.

Currently, transportation environmental justice analysis recognizes some impacts but overlooks others.

Table 3 summarizes how various transport policies affect different types of disadvantaged groups, and the degree these impacts are considered in current planning. For example, non-motorized transport is very important to people with disabilities or low incomes, and non-drivers in general, but is not generally considered a social justice issue, at least at a national level. General policy and planning reforms that better account for walking and cycling benefits, and so increase support for non-motorized transport improvements, are not generally considered social equity issues.

Table 3 **Transport Policy Impacts On Various Groups**

Policy	Disabilities	Low Income	Non-Driver	Current Consideration
Reduce discrimination against minorities	Some support	If minority	If minority	Considered by federal law and EJ groups.
Accommodate people with disabilities (universal design)	Very important	Moderate importance	Moderate importance	Considered when legally required
Support for non-motorized transport	Very important	Very important	Very important	Not generally considered at national level
Support for basic public transport	Very important	Very important	Very important	Often considered
Support for higher-quality public transport	Very important	Moderate importance	Very important	Often opposes, assuming that it harms basic transit
Support pricing reforms (increased road and parking user fees instead of indirect funding)	Mixed. Harms high-mileage, benefits low-mileage drivers	Mixed. Harms high-mileage, benefits low-mileage drivers	Significant benefit	Generally opposes due to concerns of impacts on higher-mileage motorists
Reduced parking requirements, cash out and unbundling	Important	Very important	Important	Seldom considered
Support affordable housing in accessible locations	Very important	Very important	Very important	Sometimes considered as an affordable housing issue, but not a transport planning issue.
Reduce traffic impacts on neighborhoods	Very important	Moderate importance	Very important	Considered if the neighborhood is predominantly minority
Smart growth land use policies	Very important	Mixed. Sometimes opposed due to gentrification concerns	Very important	Some support, but some opposition on grounds that more compact, infill development harms minority communities.
Transport subsidies for seniors and disabled	Very important for those who qualify	Very important for those who qualify	Very important for those who qualify	Often considered
Multi-modal performance indicators and least-cost planning	Very important	Very important	Very important	Usually considered technical issues, not social equity issues

This table indicates how various policies affect disadvantaged groups, and the degree these impacts are considered in current planning.

Sustainable Development Perspective

Conventional planning tends to be *reductionist*: individual problems are assigned to specific professions and agencies with narrowly defined responsibilities (Litman and Burwell 2006). For example, reductionist planning encourages transport agencies to widen roadways to reduce congestion, although by inducing additional vehicle travel and sprawl this tends to increase energy consumption and pollution emissions, and reduce accessibility for non-drivers. It also tends to undervalue solutions such as public transit improvements, since they provide modest congestion reductions, but many additional benefits.

Sustainable development requires more integrated planning that considers a wider range of impacts and options, identifies and implements *win-win* solutions, that is, policies and programs that help achieve economic, social and environmental objectives (Litman 2008). For example, sustainable planning encourages transportation agencies to implement congestion reduction strategies that also reduce pollution emissions and improve mobility for non-drivers, and environmental agencies to implement emission reduction strategies that also reduce congestion and improve mobility options, and social welfare agencies support strategies which improve mobility for non-drivers and also help reduce congestion and pollution. Some public policies, such as the U.S. federal livability agenda, support such integrated solutions, but many do not.

Sustainable transport planning offers practical benefits. Integrated solutions tend to be more efficient, and because they can build a broad coalition, they can gain more political support. For example, it would be difficult to build political support needed to significantly increase public transit funding based only on social equity objectives, but it becomes more feasible with a broad coalition of supporters, each interested in particular objectives, and willing to work together.

Some transport experts argue that affordable automobile transport increases economic opportunity for lower-income people (Blumenberg and Ong 2001) justifying policies that favor automobile travel, such as low vehicle registration fees and fuel taxes. However, such analysis tends to overlook important points (Litman 2002):

- User fees are not necessarily more regressive than other facility funding options, such as general taxes to finance roads and public parking, and higher rents to finance private off-street parking.
- Although workers who have automobiles tend to earn more on average than those who do not, about half their additional income must be spent on their vehicles, resulting in smaller net gains.
- Research indicates that welfare recipients who have access to high quality public transit also have greater chance of employment and earn higher average wages (CTS 2010; Yi 2006).
- High rates of automobile use impose other regressive costs on individuals and society, including high accident casualty rates, illnesses associated with sedentary living, and reduced housing affordability (to finance residential parking and additional property taxes).
- Many disadvantaged people cannot drive at all, due to physical or mental impairment, or legal constraints. Automobile-oriented planning tends to harm these people by reducing transport options and stimulating sprawl that increases travel distances.

In addition, trying to achieve social equity objectives with vehicle subsidies tends to exacerbate other transport problems such as traffic congestion, road and parking costs, degraded walking conditions, accident risk, and pollution emissions. Other social equity improvement strategies provide a much wider variety of benefits to users and society, as indicated in Table 4, and so can be considered win-win solutions. For these reasons, although vehicle subsidies may sometimes be justified to help low-income people (such as subsidized vehicles and discounted road tolls for low-income workers), they provide much less total benefit to users and society than policies that improve alternative modes and create more accessible communities. Because they help achieve so many planning objectives, these win-win solutions offer more potential for coalition building among various interest groups, and so are most politically feasible.

Table 4 Comparing Strategies (Litman 2008)

Planning Objective	Automobile Subsidies	Basic Bus Service	Travel Options ²	Pricing Reforms	Affordable Housing
Increased user convenience and comfort		✓	✓		✓
Congestion reduction	✗		✓	✓	✓
Roadway cost savings	✗		✓	✓	✓
Parking cost savings	✗		✓	✓	✓
Consumer cost savings	✓/✗ ³		✓	✓/✗ ⁴	✓
Reduced traffic accidents	✗		✓	✓	✓
Improved mobility for non-drivers	✗	✓	✓	✓	✓
Energy conservation	✗		✓	✓	✓
Pollution reduction	✗		✓	✓	✓
Physical fitness and health	✗		✓	✓	✓
Land use objectives (smart growth)	✗		✓	✓	✓

(✓ = Achieve objectives. ✗ = Contradicts objective.) Road and parking subsidies (financing these facilities indirectly rather than through user fees) tend to support one planning objective (more affordable automobile travel) but impose indirect costs, and by increasing motor vehicle travel and automobile dependency contradicts other planning objectives. Providing more basic bus service improves mobility options for non-drivers but does little to attract travelers who would otherwise drive and so does little to achieve other planning objectives. Improving non-motorized travel conditions, providing high-quality transport options, efficient transport pricing reforms, and more affordable housing in accessible locations helps achieve multiple planning objectives. These solutions tend to be most cost effective overall, and provide opportunities for creating broad coalitions.

This is not to suggest that environmental justice advocates never support integrated solutions or participate in broader coalitions (the *Transportation Equity Network* and the *Center for Neighborhood Technology* are good examples of diverse partnerships) but the potential is much broader. Environmental justice advocates could partner more with groups concerned with economic development, congestion reduction, reducing costs to businesses and developers, improved public fitness and health, and various other objectives.

² This includes improving non-motorized travel conditions, and public transit with attractive vehicles and stations, frequent and fast service (usually grade separated), convenient user information, supportive land use, etc.

³ Motorists save money but other costs increase. Financing roads through general taxes increases the cost of retail goods, and financing parking as building development costs increases rents which reduces housing affordability.

⁴ Transport pricing reforms increase costs to consumers who drive more than average but provide savings (reduced tax burdens and lower rents) for those who drive less than average.

Comprehensive Social Equity Analysis

Currently, social equity analysis tends to be ad hoc, with analysis, scope and methodologies that vary widely depending on the preferences and knowledge of people involved in a particular planning process. It would be useful to help develop better understanding of social equity issues, and more comprehensive and consistent evaluation practices.

For example Forkenbrock and Weisbrod (2001) and Litman (2002) define various types of transport equity impacts, describe how they can be evaluated, and identify appropriate performance indicators. Table 4 summarizes five transport equity indicators that can be used when evaluating transport policies and projects.

Table 4 Transport Equity Indicators (Litman 2002)

Criteria	Comments
Horizontal equity	Whether otherwise comparable people and groups are treated equally
Cost-based pricing	Whether consumers bear the costs they impose, excepting where subsidies are specifically justified
Progressive with respect to income	Whether a policy or project benefits or harms lower-income households
Benefits transportation disadvantaged	Whether a policy or project benefits or harms transport disadvantaged people (with disabilities, low incomes, or legal constraints that limit their mobility)
Improves basic mobility	Whether a policy or project favors more important transport (emergency response, commuting, basic shopping) over less important transport

Gao and Johnston (2009) and Rodier, et al. (2010) use geographic information systems (GIS) and integrated transport models to evaluate cost and benefits of various transport policies on different types of residents, including those with low incomes or inability to drive. Carlson and Howard (2010) demonstrate how various transport demand management strategies would affect various groups. Ng (2005) and Robinson, et al. (2010) demonstrate how transport equity analysis can be incorporated into regional transport planning. Schweitzer and Taylor (2008) and Wachs (2003) show various ways to evaluate transport pricing options, and ways to incorporate social equity objectives.

These are just a few examples of resources and examples that can be used to develop more comprehensive transport social equity analysis. These methodologies can be used to identify various equity impacts of specific policies and projects perform, and help develop alternatives that better achieve equity objectives.

A New Agenda

The new agenda for transport social equity considers a broader range of impacts, recognizes the problems of automobile dependency and the benefits of a more diverse transport system, and favors win-win strategies that help support other planning objectives because these provide an opportunity to build broader coalitions which interest groups with economic and environmental goals. Table 5 compares the old and new agendas.

Table 5 A New Social Equity Transport Planning Agenda

Issue	Old	New
Discrimination against minorities	An important issue	An important issue, with broadly defined “minority” categories
Accommodating people with disabilities	An important legal issue. Intervene as needed to meet legal requirements	An important planning issue. Develop practical performance indicators and implementation guidelines.
Support for non-motorized transport	Not important	Very important. Build coalitions with other interest groups.
Basic public transport	Very important. Advocate more funding and lower fares.	Very important. Build coalitions with other interest groups.
Higher-quality public transport	Mixed. Supports incremental bus improvements. Often opposes rail transit capital investments.	Very important. Build coalitions with other interest groups.
Pricing reforms (road tolls, parking fees, increased fuel taxes)	Generally oppose as regressive	Support, provided they include provisions to improve alternative modes or special discounts for lower-income motorists
Reduced parking requirements, cash out and unbundling	Not important.	Supports to increase affordability and provide savings to non-drivers. Build coalitions with other interest groups.
Support affordable housing in accessible locations	Important.	Very important. Build coalitions with other interest groups.
Reduce traffic impacts on neighborhoods	Important in minority neighborhoods	Important in any neighborhood, particularly those with lower incomes
Smart growth land use policies	Mixed. Supports some reforms but opposes others	Very important. Build coalitions with other interest groups.
Transport subsidies for seniors and disabled	Somewhat important	Focuses on subsidies based on disability and poverty than on age
Multi-modal performance indicators and least-cost planning	Not important	Very important. Build coalitions with other interest groups
Social equity impact assessment	Seldom applied	Potentially very important

This table compares the old and new transport planning social equity agenda.

Conclusions and Recommendations

Below are recommendations for a new transport social equity agenda:

- *Define key social equity concepts.* Establish standard definitions of key terms such as *basic mobility, accessibility, transport diversity*, and categories of *transport disadvantage*, and standard analysis methodologies and performance indicators suitable for transport planning.
- *Incorporate social equity analysis in all planning stages*, including funding allocation, strategic planning, public participation, economic evaluation, project design, operations, evaluation and enforcement.
- *Recognize the value of transport system diversity.* Support improvements to affordable modes, including walking, cycling, ridesharing, public transport, taxi, delivery services and telework. Apply *universal design* (transport systems that accommodate all users, including people with disabilities). Social equity requires correcting policy and planning biases that undervalue affordable modes (walking, cycling and public transit) and encourage sprawled development. Communicate the benefits of more diverse transport systems to stakeholders.
- *Focus on functional factors such as disability and poverty instead of demographic factors such as race, ethnicity and age.* Concentrating on socio-economic status helps expand support (for example, among all types of lower-income groups) and insulates these efforts from political and legal challenges.
- *Support pricing reforms that benefit disadvantaged people.* Support user pricing of highway and parking facility where appropriate to reduce subsidies of these facilities by non-drivers. Support parking cash out and unbundling. Support distance-based vehicle insurance and registration fees. Support congestion pricing in conjunction with improvements to alternative modes, including ridesharing and public transit services.
- *Favor win-win solutions.* As much as possible, efforts to achieve environmental justice objectives should favor strategies that also help achieve other planning objectives such as congestion reduction, consumer savings, accident reductions and smart growth land use development. This can provide greater total benefits, and opportunities to build broad coalitions with other interest groups. This approach reflects sustainability principles.
- *Support high-quality public transport services, including commuter bus and urban rail.* This benefits users, attracts people out of cars, and helps create political and financial support for diverse transit service improvements that help both poor and wealthy. Providing only basic transit services implies that transit is inherently inferior, and so should be abandoned by travelers as soon as they can afford to purchase an automobile.

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Broadway - Fwd: Re: Broadway Corridor

From: Jennifer Burdick
To: Broadway
Date: 3/26/2013 4:53 PM
Subject: Fwd: Re: Broadway Corridor

>>> On 3/26/2013 at 4:36 PM, Jennifer Burdick wrote:

Hi, Hanna -

Based on what Mr. O'Dowd and I just discussed, I think it would be useful to look at the slides that Jim DeGroot shared at the August 30, 2012 Citizens Task Force meeting as part of the RTA Presentation. The link to the documents is:

http://cms3.tucsonaz.gov/files/projects/broadway/2012_8-30_RTAPresentation.pdf

The slides go through how an element is defined, and when exceedances would require the Plan go back to the vote, as well as what the legal authority of the Board is.

I'll share this with you first, and invite you to call if you would like to discuss.

Hope this is helpful.

Sincerely,
 Jenn

Jennifer Toothaker Burdick, Project Manager
 Broadway: Euclid to Country Club Roadway Improvement Project
 City of Tucson Department of Transportation

Direct: (520) 837-6648 Cell: (520) 390-7094

Web: <www.tucsonaz.gov/broadway>

>>> On 3/26/2013 at 4:24 PM, "John S. O'Dowd" <odowd@flash.net> wrote:

Hi Jenn:

I'm John's assistant. He wanted me to contact you about looking up the info you have regarding the definition of an Element that he spoke with you about earlier.

You can email me, or give me a call.

Thanks,

Hanna Diederichs
 Legal Assistant to John S. O'Dowd
 882.8222

Jennifer Burdick - Re: Comments from Public Input Meeting

From: Jennifer Burdick
To: Rocco D.
Date: 3/28/2013 10:17 AM
Subject: Re: Comments from Public Input Meeting
CC: Britton Dornquast; Broadway; Hector Martinez; Jan Aalberts-Waukon; Joan Beckim; Josh Weaver; Michael (Tucson) Johnson; phil@community-design.com; Tim Murphy; TimS@

This is really helpful, Rocco - thank you for taking the time to put this in writing.

I am copying the core project technical team on this email, and will include your comments in the Public Input Report so we have it recorded.

~Jenn

>>> On 3/28/2013 at 9:31 AM, "Rocco D." <pizzarocco@gmail.com> wrote:

Here is the gist of the comments I recieved at the big meeting:

Business owners on the North Side are very concerned about knowing if they should be investing in their properties, with many of them holding off on expensive but necessary repairs and leasehold improvements.

Many are concerned about the plummeting property values and how this will effect the price they receive if and when the City does buy them out.

Most businesses had an opinion that it might be possibly a worst-case scenario if the city widens the street without taking their property but leaves them little to no parking and frontage. This, it was widely assumed, would in fact scuttle their businesses rather than help them to any extent.

In short, although most folks love doing business in the Broadway Corridor, they cannot effectively plan for the future without a real and tangible alignment and width to give them an idea on how to proceed.

Thanks,
Rocco DiGrazia

Jennifer Burdick - RE: Broadway Blvd planning

From: Mary Durham-Pflibsen <marypflib@hotmail.com>
To: oscar gandy <oscargandy@yahoo.com>
Date: 3/28/2013 9:35 PM
Subject: RE: Broadway Blvd planning
CC: "jennifer.burdick@tucsonaz.gov" <jennifer.burdick@tucsonaz.gov>

Dear Mr. Gandy,

Thank you for the additional information. The Citizen's Task Force was fortunate enough to have a presentation from the folks at "Imagine Greater Tucson" at one of our recent meetings. I'll forward this link on to Jenn so we can also add it to the public input report. It will be a good reminder of the household income in the project area. I appreciate your input.

Mary

Date: Wed, 27 Mar 2013 08:52:09 -0700
From: oscargandy@yahoo.com
Subject: Re: Broadway Blvd planning
To: marypflib@hotmail.com

Ms. Durham-Pflibsen:

Thank you for your prompt and effective response to my last note. I am hoping that you and colleagues on the Task Force might find a way to make use of this mapping of household income data as you think about the impact of changes on the various communities along the corridor
<http://imaginegreatertucson.org/trip/?page_id=1756>.

Most sincerely,

Oscar Gandy

From: Mary Durham-Pflibsen <marypflib@hotmail.com>
To: oscar gandy <oscargandy@yahoo.com>
Sent: Monday, March 25, 2013 8:59 PM
Subject: RE: Broadway Blvd planning

Dear Mr. Gandy,

Thank you for sharing this document. I'm forwarding it to Jenn Toothaker Burdick, the Broadway Blvd Project Manager, to add to the public input report and be shared with the Citizen's Task Force at our next meeting on April 18th. There is a lot of good information here for us to consider.

Mary

Mary Durham-Pflibsen
520-909-8886

Date: Mon, 25 Mar 2013 12:56:17 -0700
From: oscargandy@yahoo.com
Subject: Broadway Blvd planning
To: marypflib@hotmail.com

Dear Mary:

I hope you will find the attached worth sharing with other members of the Task Force for use in their deliberations on our behalf.

Thanks,

Oscar Gandy
Sam Hughes homeowner

Home » Prosperity » Additional Prosperity Indicators » Household Income

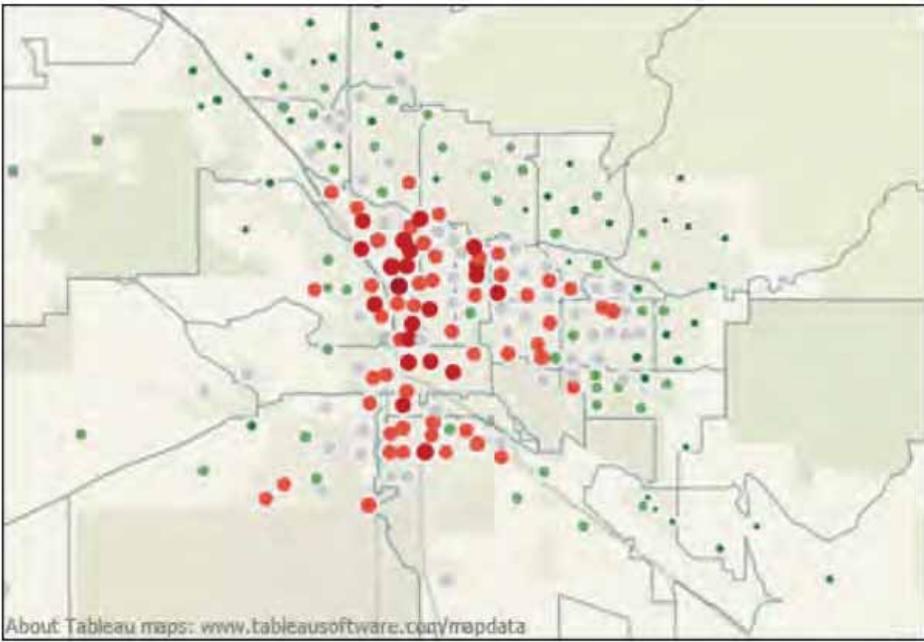
Household Income

Neighborhoods can be described in terms of the income of most of the households within them. While the median household income in Pima County (2007-2011) was \$46,341, which was less than the median for Arizona (\$50,752), knowing what percentage of the households in a neighborhood (census tract) are well below the median provides a good indication of how that neighborhood compares to others in the region. This map uses Census data to indicate what percentage of the households within a neighborhood have incomes below \$40,000.

% less than \$40K

- 0.0805
- 0.2000
- 0.4000
- 0.6000
- 0.8738

Extent of Poverty



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#62

From: Jennifer Burdick
To: Beth Scott
CC: Broadway
Date: 4/8/2013 10:41 AM
Subject: Re: 2012 Complete Streets report

Thank you, Beth! This is great info. I'll make sure the project team is aware of it, as well. I want to review it for opportunities we could take advantage of in our project work.

I will include it in the Input Report for now, and will highlight in the memo/materials we send out this week.

~Jenn

>>> On 4/8/2013 at 9:47 AM, Beth Scott <eascott@email.arizona.edu> wrote:
Hi Jenn,

I just wanted to share with you and theCTF group that the latest Complete Streets report was just released (which maybe you already know). Here is the linkif you wantto check it out or share it with the group:

<http://www.smartgrowthamerica.org/documents/cs-2012-policy-analysis.pdf>

Cheers,
Beth

--

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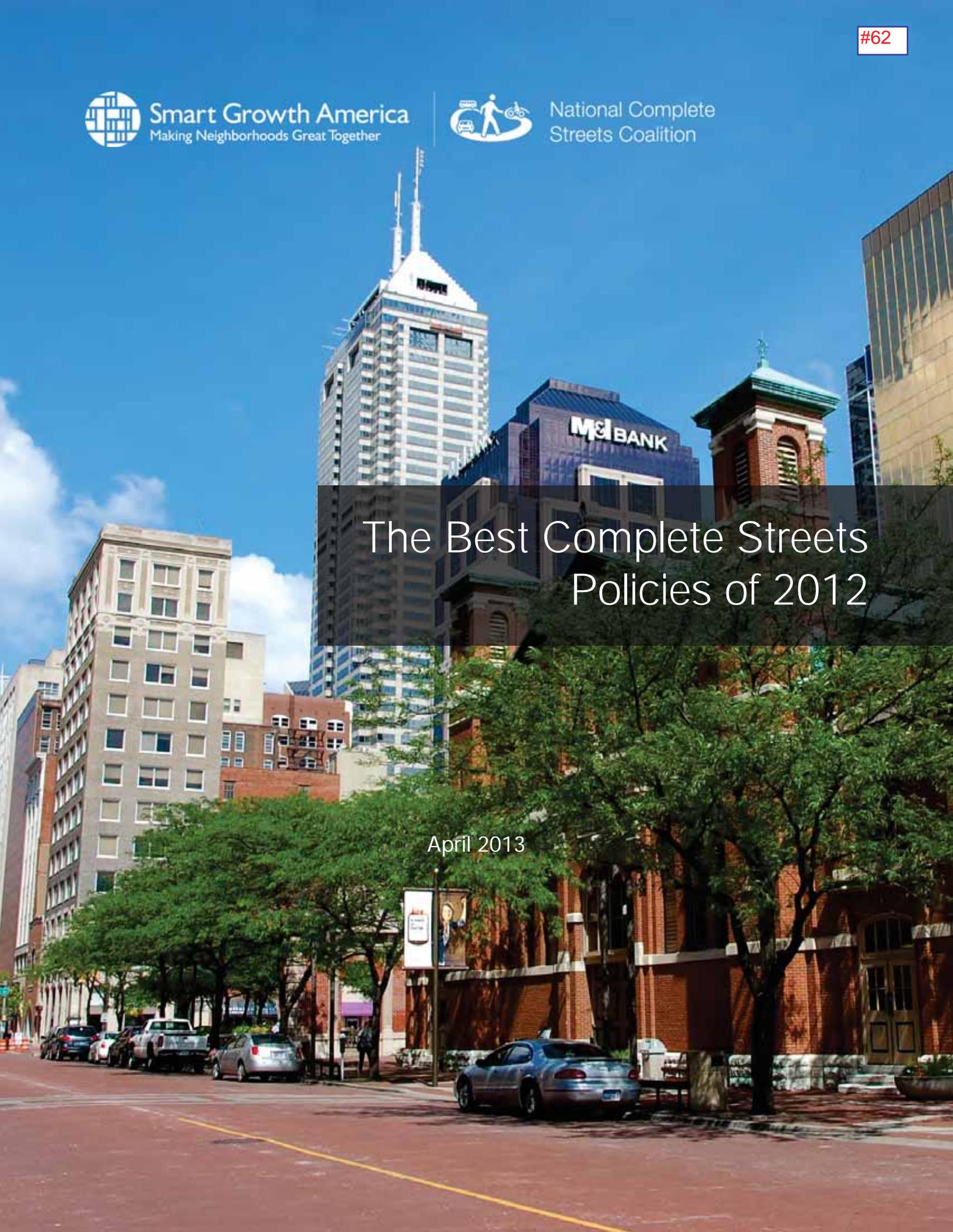
Smart Growth America
Making Neighborhoods Great Together



National Complete
Streets Coalition

The Best Complete Streets Policies of 2012

April 2013





National Complete
Streets Coalition

The National Complete Streets Coalition, a program of Smart Growth America, seeks to fundamentally transform the look, feel and function of the roads and streets in our community, by changing the way most roads are planned, designed and constructed. Complete Streets policies direct transportation planners and engineers to consistently design with all users in mind, in line with the elements of Complete Streets policies.

Smart Growth America is the only national organization dedicated to researching, advocating for and leading coalitions to bring better development to more communities nationwide. From providing more sidewalks to ensuring more homes are built near public transportation or that productive farms remain a part of our communities, smart growth helps make sure people across the nation can live in great neighborhoods.

For additional information, visit www.smartgrowthamerica.org/completestreets.

Acknowledgments

This report was written by Stefanie Seskin, Deputy Director, and Lily Gordon-Koven, Fellow, of the National Complete Streets Coalition.

Cover: Photo of Indianapolis, IN by Ian Freimuth, via Flickr.

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Executive Summary

Communities across the country are making roads safer and more accessible for everyone who uses them, and more communities are using these strategies now than ever before.

In 2012 nearly 130 communities adopted Complete Streets policies. These laws, resolutions, executive orders, policies and planning and design documents encourage and provide safe access to destinations for everyone, regardless of age, ability, income, ethnicity or how they travel.

In total, 488 Complete Streets policies are now in place nationwide, at all levels of government. Statewide policies are in place in 27 states as well as the District of Columbia and the Commonwealth of Puerto Rico. Forty-two regional planning organizations, 38 counties and 379 municipalities in 48 states have also adopted policies that allow everyone to safely use America's roads. The policies passed in 2012 comprise more than one quarter of all policies in place today.

The National Complete Streets Coalition examined and scored every policy passed in 2012 based on 10 elements of the policy language: Vision and intent; All users and modes; All projects and phases; Clear, accountable exceptions; Network; Jurisdiction; Design; Context sensitivity; Performance measures; and Implementation next steps. These elements refine a community's vision, provide clear direction and intent, complement community needs, and grant the flexibility needed to create an effective Complete Streets process and outcome.

Ten cities have led the way in crafting comprehensive policy language. Our ranking of top Complete Streets policies is intended to celebrate the communities that have done exceptional work in the past year. They are:

- | | | | |
|---|---------------------|----|----------------------|
| 1 | Indianapolis, IN | 6 | Portland, ME |
| 2 | Hermosa Beach, CA | 7 | Oak Park, IL |
| 2 | Huntington Park, CA | 8 | Trenton, NJ |
| 4 | Ocean Shores, WA | 9 | Clayton, MO |
| 5 | Northfield, MN | 10 | Rancho Cucamonga, CA |

These policies are a model for communities across the country. This report highlights exemplary policy language, and provides leaders at all levels of government with ideas for how to create strong Complete Streets policies. Information about additional resources for local leaders is also included.

The National Complete Streets Coalition, a program of Smart Growth America, supports communities as they develop, adopt and implement Complete Streets policies, and we are proud to have worked with many of the communities discussed in this analysis. By highlighting the top Complete Streets policies of the past year we intend to celebrate exemplary policy work and to give other communities an example to follow in writing their own Complete Streets policies.

Introduction

Communities of all sizes are transforming their streets into more than just a way to move people in cars from one place to another.

These communities are part of a growing national movement for Complete Streets. This movement encourages and provides for the safe access to destinations for everyone, regardless of age, ability, income, ethnicity or how they travel.

The Complete Streets movement fundamentally redefines what a street is intended to do, what goals a transportation agency is going to meet and how a community will spend its transportation money. The Complete Streets approach breaks down the traditional separation between highways, transit, biking and walking, and instead focuses on the desired outcomes of a transportation system that supports safe use of the roadway for everyone.

The Complete Streets movement is powered by diverse alliances, bringing together advocates for older Americans, public health agencies, transportation practitioners, bicycling and walking advocates and many others. Policies have been adopted as part of public health campaigns to create friendly environments for healthy physical activity; as a way to address pressing safety concerns; and as one answer to the need to create more environmentally and economically sustainable communities.

What is a Complete Streets policy?

Complete Streets policies formalize a community's intent to plan, design, operate and maintain streets so they are safe for all users of all ages and abilities. Policies direct decision-makers to consistently fund, plan, design and construct community streets to accommodate all anticipated users, including pedestrians, bicyclists, public transit users, motorists and freight vehicles.

The National Complete Streets Coalition recognizes many types of policy statements as official commitments to a Complete Streets approach, including legislation, resolutions, executive orders, departmental policies, policies adopted by an elected board, plans and design guidance.

Legislation legally requires the needs of all users to be addressed in transportation projects by changing city code, county code or state statutes. Resolutions are non-binding official statements from a jurisdiction's legislative branch, and executive orders are issued by a jurisdiction's executive branch. Departmental policies are issued by a jurisdiction's transportation agency, office or department without formal approval from an elected body. Policies adopted by an elected board are usually developed by an internal group of stakeholders that are taken to the governing body and put before a vote. Some communities also incorporate Complete Streets in comprehensive or transportation plans or through updates to street design guidance. With the exception of these plans and guidance, this report analyzes all the policies described above.

Evaluating Complete Streets policies

The concept of Complete Streets is simple and inspiring, but the best policies do more than simply affirm support for Complete Streets. Ideal policies refine a vision, provide clear direction and intent, complement community needs and grant the flexibility in design and approach necessary to secure an effective Complete Streets process and outcome.

The National Complete Streets Coalition promotes a comprehensive policy model that includes 10 ideal elements:

1. **Vision and intent:** The policy outlines a vision for how and why the community wants to complete its streets.
2. **All users and modes:** The policy specifies that “all users” includes pedestrians, bicyclists and transit passengers of all ages and abilities, as well as trucks, buses and automobiles.
3. **All projects and phases:** Both new and retrofit projects are subject to the policy, including design, planning, maintenance and operations, for the entire right-of-way.
4. **Clear, accountable exceptions:** Any exceptions are specified and must be approved by a high-level official.
5. **Network:** The policy encourages street connectivity and creates a comprehensive, integrated and connected network for all modes across the network.
6. **Jurisdiction:** All other agencies can clearly understand the policy and may be involved in the process.
7. **Design:** The policy recommends the latest and best design criteria and guidelines, while recognizing the need for flexibility in balancing user needs.
8. **Context sensitivity:** Community context is considered in planning and design solutions.
9. **Performance measures:** Performance standards with measurable outcomes are included.
10. **Implementation next steps:** Specific next steps for implementing the policy are described.

These elements were developed in consultation with members of the National Complete Streets Coalition’s Steering Committee and its Workshop Instructor corps and through our ongoing research work. Based on decades of experience in transportation planning and design, the elements reflect a national model of best practice that can apply to nearly all types of Complete Streets policies at all levels of governance.

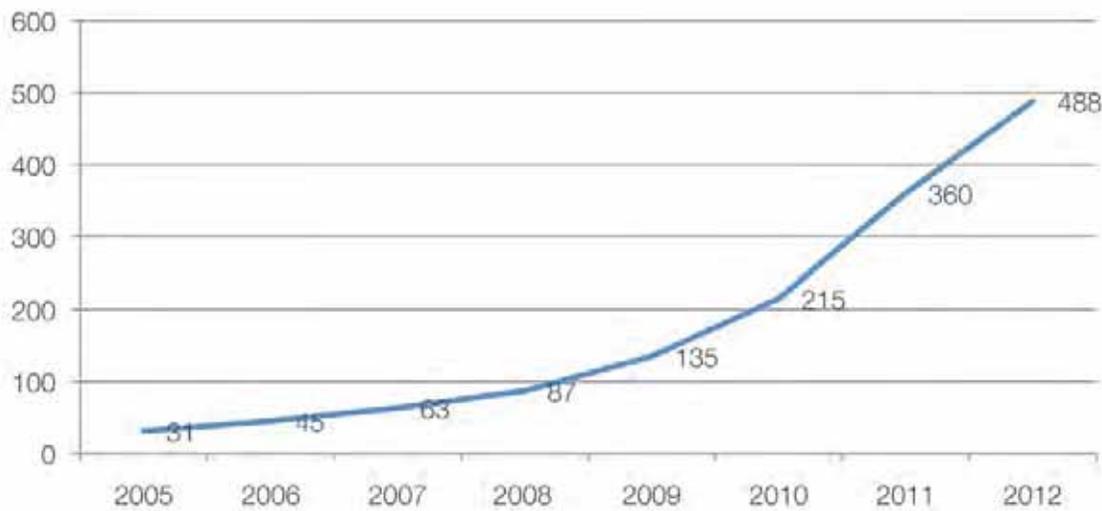
This report evaluates the language of Complete Streets policies based on the elements outlined above and recognizes those communities that have integrated best practices into customized documents. This report focuses on how well-written policy language adopted to date compares to the Coalition’s 10 elements of an ideal policy.

More information about the 10 elements are detailed in the [Complete Streets Local Policy Workbook](#), a companion to this report. The workbook helps counties and cities examine current strategies and Complete Streets needs to develop locally appropriate language that draws from the best practices identified in this report.

Growing support for Complete Streets nationwide

This year's analysis revealed that the Complete Streets movement grew in 2012, continuing a national trend since 2005 (see Figure 1 below).

FIGURE 1
Number of Complete Streets policies nationwide, 2005–2012



In 2012, 125 communities adopted Complete Streets policies. Policies are in now place in 488 communities nationwide, including 27 states, the Commonwealth of Puerto Rico and the District of Columbia; 42 regional planning organizations; 38 counties; and 379 municipalities of all sizes.

Many types of policies in communities of all sizes

Complete Streets policies have been adopted at the local level in small towns and big cities alike (see Figure 2 on page 4). Of the 379 municipalities with a Complete Streets policy, 37 percent are suburban communities of fewer than 30,000 people. Small towns, often in rural areas, are well-represented: More than 20 percent of the total policies were adopted by these smaller jurisdictions. On the other end of the spectrum, more than 20 percent of cities with at least 100,000 residents have committed to Complete Streets, including 5 of the 10 most populous cities in the country.

The type of policies in place are similarly diverse (see Figure 3 on page 4). While most policies are resolutions adopted by a city or county council, jurisdictions are commonly using code changes and the adoption of city policies to direct the use of a Complete Streets approach. About 17 percent of Complete Streets policies were passed as legislation and encoded in statutes. Nearly half were expressed through non-binding resolutions. Internal policies adopted by top-level departmental leaders represent 6 percent of all policies and about 9 percent are contained inside planning documents such as comprehensive plans. Growing in number are city policies that are approved by the legislative branch; such policies, which are generally more detailed, now represent 15 percent of all Complete Streets policies, up from 11 percent in 2011.

FIGURE 2
Municipalities by size with Complete Streets policies, 1971–2012

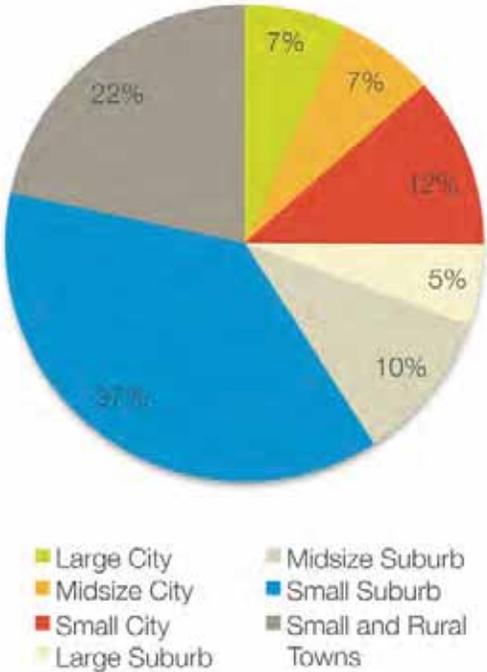
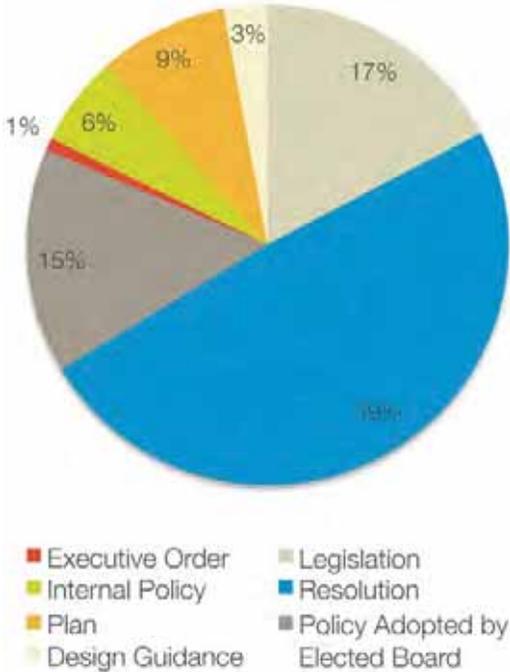


FIGURE 3
Complete Streets policies by type, 1971–2012



Meanwhile, several states count many regional and local Complete Streets policies. Leading the charge are the states of Michigan, New Jersey and Florida with 65, 50 and 39 policies, respectively. Joining them are 12 other states that have each count 10 or more regional or local Complete Streets policies. Only two states do not have a Complete Streets policy at any level of government.

The best Complete Streets policies of 2012

Communities across the country adopted Complete Streets policies in 2012 (see Figure 4 below). These laws, resolutions and planning and design documents encourage and provide for the safe access to destinations for everyone, regardless of age, ability, income, ethnicity or how they travel. In total, 488 Complete Streets policies are now in place nationwide.

FIGURE 4
Complete Streets policies passed in 2012



For a full list of policies, see the [Complete Streets policy atlas](#) available on the Coalition website.

The Coalition evaluated every Complete Streets policy passed in 2012 for the strength of its language. Policies were awarded up to 5 points for how well they fulfilled each of the 10 elements outlined on page 2. Scores were weighted to emphasize the policy elements proven through research and Coalition member experience to be of more importance in a written policy. For full scoring methodology, see Appendix A.

The policies in Table 1 below garnered the top scores out of a possible 100 points among all policies adopted in 2012.

TABLE 1
The top Complete Streets policies of 2012

Rank	City	Policy	Score
1	Indianapolis, IN	Chapter 431, Article VIII	89.6
2	Hermosa Beach, CA	Living Streets Policy	85.6 <i>(tie)</i>
2	Huntington Park, CA	Resolution No. 2012-18	85.6 <i>(tie)</i>
4	Ocean Shores, WA	Ordinance No. 916	84.8
5	Northfield, MN	Resolution 2012-017	83.2
6	Portland, ME	Complete Streets Policy	80.8
7	Oak Park, IL	Complete Streets Policy	80.0
8	Trenton, NJ	Resolution No. 12-121	78.4
9	Clayton, MO	Bill No. 6294	75.2
10	Rancho Cucamonga, CA	Ordinance No. 857	73.2

The exemplary policy language found in these policies can serve as a model for communities across the country interested in creating their own Complete Streets policies.

What makes a strong Complete Streets policy?

Our ranking of top Complete Streets policies is intended not only to celebrate the communities that have done exceptional work in the past year, but also to give other communities an example to follow in writing their own Complete Streets policies.

The following section provides greater detail of the criteria used in our evaluation of Complete Streets policies. It is intended to help a community write the best Complete Streets policy possible. For communities with an existing Complete Streets policy, the following section may provide ideas for improvements or, perhaps, reasons to boast.

1. Vision and intent

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. Vision cannot be empirically compared across policies, so for this criterion we compared the strength and clarity of each policy's commitment to Complete Streets.

POLICY LANGUAGE: NORTHFIELD, MN

"Northfield intends and expects to realize long-term cost savings in improved public health, better environmental stewardship, reduced fuel consumption, and reduced demand for motor vehicle infrastructure through the implementation of this Complete Streets policy. Complete Streets also contribute to walkable neighborhoods, which can foster interaction, create a sense of community pride and improve quality of life."

Clarity of intent and writing makes it easy for those tasked with implementation to understand the new goals and determine what changes need to be made to fulfill the policy's intent.

The strongest policies are those that are clear in intent, saying facilities that meet the needs of people traveling on foot or bicycle "shall" or "must" be included in transportation projects. The "strong" label is also applied to policies in which the absolute intent of the policy is obvious and direct, even if they do not use the words "shall" or "must." These policies receive the full five points.

Policies are noted as "average" when they are clear in their intent—defining what exactly a community expects from the policy—but use equivocating language that waters down the directive. For example, an average policy may say that the needs of pedestrians and bicyclists "will be considered" or "may be included" as part of the process. "Average" policies receive a total of three points.

Some policies are "indirect." They refer to implementation of certain principles, features, or elements defined elsewhere; refer to general "Complete Streets" application with no clear directive; or instruct the development of a more thorough policy document. Examples of indirect language include phrases such as "consider the installation of 'Complete Streets' transportation elements" and "supports the adoption and implementation of 'Complete Streets' policies and practices to create a transportation network that accommodates all users." Using this language perpetuates the separation of modes; the perception that a road for cars is fundamentally different from a road

for other users; that only some roads should be “Complete Streets;” and that these roads require special, separately funded “amenities.” For these reasons, policies with an indirect approach receive a total of one point.

POLICY LANGUAGE: BOZEMAN, MT

“The City of Bozeman will plan for, design, construct, operate and maintain appropriate facilities for pedestrians, bicyclists, transit vehicles and riders, children, the elderly and people with disabilities in all new construction and retrofit or reconstruction projects subject to the exceptions contained herein.”

Policy examples: Strong vision and intent

Jurisdiction	Policy	Type	Year
Ocean Shores, WA	Ordinance No. 916	Legislation	2012
Birmingham, AL	Resolution	Resolution	2011
Bellevue, NE	Ordinance No. 3610	Legislation	2011
Mid-Ohio Regional Planning Commission (Columbus, OH area)	Complete Streets Policy	Internal Policy	2010
Babylon, NY	Complete Streets Policy	Policy Adopted by Elected Board	2010

2. All users and modes

No policy is a Complete Streets policy without a clear statement affirming that people who travel by foot or on bicycle are legitimate users of the transportation system and equally deserving of safe facilities to accommodate their travel. It is therefore a requirement to include both modes—walking and bicycling—in the policy before it can be further analyzed.

Beyond those two modes, our methodology requires policies to include public transit to receive any additional points. Including one more mode, such as cars, freight traffic, emergency response vehicles, or equestrians, earns a total of two points. Including two additional user groups earns the policy three points.

Beyond the type of user is a more nuanced understanding that not all people who move by a certain mode are the same. For a reference to the needs of people young and old, a policy receives one additional point. For including people with disabilities, another point is awarded.

POLICY LANGUAGE: DAYTON, OH

“All users of the surface transportation network, including motorists, pedestrians, bicyclists, mass transit, children, senior citizens, individuals with disabilities, freight carriers, emergency responders and adjacent land users, will experience a visually attractive and functional environment while travelling safely and conveniently on and across all surface roadways within the City of Dayton.”

Policy examples: All users and modes

Jurisdiction	Policy	Type	Year
New Jersey Department of Transportation	Policy No. 703	Internal Policy	2009
Hennepin County, MN	Complete Streets Policy	Policy Adopted by Elected Board	2009
Portland, ME	Complete Streets Policy	Policy Adopted by Elected Board	2012
Azusa, CA	Complete Streets Policy	Policy Adopted by Elected Board	2011
Rancho Cucamonga, CA	Ordinance No. 857	Legislation	2012

3. All projects and phases

The ideal result of a Complete Streets policy is that all transportation improvements are viewed as opportunities to create safer, more accessible streets for all users. Policies that apply only to new construction and reconstruction projects receive two points; policies that also clearly include maintenance, operations or other projects receive all five points. Policies that do not apply to projects beyond newly constructed roads, or ones that are not clear regarding their application, receive no points.

POLICY LANGUAGE: CLAYTON, MO

“This policy is intended to cover all development and redevelopment in the public domain within the City of Clayton. This includes all public transportation projects such as, but not limited to, new road construction, reconstruction, retrofits, upgrades, resurfacing and rehabilitation. Routine maintenance may be excluded from these requirements by the Director of Public Works on a case-by-case basis. This policy also covers privately built roads intended for public use.”

Policy examples: All projects and phases

Jurisdiction	Policy	Type	Year
Hermosa Beach, CA	Living Streets Policy	Policy Adopted by Elected Board	2012
Oak Park, IL	Complete Streets Policy	Policy Adopted by Elected Board	2012
Roanoke, VA	Complete Streets Policy	Policy Adopted by Elected Board	2008
Louisiana Department of Transportation and Development	Complete Streets Policy	Internal Policy	2010
Salt Lake County, UT	Ordinance No.1672	Legislation	2010

4. Clear, accountable exceptions

Making a policy work in practice requires a process for exceptions to providing for all modes in each project. The Coalition believes the following exceptions are appropriate with limited potential to weaken the policy. These follow the Federal Highway Administration's guidance on accommodating bicycle and pedestrian travel and identified best practices frequently used in existing Complete Streets policies.

1. Accommodation is not necessary on corridors where specific users are prohibited, such as interstate freeways or pedestrian malls.
2. Accommodation is not necessary when the cost is excessively disproportionate to the need or probable use. We do not recommend attaching a percentage to define "excessive" as the context for many projects will require different portions of the overall project budget to be spent on the modes and users expected; additionally, in many instances the costs may be difficult to quantify. A 20 percent cap may be appropriate in unusual circumstances, such as where natural features (e.g., steep hillsides or shorelines) make it very costly or impossible to accommodate all modes. A 20 percent figure should always be used in an advisory rather than absolute sense. The Coalition does not believe a cap less than 20 percent is appropriate.
3. Documented absence of current and future need.

Many communities have included other exceptions that the Coalition, in consultation with transportation planning and engineering experts, also feels are unlikely to create loopholes:

1. Transit accommodations are not required where there is no existing or planned transit service.
2. Provisions for routine maintenance of the transportation network that does not change the roadway geometry or operations, such as mowing, sweeping and spot repair.
3. Where a reasonable and equivalent project along the same corridor is already programmed to provide facilities exempted from the project at hand.

Including one or more of the above exceptions earns two points. Additional exceptions begin to weaken the policy and may create loopholes too large to achieve the community's vision. If they are included, the policy receives one point. If a policy lists no exemptions, no points are awarded.

In addition to defining exceptions through good policy language, there must be a clear process for granting them. Policies that note how exceptions are to be granted earn an additional three points.

POLICY LANGUAGE: OAK PARK, IL

“Exemptions to the Complete Streets policy must be documented in writing by either the Director of Public Works or Village Engineer with supporting data that indicates the reason for the decision and are limited to the following:

1. Non-motorized users are prohibited on the roadway.
2. There is documentation that there is an absence of current and future need.
3. The cost of accommodations for a particular mode is excessively disproportionate to the need and potential benefit of a project.
4. The project involves ordinary maintenance activities designed to keep assets in acceptable condition, such as cleaning, sealing, spot repairs, patching and surface treatments, such as micro-surfacing.”

Policy examples: Clear, accountable exceptions

Jurisdiction	Policy	Type	Year
Trenton, NJ	Resolution No. 12-121	Resolution	2012
Missoula, MT	Resolution No. 7473, Providing for a Complete Streets Policy	Resolution	2009
Bloomington/Monroe County Metropolitan Planning Organization (Bloomington, IN area)	Complete Streets Policy	Policy Adopted by Elected Board	2009
North Carolina Department of Transportation	Complete Streets Policy	Internal Policy	2009
Lee's Summit, MO	Resolution 10-17	Resolution	2010

5. Network

An ideal Complete Streets policy recognizes the need for a connected, integrated network that provides transportation options to a resident's many potential destinations. Acknowledging the importance of a network approach earns the full five points. Additional discussion of connectivity, including block size and intersection density, is encouraged.

POLICY LANGUAGE: HUNTINGTON PARK, CA

“The City of Huntington Park will design, operate and maintain a transportation network that provides a connected network of facilities accommodating all modes of travel... will actively look for opportunities to repurpose rights-of-way to enhance connectivity for pedestrians, bicyclists and transit...will require new developments to provide interconnected street networks with small blocks.”

6. Jurisdiction

Creating Complete Streets networks requires collaboration among many different agencies. They are built and maintained by state, county and local agencies and private developers often build new roads. When a state's or Metropolitan Planning Organization's policy clearly notes that projects receiving money passing through an agency are expected to follow a Complete Streets approach, the policy is given three points. At the local level, policies that apply to private development receive three points.

POLICY LANGUAGE: TRENTON, NJ

“Recognizing the inter-connected multi-modal network of street grid, the City of Trenton will work with Mercer County, the Delaware River Joint Toll Bridge Commission, traffic consultant AECOM and state agencies through existing planning efforts to ensure complete streets principles are incorporated in a context sensitive manner.”

At all levels, policies that articulate the need to work with others in achieving the Complete Streets vision receive two extra points.

POLICY LANGUAGE: BOZEMAN, MT

“The City of Bozeman will work with other jurisdictions and transportation agencies within its planning area to incorporate a Complete Streets philosophy and encourage the Montana Department of Transportation, Gallatin County and other municipalities to adopt similar policies...Complete Streets principles will be applied on new City projects, privately funded development and incrementally through a series of smaller improvements and activities over time.”

7. Design

Communities adopting Complete Streets policies should use the best and latest design standards available to them. Policies that clearly name current design guidance or reference using the best available receive three points toward the maximum five. Policies that address the need for a balanced or flexible design approach receive two points toward the maximum five. Additional discussion of design flexibility within the policy is encouraged.

POLICY LANGUAGE: PORTLAND, ME

“The Department of Public Services and the Department of Planning and Urban Development shall adapt, develop and adopt inter-departmental policies, urban design guidelines, zoning and performance standards and other guidelines based upon resources identifying best practices in urban design and street design, construction, operations and maintenance. These resources include, but are not limited to: the AASHTO Green Book; AASHTO Guide for the Planning, Designing and Operating Pedestrian Facilities; AASHTO Guide for the Development of Bicycle Facilities; ITE Designing Walkable Urban Thoroughfares: A Context Sensitive Approach; NACTO Urban Bikeway Design Guide; Manual on Uniform Traffic Control Devices; and US Access Board Public Right-of-Way Accessibility Guidelines. When fulfilling this Complete Streets policy the City will follow the design manuals, standards and guidelines above, as applicable, but should not be precluded from considering innovative or non-traditional design options where a comparable level of safety for users is present or provided.”

8. Context sensitivity

An effective Complete Streets policy must be sensitive to the community context. Given the range of policy types and their varying ability to address this issue, a policy that mentions the need to be context-sensitive nets the full five points. Additional discussion of adapting roads to fit the character of the surrounding neighborhood and development is encouraged.

POLICY LANGUAGE: MIAMI VALLEY REGIONAL PLANNING COMMISSION, OH

“Designs for particular projects will be context-sensitive, considering adjacent land uses and local needs and incorporating the most up-to-date, widely accepted design standards for the particular setting, traffic volume and speed and current and projected demand. Each project must be considered both separately and as part of a connected network to determine the level and type of treatment necessary for the street to be complete.”

9. Performance measures

Communities with Complete Streets policies can measure success a number of different ways, from miles of bike lanes to percentage of the sidewalk network completed to the number of people who choose to ride public transit. Including any measures in a Complete Streets policy nets the full five points.

POLICY LANGUAGE: INDIANAPOLIS, IN

"The City shall measure the success of this Complete Streets policy using, but not limited to, the following performance measures:

- Total miles of bike lanes
- Linear feet of new pedestrian accommodation
- Number of new curb ramps installed along city streets
- Crosswalk and intersection improvements
- Percentage of transit stops accessible via sidewalks and curb ramps (beginning in June 2014)
- Rate of crashes, injuries and fatalities by mode
- Rate of children walking or bicycling to school (beginning in June 2014)

Unless otherwise noted above, within six months of ordinance adoption, the City shall create individual numeric benchmarks for each of the performance measures included, as a means of tracking and measuring the annual performance of the ordinance. Quarterly reports shall be posted on-line for each of the above measures."

Policy examples: Performance measures

Jurisdiction	Policy	Type	Year
Cook County, IL	Ordinance	Legislation	2011
Rancho Cucamonga, CA	Ordinance No. 857	Legislation	2012
Mid-America Regional Council	Complete Streets Policy	Policy Adopted by Elected Board	2012
Winter Park, FL	Resolution No. 2083-11	Resolution	2011
La Crosse, WI	Ordinance No. 4627	Legislation	2011

10. Implementation next steps

A formal commitment to the Complete Streets approach is only the beginning. The Coalition has identified four key steps for successful implementation of a policy:

1. Restructure or revise related procedures, plans, regulations and other processes to accommodate all users on every project.
2. Develop new design policies and guides or revise existing to reflect the current state of best practices in transportation design. Communities may also elect to adopt national or state-level recognized design guidance.
3. Offer workshops and other training opportunities to transportation staff, community leaders and the general public to help everyone understand the importance of the Complete Streets vision.
4. Develop and institute better ways to measure performance and collect data on how well the streets are serving all users.

Any recognition or discussion of the next steps to achieve Complete Streets is awarded one point. Specifying the need to take action on at least two of the four steps identified above nets three points.

Assigning oversight of or regularly reporting on implementation is critical to ensure the policy becomes practice. Policies that identify a specific person or advisory board to oversee and help drive implementation or that establish a reporting requirement receive an additional point. Policies that change the way transportation projects are prioritized and thus chosen for funding and construction, are awarded an additional point.

Policy examples: Implementation next steps

Jurisdiction	Policy	Type	Year
Indianapolis, IN	Chapter 431, Article VIII	Legislation	2012
Miami Valley Regional Planning Commission (Dayton, OH area)	Regional Complete Streets Policy	Policy Adopted by Elected Board	2011
Northfield, MN	Resolution 2012-17	Policy Adopted by Elected Board	2012
Michigan Department of Transportation	Policy on Complete Streets	Internal Policy	2012
Metropolitan Transportation Commission (San Francisco Bay area)	Regional Policy for the Accommodation of Non-Motorized Travelers	Policy Adopted by Elected Board	2006

POLICY LANGUAGE: BALDWIN PARK, CA

“(A) Advisory Group. The City will establish an inter-departmental advisory committee to oversee the implementation of this policy. The committee will include members of Public Works, Community Development, Recreation and Community Services and the Police Departments from the City of Baldwin Park. The committee may include representatives from the Los Angeles County Metropolitan Transportation Authority, representatives from the bicycling, disabled, youth and elderly communities and other advocacy organizations, as relevant. This committee will meet quarterly and provide a written report to the City Council evaluating the City’s progress and advise on implementation.

(B) Inventory. The City will maintain a comprehensive inventory of the pedestrian and bicycling facility infrastructure integrated with the City’s database and will prioritize projects to eliminate gaps in the sidewalk and bikeways networks.

(C) Capital Improvement Project Prioritization. The City will reevaluate Capital Improvement Projects prioritization to encourage implementation of bicycle, pedestrian and transit improvements.

(D) Revisions to Existing Plans and Policies. The City of Baldwin Park will incorporate Complete Streets principles into: the City's Circulation Element, Transportation Strategic Plan, Transit Plan, Traffic Safety Master Plan, Specific Plans, Urban Design Element; and other plans, manuals, rules, regulations and programs.

(E) Other Plans. The City will prepare, implement and maintain a Bicycle Transportation Plan, a Pedestrian Transportation Plan, a Safe Routes to School Plan, an Americans with Disabilities Act Transition Plan and a Street Tree and Landscape Master Plan.

(F) Storm Water Management. The City will prepare and implement a plan to transition to sustainable storm water management techniques along our streets.

(G) Staff Training. The City will train pertinent City staff on the content of the Complete Streets principles and best practices for implementing the policy.

(H) Coordination. The City will utilize inter-department project coordination to promote the most responsible and efficient use of fiscal resources for activities that occur within the public right of way.

(I) Street Manual. The City will create and adopt a Complete Streets Design Manual to support implementation of this policy.

(J) Funding. The City will actively seek sources of appropriate funding to implement Complete Streets."

Learn more about writing Complete Streets policies

More information about crafting strong Complete Streets policies is available in the companion [*Complete Streets Local Policy Workbook*](#).

Paper to pavement: Next steps in creating Complete Streets

Our ranking of top Complete Streets policies is intended in part to celebrate the communities that have done exceptional work in the past year, but also to give other communities an example to follow in writing their own Complete Streets policies.

This report focuses on the strength of the language used in Complete Streets policies. Policy adoption is only the first step, however, and it is up to transportation agencies and their partners to ensure all projects are designed with a Complete Streets approach in mind.

Scores from this policy analysis may not directly translate to a community's success in achieving agency and on-the-ground change. Full implementation often requires agencies to make significant changes, including new training for staff as well as new project development processes, design standards and performance measures. Strong policies on paper are of little value if they do not lead to change in practice and in projects on-the-ground.

The National Complete Streets Coalition is encouraged that so many communities are passing Complete Streets policies, and that so many of these policies include specific implementation steps. We hope the guidance provided in this analysis and in the [Complete Streets Local Policy Workbook](#) helps those charged with policy-writing to set appropriate and achievable goals for implementation activities.

The National Complete Streets Coalition's website includes more specific steps that communities have taken to ensure their policy vision translates into on-the-ground change. [Visit our website for more details and resources on implementation.](#)

Appendix A: Scoring methodology

The National Complete Streets Coalition designed this analysis to be easily understood by a wide audience, both in application and the outcomes of its application.

The authors of this report evaluated policies based on the 10 elements outlined on page 2. Each element of an ideal policy was given a possible total of five points, where five represents fulfillment of that ideal element. This document discusses how points are awarded. Awarding each element a total of five points made it simple to establish benchmarks in each category without drawing unnecessary comparisons between elements (see Table A1 below).

The Coalition believes that some elements of a policy are more important to establish than others. To reflect this, the tool uses a weighting system so that the points earned per element are then put in context of the overall policy.

The Coalition chose weights based on research, case studies, experience in policy development and work with communities across the country. These weights were then adjusted based on feedback from the Coalition’s Steering Committee and input from attendees of the Coalition’s 2011 Strategy Meeting. We simplified the weights so that they would add to a total possible score of 100 and would not require complex mathematical tricks or rounding. We may make changes to this weighting based on continued research into how policy language correlates to implementation.

The identified weight for each element is multiplied by points awarded, then divided by five (the highest possible number of points). For example, a policy that addresses bicycling, walking and public transit for people of all ages and abilities receives a total of three points. Those points are multiplied by 20, the weighting assigned to that policy element and divided by five, the highest possible number of points. For this policy element, the policy receives a score of 12 out of a possible 20.

After adding the scores for every element together, the policy will have a score between 0 and 100, with a higher number indicating it is closer to ideal.

TABLE A1
Policy element scoring system

Policy element	Points
1. Vision and intent	<i>Weight: 6</i>
Indirect: Indirect statement (“shall implement Complete Streets principles,” etc.)	1
Average: Direct statement with equivocating or weaker language (“consider,” “may”)	3
Direct: Direct statement of accommodation (“must,” “shall,” “will”)	5
2. All users and modes	<i>Weight: 20</i>
“Bicyclists and pedestrians” (required for consideration)	<i>Req.</i>
“Bicyclists, pedestrians and transit”	1

"Bicyclists, pedestrians and transit," plus one more mode	2
"Bicycles, pedestrians and transit," plus two more modes	3
Additional point for including reference to "users of all ages"	1
Additional point for including reference to "users of all abilities"	1
3. All projects and phases	<i>Weight: 12</i>
Applies to new construction only	0
Applies to new and retrofit/reconstruction projects	3
Additional points if the policy clearly applies to all projects, or specifically includes repair/3R projects, maintenance and/or operations	2
4. Exceptions	<i>Weight: 16</i>
No mention	0
Lists exceptions, but at least one lacks clarity or allows loose interpretation	1
Lists exceptions, none are inappropriate	2
Additional points for specifying an approval process	3
5. Network	<i>Weight: 2</i>
No mention	0
Acknowledge	5
6. Jurisdiction	<i>Weight: 8</i>
Agency-owned (assumed)	--
States and regions: agency-funded, but not agency-owned	3
Counties and cities: privately-built roads	3
Additional points for recognizing the need to work with other agencies, departments or jurisdictions	2
7. Design	<i>Weight: 4</i>
No mention	0
References specific design criteria or directing use of the best and latest	3
References design flexibility in the balance of user needs	2
8. Context sensitivity	<i>Weight: 8</i>
No mention	0
Acknowledge	5
9. Performance standards	<i>Weight: 4</i>
Not mentioned and not one of next steps	0
Establishes new measures (does not count in next steps points)	5
10. Implementation next steps	<i>Weight: 20</i>
No implementation plan specified	0

Addresses implementation in general	1
Addresses two to four implementation steps	3
Additional point for assigning oversight of implementation to a person or advisory board or for establishing a reporting requirement	1
Additional point for directing changes to project selection criteria	1

This analysis is based on written policies and is not intended to reflect the degree to which any given community is successful in implementing its Complete Streets policy. Information on creating change within a transportation agency's procedures and processes and translating those changes into on-the-ground work, is available through other Coalition tools.

Just as community streets vary in form and facilities, we do recognize that there are inherent differences between policy types. What can be accomplished through a legislative act will be different than what might be included in a comprehensive plan, for example. We acknowledge that some elements of an ideal policy are unlikely to appear in some policy types and encourage comparison within policy type, rather than across all types. For this reason, policies are grouped by policy type.

While we recognize and count Complete Streets policies included in community transportation master plans, comprehensive plans, general plans and design guidance, we do not provide a numerical analysis of these in this document. However, we do include these policies in our overall counts and you can find them listed on our website. In undergoing this scored analysis, we have found it does not work as well for comprehensive plans, where a finer analysis is needed to accurately determine strength and reach of the Complete Streets element within the overall framework of a large and complex plan. The tool is also inappropriate for simple design standards that include little information about the justification and goals of those designs for the community and for more detailed design manuals. Though some design manuals may have a more extensive discussion of policy, their place within the transportation process makes the inclusion of some elements of an ideal Complete Streets policy inappropriate. Design guidance is rarely the first Complete Streets policy adopted in a community; it is more often the realization of some earlier policy effort and part of the overall implementation process.

Appendix B: Index of Complete Streets policy scores

Category	Location	Policy	Population	Year	Intent		All users and modes		Projects and Phases		Exceptions		Network		Jurisdiction		Design Flexibility		Context		Measures		Implementation		TOTAL
					Points	Weighted score	Points	Weighted score	Points	Weighted score	Points	Weighted score	Points	Weighted score	Points	Weighted score	Points	Weighted score	Points	Weighted score	Points	Weighted score	Points	Weighted score	
State Legislation	State of Minnesota	Sec. 52. Minnesota Statutes 2008, section 174.75	5,303,925	2010	1	1.2	5	20	5	12	0	0	0	0	2	3.2	5	4	5	8	0	0	4	16	64.4
State Legislation	State of Connecticut	Public Act 09-154 (SB 735)	3,574,097	2009	5	6	4	16	5	12	4	12.8	0	0	5	8	0	0	0	0	0	0	2	8	62.8
State Legislation	State of Hawaii	Act 054 (SB 718)	1,369,301	2009	1	1.2	4	16	5	12	1	3.2	0	0	2	3.2	0	0	5	8	0	0	4	16	59.6
State Legislation	State of Vermont	Act 0-34 (H.198)	625,741	2011	3	3.6	4	16	5	12	4	12.8	0	0	5	8	0	0	0	0	0	0	1	4	56.4
State Legislation	Commonwealth of Puerto Rico	Senate Bill 1857	3,725,789	2010	1	1.2	4	16	5	12	2	6.4	0	0	2	3.2	0	0	0	0	0	0	4	16	54.8
State Legislation	State of Michigan	Public Act 135 of 2010 (HB6151)	9,883,640	2010	1	1.2	5	20	3	7.2	1	3.2	5	2	3	4.8	0	0	5	8	0	0	2	8	54.4
State Legislation	State of New York	Highway Law Section 331 (Bill S. 5411)	19,378,102	2011	3	3.6	4	16	3	7.2	1	3.2	0	0	3	4.8	0	0	5	8	0	0	1	4	46.8
State Legislation	State of Rhode Island	Title 24, Chapter 16: Safe Access to Public Roads	1,052,567	2012	1	1.2	4	16	3	7.2	2	6.4	0	0	5	8	0	0	0	0	0	0	2	8	46.8
State Legislation	State of California	The Complete Streets Act (AB 1358)	37,253,956	2008	5	6	5	20	0	0	0	0	5	2	2	3.2	2	1.6	5	8	0	0	1	4	44.8
State Legislation	State of Rhode Island	Chapter 31-18: Pedestrians Section 31-18-21	1,052,567	1997	3	3.6	0	0	5	12	4	12.8	0	0	3	4.8	0	0	0	0	0	0	0	0	33.2
State Legislation	State of Illinois	Public Act 095-065 (SB0314)	12,830,632	2007	3	3.6	0	0	5	12	4	12.8	0	0	0	0	0	0	0	0	0	0	1	4	32.4
State Legislation	State of Wisconsin	State Statutes Section 1918gr. 84.01 (35)	5,686,986	2009	5	6	0	0	3	7.2	4	12.8	0	0	3	4.8	0	0	0	0	0	0	0	0	30.8
State Legislation	State of Washington	Chapter 257, 2011 Laws	6,724,540	2011	1	1.2	2	8	3	7.2	0	0	0	0	2	3.2	3	2.4	5	8	0	0	0	0	30
State Legislation	State of Massachusetts	Bicycle-Pedestrian Access Law (Chapter 90E)	6,547,629	1996	3	3.6	0	0	5	12	4	12.8	0	0	0	0	0	0	0	0	0	0	0	0	28.4
State Legislation	State of Colorado	Colorado Statutes 43-1-120 (HB 1147)	5,029,196	2010	5	6	0	0	5	12	3	9.6	0	0	0	0	0	0	0	0	0	0	0	0	27.6
State Legislation	State of Maryland	Maryland Trans. Code Ann. Title 2 subtitle 602, Chapter 145	5,773,552	2010	3	3.6	0	0	5	12	0	0	5	2	0	0	0	0	0	0	0	0	2	8	25.6
State Legislation	State of Oregon	ORS 366.514	3,831,074	1971	5	6	1	4	3	7.2	1	3.2	0	0	3	4.8	0	0	0	0	0	0	0	0	25.2
State Legislation	State of Vermont	State Statutes Chapter 23, Section 2310 (Bill S. 350)	625,741	2008	5	6	0	0	5	12	2	6.4	0	0	0	0	0	0	0	0	0	0	0	0	24.4
State Legislation	State of Florida	Florida Statute 335.065 (Bicycle & Pedestrian Ways)	18,801,310	1984	5	6	0	0	5	12	1	3.2	5	2	0	0	0	0	0	0	0	0	0	0	23.2
State Legislation	State of Maryland	Maryland Trans. Code Ann. Title 2 subtitle 602	5,773,552	2000	3	3.6	0	0	5	12	0	0	5	2	0	0	5	4	0	0	0	0	0	0	21.6
State Resolution	South Carolina Department of Transportation	Commission Resolution	4,625,364	2003	3	3.6	0	0	5	12	0	0	0	0	3	4.8	0	0	0	0	0	0	0	0	20.4
State Executive Order	State of Delaware	Executive Order No. 6	897,934	2009	1	1.2	4	16	5	12	0	0	5	2	0	0	5	4	0	0	0	0	1	4	39.2
State Internal Policy	New Jersey Department of Transportation	Policy No. 703	8,791,894	2009	3	3.6	5	20	5	12	4	12.8	5	2	5	8	3	2.4	5	8	0	0	4	16	84.8
State Internal Policy	Louisiana Department of Transportation and Development	Complete Streets Policy	4,533,372	2010	3	3.6	4	16	5	12	5	16	5	2	5	8	3	2.4	5	8	0	0	1	4	72.0

State Internal Policy	California Department of Transportation	Deputy Directive 64-R1	37,253,956	2008	5	6	4	16	5	12	2	6.4	5	2	2	3.2	2	1.6	5	8	0	0	4	16	71.2
State Internal Policy	North Carolina Department of Transportation	Complete Streets Policy	9,535,483	2009	3	3.6	4	16	5	12	5	16	5	2	2	3.2	2	1.6	5	8	0	0	2	8	70.4
State Internal Policy	Michigan Department of Transportation	State Transportation Commission Policy on Complete Streets	9,883,640	2012	1	1.2	5	20	5	12	0	0	5	2	5	8	0	0	5	8	0	0	4	16	67.2
State Internal Policy	Colorado Department of Transportation	Bicycle and Pedestrian Policy	5,029,196	2009	5	6	0	0	5	12	5	16	0	0	2	3.2	5	4	5	8	0	0	3	12	61.2
State Internal Policy	Georgia Department of Transportation	Complete Streets Design Policy	9,687,653	2012	5	6	4	16	5	12	3	9.6	5	2	2	3.2	3	2.4	5	8	0	0	0	0	59.2
State Internal Policy	Pennsylvania Department of Transportation	PennDOT Design Manual 1A (Appendix J: Bicycle and Pedestrian Checklist)	12,702,379	2007	5	6	3	12	5	12	3	9.6	5	2	2	3.2	5	4	5	8	0	0	0	0	56.8
State Internal Policy	Virginia Department of Transportation	Policy for Integrating Bicycle and Pedestrian Accommodations	8,001,024	2004	5	6	1	4	5	12	4	12.8	0	0	0	0	5	4	5	8	0	0	1	4	50.8
State Internal Policy	Tennessee Department of Transportation	Bicycle and Pedestrian Policy	6,346,105	2010	5	6	1	4	3	7.2	1	3.2	5	2	2	3.2	3	2.4	5	8	0	0	0	0	36.0
State Internal Policy	Mississippi Department of Transportation	Bicycle and Pedestrian Policy	2,967,297	2010	1	1.2	1	4	5	12	2	6.4	0	0	0	0	0	0	5	8	0	0	0	0	31.6
State Internal Policy	Texas Department of Transportation	Guidelines Emphasizing Bicycle and Pedestrian Accommodations	25,145,561	2011	3	3.6	2	8	3	7.2	0	0	0	0	0	0	3	2.4	0	0	0	0	0	0	21.2
MPO Resolution	Hillsborough County Metropolitan Planning Organization, FL	Resolution 2012-1	n/a	2012	5	6	4	16	5	12	3	9.6	5	2	2	3.2	0	0	5	8	0	0	2	8	64.8
MPO Resolution	Las Cruces Metropolitan Planning Organization (Las Cruces, NM area)	Resolution 08-10	n/a	2008	3	3.6	3	12	5	12	2	6.4	0	0	2	3.2	2	1.6	5	8	0	0	1	4	50.8
MPO Resolution	San Antonio-Bexar County Metropolitan Planning Organization (San Antonio, TX area)	Resolution Supporting a Complete Streets Policy	n/a	2009	1	1.2	5	20	5	12	0	0	5	2	2	3.2	0	0	5	8	0	0	1	4	50.4
MPO Resolution	La Crosse Area Planning Organization (La Crosse, WI area)	Resolution 7-2011	n/a	2011	1	1.2	3	12	5	12	1	3.2	0	0	5	8	0	0	0	0	5	4	1	4	44.4
MPO Resolution	Santa Fe Metropolitan Planning Organization (Santa Fe, NM area)	Resolution 2007-1	n/a	2007	3	3.6	5	20	5	12	0	0	0	0	2	3.2	0	0	0	0	0	0	0	0	38.8
MPO Resolution	Lawrence-Douglas County Metropolitan Planning Organization (Lawrence County, KS area)	Resolution	n/a	2011	1	1.2	1	4	5	12	0	0	0	0	2	3.2	2	1.6	5	8	0	0	1	4	34.0
MPO Resolution	Region 2 Planning Commission (Jackson, MI area)	Resolution	n/a	2006	3	3.6	4	16	5	12	0	0	0	0	0	0	3	2.4	0	0	0	0	0	0	34.0

MPO Resolution	Morgantown Monongalia Metropolitan Planning Organization (Morgantown, WV area)	Resolution No. 2008-02	n/a	2008	1	1.2	2	8	5	12	0	0	0	0	3	4.8	0	0	5	8	0	0	0	0	34.0
MPO Resolution	St. Cloud Area Planning Organization (St. Cloud, MN area)	Resolution 2011-09	n/a	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2
MPO Resolution	Metropolitan Transportation Board of the Mid-Region Council of Governments (Albuquerque, NM region)	Resolution	n/a	2011	1	1.2	0	0	0	0	0	0	0	0	0	0	0	0	5	8	0	0	1	4	13.2
MPO Policy	Miami Valley Regional Planning Commission (Dayton, OH area)	Regional Complete Streets Policy	n/a	2011	1	1.2	5	20	5	12	4	12.8	5	2	5	8	5	4	5	8	5	4	4	16	88.0
MPO Policy	Mid-Ohio Regional Planning Commission (Columbus, OH area)	Complete Streets Policy	n/a	2010	5	6	5	20	5	12	3	9.6	5	2	5	8	5	4	5	8	0	0	2	8	77.6
MPO Policy	Bloomington/Monroe County Metropolitan Planning Organization (Bloomington, IN area)	Complete Streets Policy	n/a	2009	5	6	5	20	3	7.2	5	16	5	2	3	4.8	5	4	5	8	0	0	1	4	72.0
MPO Policy	Mid-America Regional Council (Kansas City, MO area)	Complete Streets Policy	n/a	2012	3	3.6	5	20	2	4.8	3	9.6	5	2	2	3.2	3	2.4	5	8	5	4	3	12	69.6
MPO Policy	Fargo-Moorhead Metropolitan Council	Complete Streets Policy	n/a	2010	3	3.6	5	20	5	12	1	3.2	5	2	5	8	5	4	5	8	0	0	2	8	68.8
MPO Policy	Madison County Council of Governments (Anderson, IN area)	Complete Streets Policy	n/a	2010	5	6	5	20	3	7.2	5	16	5	2	3	4.8	5	4	5	8	0	0	0	0	68.0
MPO Policy	Twin Cities Area Transportation Study (Benton Harbor/St. Joseph area, MI)	Complete Streets Policy	n/a	2012	5	6	5	20	5	12	3	9.6	5	2	3	4.8	5	4	5	8	0	0	0	0	66.4
MPO Policy	Wilmington Area Planning Council (Wilmington, DE area)	Regional Transportation Plan 2030 Update	n/a	2007	5	6	2	8	5	12	2	6.4	5	2	3	4.8	5	4	5	8	0	0	3	12	63.2
MPO Policy	Evansville Metropolitan Planning Organization (Evansville, IN area)	Complete Streets Policy	n/a	2012	3	3.6	1	4	5	12	1	3.2	5	2	5	8	3	2.4	5	8	5	4	4	16	63.2
MPO Policy	Rochester-Olmsted Council of Governments (Rochester, MN area)	Resolution No. 11-1	n/a	2011	5	6	5	20	3	7.2	1	3.2	5	2	5	8	5	4	5	8	0	0	1	4	62.4
MPO Policy	Metropolitan Washington Council of Governments (Washington, DC area)	Complete Streets Policy	n/a	2012		0	5	20	2	4.8	1	3.2	0	0	2	3.2	2	1.6	5	8	0	0	2	8	48.8
MPO Policy	Northwestern Indiana Regional Planning Commission (Portage, IN area)	Complete Streets Guidelines	n/a	2010	1	1.2	3	12	5	12	1	3.2	5	2	5	8	3	2.4	5	8	0	0	0	0	48.8

MPO Policy	Space Coast Transportation Planning Organization (Viera, FL area)	Resolution 11-12	n/a	2011	3	3.6	2	8	5	12	1	3.2	5	2	5	8	3	2.4	5	8	0	0	0	0	47.2
MPO Policy	Bi-State Regional Commission (Quad Cities area)	Complete Streets Policy	n/a	2008	3	3.6	4	16	5	12	0	0	0	0	3	4.8	2	1.6	5	8	0	0	0	0	46.0
MPO Policy	Northeast Ohio Areawide Coordinating Agency (Cleveland, OH area)	Regional Transportation Investment Policy	n/a	2003	5	6	2	8	3	7.2	2	6.4	0	0	3	4.8	3	2.4	5	8	0	0	0	0	42.8
MPO Policy	Metropolitan Transportation Commission (San Francisco Bay area)	Regional Policy for the Accommodation of Non-Motorized Travelers	n/a	2006	3	3.6	1	4	3	7.2	0	0	0	0	3	4.8	0	0	0	0	0	0	5	20	39.6
MPO Policy	Community Planning Association of Southwest Idaho (Boise, ID area)	Complete Streets Policy	n/a	2009	1	1.2	4	16	3	7.2	0	0	0	0	0	0	2	1.6	5	8	0	0	0	0	34.0
MPO Policy	Johnson County Council of Governments (Iowa City, IA area)	Complete Streets Policy	n/a	2006	5	6	0	0	3	7.2	0	0	0	0	3	4.8	2	1.6	0	0	0	0	0	0	19.6
County Legislation	Cook County, IL	Ordinance	5,194,675	2011	3	3.6	4	16	5	12	4	12.8	5	2	2	3.2	0	0	5	8	5	4	4	16	77.6
County Legislation	Salt Lake County, UT	Ordinance No. 1672	1,029,655	2010	5	6	5	20	5	12	3	9.6	0	0	3	4.8	5	4	5	8	0	0	0	0	64.4
County Legislation	Honolulu, HI	Bill No. 26	953,207	2012	1	1.2	3	12	5	12	3	9.6	0	0	0	0	3	2.4	5	8	0	0	4	16	61.2
County Legislation	Montgomery County, MD	County Code Chapter 49, Streets and Roads	971,777	2007	5	6	4	16	3	7.2	1	3.2	5	2	0	0	5	4	5	8	0	0	0	0	46.4
County Resolution	Wilkin County, MN	Resolution	6,576	2011	3	3.6	5	20	5	12	4	12.8	5	2	0	0	5	4	5	8	0	0	3	12	74.4
County Resolution	Lee County, FL	Resolution No. 09-11-13	618,754	2009	5	6	1	4	5	12	4	12.8	0	0	2	3.2	5	4	5	8	0	0	4	16	66.0
County Resolution	Dona Ana County, NM	Resolution 09-114	209,233	2009	5	6	4	16	5	12	2	6.4	5	2	0	0	3	2.4	5	8	0	0	3	12	64.8
County Resolution	Clay County, MN	Resolution 2011-49	58,999	2011	3	3.6	5	20	5	12	1	3.2	5	2	2	3.2	5	4	5	8	0	0	1	4	60.0
County Resolution	Monmouth County, NJ	Resolution	630,380	2010	3	3.6	3	12	5	12	4	12.8	5	2	2	3.2	3	2.4	0	0	0	0	1	4	52.0
County Resolution	Kauai, HI	Resolution No. 2010 48 Draft 1	67,091	2010	5	6	4	16	5	12	1	3.2	0	0	2	3.2	0	0	0	0	0	0	2	8	48.4
County Resolution	Essex County, NJ	Resolution	783,969	2012	3	3.6	3	12	5	12	4	12.8	0	0	0	0	3	2.4	0	0	0	0	1	4	46.8
County Resolution	Hennepin County, MN	Resolution No. 09-0058R1	1,152,425	2009	1	1.2	5	20	3	7.2	0	0	0	0	2	3.2	2	1.6	0	0	0	0	2	8	41.2
County Resolution	Richland County, SC	Resolution to Endorse and Support a Complete Streets Policy	384,504	2009	3	3.6	2	8	5	12	0	0	0	0	0	0	2	1.6	5	8	0	0	1	4	37.2
County Resolution	Johnson County, KS	Resolution No. 041-11	544,179	2011	1	1.2	5	20	5	12	0	0	0	0	2	3.2	0	0	0	0	0	0	0	0	36.4
County Resolution	Erie County, NY	Resolution	919,040	2008	3	3.6	4	16	3	7.2	1	3.2	0	0	2	3.2	3	2.4	0	0	0	0	0	0	35.6
County Resolution	Suffolk County, NY	Resolution	1,493,350	2012	3	3.6	5	20	0	0	1	3.2	0	0	0	0	0	0	5	8	0	0	0	0	34.8
County Resolution	Jackson County, MI	Resolution	160,248	2006	3	3.6	4	16	5	12	0	0	0	0	0	0	3	2.4	0	0	0	0	0	0	34.0
County Resolution	Spartanburg County, SC	Resolution No. 07-30	284,307	2007	3	3.6	3	12	5	12	0	0	0	0	0	0	3	2.4	0	0	0	0	0	0	30.0
County Resolution	La Plata County, CO	Resolution No 2007-33	51,334	2007	1	1.2	4	16	5	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	29.2
County Resolution	Ulster County, NY	Resolution No. 229-09	182,493	2009	5	6	0	0	5	12	2	6.4	5	2	0	0	3	2.4	0	0	0	0	0	0	28.8
County Resolution	Maui County, HI	Resolution	154,834	2012	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	4	21.2
County Resolution	Pierce County, WA	Resolution 2008-86s	795,225	2008	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	4	21.2

City Legislation	East Lansing, MI	Ordinance No. 1277	48,579	2012	1	1.2	4	16	5	12	4	12.8	0	0	5	8	0	0	0	0	0	0	2	8	58.0
City Legislation	Lansing Township, MI	Ordinance	8,126	2011	1	1.2	4	16	5	12	4	12.8	0	0	5	8	0	0	0	0	0	0	2	8	58.0
City Legislation	DeSoto, MO	Bill No. 45-08 (Amending Municipal Code Section 410.020)	6,400	2008	5	6	4	16	5	12	2	6.4	0	0	3	4.8	0	0	5	8	0	0	1	4	57.2
City Legislation	Seattle, WA	Ordinance No. 122386	608,660	2007	5	6	4	16	5	12	1	3.2	5	2	0	0	2	1.6	5	8	0	0	2	8	56.8
City Legislation	Airway Heights, WA	Ordinance C-720	6,114	2010	1	1.2	5	20	3	7.2	4	12.8	5	2	0	0	0	0	5	8	0	0	1	4	55.2
City Legislation	Renton, WA	Ordinance No. 5517	90,927	2009	5	6	5	20	3	7.2	4	12.8	0	0	3	4.8	5	4	0	0	0	0	0	0	54.8
City Legislation	Rochester, NY	Ordinance	210,565	2011	5	6	4	16	5	12	1	3.2	5	2	0	0	3	2.4	5	8	0	0	1	4	53.6
City Legislation	Ypsilanti, MI	Ordinance	19,435	2011	3	3.6	3	12	5	12	4	12.8	5	2	5	8	3	2.4	0	0	0	0	0	0	52.8
City Legislation	Ferguson, MO	Bill Amending Article 1 of Chapter 40 of the Municipal Code	1,677	2008	3	3.6	4	16	5	12	1	3.2	5	2	2	3.2	0	0	5	8	0	0	1	4	52.0
City Legislation	St. Louis, MO	Board Bill No. 7	319,294	2010	3	3.6	4	16	5	12	1	3.2	5	2	2	3.2	0	0	5	8	0	0	1	4	52.0
City Legislation	Point Pleasant, NJ	Ordinance	18,392	2011	3	3.6	3	12	3	7.2	4	12.8	5	2	0	0	3	2.4	0	0	0	0	3	12	52.0
City Legislation	Dexter, MI	Ordinance No. 2010-05	4,067	2010	3	3.6	4	16	3	7.2	4	12.8	0	0	0	0	5	4	5	8	0	0	0	0	51.6
City Legislation	Gladstone, MI	Ordinance No. 586	4,973	2012	3	3.6	4	16	3	7.2	4	12.8	0	0	0	0	5	4	5	8	0	0	0	0	51.6
City Legislation	Houghton, MI	Ordinance	7,708	2010	3	3.6	4	16	3	7.2	4	12.8	0	0	0	0	5	4	5	8	0	0	0	0	51.6
City Legislation	Ironwood, MI	Ordinance No. 490	5,387	2011	3	3.6	4	16	3	7.2	4	12.8	0	0	0	0	5	4	5	8	0	0	0	0	51.6
City Legislation	Saline, MI	Ordinance No. 731	8,810	2010	3	3.6	4	16	3	7.2	4	12.8	0	0	0	0	5	4	5	8	0	0	0	0	51.6
City Legislation	St. Ignace, MI	Ordinance No. 627	2,452	2011	3	3.6	4	16	3	7.2	4	12.8	0	0	0	0	5	4	5	8	0	0	0	0	51.6
City Legislation	Taylor, MI	Ordinance No.	63,131	2010	3	3.6	4	16	3	7.2	4	12.8	0	0	0	0	5	4	5	8	0	0	0	0	51.6
City Legislation	North Myrtle Beach, SC	Ordinance	13,752	2009	5	6	4	16	0	0	3	9.6	5	2	3	4.8	5	4	5	8	0	0	0	0	50.4
City Legislation	Cairo, WV	Ordinance	281	2011	1	1.2	2	8	5	12	4	12.8	0	0	5	8	0	0	0	0	0	0	2	8	50.0
City Legislation	Elizabeth, WV	Ordinance	823	2011	1	1.2	2	8	5	12	4	12.8	0	0	5	8	0	0	0	0	0	0	2	8	50.0
City Legislation	Ellenboro, WV	Ordinance	363	2011	1	1.2	2	8	5	12	4	12.8	0	0	5	8	0	0	0	0	0	0	2	8	50.0
City Legislation	Buffalo, NY	Complete Streets Policy	261,310	2008	5	6	3	12	5	12	4	12.8	0	0	0	0	3	2.4	0	0	0	0	1	4	49.2
City Legislation	Cleveland, OH	Ordinance No. 798-11	396,815	2011	1	1.2	4	16	3	7.2	4	12.8	0	0	2	3.2	5	4	0	0	0	0	1	4	48.4
City Legislation	Williamston, MI	Ordinance No. 325	3,854	2011	3	3.6	5	20	3	7.2	4	12.8	0	0	0	0	0	0	0	0	0	0	1	4	47.6
City Legislation	Lathrup Village, MI	Ordinance No. 421-11	4,075	2011	3	3.6	3	12	5	12	4	12.8	0	0	0	0	3	2.4	0	0	0	0	1	4	46.8
City Legislation	Ferndale, MI	Ordinance No. 1101	19,900	2010	1	1.2	4	16	3	7.2	5	16	5	2	0	0	0	0	0	0	0	0	1	4	46.4
City Legislation	Philadelphia, PA*	Bill No. 12053201	1,526,006	2012	3	3.6	4	16	5	12	0	0	5	2	3	4.8	5	4	0	0	0	0	1	4	46.4
City Legislation	Columbia, MO	Ordinance 018097	108,500	2004	3	3.6	0	0	5	12	3	9.6	5	2	3	4.8	5	4	5	8	0	0	0	0	44.0
City Legislation	Salt Lake City, UT	Ordinance No. 4-10	186,440	2010	5	6	1	4	5	12	5	16	5	2	0	0	5	4	0	0	0	0	0	0	44.0
City Legislation	Conway, SC	Unified Development Ordinance, Article 7 – Streets and Circulation	17,103	2011	5	6	3	12	0	0	5	16	5	2	3	4.8	3	2.4	0	0	0	0	0	0	43.2
City Legislation	Pittsfield Township, MI	Ordinance No. 294	34,663	2011	3	3.6	3	12	5	12	0	0	5	2	5	8	0	0	0	0	0	0	1	4	41.6
City Legislation	Jamestown, NY	Ordinance	31,146	2012	1	1.2	1	4	3	7.2	5	16	0	0	2	3.2	3	2.4	0	0	0	0	1	4	38.0

City Legislation	San Francisco, CA	Public Works Code 2.4.13 (Ordinance No. 209-05)	805,235	2008	5	6	2	8	5	12	0	0	0	0	2	3.2	0	0	0	0	0	0	2	8	37.2	
City Legislation	Bremerton, WA	Ordinance	37,729	2012	5	6	3	12	0	0	4	12.8	0	0	0	0	0	0	0	0	0	0	1	4	34.8	
City Legislation	Urbana, IL	Ordinance No. 2011-11-11 amending the 2005 Comprehensive Plan	41,520	2011	1	1.2	4	16	5	12	0	0	0	0	0	0	0	0	0	0	0	0	1	4	33.2	
City Legislation	Mountlake Terrace, WA	Mountlake Terrace Municipal Code 19.95.939(E)	19,909	2012	1	1.2	2	8	3	7.2	4	12.8	0	0	0	0	0	0	0	0	0	0	1	4	33.2	
City Legislation	Lansing, MI	Ordinance No. 1145	114,297	2009	1	1.2	4	16	3	7.2	0	0	5	2	0	0	0	0	0	0	0	0	1	4	30.4	
City Legislation	Bellevue, NE	Ordinance	50,137	2011	5	6	2	8	0	0	1	3.2	0	0	0	0	0	0	0	0	0	5	4	2	8	29.2
City Legislation	Burien, WA	Ordinance No. 599	33,313	2011	5	6	2	8	3	7.2	1	3.2	0	0	0	0	0	0	0	0	0	0	0	0	0	24.4
City Legislation	Redmond, WA	Redmond Municipal Code Chapter 12.06: Complete the Streets	54,144	2007	3	3.6	2	8	3	7.2	1	3.2	5	2	0	0	0	0	0	0	0	0	0	0	0	24.0
City Legislation	Honolulu, HI	Revised Charter of Honolulu Sections 6-1703, 6-1706	337,256	2006	3	3.6	1	4	5	12	0	0	0	0	0	0	0	0	0	0	0	0	1	4	23.6	
City Legislation	Issaquah, WA	Issaquah Municipal Code Chapter 12.10: Complete Streets (Ordinance No. 2514)	30,434	2007	3	3.6	0	0	3	7.2	4	12.8	0	0	0	0	0	0	0	0	0	0	0	0	0	23.6
City Legislation	Edmonds, WA	Ordinance No. 3842	39,709	2011	5	6	2	8	0	0	1	3.2	0	0	0	0	0	0	0	0	0	0	1	4	21.2	
City Legislation	Toledo, OH	Toledo Municipal Code, Chapter 901 (Ordinance 656-10)	287,208	2012	3	3.6	2	8	3	7.2	0	0	0	0	0	0	2	1.6	0	0	0	0	0	0	0	20.4
City Legislation	Moses Lake, WA	Ordinance 2644	20,366	2012	5	6	1	4	3	7.2	1	3.2	0	0	0	0	0	0	0	0	0	0	0	0	0	20.4
City Legislation	San Francisco, CA	Transit First Policy	805,235	1995	3	3.6	2	8	0	0	0	0	0	0	0	0	2	1.6	0	0	0	0	1	4	17.2	
City Legislation	Kirkland, WA	Ordinance No. 4061	48,787	2006	5	6	0	0	3	7.2	1	3.2	0	0	0	0	0	0	0	0	0	0	0	0	0	16.4
City Legislation	Sedro-Woolley, WA	Ordinance	10,540	2010	5	6	0	0	3	7.2	1	3.2	0	0	0	0	0	0	0	0	0	0	0	0	0	16.4
City Legislation	Columbus, OH	Ordinance No. 1987-2008	787,033	2008	5	6	0	0	0	0	0	0	5	2	3	4.8	3	2.4	0	0	0	0	0	0	0	15.2
City Legislation	Albert Lea, MN	Subdivision Ordinance Section 129 (t) (Ordinance No. 124, 4d)	18,016	2009	1	1.2	1	4	0	0	0	0	5	2	3	4.8	2	1.6	0	0	0	0	0	0	0	13.6
City Resolution	Birmingham, AL	Resolution	212,237	2011	5	6	5	20	5	12	5	16	5	2	2	3.2	5	4	5	8	0	0	2	8	79.2	
City Resolution	Trenton, NJ	Resolution No. 12-121	84,913	2012	5	6	4	16	3	7.2	5	16	5	2	2	3.2	5	4	5	8	0	0	4	16	78.4	
City Resolution	Bellevue, NE	Resolution	50,137	2011	5	6	4	16	5	12	5	16	0	0	0	0	5	4	5	8	0	0	4	16	78.0	
City Resolution	Missoula, MT	Resolution No. 7473, Providing for a Complete Streets Policy	66,788	2009	5	6	4	16	5	12	5	16	0	0	0	0	2	1.6	5	8	0	0	4	16	75.6	
City Resolution	Battle Lake, MN	Resolution No. 06-14-2011	875	2011	3	3.6	5	20	5	12	4	12.8	5	2	0	0	5	4	5	8	0	0	3	12	74.4	
City Resolution	Pipestone, MN	Resolution	4,317	2011	3	3.6	5	20	5	12	4	12.8	5	2	0	0	5	4	5	8	0	0	3	12	74.4	
City Resolution	St. Cloud, MN	Resolution 2011-11-164	65,842	2011	3	3.6	5	20	5	12	4	12.8	5	2	0	0	5	4	5	8	0	0	3	12	74.4	
City Resolution	Lee's Summit, MO	Resolution No. 10-17	91,364	2010	1	1.2	5	20	5	12	5	16	5	2	5	8	2	1.6	5	8	0	0	1	4	72.8	
City Resolution	Dobbs Ferry, NY	Resolution No. 14-2012	10,875	2012	3	3.6	3	12	5	12	4	12.8	5	2	3	4.8	5	4	5	8	0	0	3	12	71.2	
City Resolution	Onalaska, WI	Resolution No. 25-2012	17,736	2012	1	1.2	4	16	5	12	4	12.8	5	2	2	3.2	5	4	5	8	0	0	3	12	71.2	
City Resolution	Suisunn City, CA	Resolution	28,111	2012	5	6	5	20	5	12	3	9.6	5	2	3	4.8	0	0	5	8	0	0	2	8	70.4	

City Resolution	Lemont, IL	Resolution	16,000	2011	1	1.2	3	12	5	12	5	16	5	2	2	3.2	0	0	5	8	0	0	4	16	70.4
City Resolution	Bozeman, MT	Resolution No. 4244	37,280	2010	5	6	4	16	5	12	4	12.8	5	2	5	8	2	1.6	0	0	0	0	3	12	70.4
City Resolution	Chatham Borough, NJ	Resolution No. 12-195	8,962	2012	1	1.2	4	16	5	12	4	12.8	5	2	0	0	3	2.4	5	8	5	4	3	12	70.4
City Resolution	Breckenridge, MN	Resolution No. 12092-42/2011	3,386	2011	3	3.6	5	20	3	7.2	4	12.8	5	2	0	0	5	4	5	8	0	0	3	12	69.6
City Resolution	Winter Park, FL	Resolution No 2083-11	27,852	2011	3	3.6	4	16	5	12	4	12.8	0	0	2	3.2	2	1.6	5	8	5	4	2	8	69.2
City Resolution	Byron, MN	Resolution	4,914	2010	3	3.6	5	20	5	12	4	12.8	5	2	0	0	5	4	5	8	0	0	1	4	66.4
City Resolution	Stewartville, MN	Resolution 2010-32	5,916	2010	3	3.6	5	20	5	12	4	12.8	5	2	0	0	5	4	5	8	0	0	1	4	66.4
City Resolution	Red Wing, MN	Resolution No. 6196	16,459	2011	1	1.2	5	20	5	12	3	9.6	0	0	2	3.2	0	0	5	8	0	0	3	12	66.0
City Resolution	Hoffman Estates, IL	Resolution	51,895	2011	1	1.2	5	20	5	12	5	16	0	0	2	3.2	0	0	5	8	0	0	1	4	64.4
City Resolution	Grandview, MO	Resolution 2011-24	24,475	2011	1	1.2	4	16	5	12	5	16	0	0	2	3.2	5	4	5	8	0	0	1	4	64.4
City Resolution	Pevely, MO	Resolution	5,484	2010	1	1.2	2	8	5	12	5	16	5	2	2	3.2	2	1.6	5	8	0	0	3	12	64.0
City Resolution	Kansas City, KS	Resolution No. 22-11	145,786	2011	1	1.2	4	16	5	12	3	9.6	0	0	5	8	0	0	0	0	0	0	4	16	62.8
City Resolution	Baltimore, MD	Council Bill 09-0433	620,961	2010	5	6	3	12	5	12	4	12.8	0	0	0	0	0	0	0	0	5	4	4	16	62.8
City Resolution	Blue Springs, MO	Resolution	52,575	2011	1	1.2	4	16	5	12	5	16	0	0	2	3.2	2	1.6	5	8	0	0	1	4	62.0
City Resolution	Netcong, NJ	Resolution 2010-96	3,232	2010	1	1.2	5	20	5	12	4	12.8	5	2	0	0	0	0	0	0	0	0	3	12	60.0
City Resolution	Fergus Falls, MN	Resolution No. 141-2012	13,138	2012	3	3.6	5	20	5	12	3	9.6	5	2	0	0	5	4	5	8	0	0	0	0	59.2
City Resolution	Frazee, MN	Resolution 0813-12A	1,350	2012	3	3.6	5	20	5	12	3	9.6	5	2	0	0	5	4	5	8	0	0	0	0	59.2
City Resolution	Helena, MT	Resolution No. 19799	28,190	2010	1	1.2	4	16	5	12	0	0	5	2	2	3.2	0	0	0	0	5	4	5	20	58.4
City Resolution	Forest Park, IL	Resolution	14,167	2011	3	3.6	4	16	5	12	2	6.4	0	0	2	3.2	0	0	0	0	5	4	3	12	57.2
City Resolution	Dilworth, MN	Resolution 11-09	4,024	2011	3	3.6	5	20	5	12	1	3.2	5	2	0	0	5	4	5	8	0	0	1	4	56.8
City Resolution	Lewisboro, NY	Policy	12,411	2011	3	3.6	5	20	3	7.2	1	3.2	5	2	3	4.8	5	4	5	8	0	0	1	4	56.8
City Resolution	Riverdale, IL	Resolution	13,549	2012	1	1.2	5	20	5	12	5	16	0	0	2	3.2	0	0	0	0	0	0	1	4	56.4
City Resolution	Cape May, NJ	Resolution No. 189-08-2012	3,607	2012	3	3.6	4	16	5	12	3	9.6	0	0	0	0	3	2.4	5	8	0	0	1	4	55.6
City Resolution	Sandpoint, ID	Resolution	7,365	2010	5	6	4	16	5	12	1	3.2	5	2	2	3.2	5	4	5	8	0	0	0	0	54.4
City Resolution	West Salem, WI	Resolution No. 2.11	4,799	2011	5	6	5	20	5	12	2	6.4	5	2	0	0	5	4	0	0	0	0	1	4	54.4
City Resolution	Belton, MO	Resolution R2012-03	23,116	2012	1	1.2	2	8	5	12	5	16	0	0	2	3.2	2	1.6	5	8	0	0	1	4	54.0
City Resolution	West Jefferson, NC	Resolution	1,293	2011	1	1.2	4	16	5	12	3	9.6	0	0	2	3.2	0	0	0	0	0	0	3	12	54.0
City Resolution	Frankfort, IN	Resolution 12-07	16,422	2012	1	1.2	4	16	5	12	4	12.8	5	2	2	3.2	3	2.4	0	0	0	0	1	4	53.6
City Resolution	Tulsa, OK	Resolution	391,906	2012	3	3.6	4	16	5	12	0	0	0	0	0	0	2	1.6	5	8	0	0	3	12	53.2
City Resolution	Hilliard, OH	Resolution 12-R-14	28,435	2012	5	6	4	16	5	12	0	0	5	2	3	4.8	0	0	5	8	0	0	1	4	52.8
City Resolution	Red Bank, NJ	Resolution No. 10-195	12,206	2010	3	3.6	3	12	5	12	4	12.8	5	2	2	3.2	3	2.4	0	0	0	0	1	4	52.0
City Resolution	Atlantic City, NJ	Resolution No. 917	39,558	2012	3	3.6	3	12	3	7.2	4	12.8	0	0	0	0	5	4	5	8	0	0	1	4	51.6
City Resolution	Califon, NJ	Resolution	1,076	2012	1	1.2	4	16	3	7.2	4	12.8	0	0	0	0	3	2.4	0	0	0	0	3	12	51.6
City Resolution	Franklin, PA	Resolution No. 18 of 2010	6,545	2010	3	3.6	5	20	3	7.2	1	3.2	5	2	2	3.2	5	4	5	8	0	0	0	0	51.2
City Resolution	Leawood, KS	Resolution No. 3592	31,867	2011	3	3.6	3	12	5	12	0	0	0	0	2	3.2	0	0	5	8	0	0	3	12	50.8
City Resolution	Lawton, OK	Resolution	96,867	2011	3	3.6	4	16	3	7.2	5	16	0	0	0	0	0	0	0	0	0	0	2	8	50.8
City Resolution	McCall, ID	Resolution 11-20	2,991	2011	3	3.6	4	16	5	12	1	3.2	5	2	2	3.2	3	2.4	5	8	0	0	0	0	50.4

City Resolution	Lacey, NJ	Resolution No. 2012 223	27,644	2012	5	6	2	8	3	7.2	4	12.8	0	0	0	0	5	4	5	8	0	0	1	4	50.0
City Resolution	New Rochelle, NY	Resolution	77,062	2012	1	1.2	4	16	5	12	3	9.6	0	0	0	0	3	2.4	0	0	0	0	2	8	49.2
City Resolution	Cocoa, FL	Resolution No. 2011-060	17,140	2011	5	6	4	16	5	12	0	0	5	2	2	3.2	2	1.6	5	8	0	0	0	0	48.8
City Resolution	Fair Haven, NJ	Resolution No. 2012 140	6,121	2012	3	3.6	3	12	5	12	4	12.8	5	2	0	0	3	2.4	0	0	0	0	1	4	48.8
City Resolution	Mesilla, NM	Resolution 2008-25	2,196	2008	1	1.2	3	12	5	12	2	6.4	0	0	2	3.2	2	1.6	5	8	0	0	1	4	48.4
City Resolution	Orange City, FL	Resolution 643-11	10,599	2011	3	3.6	4	16	5	12	1	3.2	0	0	2	3.2	2	1.6	5	8	0	0	0	0	47.6
City Resolution	Middle Township, NJ	Resolution 509-12	18,911	2012	5	6	5	20	5	12	1	3.2	0	0	0	0	3	2.4	0	0	0	0	1	4	47.6
City Resolution	Overland Park, KS	Resolution No. 3919	173,372	2012	1	1.2	4	16	3	7.2	1	3.2	0	0	5	8	0	0	5	8	0	0	1	4	47.6
City Resolution	Titusville, FL	Resolution No. 15-2011	43,761	2011	5	6	4	16	5	12	0	0	0	0	2	3.2	2	1.6	5	8	0	0	0	0	46.8
City Resolution	Columbus, MS	Resolution	23,640	2010	5	6	4	16	5	12	1	3.2	0	0	0	0	2	1.6	5	8	0	0	0	0	46.8
City Resolution	Hernando, MS	Resolution	14,090	2010	5	6	4	16	5	12	1	3.2	0	0	0	0	2	1.6	5	8	0	0	0	0	46.8
City Resolution	Pascagoula, MS	Resolution	22,392	2010	5	6	4	16	5	12	1	3.2	0	0	0	0	2	1.6	5	8	0	0	0	0	46.8
City Resolution	Tupelo, MS	Resolution	34,546	2010	5	6	4	16	5	12	1	3.2	0	0	0	0	2	1.6	5	8	0	0	0	0	46.8
City Resolution	New Haven, CT	Complete Streets Order	129,585	2008	1	1.2	4	16	5	12	0	0	0	0	0	0	2	1.6	0	0	0	0	4	16	46.8
City Resolution	Collinsville, OK	Resolution	5,606	2012	3	3.6	4	16	2	4.8	0	0	0	0	0	0	3	2.4	5	8	0	0	3	12	46.8
City Resolution	Sand Springs, OK	Resolution	18,906	2012	3	3.6	4	16	2	4.8	0	0	0	0	0	0	3	2.4	5	8	0	0	3	12	46.8
City Resolution	Cape Canaveral, FL	Resolution No. 2011-09	9,912	2011	3	3.6	4	16	5	12	0	0	5	2	2	3.2	2	1.6	5	8	0	0	0	0	46.4
City Resolution	Milford Township, MI	Resolution	9,561	2011	3	3.6	5	20	5	12	1	3.2	0	0	3	4.8	3	2.4	0	0	0	0	0	0	46.0
City Resolution	Freehold Burough, NJ	Resolution	12,052	2012	1	1.2	5	20	5	12	4	12.8	0	0	0	0	0	0	0	0	0	0	0	0	46.0
City Resolution	Newark, NJ	Resolution	277,140	2012	1	1.2	4	16	3	7.2	4	12.8	5	2	0	0	3	2.4	0	0	0	0	1	4	45.6
City Resolution	Ocean City, NJ	Resolution	11,701	2011	3	3.6	3	12	0	0	4	12.8	5	2	0	0	3	2.4	0	0	0	0	3	12	44.8
City Resolution	Rockledge, FL	Resolution	24,926	2011	3	3.6	4	16	5	12	0	0	0	0	2	3.2	2	1.6	5	8	0	0	0	0	44.4
City Resolution	New Hope, MN	Resolution	20,339	2011	1	1.2	5	20	5	12	0	0	5	2	0	0	0	0	5	8	0	0	0	0	43.2
City Resolution	Mercer County, NJ	Resolution	366,513	2012	3	3.6	3	12	5	12	4	12.8	0	0	0	0	3	2.4	0	0	0	0	0	0	42.8
City Resolution	Elsberry, MO	Resolution 2010-002	1,934	2010	1	1.2	5	20	3	7.2	0	0	5	2	0	0	5	4	5	8	0	0	0	0	42.4
City Resolution	Orange Beach, AL	Resolution No. 10-097	5,441	2010	1	1.2	4	16	5	12	1	3.2	0	0	0	0	2	1.6	5	8	0	0	0	0	42.0
City Resolution	Johnsburg, NY	Resolution No. 124	2,370	2012	5	6	4	16	5	12	1	3.2	5	2	0	0	3	2.4	0	0	0	0	0	0	41.6
City Resolution	Lake Luzerne, NY	Resolution No. 48 of 2012	1,227	2012	5	6	4	16	5	12	1	3.2	5	2	0	0	3	2.4	0	0	0	0	0	0	41.6
City Resolution	Allen Park, MI	Resolution 10-1214-294	28,210	2010	3	3.6	5	20	5	12	1	3.2	0	0	0	0	3	2.4	0	0	0	0	0	0	41.2
City Resolution	Atlas Township, MI	Resolution No. 11-02	7,993	2011	3	3.6	5	20	5	12	1	3.2	0	0	0	0	3	2.4	0	0	0	0	0	0	41.2
City Resolution	Gibraltar, MI	Resolution No. 011-001	4,656	2011	3	3.6	5	20	5	12	1	3.2	0	0	0	0	3	2.4	0	0	0	0	0	0	41.2
City Resolution	Independence, MO	Resolution 5672	116,830	2011	1	1.2	4	16	3	7.2	0	0	0	0	2	3.2	2	1.6	5	8	0	0	1	4	41.2
City Resolution	Bethlehem, NY	Resolution No. 30	33,656	2009	3	3.6	1	4	3	7.2	4	12.8	0	0	2	3.2	3	2.4	5	8	0	0	0	0	41.2
City Resolution	Camden, SC	Resolution	6,838	2011	5	6	2	8	5	12	0	0	0	0	2	3.2	0	0	5	8	0	0	1	4	41.2
City Resolution	Greenville, SC	Resolution 2008-49	58,409	2008	3	3.6	3	12	5	12	0	0	0	0	0	0	2	1.6	5	8	0	0	1	4	41.2
City Resolution	Midfield, AL	Resolution No 2012-2	5,365	2012	1	1.2	4	16	5	12	0	0	5	2	0	0	2	1.6	5	8	0	0	0	0	40.8
City Resolution	Lambertville, NJ	Resolution 91-2012	3,906	2012	3	3.6	3	12	3	7.2	3	9.6	5	2	0	0	3	2.4	0	0	0	0	1	4	40.8

City Resolution	Mantua Township, NJ	Resolution R-167-2012	15,217	2012	5	6	3	12	3	7.2	4	12.8	0	0	0	0	3	2.4	0	0	0	0	0	0	0	40.4
City Resolution	Kingston, NY	Resolution	23,893	2010	1	1.2	4	16	3	7.2	0	0	0	0	0	0	0	0	0	0	0	0	4	16	40.4	
City Resolution	Grantsville, WV	Resolution Providing for Complete Streets	561	2011	1	1.2	2	8	5	12	1	3.2	0	0	5	8	0	0	0	0	0	0	2	8	40.4	
City Resolution	Angelica, NY	Resolution	869	2012	5	6	4	16	5	12	1	3.2	0	0	0	0	3	2.4	0	0	0	0	0	0	39.6	
City Resolution	Brookhaven, NY	Resolution 2010-993	3,451	2010	3	3.6	4	16	5	12	0	0	0	0	0	0	0	0	5	8	0	0	0	0	39.6	
City Resolution	Cuba, NY	Complete Streets Policy	1,575	2010	5	6	4	16	5	12	1	3.2	0	0	0	0	3	2.4	0	0	0	0	0	0	39.6	
City Resolution	Gowanda, NY	Complete Streets Policy	2,709	2010	5	6	4	16	5	12	1	3.2	0	0	0	0	3	2.4	0	0	0	0	0	0	39.6	
City Resolution	Islip, NY	Resolution	18,689	2010	5	6	5	20	5	12	0	0	0	0	0	0	2	1.6	0	0	0	0	0	0	39.6	
City Resolution	Charlottesville, VA	Resolution	43,475	2010	5	6	5	20	5	12	0	0	0	0	0	0	2	1.6	0	0	0	0	0	0	39.6	
City Resolution	Lake George, NY	Resolution No. 208	906	2012	1	1.2	4	16	5	12	0	0	0	0	0	0	3	2.4	5	8	0	0	0	0	39.6	
City Resolution	Malone, NY	Resolution No. 73-2012	14,545	2012	1	1.2	2	8	0	0	4	12.8	0	0	2	3.2	3	2.4	5	8	0	0	1	4	39.6	
City Resolution	Town of Fort Edward, NY	Resolution No. 26 of 2012	6,371	2012	1	1.2	4	16	5	12	0	0	0	0	0	0	3	2.4	5	8	0	0	0	0	39.6	
City Resolution	Village of Fort Edward, NY	Resolution No. 45	3,375	2012	1	1.2	4	16	5	12	0	0	0	0	0	0	3	2.4	5	8	0	0	0	0	39.6	
City Resolution	Greenwood, MS	Resolution	16,087	2012	5	6	2	8	5	12	1	3.2	5	2	0	0	0	0	5	8	0	0	0	0	39.2	
City Resolution	Emerson, NJ	Resolution	7,401	2010	1	1.2	4	16	5	12	3	9.6	0	0	0	0	0	0	0	0	0	0	0	0	38.8	
City Resolution	East Hampton, NY	Resolution	1,083	2011	5	6	1	4	5	12	0	0	0	0	0	0	0	0	0	0	0	0	4	16	38.0	
City Resolution	Princeton Borough, NJ	Resolution	12,307	2012	1	1.2	4	16	3	7.2	4	12.8	0	0	0	0	0	0	0	0	0	0	0	0	37.2	
City Resolution	Anderson, SC	Resolution to Endorse and Support a Complete Streets Policy	26,686	2009	3	3.6	2	8	5	12	0	0	0	0	0	0	2	1.6	5	8	0	0	1	4	37.2	
City Resolution	Independence, MN	Resolution No. 10-0413-03	3,504	2010	1	1.2	5	20	3	7.2	0	0	0	0	2	3.2	2	1.6	0	0	0	0	1	4	37.2	
City Resolution	Homewood, AL	Resolution No. 12-51	25,167	2012	1	1.2	3	12	5	12	0	0	5	2	0	0	2	1.6	5	8	0	0	0	0	36.8	
City Resolution	Pleasant Grove, AL	Resolution 80612G	10,110	2011	1	1.2	3	12	5	12	0	0	5	2	0	0	2	1.6	5	8	0	0	0	0	36.8	
City Resolution	Sylvan Springs, AL	Resolution No. 11-111	1,542	2012	1	1.2	3	12	5	12	0	0	5	2	0	0	2	1.6	5	8	0	0	0	0	36.8	
City Resolution	Fort Myers, FL	Resolution	62,298	2011	1	1.2	2	8	5	12	0	0	0	0	2	3.2	0	0	5	8	0	0	1	4	36.4	
City Resolution	Linwood, NJ	Resolution No. 42	7,092	2011	5	6	2	8	3	7.2	4	12.8	0	0	0	0	3	2.4	0	0	0	0	0	0	36.4	
City Resolution	Elizabethtown, NY	Resolution	754	2010	1	1.2	4	16	5	12	0	0	0	0	2	3.2	0	0	0	0	0	0	1	4	36.4	
City Resolution	Tampa, FL	Resolution No. 2814	335,709	2012	1	1.2	4	16	5	12	1	3.2	0	0	2	3.2	0	0	0	0	0	0	0	0	35.6	
City Resolution	Cascade, IA	City of Cascade Policy Statement	2,159	2006	5	6	1	4	3	7.2	5	16	0	0	0	0	3	2.4	0	0	0	0	0	0	35.6	
City Resolution	Pleasantville, NJ	Resolution	20,249	2011	1	1.2	2	8	3	7.2	4	12.8	0	0	0	0	3	2.4	0	0	0	0	1	4	35.6	
City Resolution	Bloomfield, NJ	2011 Resolution - Establishing a Complete Streets Policy	47,315	2011	1	1.2	3	12	3	7.2	4	12.8	5	2	0	0	0	0	0	0	0	0	0	0	35.2	
City Resolution	Lawrence, NJ	Resolution No. 336-10	33,472	2010	3	3.6	4	16	3	7.2	2	6.4	5	2	0	0	0	0	0	0	0	0	0	0	35.2	
City Resolution	West Windsor, NJ	Resolution 2010-R175	27,165	2010	3	3.6	4	16	3	7.2	2	6.4	5	2	0	0	0	0	0	0	0	0	0	0	35.2	
City Resolution	Knoxville, TN	Resolution No. 287-09	178,874	2009	1	1.2	4	16	5	12	0	0	0	0	0	0	2	1.6	0	0	0	0	1	4	34.8	
City Resolution	Golden, CO	Resolution No. 2059	18,867	2010	5	6	4	16	5	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	34.0	
City Resolution	Jackson, MI	Resolution	33,534	2006	3	3.6	4	16	5	12	0	0	0	0	0	0	3	2.4	0	0	0	0	0	0	34.0	

City Resolution	Escanaba, MI	Resolution	12,616	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Fremont, MI	Resolution R-11-08	4,081	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Hamburg Township, MI	Resolution	21,165	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Hamtramck, MI	Resolution 2010-120	22,423	2010	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Kinross Township, MI	Resolution 2011-11	7,561	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Lake Isabella, MI	Resolution	1,681	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Linden, MI	Resolution	3,991	2010	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Ludington, MI	Resolution	8,076	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Mackinaw City, MI	Resolution	806	2010	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Marquette Township, MI	Resolution	603	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Munising, MI	Resolution	2,355	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Newberry, MI	Resolution	1,519	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Otsego, MI	Resolution No. 2011-18	3,956	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Oxford, MI	Resolution	3,436	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Pellston, MI	Resolution	822	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Pere Marquette, MI	Resolution	2,366	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Sterling Heights, MI	Resolution	129,699	2012	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Union Charter Township, MI	Resolution	12,927	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Warren, MI	Resolution	134,056	2012	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Woodhaven, MI	Resolution	12,875	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Middletown, RI	Resolution	16,150	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	North Smithfield, RI	Resolution	11,967	2012	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Portsmouth, RI	Resolution No. 2011-04-11A	17,389	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	South Kingstown, RI	Resolution	30,639	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Woonsocket, RI	Resolution	41,186	2011	1	1.2	4	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17.2		
City Resolution	Glen Ridge, NJ	Resolution No. 132-12	7,527	2012	1	1.2	1	4	3	7.2	1	3.2	0	0	0	0	0	0	0	0	0	0	15.6		
City Resolution	Hackensack, NJ	Resolution No. 226-12	43,010	2012	1	1.2	1	4	3	7.2	1	3.2	0	0	0	0	0	0	0	0	0	0	15.6		
City Resolution	Ridgewood, NJ	Resolution	24,958	2011	1	1.2	2	8	0	0	2	6.4	0	0	0	0	0	0	0	0	0	0	15.6		
City Resolution	Anniston, AL	Resolution No. 12-R-181	23,106	2012	3	3.6	0	0	2	4.8	0	0	5	2	3	4.8	0	0	0	0	0	0	15.2		
City Resolution	Chapel Hill, NC	Resolution	57,233	2011	5	6	1	4	0	0	0	0	0	0	0	0	0	0	0	0	1	4	14.0		
City Resolution	Roeland Park, KS	Resolution No. 611	6,731	2011	1	1.2	2	8	0	0	0	0	0	0	0	0	0	0	0	0	1	4	13.2		
City Resolution	Oxford, MS	Resolution	18,916	2011	5	6	1	4	0	0	1	3.2	0	0	0	0	0	0	0	0	0	0	13.2		
City Resolution	Hackettstown, NJ	Resolution	9,724	2012	5	6	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10.0		
City Resolution	Grand Rapids, MI	Resolution	188,040	2011	1	1.2	1	4	0	0	0	0	0	0	0	0	0	0	0	0	1	4	9.2		
City Resolution	Spartanburg, SC	Resolution	37,013	2006	1	1.2	0	0	2	4.8	0	0	0	0	0	0	0	0	0	0	0	0	6.0		
City Resolution	Manitowoc, WI	Resolution NO. 084	33,736	2012	3	3.6	0	0	0	0	0	0	5	2	0	0	0	0	0	0	0	0	5.6		
City Tax Ordinance	Seattle, WA	Bridging the Gap	608,660	2006	5	6	4	16	5	12	1	3.2	5	2	0	0	2	1.6	5	8	0	0	2	8	56.8

City Executive Order	Nashville, TN	Executive Order No. 40	601,222	2010	3	3.6	4	16	5	12	2	6.4	0	0	0	0	0	0	5	8	0	0	1	4	50.0
City Executive Order	Salt Lake City, UT	Executive Order on Complete Streets	186,440	2007	5	6	1	4	3	7.2	5	16	0	0	0	0	3	2.4	0	0	0	0	0	0	35.6
City Executive Order	Philadelphia, PA	Executive Order No. 5-09	1,526,006	2009	3	3.6	4	16	5	12	0	0	0	0	0	0	2	1.6	0	0	0	0	0	0	33.2
City Internal Policy	Washington, DC DOT	Departmental Order 06-2010 (DDOT Complete Streets Policy)	601,723	2010	5	6	5	20	5	12	4	12.8	5	2	0	0	2	1.6	5	8	0	0	1	4	66.4
City Internal Policy	New Brunswick, NJ	Complete Streets Policy	55,181	2012	1	1.2	3	12	5	12	4	12.8	5	2	2	3.2	3	2.4	0	0	0	0	3	12	57.6
City Internal Policy	Denver, CO	Complete Streets Policy	600,158	2011	1	1.2	5	20	5	12	1	3.2	0	0	0	0	5	4	5	8	0	0	1	4	52.4
City Internal Policy	Chicago, IL	Safe Streets for Chicago	5,194,675	2006	5	6	5	20	5	12	0	0	0	0	0	0	2	1.6	0	0	0	0	0	0	39.6
City Internal Policy	Cook County, IL	Complete Streets Policy	5,194,675	2009	3	3.6	4	16	5	12	0	0	0	0	0	0	0	0	0	0	0	0	2	8	39.6
City Internal Policy	Midland, MI	Complete Streets Policy	41,863	2010	3	3.6	1	4	3	7.2	0	0	0	0	0	0	2	1.6	5	8	0	0	0	0	24.4
City Policy Adopted by Elected Board	Baldwin Park, CA	Complete Streets Policy	75,390	2011	5	6	4	16	5	12	4	12.8	5	2	5	8	5	4	5	8	5	4	5	20	92.8
City Policy Adopted by Elected Board	New Hope, MN	Complete Streets Policy	20,339	2011	5	6	5	20	5	12	4	12.8	5	2	2	3.2	5	4	5	8	5	4	4	16	88.0
City Policy Adopted by Elected Board	Oak Park, IL	Complete Streets Policy	51,878	2012	5	6	4	16	5	12	5	16	5	2	0	0	5	4	5	8	5	4	3	12	80.0
City Policy Adopted by Elected Board	Hermosa Beach, CA	Living Streets Policy	19,596	2012	5	6	4	16	5	12	3	9.6	5	2	5	8	5	4	5	8	5	4	4	16	85.6
City Policy Adopted by Elected Board	Huntington Park, CA	Resolution No. 2012-18	58,114	2012	5	6	4	16	5	12	3	9.6	5	2	5	8	5	4	5	8	5	4	4	16	85.6
City Policy Adopted by Elected Board	Northfield, MN	Resolution 2012-017	20,007	2012	5	6	5	20	5	12	5	16	5	2	2	3.2	5	4	5	8	0	0	3	12	83.2
City Policy Adopted by Elected Board	Portland, ME	Complete Streets Policy	66,194	2012	5	6	5	20	5	12	3	9.6	5	2	2	3.2	5	4	5	8	5	4	3	12	80.8
City Policy Adopted by Elected Board	Azusa, CA	Complete Streets Policy	43,361	2011	1	1.2	5	20	5	12	4	12.8	5	2	2	3.2	2	1.6	5	8	0	0	4	16	76.8
City Policy Adopted by Elected Board	Roanoke, VA	Complete Streets Policy	97,032	2008	5	6	4	16	5	12	4	12.8	5	2	0	0	5	4	5	8	5	4	3	12	76.8
City Policy Adopted by Elected Board	Big Lake, MN	Resolution No. 2010-74	10,060	2010	5	6	4	16	5	12	4	12.8	5	2	2	3.2	5	4	5	8	0	0	3	12	76.0
City Policy Adopted by Elected Board	Highland Park, IL	Preliminary Policy	29,763	2011	1	1.2	4	16	5	12	4	12.8	5	2	2	3.2	5	4	5	8	0	0	4	16	75.2

City Policy Adopted by Elected Board	Festus, MO	Resolution No. 3924 1/2	11,602	2010	1	1.2	5	20	5	12	2	6.4	5	2	5	8	2	1.6	5	8	0	0	4	16	75.2
City Policy Adopted by Elected Board	Des Plaines, IL	Complete Streets Policy	58,364	2011	5	6	4	16	5	12	2	6.4	5	2	5	8	5	4	0	0	5	4	4	16	74.4
City Policy Adopted by Elected Board	Rochester, MN	Complete Streets Policy	106,769	2009	3	3.6	5	20	5	12	4	12.8	5	2	0	0	5	4	5	8	0	0	3	12	74.4
City Policy Adopted by Elected Board	Babylon, NY	Complete Streets Policy	12,166	2010	5	6	5	20	5	12	2	6.4	5	2	2	3.2	3	2.4	5	8	0	0	3	12	72.0
City Policy Adopted by Elected Board	North Hempstead, NY	Complete Streets Policy Guide	226,322	2011	5	6	5	20	5	12	0	0	5	2	5	8	5	4	5	8	0	0	3	12	72.0
City Policy Adopted by Elected Board	Dayton, OH	Livable Streets Policy	141,527	2010	5	6	5	20	5	12	5	16	5	2	0	0	5	4	5	8	0	0	1	4	72.0
City Policy Adopted by Elected Board	Larkspur, CA	Complete Streets Policy	11,926	2012	5	6	5	20	5	12	5	16	5	2	2	3.2	0	0	5	8	0	0	1	4	71.2
City Policy Adopted by Elected Board	Hutchinson, KS	Complete Streets Policy	42,080	2012	1	1.2	5	20	5	12	1	3.2	5	2	5	8	0	0	5	8	0	0	4	16	70.4
City Policy Adopted by Elected Board	Bloomington, MN	Complete Streets Policy	82,893	2012	5	6	5	20	5	12	3	9.6	5	2	5	8	5	4	5	8	0	0	0	0	69.6
City Policy Adopted by Elected Board	Redding, CA	Council Policy No. 1303	89,861	2012	1	1.2	3	12	5	12	3	9.6	0	0	5	8	0	0	5	8	0	0	4	16	66.8
City Policy Adopted by Elected Board	Athens-Clarke County, CA	Complete Streets Policy	115,425	2012	5	6	5	20	5	12	3	9.6	5	2	0	0	5	4	5	8	0	0	1	4	65.6
City Policy Adopted by Elected Board	Great Neck Plaza, NY	Complete Streets Policy Guide	6,707	2012	3	3.6	5	20	5	12	0	0	5	2	2	3.2	5	4	5	8	0	0	3	12	64.8
City Policy Adopted by Elected Board	Saratoga Springs, NY	Complete Streets Policy	26,586	2012	5	6	4	16	5	12	0	0	5	2	5	8	5	4	0	0	0	0	4	16	64.0
City Policy Adopted by Elected Board	Las Cruces, NM	Resolution 09-301	97,618	2009	3	3.6	4	16	5	12	2	6.4	5	2	0	0	3	2.4	5	8	0	0	3	12	62.4
City Policy Adopted by Elected Board	Grant-Valkaria, FL	Resolution No. 07-2011	3,850	2011	3	3.6	4	16	5	12	4	12.8	5	2	2	3.2	0	0	5	8	0	0	1	4	61.6
City Policy Adopted by Elected Board	Tinley Park, IL	Complete Streets Policy	56,703	2012	3	3.6	5	20	3	7.2	0	0	5	2	5	8	5	4	5	8	5	4	1	4	60.8
City Policy Adopted by Elected Board	Lawrence, KS	Complete Streets Policy	87,643	2012	1	1.2	4	16	5	12	1	3.2	5	2	5	8	3	2.4	5	8	5	4	1	4	60.8
City Policy Adopted by Elected Board	Roswell, GA	Resolution 2009-03-10	88,346	2009	3	3.6	5	20	3	7.2	2	6.4	5	2	2	3.2	5	4	5	8	0	0	1	4	58.4

City Policy Adopted by Elected Board	La Crosse County, WI	Resolution No. 11-4/11	114,638	2011	1	1.2	5	20	5	12	1	3.2	0	0	2	3.2	2	1.6	5	8	0	0	2	8	57.2
City Policy Adopted by Elected Board	Rockville, MD	Complete Streets Policy	61,209	2009	5	6	4	16	3	7.2	3	9.6	5	2	0	0	5	4	5	8	0	0	1	4	56.8
City Policy Adopted by Elected Board	Falcon Heights, MN	Complete Streets Policy	5,321	2011	3	3.6	5	20	5	12	1	3.2	5	2	2	3.2	5	4	5	8	0	0	0	0	56.0
City Policy Adopted by Elected Board	Suwanee, GA	Ordinance No. 2009-005	15,355	2009	5	6	5	20	5	12	1	3.2	5	2	0	0	5	4	5	8	0	0	0	0	55.2
City Policy Adopted by Elected Board	Ishpeming, MI	Resolution 2011-01	6,470	2011	3	3.6	4	16	5	12	4	12.8	0	0	0	0	3	2.4	5	8	0	0	0	0	54.8
City Policy Adopted by Elected Board	Morristown, NJ	Complete Streets Policy	18,411	2012	3	3.6	3	12	5	12	4	12.8	5	2	3	4.8	3	2.4	0	0	0	0	1	4	53.6
City Policy Adopted by Elected Board	Dunwoody, GA	Complete Streets Policy	46,267	2011	3	3.6	5	20	2	4.8	1	3.2	5	2	2	3.2	5	4	5	8	0	0	1	4	52.8
City Policy Adopted by Elected Board	Vacaville, CA	Complete Streets Policy	92,428	2012	1	1.2	4	16	5	12	2	6.4	0	3	4.8	0	0	5	8	5	4	0	0	0	52.4
City Policy Adopted by Elected Board	Billings, MT	Resolution	104,170	2011	1	1.2	4	16	5	12	0	0	0	0	2	3.2	0	0	5	8	0	0	3	12	52.4
City Policy Adopted by Elected Board	Independence, MN	Complete Streets Policy	3,504	2011	3	3.6	2	8	5	12	1	3.2	5	2	2	3.2	5	4	5	8	0	0	2	8	52.0
City Policy Adopted by Elected Board	Coeur d'Alene, ID	Resolution 09-021	44,137	2009	3	3.6	5	20	3	7.2	1	3.2	5	2	2	3.2	5	4	5	8	0	0	0	0	51.2
City Policy Adopted by Elected Board	Asheville, NC	Complete Streets Policy	83,393	2012	5	6	3	12	5	12	3	9.6	0	0	3	4.8	0	0	0	0	0	0	1	4	48.4
City Policy Adopted by Elected Board	Austin, MN	Complete Streets Policy	24,718	2012	3	3.6	5	20	5	12	0	0	5	2	0	0	2	1.6	5	8	0	0	0	0	47.2
City Policy Adopted by Elected Board	Auburndale, FL	Complete Streets Policy	13,507	2012	1	1.2	5	20	5	12	0	0	5	2	0	0	3	2.4	5	8	0	0	0	0	45.6
City Policy Adopted by Elected Board	Bartow, FL	Complete Streets Policy	17,298	2012	1	1.2	5	20	5	12	0	0	5	2	0	0	3	2.4	5	8	0	0	0	0	45.6
City Policy Adopted by Elected Board	Davenport, FL	Complete Streets Policy	2,888	2012	1	1.2	5	20	5	12	0	0	5	2	0	0	3	2.4	5	8	0	0	0	0	45.6
City Policy Adopted by Elected Board	Dundee, FL	Complete Streets Policy	3,717	2012	1	1.2	5	20	5	12	0	0	5	2	0	0	3	2.4	5	8	0	0	0	0	45.6
City Policy Adopted by Elected Board	Eagle Lake, FL	Complete Streets Policy	2,255	2012	1	1.2	5	20	5	12	0	0	5	2	0	0	3	2.4	5	8	0	0	0	0	45.6



Smart Growth America
Making Neighborhoods Great Together



**National Complete
Streets Coalition**

The National Complete Streets Coalition, a program of Smart Growth America, seeks to fundamentally transform the look, feel and function of the roads and streets in our community, by changing the way most roads are planned, designed and constructed. Complete Streets policies direct transportation planners and engineers to consistently design with all users in mind, in line with the elements of Complete Streets policies.

Smart Growth America is the only national organization dedicated to researching, advocating for and leading coalitions to bring better development to more communities nationwide. From providing more sidewalks to ensuring more homes are built near public transportation or that productive farms remain a part of our communities, smart growth helps make sure people across the nation can live in great neighborhoods.

For additional information, visit www.smartgrowthamerica.org/completestreets.

From: Jennifer Burdick
To: pdarcy@tucsonrealty.com
CC: Broadway; Diana Amado; Hector Martinez; Molly Thrasher; Tim Murphy
Date: 4/8/2013 12:26 PM
Subject: Fwd: RE: E Broadway widening project

Mr. Darcy,
Thank you for inquiring about the Broadway project, and your client's interest in potentially moving to 2901 E. Broadway.

As I discussed with you, Tucson DOT is in a period of review regarding the original scope of the project, and the placement of any new roadway facilities (to the north, or south, or mixed). We are undergoing a process to determine the appropriate width, placement, and design of the future improvements for this 2-mile stretch that also supports Broadway's role as a regional corridor.

As the project manager, I believe it will be approx. 1 year to arrive at a recommendation, approx. 1 more year to complete the initial construction drawings (up to 15%), and approx. 1 more year to do the final construction drawings (up to 100%), at which time construction can begin. As you can see, we have an approximation, but I will be working to develop a better answer regarding timing in the coming weeks.

One item you asked about specifically was the historic buildings in the area. We have a historic buildings inventory report online that provides some information about the history of this area and its historical architecture (look at the 2nd report listed). 2901 E. Broadway is a building that could potentially be a contributor to a future historic commercial district, as depicted in the report and map:

<http://cms3.tucsonaz.gov/broadway/broadway-documents-studies>

If you or your client have additional questions, please feel welcome to call and discuss. I will also communicate back to you once I have a better answer regarding the timing.

I would appreciate any ideas you have for communicating this type of information to your colleagues, or even engaging them in the current design process - if you have the time and inclination.

Sincerely,
Jenn

Jennifer Toothaker Burdick, Project Manager
Broadway: Euclid to Country Club Roadway Improvement Project
City of Tucson Department of Transportation

Direct: (520) 837-6648 Cell: (520) 390-7094

Web: <www.tucsonaz.gov/broadway>

>>> "Pat Darcy" <pdarcy@tucsonrealty.com> 4/5/2013 11:16 AM >>>

Hi Diana,

Do you have information you can email to me regarding the Broadway widening project?

Thanks

Pat

Pat Darcy
Retail Division Head

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Tucson, AZ 85711
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