

#39

**From:** Jennifer Burdick  
**To:** [REDACTED]  
**CC:** Josh Weaver, Broadway@tucsonaz.gov  
**Date:** 1/3/2013 11:23 AM  
**Subject:** Re: Comments on Broadway

Dear Mr. Ford,

I was informed by our Information Technology department that there are more serious issues with our web site than I thought. The City's web software is having technical issues that are affecting TDOT's web site. It may take some time before the issues are fixed, however.

I apologize for the inconvenience. If you have any questions about the project, or desire information not available currently online, please let me know.

Respectfully,  
~Jenn

>>> Bill Ford [REDACTED] 12/30/12 11:07 PM >>>

Why is the City's Broadway Corridor page not updated for future meeting times? It has August 30th as last public meeting and no currently scheduled meeting.

WLFA AND ASSOCIATES LLC

[REDACTED]  
<http://www.wlfadesign.com>  
[REDACTED]

**Broadway - Re: subscribe**

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**From:** Broadway  
**To:** Michael Sondergaard  
**Date:** 1/15/2013 11:25 AM  
**Subject:** Re: subscribe  
**Attachments:** Broadway Project Update: Task Force Meeting next Thursday, 1/17/13, at 5:30-8:40

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Mr. Sondergaard,

Thank you for your interest in the Broadway project. You are now part of our email listserv and will receive future email updates.

Attached is the most recent email sent out, which alerts the public to the upcoming Citizens Task Force meeting this Thursday evening, and a community meeting on February 28.

Many thanks,  
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](http://www.tucsonaz.gov/broadway)>

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>>> On 1/14/2013 at 6:19 PM, Michael Sondergaard [REDACTED] wrote:

| Thanks,  
| Michael

**Broadway - Re: Come and speak at the BAC?**

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**From:** Jennifer Burdick  
**To:** Ian Johnson  
**Date:** 2/3/2013 6:02 PM  
**Subject:** Re: Come and speak at the BAC?  
**CC:** Ann Chanecka; Beth Scott; Broadway

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Wonderful, Ian! Thank you for confirming. I have it listed as an announcement that I hope Beth will make (or I can) at the meeting this Thursday evening.

I value this invitation. This is a great example of our Task Force members helping to connect their different stakeholders to the project, and vice versa.

I've been meaning to connect with Beth and Ann about how we can best present information. I will go ahead and set something up now.

See you soon,  
~Jenn

>>> On 2/3/2013 at 10:01 AM, Ian Johnson [REDACTED] wrote:

Jennifer,

Just to let you know -- we're definitely hoping to hear from you on February 13. The agenda goes out this Wednesday. Please contact me with any questions!

Our meeting starts at 6:00pm Feb 13 at the Himmel Park Library, but our first guest presentation almost never starts before 6:20 or so.

thanks again!

Ian

On Jan 15, 2013, at 4:29 PM, Jennifer Burdick <[Jennifer.Burdick@tucsonaz.gov](mailto:Jennifer.Burdick@tucsonaz.gov)> wrote:

Wonderful!

It's on my calendar, and I'll connect with Elizabeth Scott and Ann Chanecka to discuss whether they want to be co-presenters with me. I'll confirm with you as soon as I know more.

Best regards,  
~Jenn

>>> On 1/15/2013 at 3:49 PM, Ian Johnson [REDACTED] wrote:

Jenn,

This sounds great. Let's plan for the February 13 date, and I'll confirm two weeks before once it's officially on the agenda.

thanks much,

Ian

On Jan 15, 2013, at 11:36 AM, "Broadway Broadway"  
<[Broadway.PWPO1.PWDOM2@tucsonaz.gov](mailto:Broadway.PWPO1.PWDOM2@tucsonaz.gov)> wrote:

Hi, Ian -

I appreciate your email and invitation, and we would enjoy the opportunity to present to the BAC. Either date would work well for me.

I will also talk to Beth Scott about this. As a Task Force member and representative, I would like her to have a role in this presentation, too, and am copying her on this email. (Nanci Beizer is our facilitator and advocate for our Task Force. I am copying her to keep her in the loop, as well.)

I like the idea of doing it on Feb. 13 because we will have a public meeting on February 28 and plan to provide information to the community-at-large on various aspects of the project, and to obtain input. It would be great to encourage members from the BAC to attend and provide input, and to help get word out about the event. The presentation might "prime the pump" for them.

I'll await your confirmation of date and time, and will pencil both dates in pending that. I look forward to it!

Thank you for thinking to invite us!  
Jenn

>>> On 1/14/2013 at 7:45 PM, Ian Johnson [REDACTED]  
wrote:

Hello,

I'm the chair of the Tucson Pima County Bicycle Advisory Committee, and our members have expressed an interest in hearing directly from the Broadway project team about the aspects of project that are likely to impact bicycles -- i.e. bike lanes, transit lanes, cycle tracks, etc. Would it be possible for someone from your group to come and present to the BAC and answer questions at one of our main meetings in the next couple months? Our next meetings are:

February 13, 2013 6pm to 8pm  
March 13, 2013 6pm to 8pm

If you're available, I was thinking of putting you down for 30-45 minutes or so, usually starting at 6:20 or 6:30.

thanks in advance,

Ian

**Broadway - Re: Mayor & Council Study Session for 18 December 2012**

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**From:** Broadway  
**To:** Laura - (tabili) Tabili  
**Date:** 1/24/2013 11:06 AM  
**Subject:** Re: Mayor & Council Study Session for 18 December 2012  
**CC:** Josh Weaver

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Thank you, Laura. I will pass this on to the Task Force as part of the Public Input Report, and can include in the meeting summary that this correction was made.

Best regards,  
Jenn

>>> On 1/22/2013 at 11:36 PM, "Tabili, Laura - (tabili)" [REDACTED] > wrote:

Clarification of my remarks in Call to the Audience January 17, 2013

The Mayor & Council Study Session for December 18, 2012, in which modifying the street width of the Broadway Project was discussed, can be viewed online at Access Tucson:

google: Tucson12.tv            Click on Mayor & Council and find the date: December 18, 2012

The first 30 minutes (approximately) include Demion Clinco discussing the Sunshine Mile modernist buildings—with lots of pictures.

The second 30 minutes include the Mayor and Council with staff discussing how wide or narrow the road could be and how to amend the Major Streets & Routes Plan AFTER the Task Force decides how wide the road will be.

**Broadway - Re: Input**

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**From:** Mary Durham-Pflibsen [REDACTED]  
**To:** Jennifer Burdick <Jennifer.Burdick@tucsonaz.gov>  
**Date:** 1/24/2013 8:24 PM  
**Subject:** Re: Input

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Hi, Jenn,

Thanks for the quick response. Yes, I was hopeful that you could share my input with the rest of the task force, but wanted to go through proper channels. It's fine to identify me as the source. I think this is a dialog we need to get rolling! Thanks also for adding the Broadway Coalition to the list of stakeholders and ensuring that we hear from Demion and Katie soon.

See you Saturday!  
Mary

Sent from my iPad

On Jan 24, 2013, at 1:16 PM, "Jennifer Burdick" <[Jennifer.Burdick@tucsonaz.gov](mailto:Jennifer.Burdick@tucsonaz.gov)> wrote:

Hi, Mary -

- 1) Yes, absolutely Broadway Coalition is considered a stakeholder. I will list them separately. The next iteration of the list will have individual listings of groups so that is very clear. My apologies if that came across as excluding them. That was not my intention. (One wouldn't know that, though, so I appreciate your pointing it out.)
- 2) I understand and acknowledge your disappointment about Demion and Katie not being on the agenda earlier, and I apologize for the delay. I want to assure you that they are not being left off the agendas completely, though. We still have a list of presentations coming to the Task Force, and both Demion and Katie are at the top of that list.

The Vision & Goals will be a draft we will continue to work on after the 2/28 meeting, likely through April. We will begin to turn to the evaluation criteria that we will use to evaluate the cross-sections that are reviewed by the group.

- 3) I agree that we need to figure out the format of the meeting that makes the most sense. With the project's funding approval by Council in November, and again by the RTA in December, we now have the opportunity to use the next year to really engage in more public meetings that can give us more information to use for the process. We have been in a bit of a holding pattern up until now.

After last week's CTF meeting, the project team and I discussed what we heard. We are pulling information together that will not only identify options for the 2/28 meeting, but also finally present more information about the project process and schedule. I am hoping we can provide enough information in next week's packet, and discuss at the meeting, so that as a group we feel relatively comfortable at how this is all coming together in the end.

Your questions are relevant to the whole CTF and their considerations about this. Would

you be comfortable with me forwarding our email exchange to the rest of the Task Force, as is? The other option is just that I forward your questions and my responses as "CTF member" and not under your name.

~Jenn

>>> On 1/24/2013 at 12:28 PM, Mary Durham-Pflibsen [REDACTED] wrote:

Hi, Jenn,

I wanted to contact you about a couple of things:

1. At our meeting last week, CTF members received a list of Broadway Project stakeholders. Could you please add the Broadway Coalition to that list? Let me know if you need additional info for them.
2. I was disappointed that the presentations by the Drachman Institute (Katie Gannon) and Demion Clinco of the Tucson Historic Preservation Foundation had to be deleted from recent agendas. I think the info they can provide is very pertinent to our vision and goals and would like to request them added to a future CTF agenda as soon as possible.
3. I wanted to share a thought regarding the upcoming public meeting. I understand that one of the goals of our public meeting is to update the public on our progress to date, and also for the public to have an opportunity to provide input into the process. I think a third, perhaps most important function of the public meeting is for our stakeholders to hear each other's views. It will be difficult for the CTF members to reach consensus if our stakeholders aren't able to do likewise. The problem with breaking people into smaller groups or stations at the public meeting is that like-minded people tend to congregate together, so those with opposing viewpoints may not have a chance to hear one another. I realize that there will be reports after the fact, but I think it's also really important that there be some opportunity for face-to-face conversations among the stakeholders. As a CTF member, I need to hear the dialog among our stakeholders in order to accurately represent them in the design process.

Thanks for the opportunity to provide input.

Mary

Mary Durham-Pflibsen  
[REDACTED]

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**Broadway - Fwd: calendar of meetings, RTA, and 1987 approved COT plan**

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**From:** Armando de Vargasmatamoros Jr [REDACTED]  
**To:** <Broadway.PWPO1.PWDOM2@tucsonaz.gov>  
**Date:** 1/27/2013 9:35 PM  
**Subject:** Fwd: calendar of meetings, RTA, and 1987 approved COT plan

---

Hello Broadway PWPO1 PWDOM2

Below is a message I sent to the Broadway Coalition. Please share with the Task Force members. Thank you.

ARMANDO VARGAS JR, MPA, [REDACTED]  
[REDACTED]

#####

Hello Broadway Coalition,

It would be helpful please if a calendar of the task force meeting dates was shared. At least, which Thursday of the month does the task force meet. When I receive a notice it is usually the Monday or Tuesday immediately prior to the Thursday meeting.

I remember from the 2006 campaign promoting the RTA it was mentioned in the campaign literature that the proposed projects were concepts and need to be defined further from input from the public. Yet, sometime in 2012, the RTA director was quoted in the AZ Star (paraphrasing) that these projects are voter approved and cannot be changed. Interesting how in 2006 these projects concepts were shovel ready by 2012 including the Broadway Boulevard project proposal.

Reminder, although the Mayor and Council approved in 1987 (now 26 years ago) a road improvement plan for Broadway the data and studies supporting this plan dates to earlier than 1987. The data can be as old as 30 years old or older. New information, yet no new studies, indicate the data is outdated which the RTA stubbornly refuses to acknowledge.

Finally, in response to a recent email, I am sadden the Plan Tucson does not include a street route along Broadway between Downtown and Campbell. This would help to eliminate the RTA proposal for eight lanes. The UA Main Library has a single copy of *Three Tucson Corridors*, a study in late 1980s from a UA architecture class. Corky Poster was one of the class instructors. This study promoted Broadway, Oracle and 6th Avenue as being three corridors that could be major arterials including public and private transportation. Public transportation would include buses, bike lanes and I think street cars too.

ARMANDO VARGAS JR, MPA, [REDACTED]  
[REDACTED]

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"We do not inherit the earth from our ancestors;  
rather we borrow it from our children." Native American Proverb

\*\*\*\*\*

"non nobis solum sed toti mundo nati"

**Broadway - Re: Lot Clean Up (2419 E. [Panda] and 1221 E. Broadway [Allstate])**

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**From:** Broadway  
**To:** Jennifer Burdick  
**Subject:** Re: Lot Clean Up (2419 E. [Panda] and 1221 E. Broadway [Allstate])

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>>> On 2/6/2013 at 5:25 PM, Jennifer Burdick wrote:  
Wonderful news, Jenna!

I am copying Ward 6 on this email, as well, so they know the status.  
~Jenn

---

**From:** Jenna Snyder  
**Sent:** Wednesday, February 06, 2013 5:01 PM  
**To:** 'Jennifer Burdick'; Tim Murphy  
**Subject:** RE: Fwd: Lot Clean Up

The palms have been trimmed, the signage picked and the big and bulky picked up. As of late Monday.

Kindly,

Jenna

  
**Chapman**  
management group  
**Jennifer "Jenna" Snyder, CAAM®, CPM®**  
Senior Portfolio Property Manager/Branch Operations Manager  
33 W. Congress, Suite 205

Website: <http://chapmanmanagementgroup.com>

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**From:** Jennifer Burdick [<mailto:Jennifer.Burdick@tucsonaz.gov>]  
**Sent:** Wednesday, January 30, 2013 1:44 PM  
**To:** Tim Murphy  
**Cc:** Jenna Snyder  
**Subject:** Re: Fwd: Lot Clean Up

Wonderful - thank you both!

If it isn't too much of a bother, please let me know when it is taken care of so I can let the Ward Office know.

Thank you!  
 Jenn

>>> On 1/30/2013 at 1:40 PM, Tim Murphy wrote:

I will have Chapman Mgmt take care of it.

>>> Jennifer Burdick 1/30/2013 1:38 PM >>>  
 Tim,

Is the lot clean-up something the handyman can be dispatched for, or do we need to go through Volk?

I can ask someone I know about options with the plastic in the large sign - unless you know off-hand if that is a 'no go' item.

~Jenn

>>> On 1/30/2013 at 12:23 PM, Diana Amado wrote:  
 Hi Jenn -

Ms. Rose Halstead called our Ward 6 Office today complaining that the lot on Broadway and Smith hasn't been cleaned up as promised. She said there are palm fawns everywhere and that the sign for the Chinese Restaurant is still there and it's tacky and a deterrent for her customers.

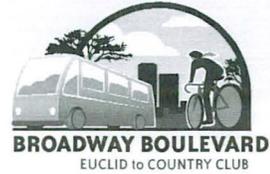
She was extremely unhappy. Molly said to reach out to you.

Thanks so much!

Diana Amado, Executive Assistant  
 Council Member Steve Kozachik

# Broadway Boulevard

## Euclid Avenue to Country Club Road



Please record my comment(s) about the Broadway Boulevard, Euclid Avenue to Country Club Road project.

I want to know your guy wide the Broadway BLW. on both side or just only my side. and how many lane that you go na take from my side. Do I still have some parking for my customers?

Thankyou.

Optional:

Name

PHUC K NGUYEN

Address

[Redacted Address]

E-mail

[Redacted Email]

Major cross-streets near your home or business

This is a project of the Regional Transportation Authority. The voter-approved, \$2.1 billion RTA plan will be implemented through 2026. Details about the full plan are available at [www.RTAmobility.com](http://www.RTAmobility.com). The Regional Transportation Authority has a nine-member board with representatives from local, state and tribal governments. This project will be managed by the City of Tucson.

[www.tucsonaz.gov/broadway](http://www.tucsonaz.gov/broadway)

#46

#47

# Broadway - Fwd: Re: Request for Map

**From:** Jennifer Burdick  
**To:** Broadway  
**Date:** 3/20/2013 9:06 PM  
**Subject:** Fwd: Re: Request for Map

>>> On 2/12/2013 at 3:28 PM, Jennifer Burdick wrote:  
 Excellent - I think we are closing in on finishing that.

I'll let you know when I get the map!

~Jenn

>>> mark crum [REDACTED] 02/12/13 3:19 PM >>>  
 Hello Jenn,

Yes, I am looking for a map which provides the existing widths (as they may vary) of the roadway.

Thank you very much!

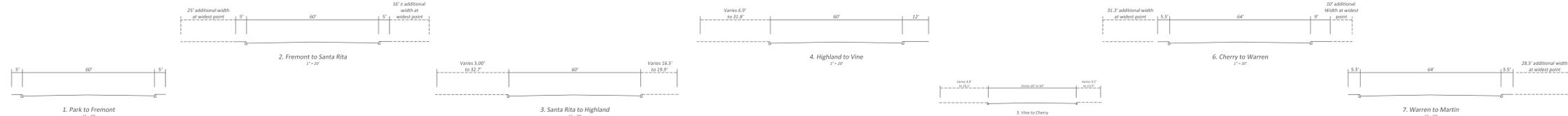
Happy trails,

Mark

On Fri, Feb 8, 2013 at 5:14 PM, Jennifer Burdick <Jennifer.Burdick@tucsonaz.gov> wrote:

> Hi, Mark -  
 >  
 > Jen Levstik in the Historic Preservation Office called me yesterday to  
 > share that you left me a message at the 837-6961 phone number (that's her  
 > number now).  
 >  
 > You can reach me directly at TDOT at 837-6648. (I tried to take the old  
 > number but I couldn't...)  
 >  
 > We are working on pulling the map together, per your request. Mike  
 > Johnson at HDR is doing that.  
 >  
 > \*Can you confirm that what you are looking for is a map with the existing  
 > widths of the roadway?\*

> \*\*  
 > Thanks!  
 > Jenn  
 >  
 >  
 > \*\*\*\*\*



## Broadway - Re: Questions from 2/7/2013 CTF Meeting to added into PIR

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**From:** Broadway  
**To:** Steve Kozachik  
**Date:** 3/21/2013 10:06 AM  
**Subject:** Re: Questions from 2/7/2013 CTF Meeting to added into PIR  
**CC:** Broadway; Jennifer Burdick; Molly Thrasher

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Council Member Kozachik,

I have added questions you and I discussed at the 2/7/2013 CTF meeting, and wanted to provide the answers to questions you had in writing and include them in the record. I have added them to your questions below for easy reading.

Please let me know if you have additional questions or concerns.

Respectfully,  
Jenn

>>> On 3/21/2013 at 9:13 AM, Jennifer Burdick wrote:

Council Member Kozachik had the following questions for the project team, which should be added into our records and responded to:

>>>>

**1) Regarding the Planning & Design process schedule, why are cost estimates being developed at the end of the process? Costs need to be discussed earlier on than when this goes to Mayor and Council in the end.**

We will make sure that costs are part of the conversation all along. This is a concern that the project team heard early on in the process, expressed at the Council meetings, and we plan to include costs as part of alternatives discussions with the CTF that we are progressing towards.

The cost estimates referenced in the diagram (Broadway Key Input and Decision Points diagram) are the ones that are recognized as the Initial Cost Estimates.

**2) How do you delineate between the topics being used for the station set-ups at the Community event? Aren't they all inter-related?**

Yes, they definitely are inter-related topics and hard to distinctly separate. To be able to share the information in a fashion that would be consumable to all participants who attend, we felt it would be best to organize it all in some way that makes sense. The draft Vision and Goals seemed a natural way to fit it together.

**3) Will there be any attention to preserving historic signs in the area?**

That is a good question. From my perspective as project manager, the City's Historic Landmark Sign Program is a tool that could help make this happen. I can add that analysis into our project work to identify potential historic signs that exist, how to alert property owners about their potentially historic signs, and how to identify the best path for preservation.

>>>>

#49

**Broadway - Re: 2425 e broadway brio salon**

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**From:** Jennifer Burdick  
**To:** Rose Holstad  
**Date:** 2/26/2013 2:18 PM  
**Subject:** Re: 2425 e broadway brio salon  
**CC:** Ethan Steele; Tim Murphy

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Ms. Holstad,

Thank you for your email and your interest in potential future occupants of 2419 E. Broadway.

I appreciate that you took the time to share your concerns in writing after we talked by phone about them.

By way of this email, I am forwarding your email to our Real Estate office staff so they are aware of your interest in learning about what happens at that site.

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](http://www.tucsonaz.gov/broadway)>

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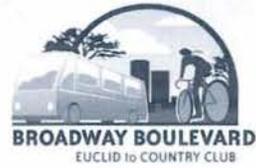
>>> On 2/26/2013 at 1:15 PM, Rose Holstad [REDACTED] wrote:

I would like to request that my business partner, Irene Fernandez and I, are included and kept abreast of current happenings and decisions in regards to 2419 E Broadway, previously Panda Buffet. Our building and business is directly affected by the decisions the city makes in regards to future tenants or temporary uses of the building. We have so far not been subject to that courtesy and would like to go on the record to request it. The city's decisions will greatly have and has had a direct impact on our small business. Thank you and I can be reached at 977-4899. Rose Holstad

#50

# Broadway Boulevard

## Euclid Avenue to Country Club Road



Please record my comment(s) about the Broadway Boulevard, Euclid Avenue to Country Club Road project.

- A lot can be done with additional bus pull-outs.
- Road should not be widened to 8 lanes - not necessary in the city; too impersonal, too ugly, promotes faster speeds.
- need to maintain retail/services/restaurants/neighborhood feeling.
- Preserve Mid-Century Modern architecture on the Sunshine Mile. can never bring back if destroyed.

Optional:

Jude & Monica Cook

Name

[Redacted Name]

Address

Tucson, AZ 85716

E-mail

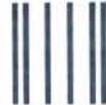
Tucson Blvd / Broadway ; [Redacted Email]

Major cross-streets near your home or business

This is a project of the Regional Transportation Authority. The voter-approved, \$2.1 billion RTA plan will be implemented through 2026. Details about the full plan are available at [www.RTAmobility.com](http://www.RTAmobility.com). The Regional Transportation Authority has a nine-member board with representatives from local, state and tribal governments. This project will be managed by the City of Tucson.

[www.tucsonaz.gov/broadway](http://www.tucsonaz.gov/broadway)

[Redacted]  
Tucson, AZ 85716



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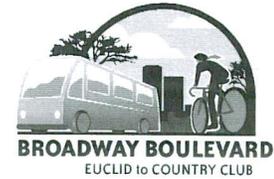
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C/O CITY OF TUCSON  
DEPARTMENT OF TRANSPORTATION  
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TUCSON AZ 85775-2602



# Broadway Boulevard

## Euclid Avenue to Country Club Road



Please record my comment(s) about the Broadway Boulevard, Euclid Avenue to Country Club Road project.

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Optional:

**CAREY GROUP, INC.**

Name



Address

E-mail



← (ENROLL)

Major cross-streets near your home or business

This is a project of the Regional Transportation Authority. The voter-approved, \$2.1 billion RTA plan will be implemented through 2026. Details about the full plan are available at [www.RTAmobility.com](http://www.RTAmobility.com). The Regional Transportation Authority has a nine-member board with representatives from local, state and tribal governments. This project will be managed by the City of Tucson.

[www.tucsonaz.gov/broadway](http://www.tucsonaz.gov/broadway)



## Jennifer Burdick - RE: Broadway Project - Request

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**From:** Jennifer Burdick  
**To:** Marilyn E - (marilynr) Robinson  
**Date:** 3/7/2013 5:14 PM  
**Subject:** RE: Broadway Project - Request

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Marilyn,

Many thanks to you for clarifying this. It will help in our discussions at the next Task Force meeting. I am pretty certain the requests will come up at that time.

You are invited to attend, if you would like. Although, I can also provide your email to the group. If anything comes up that I need to follow up with you on, I will.

My best regards to you,  
~Jenn

>>> On 3/7/2013 at 2:58 PM, "Robinson, Marilyn E - (marilynr)" [REDACTED] wrote:

Jennifer,

Thanks for your email. I want to clarify that Katie Gannon was not representing Drachman Institute when she made the presentation at the Tucson Modernism Week event about Context Sensitive Solutions and possible design concepts for the Broadway improvement project. Katie is using up some vacation time now but is no longer actively employed by Drachman.

I would be happy to meet with your Task Force but I have to tell you that what I will say is that Drachman has not studied the Broadway Corridor and therefore has no position on what should happen there. This is an important community corridor and what should happen there is not an issue we would take lightly. We believe strongly in community participation in such processes and since we have not participated in those processes to date and are not familiar with them, it would be inappropriate for us to comment.

That said, I would be happy to attend the Task Force meeting if I am able.

Thanks for this opportunity to clarify the situation, Jenn.

Best regards,  
Marilyn

Marilyn Robinson  
Associate Director, Drachman Institute  
College of Architecture, Planning, and Landscape Architecture  
The University of Arizona

UA-Downtown, Roy Place Building  
44 North Stone Avenue, Tucson, Arizona 85701  
520.621.0854

819 East First Street, Tucson, Arizona 85721  
520.626.4614

F: 520.626.1792

marilyn@u.arizona.edu  
capla.arizona.edu/drachman

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**From:** Jennifer Burdick [mailto:Jennifer.Burdick@tucsonaz.gov]  
**Sent:** Thursday, March 07, 2013 2:23 PM  
**To:** Marilyn Robinson  
**Subject:** Broadway Project - Request

Dear Marilyn,  
I hope this message finds you well!

I am following up with you regarding multiple requests I have received from Broadway Citizens Task Force members and audience members to have Katie Gannon present to them the presentation she gave at the Tucson Modernism Week event about Context Sensitive Solutions and possible design concepts for the Broadway improvement project. A copy of the cross-sections she created are attached.

I heard recently that Katie is not with the Drachman Institute anymore, but the drawings indicate that she did them as a Drachman representative.

Would you want to present in her stead to the Broadway Citizens Task Force?

Very 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](http://www.tucsonaz.gov/broadway)>

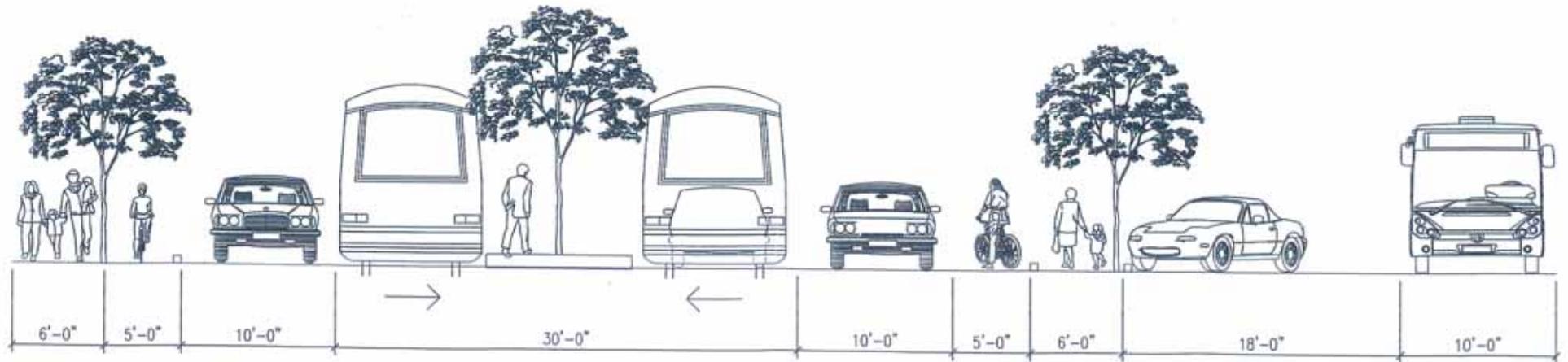
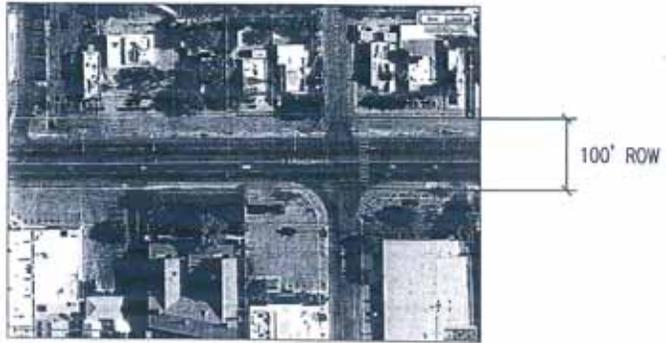
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Katie Gannon



100 ft ROW with bus pullout  
No disruption to current fronts of businesses

N Treat Av and E Broadway Blvd



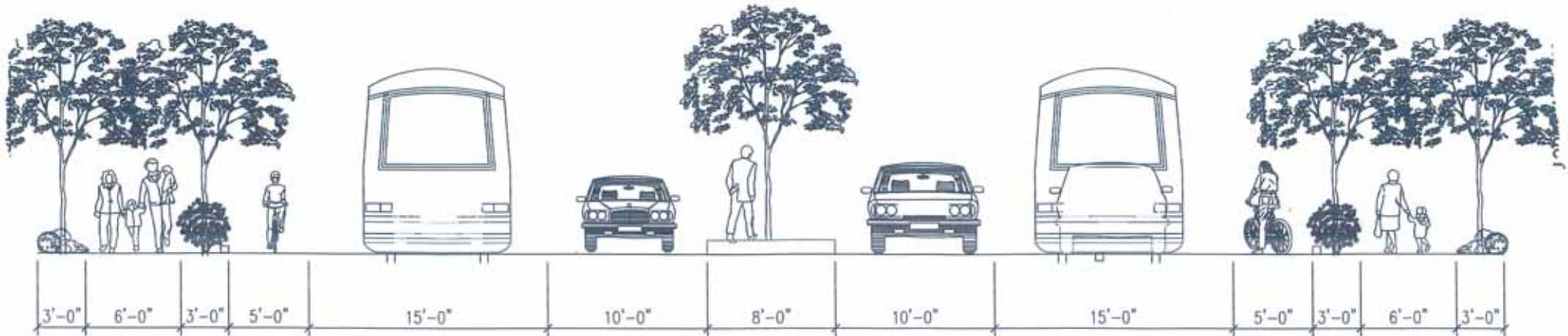
94 ft ROW

No disruption to current fronts of businesses

N Vine Av and E Broadway Blvd



94' ROW

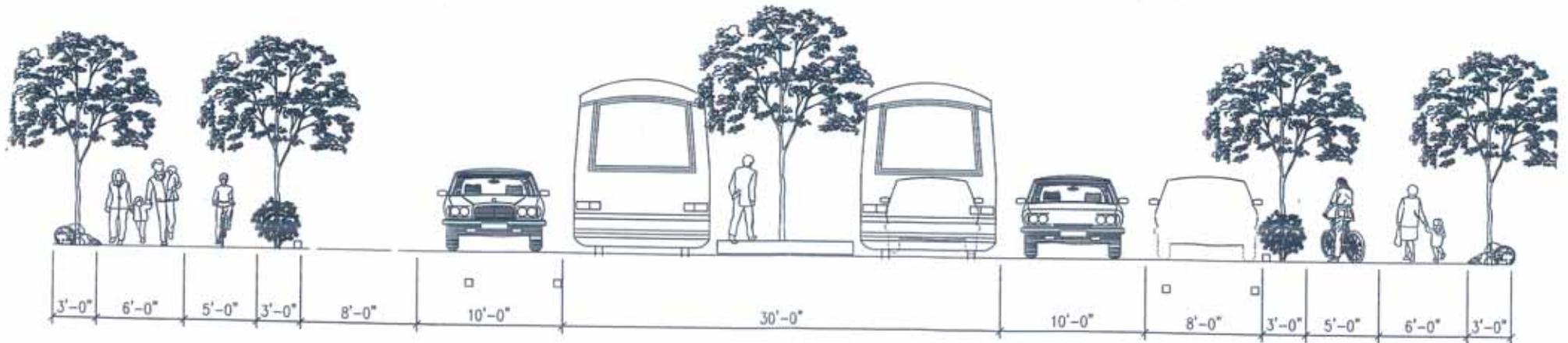
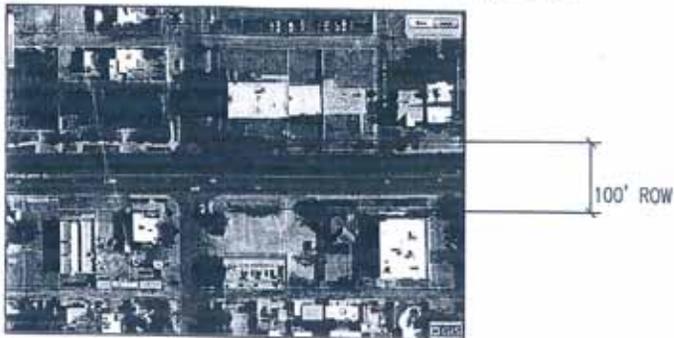


100 ft ROW

No disruption to current fronts of businesses

Two lines of parallel parking

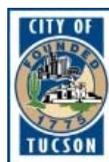
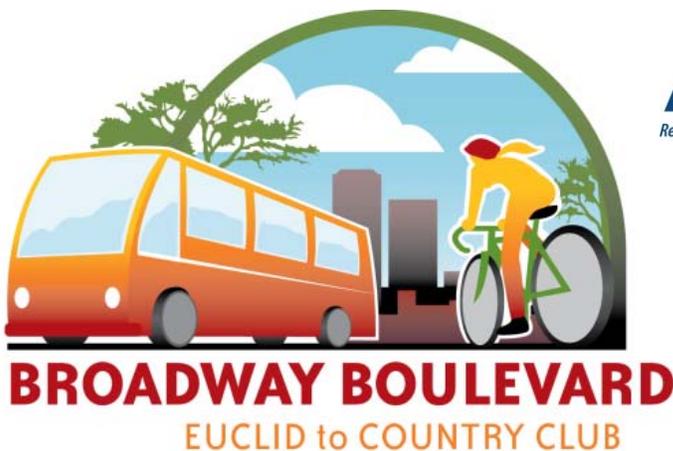
S Santa Rita Av and E Broadway Blvd



DRAFT

# February 28, 2013

## Progress Report and Community Input Event

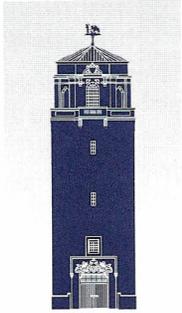


Prepared for:

**Jennifer Toothaker Burdick**

Tucson Department of Transportation

Project manager



**TUCSON  
HISTORIC  
PRESERVATION  
FOUNDATION**

P.O. BOX 40008  
TUCSON, AZ 85717

PRESERVETUCSON.ORG

February 28, 2013

Broadway Boulevard Citizens Planning Task Force  
broadway@tucsonaz.gov

Re: Project Progress Report & Community Input Event

Members of the Task Force:

The Tucson Historic Preservation Foundation believes that the historic buildings and exceptional mid-century character along Broadway Boulevard must be spared in conjunction with the planning for this roadway expansion. We believe that the preservation of the of this particular context is directly tied to the potential economic future of Broadway, the merchants, adjacent neighborhoods, the city of Tucson and the region. We acknowledge your hard work and dedication to this project, and request that you continue to consider solutions that address our current needs without destroying our collective past.

Recognized by the Arizona Preservation Foundation as one of our state's most endangered places, Broadway is a unique mid-century modern district that is re-emerging as a destination and has the potential to attract heritage tourism in the future. In the past 6 months, the architectural and cultural value of Broadway has come into focus. In November, Tucson Modernism Week attracted thousands of residents and visitors to the street. This became a catalyst to area merchants, who have re-launched the Sunshine Mile shopping district, celebrating the history and character of the area. Property owners are anxious to reinvest in their property along the street. These are vital signs of life in an area that has been forced into limbo by a 25 year-old transportation study.

We believe that only a context sensitive design solution can properly address both the needs of the future with respect for the past. We want this process to succeed and become a standard by which similar projects can be measured.

Our future is in your hands. Thank you again for your commitment to this important task.

Demion Clinco, President  
Tucson Historic Preservation Foundation

## Broadway - Broadway Roadway Improvement Project

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**From:** Jennifer Burdick  
**To:** [REDACTED]  
**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](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](http://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 DeGroot**, RTA/PAG Director of Transportation Services

**Jeremy Papuga**, RTA/PAG Director of Transit Services

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



**TABLE 1: MAINSTREET PROJECT STATUS - 2013**

Location	Lead Agency	Location	Lead Agency
<b>Completed Projects</b>		<b>Projects Anticipating Construction in 2013</b>	
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 to Sabino Canyon Rd - Phase 2	City of Tucson
Mountain Ave: Ft Lowell Rd to Roger Rd	City of Tucson	Various Bus Pullout Packages	City of Tucson
Houghton Rd: 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	<b>Projects Currently Under Planning &amp; Design</b>	
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 to Sabino Canyon Rd - Phase 1	City of Tucson	Broadway Blvd: Euclid Ave to Country Club Rd	City of Tucson
Downtown Links: 8th St Drainage	City of Tucson	Grant Rd: Stone Ave to Park Ave	City of Tucson
La Cañada Dr: Ina Rd to Calle Concordia	Pima County	22nd St: I-10 to Tucson Blvd	City of Tucson
Tanque Verde Rd: Catalina Hwy to Houghton Rd	Pima County	Houghton Rd: 22nd St to Escalante Rd	City of Tucson
Houghton Rd / Sahuarita Rd Intersection	Pima County	Houghton Rd: Irvington Rd to Escalante Rd	City of Tucson
La Cholla Blvd: Ruthrauff Rd to River Rd	Pima County	Houghton Rd: Broadway Blvd to Speedway Blvd	City of Tucson
I-19 Frontage Rd: Canoa Ranch Rd to Continental Rd	Pima County	Houghton Rd: Speedway Blvd to Tanque Verde Rd	City of Tucson
Sunrise Rd: Craycroft Rd to Kolb Rd	Pima County	Houghton Rd: MAC Way to Valencia Rd	City of Tucson
Valencia Rd: Cardinal to Westover	Pima County	Houghton Rd: I-10 to MAC Way	City of Tucson
Magee Rd / Cortaro Farms Rd: La Cañada Dr to Mona Lisa Rd	Pima County	La Cholla Blvd: Overton Rd to Tangerine Rd	Pima County
Twin Peaks Rd: Silverbell Rd to I-10	Marana	Kolb Rd / Valencia Rd Intersection	Pima County
Twin Peaks Rd (Camino de Mañana): Linda Vista Blvd to Tangerine Rd	Marana	Valencia Rd: Wade Rd to Mt Eagle	Pima County
Sahuarita Rd: I-19 to La Villita Rd	Sahuarita	Valencia Rd: Mark Rd to Wade Rd	Pima County
		Valencia Rd: Wilmot Rd to Kolb Rd	Pima County
		Wilmot Rd: North of Sahuarita Rd	Pima County
		Valencia Rd: Ajo Way to Mt Eagle	Pima County
		Tangerine Rd: Twin Peaks Rd to La Cañada Dr	Pima County
		Tangerine Rd: I-10 to Twin Peaks Rd	Marana
<b>Projects Currently Under Construction</b>		<b>Future Projects</b>	
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: Mona Lisa Rd to Thornydale Rd	Pima County	First Ave: Orange Grove Rd to Ina Rd	Pima County
La Cañada Dr: River Rd to Ina Rd	Pima County	Sunset Rd: Silverbell Rd to River 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
Retail Signage Plan	Strategic Operations Plan	Business Event Planning	Brochures and Catalogs
Inventory Control	Startup Plan	Management Decision Making Workshop	Advertising Campaign
Construction Readiness Plan	SWOT Analysis	Non-Profit Donor Development Strategy	Competitor Profile Analysis
Business Valuations	Off-site Marketing Display	Keirsey Temperament Workshop	Secret Shopper
Newsletter Design	Tagline Development	Website Assessment	E-mail Campaign
Business Association Development	Team Building	Cash Flow Projections	Public Relations Plan
Branding Strategy Development	Targeted Customer Identification	Client Dues Tracking Module	Questionnaire and Feedback Surveys
Business Plan Review	Positioning Plan	Family Business Dynamics Workshop	Domain Name Research
Sales and Inventory Tracking Report	Strategic Planning	Sales Forecasting	Direct Mail Campaign
Succession Planning	Media Event Plan	Employment Contract Development	Media Training
Presentation Training	Mission Statement Creation	Monthly Sales and Tax Summary Report	Smartphone Web Design
New Product Marketing	Direct Marketing Materials	Inventory Tracking Report	Image Packaging
Vision Statement Creation	Presentation Training	Customer Work Order Summary Report	Website Redesign
Time Management Plan	Customer Database Development	Sales Process Tracking Tools	Media Kit
Customer Loyalty Program	New Website Creation and Training	Lease Contract Development	Non-profit Association Development
Business Mentoring and Coaching	Logo Design	Multi-product Breakeven Analysis	Advertising Design
Management Plan	Media Buying Review	Customer Tracking Report	Press Release Development
Social Media Marketing	Product Mix Analysis	Technology Planning	Restaurant Menu Design
Employee Manual	Graphic Standards Manual		Product Photography
Communications Plan	Executive Management Styles Workshop		A-Frame and Banner Design
Search Engine Optimization	Vendor Work Order Summary Report		Accounting Software Training
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](mailto:bdornquast@mainstreetinfo.org)  
[www.mainstreetinfo.org](http://www.mainstreetinfo.org)

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

## Broadway - Information about the Broadway Project

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**From:** Jennifer Burdick  
**To:** [REDACTED]  
**Date:** 3/19/2013 11:12 AM  
**Subject:** Information about the Broadway Project  
**CC:** Broadway  
**Attachments:** 902EBroadway\_HistoricPropertyForm.pdf

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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](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](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



#56

**Broadway - Re: Fwd: Broadway Corridor**

**From:** Broadway  
**To:** Farhad Moghimi; [REDACTED]  
**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](http://www.tucsonaz.gov/broadway)>

\*\*\*\*\*

>>> On 3/19/2013 at 8:56 PM, Farhad Moghimi [REDACTED] 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 [REDACTED]  
**Date:** Sat, Mar 2, 2013 at 8:32 AM  
**Subject:** Re: Broadway Corridor  
**To:** Farhad Moghimi [REDACTED]

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

[REDACTED]

[www.Rockafellowlaw.com](http://www.Rockafellowlaw.com)

On Mar 1, 2013, at 10:36 PM, Farhad Moghimi [REDACTED] 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 [REDACTED] 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  
> [REDACTED]  
> [REDACTED]  
> [REDACTED]  
> [www.Rockafellowlaw.com](http://www.Rockafellowlaw.com)  
>  
>  
>  
>  
>

#57

**From:** Jennifer Burdick  
**To:** [REDACTED]  
**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 [REDACTED] 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: [REDACTED]  
Subject: Broadway Boulevard Improvement Project  
From: [REDACTED]  
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

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**From:** Jennifer Burdick  
**To:** [REDACTED]  
**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](http://www.tucsonaz.gov/broadway)>

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>>> On 3/25/2013 at 8:46 PM, Mary Durham-Pflibsen [REDACTED] 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**

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

From: [REDACTED]

Subject: Broadway Blvd planning

To: [REDACTED]

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

## 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.

## 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.<sup>1</sup>

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<sup>1</sup> 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](http://www.cts.umn.edu/access-study/about/index.html)) and *Evaluating Accessibility for Transportation Planning* ([www.vtpi.org/access.pdf](http://www.vtpi.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**

<b>Policy</b>	<b>Disabilities</b>	<b>Low Income</b>	<b>Non-Driver</b>	<b>Current Consideration</b>
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 <sup>2</sup>	Pricing Reforms	Affordable Housing
Increased user convenience and comfort		✓	✓		✓
Congestion reduction	✗		✓	✓	✓
Roadway cost savings	✗		✓	✓	✓
Parking cost savings	✗		✓	✓	✓
Consumer cost savings	✓/✗ <sup>3</sup>		✓	✓/✗ <sup>4</sup>	✓
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.

<sup>2</sup> 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.

<sup>3</sup> 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.

<sup>4</sup> 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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*New Social Equity Agenda For Sustainable Transportation*  
**Victoria Transport Policy Institute**

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## Broadway - Fwd: Re: Broadway Corridor

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**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](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](http://www.tucsonaz.gov/broadway)>

\*\*\*\*\*

>>> On 3/26/2013 at 4:24 PM, "John S. O'Dowd" [REDACTED] 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 [REDACTED]  
**To:** oscar gandy [REDACTED]  
**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:** [REDACTED]  
**Subject:** Re: Broadway Blvd planning  
**To:** [REDACTED]

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](http://imaginegreatertucson.org/trip/?page_id=1756)>.

Most sincerely,

Oscar Gandy

---

**From:** Mary Durham-Pflibsen [REDACTED]  
**To:** [REDACTED]  
**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  
 [REDACTED]

---

Date: Mon, 25 Mar 2013 12:56:17 -0700  
From: [REDACTED]  
Subject: Broadway Blvd planning  
To: [REDACTED]

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

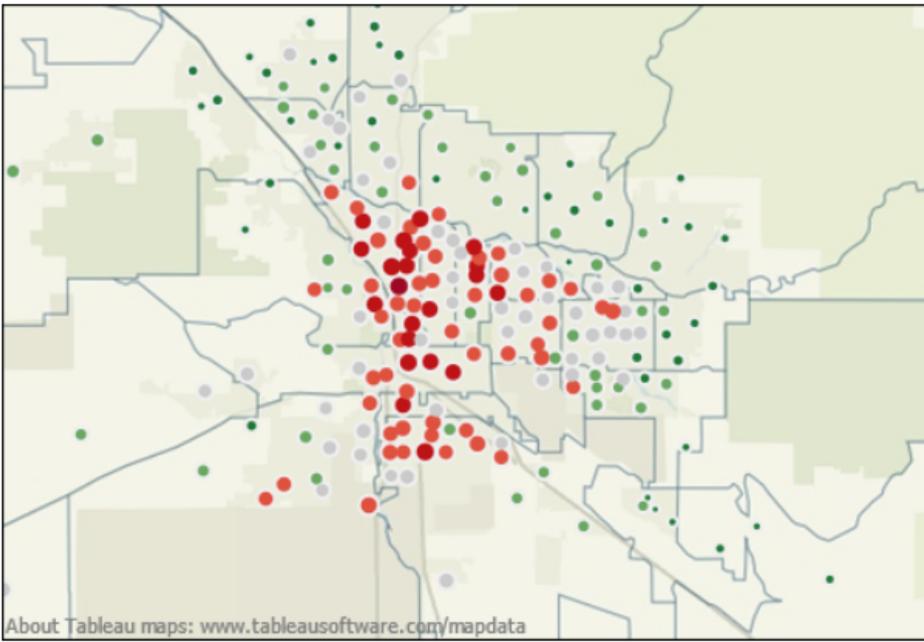
# Household Income

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 [REDACTED] 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





**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](http://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.

# Table of Contents

<b>Executive Summary</b> .....	<b>ii</b>
<b>Introduction</b> .....	<b>1</b>
What is a Complete Streets policy? .....	1
Evaluating Complete Streets policies .....	1
<b>Growing support for Complete Streets nationwide</b> .....	<b>3</b>
Figure 1: Number of Complete Streets policies nationwide, 2005–2012 .....	3
Many types of policies in communities of all sizes .....	3
Figure 2: Municipalities by size with Complete Streets policies, 1971–2012.....	4
Figure 3: Complete Streets policies by type, 1971–2012 .....	4
<b>The best Complete Streets policies of 2012</b> .....	<b>5</b>
Figure 4: Complete Streets policies passed in 2012 .....	5
Table 1: The Top Complete Streets Policies of 2012 .....	6
<b>What makes a strong Complete Streets policy?</b> .....	<b>7</b>
1. Vision and intent.....	7
2. All users and modes.....	8
3. All projects and phases .....	9
4. Clear, accountable exceptions.....	10
5. Network .....	11
6. Jurisdiction.....	12
7. Design .....	12
8. Context sensitivity .....	13
9. Performance measures .....	13
10. Implementation next steps .....	14
<b>Paper to pavement: Next steps in creating Complete Streets</b> .....	<b>17</b>
<b>Appendix A: Scoring methodology</b> .....	<b>18</b>
Table A1 .....	18
<b>Appendix B: Index of Complete Streets policy scores</b> .....	<b>21</b>

# 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:

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

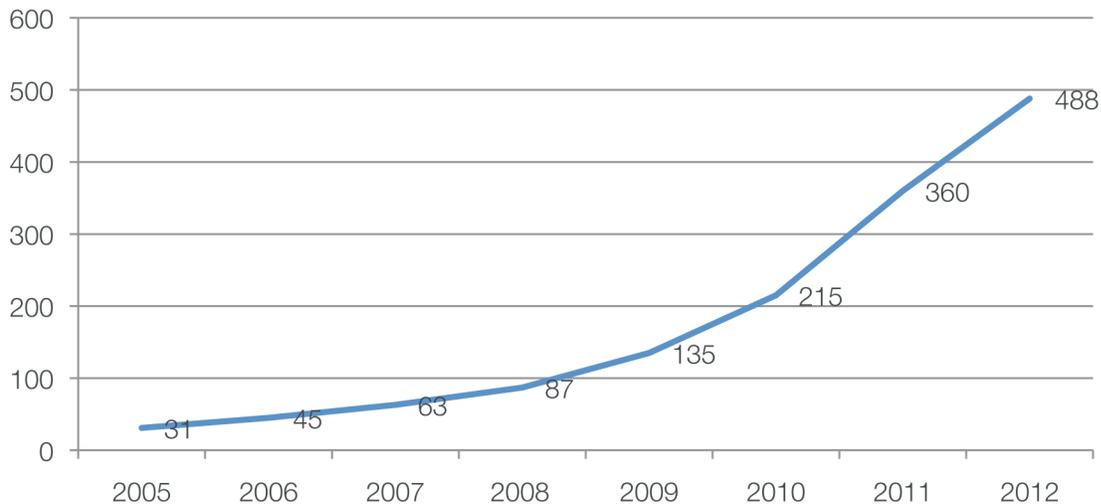
This report evaluates the language of Complete Streets policies based on the elements outlined above and recognizes those communities that have integrated best practices into customized documents. This report focuses on how well-written policy language adopted to date compares to the Coalition’s 10 elements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



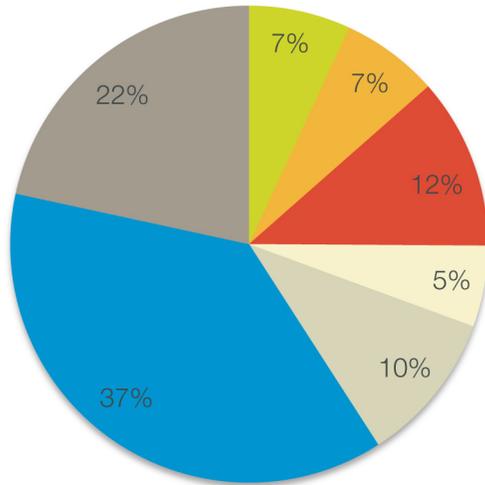
In 2012, 125 communities adopted Complete Streets policies. Policies are in now place in 488 communities nationwide, including 27 states, the Commonwealth of Puerto Rico and the District of Columbia; 42 regional planning organizations; 38 counties; and 379 municipalities of all sizes.

## 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.

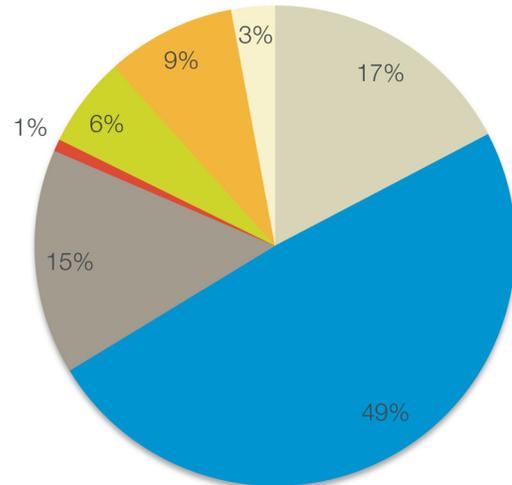
The type of policies in place are similarly diverse (see Figure 3 on page 4). While most policies are resolutions adopted by a city or county council, jurisdictions are commonly using code changes and the adoption of city policies to direct the use of a Complete Streets approach. About 17 percent of 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



- Large City
- Midsize City
- Small City
- Large Suburb
- Midsize Suburb
- Small Suburb
- Small and Rural Towns

FIGURE 3  
Complete Streets policies by type, 1971–2012



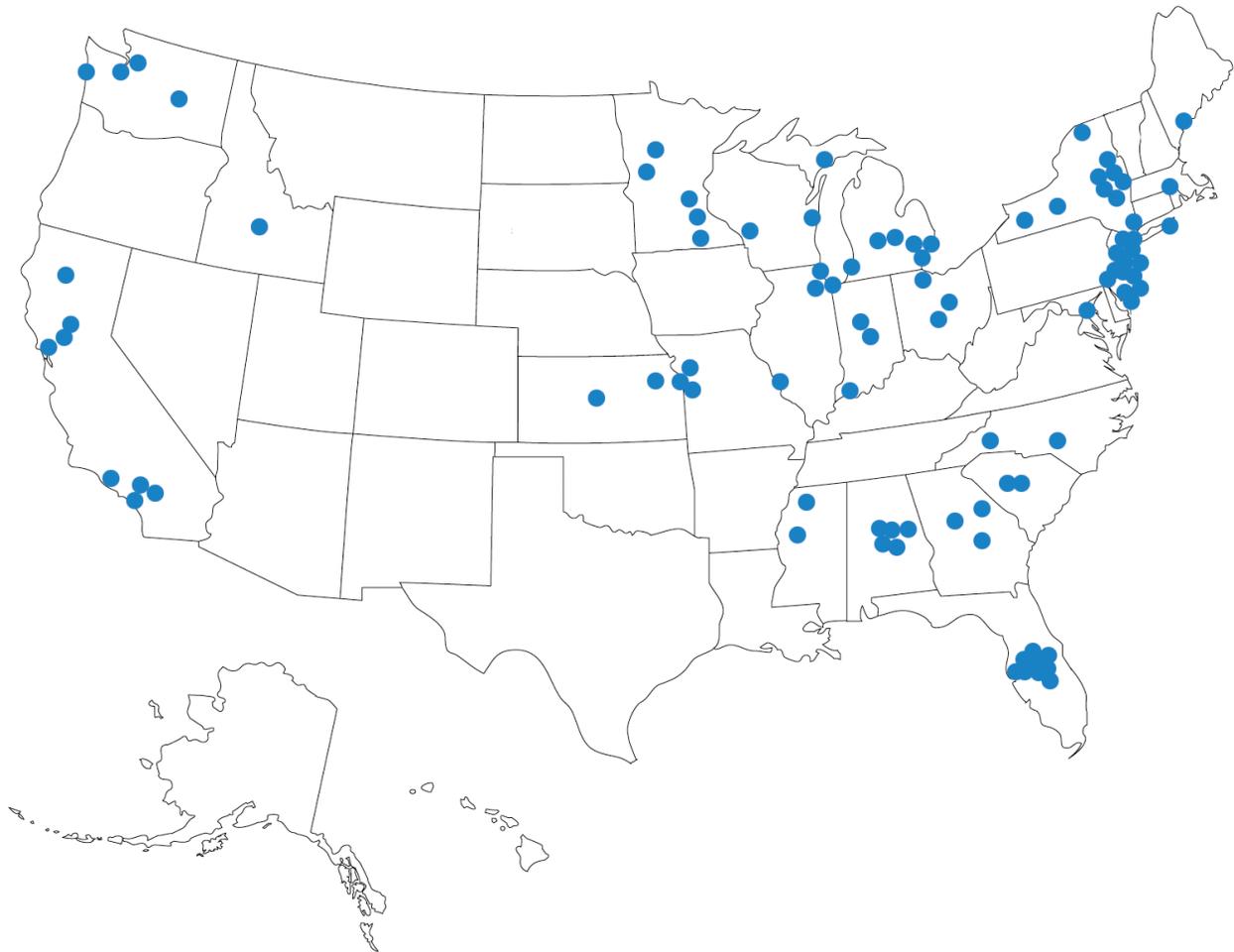
- Executive Order
- Internal Policy
- Plan
- Design Guidance
- Legislation
- Resolution
- Policy Adopted by Elected Board

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

<b>Rank</b>	<b>City</b>	<b>Policy</b>	<b>Score</b>
<b>1</b>	Indianapolis, IN	Chapter 431, Article VIII	89.6
<b>2</b>	Hermosa Beach, CA	Living Streets Policy	85.6 ( <i>tie</i> )
<b>2</b>	Huntington Park, CA	Resolution No. 2012-18	85.6 ( <i>tie</i> )
<b>4</b>	Ocean Shores, WA	Ordinance No. 916	84.8
<b>5</b>	Northfield, MN	Resolution 2012-017	83.2
<b>6</b>	Portland, ME	Complete Streets Policy	80.8
<b>7</b>	Oak Park, IL	Complete Streets Policy	80.0
<b>8</b>	Trenton, NJ	Resolution No. 12-121	78.4
<b>9</b>	Clayton, MO	Bill No. 6294	75.2
<b>10</b>	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
<b>1. Vision and intent</b>	<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
<b>2. All users and modes</b>	<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
<b>3. All projects and phases</b>	<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
<b>4. Exceptions</b>	<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
<b>5. Network</b>	<i>Weight: 2</i>
No mention	0
Acknowledge	5
<b>6. Jurisdiction</b>	<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
<b>7. Design</b>	<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
<b>8. Context sensitivity</b>	<i>Weight: 8</i>
No mention	0
Acknowledge	5
<b>9. Performance standards</b>	<i>Weight: 4</i>
Not mentioned and not one of next steps	0
Establishes new measures (does not count in next steps points)	5
<b>10. Implementation next steps</b>	<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	<b>California Department of Transportation</b>	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	<b>71.2</b>
State Internal Policy	<b>North Carolina Department of Transportation</b>	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	<b>70.4</b>
State Internal Policy	<b>Michigan Department of Transportation</b>	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	<b>67.2</b>
State Internal Policy	<b>Colorado Department of Transportation</b>	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	<b>61.2</b>
State Internal Policy	<b>Georgia Department of Transportation</b>	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	<b>59.2</b>
State Internal Policy	<b>Pennsylvania Department of Transportation</b>	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	<b>56.8</b>
State Internal Policy	<b>Virginia Department of Transportation</b>	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	<b>50.8</b>
State Internal Policy	<b>Tennessee Department of Transportation</b>	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	<b>36.0</b>
State Internal Policy	<b>Mississippi Department of Transportation</b>	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	<b>31.6</b>
State Internal Policy	<b>Texas Department of Transportation</b>	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	<b>21.2</b>
MPO Resolution	<b>Hillsborough County Metropolitan Planning Organization, FL</b>	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	<b>64.8</b>
MPO Resolution	<b>Las Cruces Metropolitan Planning Organization (Las Cruces, NM area)</b>	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	<b>50.8</b>
MPO Resolution	<b>San Antonio-Bexar County Metropolitan Planning Organization (San Antonio, TX area)</b>	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	<b>50.4</b>
MPO Resolution	<b>La Crosse Area Planning Organization (La Crosse, WI area)</b>	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	<b>44.4</b>
MPO Resolution	<b>Santa Fe Metropolitan Planning Organization (Santa Fe, NM area)</b>	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	<b>38.8</b>
MPO Resolution	<b>Lawrence-Douglas County Metropolitan Planning Organization (Lawrence County, KS area)</b>	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	<b>34.0</b>
MPO Resolution	<b>Region 2 Planning Commission (Jackson, MI area)</b>	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	<b>34.0</b>

MPO Resolution	<b>Morgantown Monongalia Metropolitan Planning Organization (Morgantown, WV area)</b>	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	<b>St. Cloud Area Planning Organization (St. Cloud, MN area)</b>	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	<b>Metropolitan Transportation Board of the Mid-Region Council of Governments (Albuquerque, NM region)</b>	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	<b>Miami Valley Regional Planning Commission (Dayton, OH area)</b>	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	<b>Mid-Ohio Regional Planning Commission (Columbus, OH area)</b>	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	<b>Bloomington/Monroe County Metropolitan Planning Organization (Bloomington, IN area)</b>	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	<b>Mid-America Regional Council (Kansas City, MO area)</b>	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	<b>Fargo-Moorhead Metropolitan Council</b>	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	<b>Madison County Council of Governments (Anderson, IN area)</b>	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	<b>Twin Cities Area Transportation Study (Benton Harbor/St. Joseph area, MI)</b>	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	<b>Wilmington Area Planning Council (Wilmington, DE area)</b>	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	<b>Evansville Metropolitan Planning Organization (Evansville, IN area)</b>	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	<b>Rochester-Olmsted Council of Governments (Rochester, MN area)</b>	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	<b>Metropolitan Washington Council of Governments (Washington, DC area)</b>	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	<b>Northwestern Indiana Regional Planning Commission (Portage, IN area)</b>	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	<b>Space Coast Transportation Planning Organization (Viera, FL area)</b>	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	<b>Bi-State Regional Commission (Quad Cities area)</b>	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	<b>Northeast Ohio Areawide Coordinating Agency (Cleveland, OH area)</b>	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	<b>Metropolitan Transportation Commission (San Francisco Bay area)</b>	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	<b>Community Planning Association of Southwest Idaho (Boise, ID area)</b>	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	<b>Johnson County Council of Governments (Iowa City, IA area)</b>	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	<b>Cook County, IL</b>	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	<b>Salt Lake County, UT</b>	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	<b>Honolulu, HI</b>	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	<b>Montgomery County, MD</b>	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	<b>Wilkin County, MN</b>	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	<b>Lee County, FL</b>	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	<b>Dona Ana County, NM</b>	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	<b>Clay County, MN</b>	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	<b>Monmouth County, NJ</b>	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	<b>Kauai, HI</b>	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	<b>Essex County, NJ</b>	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	<b>Hennepin County, MN</b>	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	<b>Richland County, SC</b>	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	<b>Johnson County, KS</b>	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	<b>Erie County, NY</b>	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	<b>Suffolk County, NY</b>	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	<b>Jackson County, MI</b>	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	<b>Spartanburg County, SC</b>	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	<b>La Plata County, CO</b>	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	<b>Ulster County, NY</b>	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	<b>Maui County, HI</b>	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	<b>Pierce County, WA</b>	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	<b>East Lansing, MI</b>	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	<b>58.0</b>
City Legislation	<b>Lansing Township, MI</b>	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	<b>58.0</b>
City Legislation	<b>DeSoto, MO</b>	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	<b>57.2</b>
City Legislation	<b>Seattle, WA</b>	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	<b>56.8</b>
City Legislation	<b>Airway Heights, WA</b>	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	<b>55.2</b>
City Legislation	<b>Renton, WA</b>	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	<b>54.8</b>
City Legislation	<b>Rochester, NY</b>	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	<b>53.6</b>
City Legislation	<b>Ypsilanti, MI</b>	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	<b>52.8</b>
City Legislation	<b>Ferguson, MO</b>	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	<b>52.0</b>
City Legislation	<b>St. Louis, MO</b>	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	<b>52.0</b>
City Legislation	<b>Point Pleasant, NJ</b>	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	<b>52.0</b>
City Legislation	<b>Dexter, MI</b>	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	<b>51.6</b>
City Legislation	<b>Gladstone, MI</b>	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	<b>51.6</b>
City Legislation	<b>Houghton, MI</b>	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	<b>51.6</b>
City Legislation	<b>Ironwood, MI</b>	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	<b>51.6</b>
City Legislation	<b>Saline, MI</b>	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	<b>51.6</b>
City Legislation	<b>St. Ignace, MI</b>	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	<b>51.6</b>
City Legislation	<b>Taylor, MI</b>	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	<b>51.6</b>
City Legislation	<b>North Myrtle Beach, SC</b>	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	<b>50.4</b>
City Legislation	<b>Cairo, WV</b>	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	<b>50.0</b>
City Legislation	<b>Elizabeth, WV</b>	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	<b>50.0</b>
City Legislation	<b>Ellenboro, WV</b>	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	<b>50.0</b>
City Legislation	<b>Buffalo, NY</b>	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	<b>49.2</b>
City Legislation	<b>Cleveland, OH</b>	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	<b>48.4</b>
City Legislation	<b>Williamston, MI</b>	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	<b>47.6</b>
City Legislation	<b>Lathrup Village, MI</b>	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	<b>46.8</b>
City Legislation	<b>Ferndale, MI</b>	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	<b>46.4</b>
City Legislation	<b>Philadelphia, PA*</b>	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	<b>46.4</b>
City Legislation	<b>Columbia, MO</b>	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	<b>44.0</b>
City Legislation	<b>Salt Lake City, UT</b>	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	<b>44.0</b>
City Legislation	<b>Conway, SC</b>	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	<b>43.2</b>
City Legislation	<b>Pittsfield Township, MI</b>	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	<b>41.6</b>
City Legislation	<b>Jamestown, NY</b>	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	<b>38.0</b>

City Legislation	<b>San Francisco, CA</b>	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	2	8	<b>37.2</b>		
City Legislation	<b>Bremerton, WA</b>	Ordinance	37,729	2012	5	6	3	12	0	0	4	12.8	0	0	0	0	0	0	0	0	1	4	<b>34.8</b>		
City Legislation	<b>Urbana, IL</b>	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	1	4	<b>33.2</b>		
City Legislation	<b>Mountlake Terrace, WA</b>	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	1	4	<b>33.2</b>		
City Legislation	<b>Lansing, MI</b>	Ordinance No. 1145	114,297	2009	1	1.2	4	16	3	7.2	0	0	5	2	0	0	0	0	0	0	1	4	<b>30.4</b>		
City Legislation	<b>Bellevue, NE</b>	Ordinance	50,137	2011	5	6	2	8	0	0	1	3.2	0	0	0	0	0	0	0	5	4	2	8	<b>29.2</b>	
City Legislation	<b>Burien, WA</b>	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	<b>24.4</b>		
City Legislation	<b>Redmond, WA</b>	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	<b>24.0</b>		
City Legislation	<b>Honolulu, HI</b>	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	1	4	<b>23.6</b>		
City Legislation	<b>Issaquah, WA</b>	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	<b>23.6</b>		
City Legislation	<b>Edmonds, WA</b>	Ordinance No. 3842	39,709	2011	5	6	2	8	0	0	1	3.2	0	0	0	0	0	0	0	0	1	4	<b>21.2</b>		
City Legislation	<b>Toledo, OH</b>	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	<b>20.4</b>		
City Legislation	<b>Moses Lake, WA</b>	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	<b>20.4</b>		
City Legislation	<b>San Francisco, CA</b>	Transit First Policy	805,235	1995	3	3.6	2	8	0	0	0	0	0	0	0	0	2	1.6	0	0	1	4	<b>17.2</b>		
City Legislation	<b>Kirkland, WA</b>	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	<b>16.4</b>		
City Legislation	<b>Sedro-Woolley, WA</b>	Ordinance	10,540	2010	5	6	0	0	3	7.2	1	3.2	0	0	0	0	0	0	0	0	0	0	<b>16.4</b>		
City Legislation	<b>Columbus, OH</b>	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	<b>15.2</b>		
City Legislation	<b>Albert Lea, MN</b>	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	<b>13.6</b>		
City Resolution	<b>Birmingham, AL</b>	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	<b>79.2</b>
City Resolution	<b>Trenton, NJ</b>	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	<b>78.4</b>
City Resolution	<b>Bellevue, NE</b>	Resolution	50,137	2011	5	6	4	16	5	12	5	16	0	0	0	0	5	4	5	8	0	0	4	16	<b>78.0</b>
City Resolution	<b>Missoula, MT</b>	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	<b>75.6</b>
City Resolution	<b>Battle Lake, MN</b>	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	<b>74.4</b>
City Resolution	<b>Pipestone, MN</b>	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	<b>74.4</b>
City Resolution	<b>St. Cloud, MN</b>	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	<b>74.4</b>
City Resolution	<b>Lee's Summit, MO</b>	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	<b>72.8</b>
City Resolution	<b>Dobbs Ferry, NY</b>	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	<b>71.2</b>
City Resolution	<b>Onalaska, WI</b>	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	<b>71.2</b>
City Resolution	<b>Suisunn City, CA</b>	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	<b>70.4</b>

City Resolution	<b>Lemont, IL</b>	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	<b>70.4</b>
City Resolution	<b>Bozeman, MT</b>	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	<b>70.4</b>
City Resolution	<b>Chatham Borough, NJ</b>	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	<b>70.4</b>
City Resolution	<b>Breckenridge, MN</b>	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	<b>69.6</b>
City Resolution	<b>Winter Park, FL</b>	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	<b>69.2</b>
City Resolution	<b>Byron, MN</b>	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	<b>66.4</b>
City Resolution	<b>Stewartville, MN</b>	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	<b>66.4</b>
City Resolution	<b>Red Wing, MN</b>	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	<b>66.0</b>
City Resolution	<b>Hoffman Estates, IL</b>	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	<b>64.4</b>
City Resolution	<b>Grandview, MO</b>	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	<b>64.4</b>
City Resolution	<b>Pevely, MO</b>	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	<b>64.0</b>
City Resolution	<b>Kansas City, KS</b>	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	<b>62.8</b>
City Resolution	<b>Baltimore, MD</b>	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	<b>62.8</b>
City Resolution	<b>Blue Springs, MO</b>	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	<b>62.0</b>
City Resolution	<b>Netcong, NJ</b>	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	<b>60.0</b>
City Resolution	<b>Fergus Falls, MN</b>	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	<b>59.2</b>
City Resolution	<b>Frazee, MN</b>	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	<b>59.2</b>
City Resolution	<b>Helena, MT</b>	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	<b>58.4</b>
City Resolution	<b>Forest Park, IL</b>	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	<b>57.2</b>
City Resolution	<b>Dilworth, MN</b>	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	<b>56.8</b>
City Resolution	<b>Lewisboro, NY</b>	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	<b>56.8</b>
City Resolution	<b>Riverdale, IL</b>	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	<b>56.4</b>
City Resolution	<b>Cape May, NJ</b>	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	<b>55.6</b>
City Resolution	<b>Sandpoint, ID</b>	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	<b>54.4</b>
City Resolution	<b>West Salem, WI</b>	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	<b>54.4</b>
City Resolution	<b>Belton, MO</b>	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	<b>54.0</b>
City Resolution	<b>West Jefferson, NC</b>	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	<b>54.0</b>
City Resolution	<b>Frankfort, IN</b>	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	<b>53.6</b>
City Resolution	<b>Tulsa, OK</b>	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	<b>53.2</b>
City Resolution	<b>Hilliard, OH</b>	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	<b>52.8</b>
City Resolution	<b>Red Bank, NJ</b>	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	<b>52.0</b>
City Resolution	<b>Atlantic City, NJ</b>	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	<b>51.6</b>
City Resolution	<b>Califon, NJ</b>	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	<b>51.6</b>
City Resolution	<b>Franklin, PA</b>	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	<b>51.2</b>
City Resolution	<b>Leawood, KS</b>	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	<b>50.8</b>
City Resolution	<b>Lawton, OK</b>	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	<b>50.8</b>
City Resolution	<b>McCall, ID</b>	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	<b>50.4</b>

City Resolution	<b>Lacey, NJ</b>	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	<b>50.0</b>
City Resolution	<b>New Rochelle, NY</b>	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	<b>49.2</b>
City Resolution	<b>Cocoa, FL</b>	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	<b>48.8</b>
City Resolution	<b>Fair Haven, NJ</b>	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	<b>48.8</b>
City Resolution	<b>Mesilla, NM</b>	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	<b>48.4</b>
City Resolution	<b>Orange City, FL</b>	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	<b>47.6</b>
City Resolution	<b>Middle Township, NJ</b>	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	<b>47.6</b>
City Resolution	<b>Overland Park, KS</b>	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	<b>47.6</b>
City Resolution	<b>Titusville, FL</b>	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	<b>46.8</b>
City Resolution	<b>Columbus, MS</b>	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	<b>46.8</b>
City Resolution	<b>Hernando, MS</b>	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	<b>46.8</b>
City Resolution	<b>Pascagoula, MS</b>	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	<b>46.8</b>
City Resolution	<b>Tupelo, MS</b>	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	<b>46.8</b>
City Resolution	<b>New Haven, CT</b>	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	<b>46.8</b>
City Resolution	<b>Collinsville, OK</b>	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	<b>46.8</b>
City Resolution	<b>Sand Springs, OK</b>	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	<b>46.8</b>
City Resolution	<b>Cape Canaveral, FL</b>	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	<b>46.4</b>
City Resolution	<b>Milford Township, MI</b>	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	<b>46.0</b>
City Resolution	<b>Freehold Burough, NJ</b>	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	<b>46.0</b>
City Resolution	<b>Newark, NJ</b>	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	<b>45.6</b>
City Resolution	<b>Ocean City, NJ</b>	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	<b>44.8</b>
City Resolution	<b>Rockledge, FL</b>	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	<b>44.4</b>
City Resolution	<b>New Hope, MN</b>	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	<b>43.2</b>
City Resolution	<b>Mercer County, NJ</b>	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	<b>42.8</b>
City Resolution	<b>Elsberry, MO</b>	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	<b>42.4</b>
City Resolution	<b>Orange Beach, AL</b>	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	<b>42.0</b>
City Resolution	<b>Johnsburg, NY</b>	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	<b>41.6</b>
City Resolution	<b>Lake Luzerne, NY</b>	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	<b>41.6</b>
City Resolution	<b>Allen Park, MI</b>	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	<b>41.2</b>
City Resolution	<b>Atlas Township, MI</b>	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	<b>41.2</b>
City Resolution	<b>Gibraltar, MI</b>	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	<b>41.2</b>
City Resolution	<b>Independence, MO</b>	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	<b>41.2</b>
City Resolution	<b>Bethlehem, NY</b>	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	<b>41.2</b>
City Resolution	<b>Camden, SC</b>	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	<b>41.2</b>
City Resolution	<b>Greenville, SC</b>	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	<b>41.2</b>
City Resolution	<b>Midfield, AL</b>	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	<b>40.8</b>
City Resolution	<b>Lambertville, NJ</b>	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	<b>40.8</b>









City Executive Order	<b>Nashville, TN</b>	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	<b>50.0</b>
City Executive Order	<b>Salt Lake City, UT</b>	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	<b>35.6</b>
City Executive Order	<b>Philadelphia, PA</b>	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	<b>33.2</b>
City Internal Policy	<b>Washington, DC DOT</b>	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	<b>66.4</b>
City Internal Policy	<b>New Brunswick, NJ</b>	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	<b>57.6</b>
City Internal Policy	<b>Denver, CO</b>	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	<b>52.4</b>
City Internal Policy	<b>Chicago, IL</b>	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	<b>39.6</b>
City Internal Policy	<b>Cook County, IL</b>	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	<b>39.6</b>
City Internal Policy	<b>Midland, MI</b>	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	<b>24.4</b>
City Policy Adopted by Elected Board	<b>Baldwin Park, CA</b>	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	<b>92.8</b>
City Policy Adopted by Elected Board	<b>New Hope, MN</b>	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	<b>88.0</b>
City Policy Adopted by Elected Board	<b>Oak Park, IL</b>	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	<b>80.0</b>
City Policy Adopted by Elected Board	<b>Hermosa Beach, CA</b>	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	<b>85.6</b>
City Policy Adopted by Elected Board	<b>Huntington Park, CA</b>	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	<b>85.6</b>
City Policy Adopted by Elected Board	<b>Northfield, MN</b>	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	<b>83.2</b>
City Policy Adopted by Elected Board	<b>Portland, ME</b>	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	<b>80.8</b>
City Policy Adopted by Elected Board	<b>Azusa, CA</b>	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	<b>76.8</b>
City Policy Adopted by Elected Board	<b>Roanoke, VA</b>	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	<b>76.8</b>
City Policy Adopted by Elected Board	<b>Big Lake, MN</b>	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	<b>76.0</b>
City Policy Adopted by Elected Board	<b>Highland Park, IL</b>	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	<b>75.2</b>

City Policy Adopted by Elected Board	<b>Festus, MO</b>	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	<b>75.2</b>
City Policy Adopted by Elected Board	<b>Des Plaines, IL</b>	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	<b>74.4</b>
City Policy Adopted by Elected Board	<b>Rochester, MN</b>	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	<b>74.4</b>
City Policy Adopted by Elected Board	<b>Babylon, NY</b>	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	<b>72.0</b>
City Policy Adopted by Elected Board	<b>North Hempstead, NY</b>	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	<b>72.0</b>
City Policy Adopted by Elected Board	<b>Dayton, OH</b>	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	<b>72.0</b>
City Policy Adopted by Elected Board	<b>Larkspur, CA</b>	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	<b>71.2</b>
City Policy Adopted by Elected Board	<b>Hutchinson, KS</b>	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	<b>70.4</b>
City Policy Adopted by Elected Board	<b>Bloomington, MN</b>	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	<b>69.6</b>
City Policy Adopted by Elected Board	<b>Redding, CA</b>	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	<b>66.8</b>
City Policy Adopted by Elected Board	<b>Athens-Clarke County, CA</b>	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	<b>65.6</b>
City Policy Adopted by Elected Board	<b>Great Neck Plaza, NY</b>	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	<b>64.8</b>
City Policy Adopted by Elected Board	<b>Saratoga Springs, NY</b>	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	<b>64.0</b>
City Policy Adopted by Elected Board	<b>Las Cruces, NM</b>	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	<b>62.4</b>
City Policy Adopted by Elected Board	<b>Grant-Valkaria, FL</b>	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	<b>61.6</b>
City Policy Adopted by Elected Board	<b>Tinley Park, IL</b>	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	<b>60.8</b>
City Policy Adopted by Elected Board	<b>Lawrence, KS</b>	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	<b>60.8</b>
City Policy Adopted by Elected Board	<b>Roswell, GA</b>	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	<b>58.4</b>

City Policy Adopted by Elected Board	<b>La Crosse County, WI</b>	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	<b>57.2</b>
City Policy Adopted by Elected Board	<b>Rockville, MD</b>	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	<b>56.8</b>
City Policy Adopted by Elected Board	<b>Falcon Heights, MN</b>	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	<b>56.0</b>
City Policy Adopted by Elected Board	<b>Suwanee, GA</b>	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	<b>55.2</b>
City Policy Adopted by Elected Board	<b>Ishpeming, MI</b>	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	<b>54.8</b>
City Policy Adopted by Elected Board	<b>Morristown, NJ</b>	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	<b>53.6</b>
City Policy Adopted by Elected Board	<b>Dunwoody, GA</b>	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	<b>52.8</b>
City Policy Adopted by Elected Board	<b>Vacaville, CA</b>	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	<b>52.4</b>
City Policy Adopted by Elected Board	<b>Billings, MT</b>	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	<b>52.4</b>
City Policy Adopted by Elected Board	<b>Independence, MN</b>	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	<b>52.0</b>
City Policy Adopted by Elected Board	<b>Coeur d'Alene, ID</b>	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	<b>51.2</b>
City Policy Adopted by Elected Board	<b>Asheville, NC</b>	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	<b>48.4</b>
City Policy Adopted by Elected Board	<b>Austin, MN</b>	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	<b>47.2</b>
City Policy Adopted by Elected Board	<b>Auburndale, FL</b>	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	<b>45.6</b>
City Policy Adopted by Elected Board	<b>Bartow, FL</b>	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	<b>45.6</b>
City Policy Adopted by Elected Board	<b>Davenport, FL</b>	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	<b>45.6</b>
City Policy Adopted by Elected Board	<b>Dundee, FL</b>	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	<b>45.6</b>
City Policy Adopted by Elected Board	<b>Eagle Lake, FL</b>	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	<b>45.6</b>





**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](http://www.smartgrowthamerica.org/completestreets).

#63

**From:** Jennifer Burdick  
**To:** [REDACTED]  
**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](http://www.tucsonaz.gov/broadway)>

\*\*\*\*\*

>>> "Pat Darcy" [REDACTED] 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

## Broadway - Re: Broadway Coalition

---

**From:** Broadway  
**To:** [REDACTED]  
**Date:** 4/18/2013 3:23 PM  
**Subject:** Re: Broadway Coalition  
**CC:** [REDACTED]  
**Attachments:** Fwd: Broadway Coalition (Bway: New Email Received)

---

Ms. Deane,

I have added you to our City of Tucson/RTA Broadway Roadway Improvement Project notification list.

Please find attached an announcement for a meeting tonight. You will receive future emails, like these, as the Broadway project progresses.

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](http://www.tucsonaz.gov/broadway)>  
\*\*\*\*\*

>>> On 4/12/2013 at 4:12 PM, "Deane, Mona @ Tucson" [REDACTED] > wrote:  
Please put me on your mailing list. Thank you.

Mona Deane | Real Estate Manager  
CBRE | Asset Services

[REDACTED]

[REDACTED]

This email may contain information that is confidential or attorney-client privileged and may constitute inside information. The contents of this email are intended only for the recipient(s) listed above. If you are not the intended recipient, you are directed not to read, disclose, distribute or otherwise use this transmission. If you have received this email in error, please notify the sender immediately and delete the transmission. Delivery of this message is not intended to waive any applicable privileges

**Broadway - RE: Broadway CTF Meeting**

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**From:** Jennifer Burdick  
**To:** Josh Weaver  
**Date:** 4/15/2013 1:55 PM  
**Subject:** RE: Broadway CTF Meeting  
**CC:** Broadway

---

Let me know if you get a reply or confirmation that the email address works. I wonder if we are getting caught in an email server, or in a Junk Mail folder, or there is other technical issues going on???

Glad you followed up - I appreciate it.

I will add a portion of our email exchange to the Broadway Public Input Report to make sure we're tracking this, just in case there is an issue we'll need to work out.

Thanks, Josh!  
~Jenn

>>> On 4/15/2013 at 1:41 PM, "Josh Weaver" <[Josh@kaneenpr.com](mailto:Josh@kaneenpr.com)> wrote:  
His assistant called to be added to the list once again. I stated that we had added him a few weeks ago. The assistant then stated that an email went out on Friday and that he did not receive it. I said I would ensure that his name was added. I sent an email to him to confirm the address was correct and included the HTML file that was sent on Friday.

---

**From:** Jennifer Burdick [mailto:[Jennifer.Burdick@tucsonaz.gov](mailto:Jennifer.Burdick@tucsonaz.gov)]  
**Sent:** Monday, April 15, 2013 1:38 PM  
**To:** Josh Weaver  
**Subject:** RE: Broadway CTF Meeting

Strange - he is on the list you sent Mark. See the attached (line 427). Did he not receive an email?

>>> On 4/15/2013 at 1:33 PM, "Josh Weaver" <[Josh@kaneenpr.com](mailto:Josh@kaneenpr.com)> wrote:

I just got a call, please add the following name and email to our distribution list: Craig Finfrock

[REDACTED]

Thanks

#66

**Broadway - Re: Topo Drawing of Broadway Corridor**

---

**From:** Jennifer Burdick  
**To:** [REDACTED]  
**Date:** 4/24/2013 4:08 PM  
**Subject:** Re: Topo Drawing of Broadway Corridor  
**CC:** Broadway; [REDACTED]

---

Hi, Gene -

Certainly, please go ahead and work with Mike on this.

I am going to include your request in our public input report so we can be sure to keep the CTF informed.

Please let us know thoughts you might have on sharing your layouts with us and with the CTF members.

Kind regards,  
~Jenn

>>> On 4/21/2013 at 10:33 PM, [REDACTED] wrote:

Jen,

I would like to layout some alternative alignments for high capacity transit in the Broadway Corridor. At last Thursday's meeting I spoke with Mike about the possibility of obtaining a copy of the topography map in 1"=100' scale to do the layout, and he asked that I run the request through you. If you approve, I will meet with Mike at his office to work out the details.

Thanks for your help.

Gene



## Broadway Boulevard, Euclid to Country Club

**DRAFT**

### SOUTHERN ARIZONA TRANSIT ADVOCATES PROPOSED STREET DESIGN CONCEPT

June 11, 2013

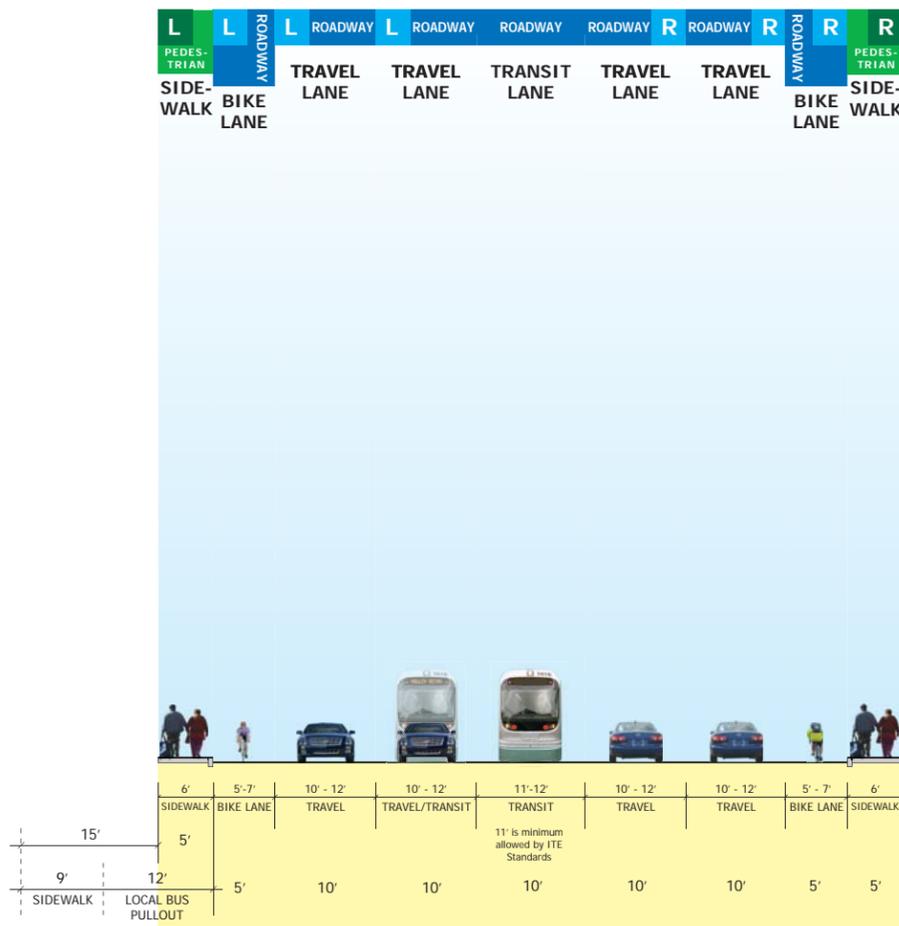
Per the direction of the CTF at their May 30<sup>th</sup> Meeting, the Broadway Boulevard Planning Team has worked with Gene Caywood of the Southern Arizona Transit Advocates (SATA) to prepare the attached street cross sections that are illustrative of SATA's design concept plans and design considerations that were presented at the May 30<sup>th</sup> meeting (SATA's description of their design considerations which was handed out at the CTF meeting is attached).

Similar to what was done with the other initial cross-sections, two mid-block sections have been prepared, one to the west and one to the east of the Campbell Avenue intersection (see attached). Both of these keep to the existing curb-to-curb measurements and roughly the same lane widths for traffic lanes, bicycle lanes, and the center running transit lane (existing continuous turn lane); west of Campbell the curb-to-curb width is 60 feet and 64 feet to the east of Campbell. The transit is illustrated as a streetcar with one direction of travel in the center lane and the other direction in the adjacent travel lane going in the opposite direction; the streetcars would "mix" with vehicular traffic for much of the length of the street. Per the SATA design concept plan, depending on location along the roadway, the streetcar in the center lane could either be traveling east or west.

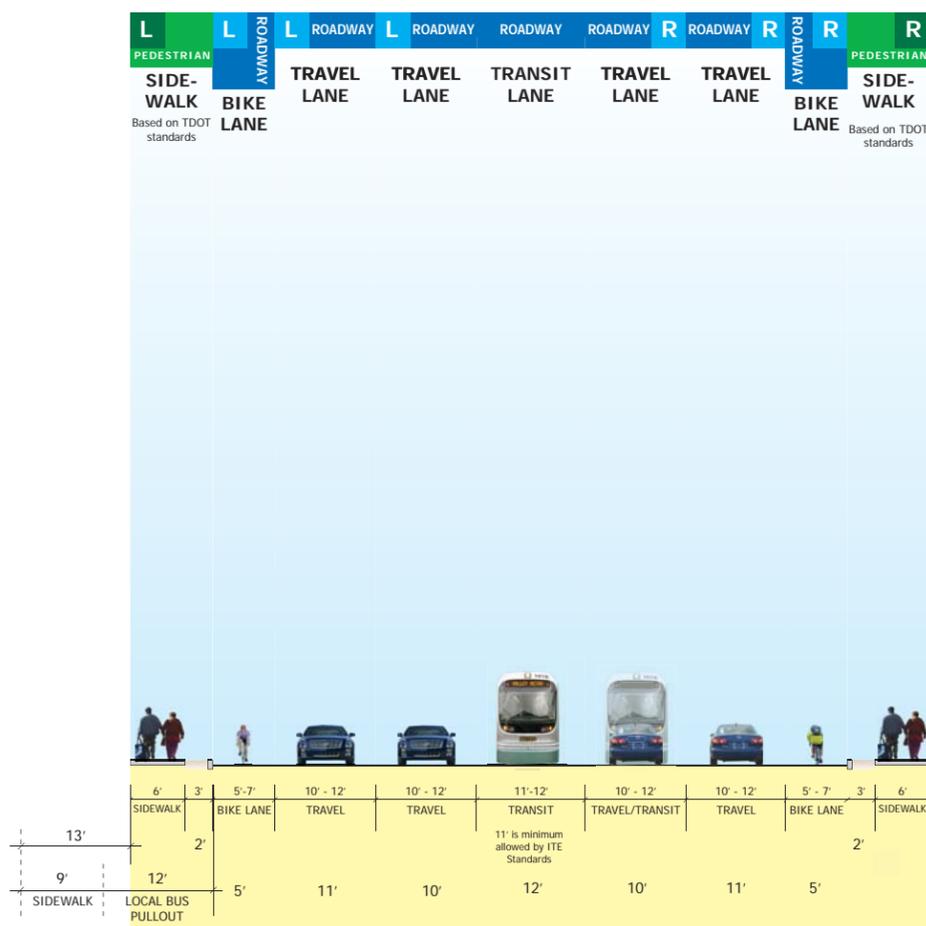
The sidewalk/pedestrian areas that are illustrated in the cross sections are designed to allow the street cross section to fit within the width of the minimum typical existing right of way to the west and east of Campbell. The west of Campbell concept provides 5 foot wide sidewalks with no additional buffer from traffic, resulting from a 70 foot right of way (the right of way to the west of Campbell ranges from 70 to 104 feet). To the east of Campbell a 6 foot wide sidewalk with additional 3 foot wide buffer, with no landscaping, is illustrated within an 80 foot wide right of way (the right of way to the east of Campbell ranges from 80 to 145 feet).

The Planning Team has also made revisions to the draft proposed assessment of street cross section concepts to include an initial assessment on the SATA concept. Note that as with the other performance measure assessments completed to date, these are provided as a starting point for consideration and review by the CTF. The notes regarding current assessment methodology on page three of the preferred assessment table have also been revised to describe the methods and reasons behind the Planning Team's initial evaluation; please see the assessment table and its cover memorandum for more information.

The CTF meeting on June 20<sup>th</sup> will provide an opportunity to discuss the SATA concept and its assessment along with the cross section concepts that have been prepared in consultation with the CTF, to date.



### Option 4+T SATA: 70' Right-of-Way (West of Campbell)



### Option 4+T SATA: 80' Right-of-Way (East of Campbell)

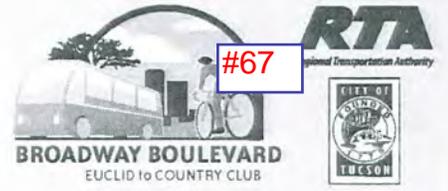
**SOUTHERN ARIZONA TRANSIT ADVOCATES**  
**BROADWAY CORRIDOR STUDY**  
**DESIGN CONSIDERATIONS FOR CONSTRAINED ALTERNATIVE**

This drawing is SATA's attempt at creating an alternative for Broadway that stays within the 5 lane cross section of the existing roadway as much as possible while still providing two lanes and stops for High Capacity Transit (HCT). Below are the design considerations/constraints used, or which resulted during design.

- A goal of no buildings demolished. It was reached with the exception of part of one building already in City ownership.
- Minimum right-of-way "takes". It is to be noted that right-of-way takes are shown on the drawing only when on private property, not when impacting City or ADOT owned property.
- Existing right-of-way used as much as possible, especially where additional right-of-way has been acquired over the years with development and is vacant other than landscaping.
- Transit stops have been placed as near as possible to where Sun Tran buses currently stop.
- The roadway has been widened only at transit stops.
- To conserve space, transit typically has been placed in the median as much as possible, and in the left travel lane for some distance on the far side of an intersection.
- While not specifying a particular mode of HCT, the design was done to accommodate the streetcar since it stops more frequently than BRT or LRT.
- The curves used in design match the minimum radius used on Broadway through the U.P.R.R. underpass. Design speed was not calculated, but speed limits were presumed to match those currently in place in the underpass.
- Providing transit lanes requires closing median left turns except at ¼ mile spacing as would be the case with a 6 or 8 lane divided roadway with raised medians.
- Sidewalks and crosswalks, and pedestrian connections to transit stops were not shown but adequate space was provided for them.
- Driveways were not shown on the drawing.
- Transit connections have been shown west of Euclid Ave. into downtown and east of Country Club to El Con.
- Wide medians were provided at both ends of the project which will improve the "first impression" of the project and which provide space for a gateway feature. The drawing shows something spanning one or more transit "lanes".
- Medians are not defined as to raised (or curbed) vs. painted, but are shown as curbed in order to more clearly define where left turns would be prohibited and where cross streets would be closed.
- Resultant Right-of-Way needs:
  - 17 parcels impacted
  - 1 partial building demolition
  - 13 impacted parcels contain a significant building – one shown on the Broadway Corridor Study "Summary of National Register Status" map

# Broadway Boulevard

## Euclid Avenue to Country Club Road



Please record my comment(s) about the Broadway Boulevard, Euclid Avenue to Country Club Road project.

1. Recommendations of Initial Broadway resolution passed  
By Voter
2. Bus Stop INSERTS
3. Make Euclid to country club look exactly <sup>like</sup> ~~like~~ Broadway done  
Country Club and below Euclid.

Optional:

Name *PETER NORBACK*

Address

E-mail

Major cross-streets near your home or business

This is a project of the Regional Transportation Authority. The voter-approved, \$2.1 billion RTA plan will be implemented through 2026. Details about the full plan are available at [www.RTAmobility.com](http://www.RTAmobility.com).  
The Regional Transportation Authority has a nine-member board with representatives from local, state and tribal governments. This project will be managed by the City of Tucson.

[www.tucsonaz.gov/broadway](http://www.tucsonaz.gov/broadway)

#68

## Broadway - Contact regarding parking and traffic studies for El Con Mall restaurant

---

**From:** Jennifer Burdick  
**To:** [REDACTED]  
**Date:** 4/19/2013 2:34 PM  
**Subject:** Contact regarding parking and traffic studies for El Con Mall restaurant  
**CC:** Broadway  
**Attachments:** Jennifer Burdick.vcf

---

This email is a response to a request for information pertaining to a new restaurant being built at El Con Mall. For new development/new use, I tracked down a contact for you at our Planning & Development Services Department, who can guide in what type of traffic impact studies and parking plans might be required:

David Rivera in zoning review - [david.rivera@tucsonaz.gov](mailto:david.rivera@tucsonaz.gov) or 837-4957.

Hope this helps.

~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](http://www.tucsonaz.gov/broadway)>

\*\*\*\*\*

**Broadway - Fwd: OCSD - LAC Urban Heat Island Workshop**

---

**From:** Jennifer Burdick  
**To:** Broadway  
**Date:** 5/4/2013 2:07 PM  
**Subject:** Fwd: OCSD - LAC Urban Heat Island Workshop  
**CC:** Joan Beckim; Josh Weaver; Michael (Tucson) Johnson; Nanci Beizer; [REDACTED]  
**Attachments:** UHI flier 2013 final.pdf

---

Dear CTF Members,

I have asked Irene if I could send this invitation to you. Seating is limited. I have not heard back from her, but want to get it on your radars.

**Thursday, May 16, Noon-5pm, UA Annex (220 W. 6th St.)**  
**No cost, RSVP required** (see flyer attached for more instructions)

I will be pursuing whether we can get access to presentations made at the workshop to share with you. This would be part of the climate change and transportation/roadway design information that may be informative.

Best regards,  
Jenn

*"To ensure compliance with the Open Meeting Law, recipients of this message should not forward it to other members of the public body.*

*Members of the public body may reply to this message, but they should not send a copy of the reply to other members."*

>>> Irene Ogata 5/3/2013 3:00 PM >>>

Hello BCC members,

The Landscape Advisory Committee and OCSD sponsored Urban Heat Island Workshop is around the corner. This has been an annual event for the past 8 years.

Attached is the flier for this year. We are focusing on Urban Heat Island/Climate Change and Human Health this year. This workshop has limited capacity and is by invitation. Please RSVP if plan to attend.

Thank you for your time, interest and recommendations you make to Mayor & Council,

**io**

irene ogata, PLA, ASLA, AzAPA  
Urban Landscape Manager  
City of Tucson  
Office of Conservation & Sustainable Development  
149 N. Stone Ave., 2nd floor  
P.O. Box 27210  
Tucson, AZ 85701

phone: 520-837-6960  
cell: 520-260-2421

**Asthma, Respiratory Allergies, and Airway Diseases**

**Impacts on Risk**

Climate change will affect air quality through several pathways including production and allergenicity of aeroallergens such as pollen and mold spores and increases in regional ambient concentrations of ozone, fine particles, and dust. Some of these pollutants can directly cause respiratory disease or exacerbate respiratory disease in susceptible individuals.

Earlier flower blooming resulting from temperature increases and increased carbon dioxide (CO<sub>2</sub>) concentrations affects timing of distribution of aeroallergens such as pollen through plant photosynthesis and metabolism. There is also a possibility that certain aeroallergens may become more allergenic as temperatures and CO<sub>2</sub> concentrations increase. Precipitation-affected aeroallergens such as mold spores also are of concern, as 5% of individuals are predicted to have some respiratory allergic airway symptoms from molds over their lifetime.

In the presence of certain air emissions, the rate of ozone formation increases with higher temperatures and increased sunlight, and can also be affected by changes in storm tracks, humidity, and stability of the boundary layer (lowest part of the atmosphere). Humidity and temperature also partly determine the formation of PM<sub>2.5</sub>. Research studies associate fine particles with negative cardiovascular outcomes such as heart attacks, formation of deep vein blood clots, and increased mortality from several other causes. These adverse health impacts intensify as temperatures rise.

Other airborne exposures are also likely to worsen with climate variability and change. Changes in the hydrologic cycle with increasing variable precipitation and more frequent drought may also lead to a global increase of airborne dust, which when coupled with anticipated stagnant air masses and increasingly strong inversion layers, will trap ozone and other airborne pollutants near the ground causing exacerbations of respiratory disease.

<http://www.cdc.gov/climateandhealth/about.htm>



**Imagine a GREAT Desert City !!!**



Easter picnic in Reid Park



Lunch in Sunset Park in front of City Hall



Scott Ave. walkway



PARK(ing) Day 2010:

Hot town, summer in the city  
 Back of my neck getting burnt  
 and gritty  
 Been down, isn't it a pity  
 Doesn't seem to be a shadow in  
 the city

All around, people looking half  
 dead  
 Walking on the sidewalk, hotter  
 than a match head

Lovin Spoonful, 1966

**PARTNERS & SPONSORS FOR 8<sup>TH</sup> UHI WORKSHOP**

**Partners:**



Mayor & Council Appointed  
 Landscape Advisory Committee



**Luncheon Sponsors:**



**CITY OF TUCSON**

Office of  
 Conservation &  
 Sustainable Design

Landscape  
 Advisory  
 Committee

**CITY OF TUCSON**

**8<sup>TH</sup> URBAN HEAT ISLAND WORKSHOP  
 HOT TOPICS / COOL SOLUTIONS**

**ABOUT URBAN CITIES AND HUMAN HEALTH**

The City of Tucson's Landscape Advisory Committee (LAC) invite you to the Eighth Urban Heat Island (UHI) Workshop. The topic this year focuses on human health in light of climate change and increasing temperatures, along with decreasing natural water resource, in the urban environment. How will increasing urban temperatures affect our health, sense of well-being along with messages to increase active outdoor lifestyles? This is an opportunity for participants to meet with implementers, researchers and practitioners to discuss the implications of current policies and practices.



Tree shading parking spaces at City of Tucson Zoo parking lot.

EPA's latest publication, *Climate Change Indicators in the United States, 2012*, presents 26 indicators of observed trends and highlights the significance of these changes and the possible consequences for people, the environment and society. What's new in this report are three additional indicators, of which one is "Ragweed Pollen Season." Urban heat islands are not the big contributors to climate change; but climate change can dramatically affect the duration and increase of temperatures in urban areas. Historical development practices that removed trees and vegetation to build homes, roadways and other buildings have replaced vegetation and pervious surfaces with buildings and impervious services. As urban areas heat up, excessive heat events (EHE) will become a fact of life in the United States. These events are a public health threat.



Mature Ironwood tree removed due to roadway intersection expansion at Kolb-Golf Links..

This workshop is hosted by the City of Tucson, Office of Conservation and Sustainable Development (OCSD) and chaired by the LAC Urban Heat Island Subcommittee. The LAC co-chairs are Joan Lionetti, Exec. Dir., Tucson Clean & Beautiful; and Les Shipley, owner Civano Nursery.

Date: Thursday, May 16, 2013  
 Time: 12:00 to 5:00 p.m. or there-about  
 Location: Univ. Az Service Annex, 220 W. 6th Street

This year's lunch is sponsored by **Civano Nursery**

Please **RSVP** — Space is Limited.

By: **May 10, 2013**  
 Include: (a)Name, (b)City, (c)Dept/Org, (d)e-mail, & (e)phone  
 To: Irene Ogata, OCSD,  
 e-mail [irene.ogata@tucsonaz.gov](mailto:irene.ogata@tucsonaz.gov) or phone: 520-837-6960



Downtown Tucson business district, trees on Congress.

# Agenda



Downtown Tucson street trees.

Three main types of Heat-related Illness (HRI) are:

- Heat cramps
- Heat exhaustion
- Heatstroke

They can occur when individuals are exposed to extreme heat.

HRI may lead to death if not properly diagnosed and treated. Athletes playing in extreme conditions are especially vulnerable.

CDC On-Line Training: [Recognizing, Preventing and Treating Heat-Related Illness](http://www.cdc.gov/climateandhealth/workforce.htm)  
<http://www.cdc.gov/climateandhealth/workforce.htm>

12:00	Lunch	Sponsored by Civano Nursery
12:30	Welcome	Mayor Jonathan Rothschild, City of Tucson (invited)
1:00	Healing Spaces: The Science of Place and Well-Being	Ester M Sternberg, MD, Medicine & Research Director Arizona Center for Integrative Medicine
2:00	Climate Change & Health in the Southwest	Heidi Brown, Asst. Professor UA Mel & Enid Zuckerman College of Public Health Division of Epidemiology & Biostatistics
3:00	Public Health Role In Climate Change	Louie Valenzuela, Public Health Services Manager Pima County Health Department
4:00	Underwood Living Laboratory: Lessons Learned	Ron Stoltz, Professor, UA College of Architecture Planning, Landscape Architecture Graduate Landscape Architecture Program
5:00	Thank you	Joan Lionetti, UHI Workshop Co-chair Landscape Advisory Committee



# Speakers

## Mayor Jonathan Rothschild, City of Tucson



Born and raised in Tucson, Mayor Rothschild is a native Tucsonan. A graduate of Canyon del Oro High School, Kenyon College and the University of New Mexico Law School, the Mayor served as a law clerk for United States District Court Judge Alfredo Marquez. He then joined the law firm of Mesch, Clark & Rothschild, where he served as managing partner from 2001 to 2011. In

addition to his own law practice helping businesses and individuals, he was responsible for the day-to-day management of a 21-attorney firm.

Mayor Rothschild has a long history of extensive service with local non-profits. He has served in various capacities, including Board President of Casa de los Niños, Handmaker Jewish Services for the Aging, and Temple Emanu-El.

Mayor Rothschild also served on the Boards of the Tucson Medical Center Foundation, Jewish Family & Children's Service, Friends of the University Libraries, University of Arizona and the Community Foundation of Southern Arizona. He was a member of the Tucson Parks & Recreation Commission and Chair of the Jewish Community Relations Council.

# Speakers

## Esther M Sternberg, M.D. Medicine & Research Director, Arizona Center for Integrative Medicine

Dr. Sternberg received her M.D. degree and trained in Rheumatology at McGill University, Montreal, Canada and did post-doctoral training and was on the faculty at Washington University, St. Louis, MO. Prior to joining the faculty of the University of Arizona, she was chief of the Section on Neuroendocrine Immunology and Behavior at the National Institute of Mental Health, Director of the Integrative Neural Immune Program, NIMH/NIH, and Co-Chair of the NIH

Intramural Program on research in Women's Health.

Internationally recognized for her discoveries of the science of the mind-body interaction in illness and healing, Dr. Sternberg is a major force in collaborative initiatives on mind-body-stress-wellness and environment inter-relationships. Her discoveries of the role of the central nervous system and the brain's stress response in susceptibility to arthritis and other diseases, including de-

pression, were amongst the first to provide a scientific basis for the importance of the mind-body connection in health and disease. Her best-selling popular books *Healing spaces: The Science of Place and Well-Being* and *The Balance Within: The Science Connecting Health and Emotions* are informative and scientifically based inspirations to doctors and lay persons alike in dealing with the complexities and 21st century frontiers of stress, healing and wellness.



Steve Barrett Photography

## Heidi Brown, Asst. Prof., Mel & Enid Zuckerman College of Public Health, Division of Epidemiology and Biostatistics

Heidi E. Brown, PhD, MPH, has a research focus on the epidemiology and control of vector-borne and zoonotic diseases. Her goal is to identify human disease risk by modeling vector, host and pathogen distributions. The complex nature of the systems she works on diseases requires her

to blend field collecting, ecological assessment, laboratory experiments, epidemiological analysis, spatial statistics, remote sensing, geographic information systems, and computer-based modeling in order to develop a more comprehensive view of disease dynamics. Current research ar-

eas include: West Nile virus, dengue, canine heartworm, valley fever, spatial epidemiology, and climate change.

<http://publichealth.arizona.edu/directory/heidi-brown>



## Louie Valenzuela Public Health Services Manager, Pima County Public Health

Louie Valenzuela has been with the Pima County Health Department in the roles of Public Health Preparedness Planning Coordinator, Preparedness Manager, and Manager for Public Health Services. He has been responsible for organizing and facilitating emergency planning for various community response personnel, including infectious disease, immunizations, and

bioterrorism preparedness. In 2010, Louie led the Departments successful application for Project Public Health Ready recognition by the National Association of County and City Health Officials. Louie's training in preparedness includes regular attendance at the United States Department of Justice's Surveying and Sampling for Biological/Chemical Incidents,

and the United States Office of Domestic Preparedness' Advanced Chemical/Biological Integrated Response Course. Additionally, is a candidate for a Master of Public Administration from the University of Arizona in December 2014, and is a certified Firefighter and Emergency Medical Technician in the State of Arizona.



## Ron Stoltz, Professor, College of Architecture, Planning, Landscape Architecture

Ron Stoltz is currently Professor of Landscape Architecture in the School of Landscape Architecture and Planning; former School Director and past Associate Dean of the College of Architecture, Planning and Landscape Architecture.

Before arrival at the University of Arizona in 2002, Ron taught at the University of Guelph, Canada for 27 years; served in several university administrative

capacities including University Director of Teaching Support Services and Director of Instructional Development.

Ron was a founding partner of the Landplan Collaborative Ltd, directing design and construction for numerous projects throughout Canada.

He is the former President of the Council of Educators in Landscape Architecture (CELA),

former Vice President for Education and Research of the Landscape Architecture Foundation (LAF), and has been a Visiting Professor at the California Polytechnic State University. He was appointed by the National Research Council of Canada as the Canadian landscape architectural representative to the Standards Council of Canada and the International Standards Organization (ISO).



## Broadway - Successful road diet for Broadway

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**From:** Ronald spark [REDACTED]  
**To:** "broadway@tucsonaz.gov" <broadway@tucsonaz.gov>  
**Date:** 5/6/2013 9:13 AM  
**Subject:** Successful road diet for Broadway

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### Roads

## Purple Line puts University Boulevard on a road diet

by [Ben Ross](#) • May 3, 2013 11:32 am

As design work continues on the Purple Line, Maryland transit planners say they can convert two traffic lanes on University Boulevard in Langley Park for trains without impacting traffic.



Rendering by the Maryland MTA.

It's "a big plus for the community," said [Purple Line](#) project manager Mike Madden at a neighborhood work group meeting last night in Langley Park.

As before, trains will run in the middle of University Boulevard between Piney Branch Road in Silver Spring and Campus Drive in Adelphi, where it will continue through the campus of the University of Maryland and on to the Purple Line's terminus in New Carrollton. But instead of trying to keep the 6 existing traffic lanes while adding the Purple Line, the tracks will now replace 2 of the 6 traffic lanes on this section of University Boulevard.

Engineers from the State Highway Administration say that many segments of University Boulevard carry fewer vehicles today than 20 years ago, while elsewhere traffic levels are about the same. With a few changes, the street can carry as much traffic in 4 lanes as it does with 6 lanes today.

While the street will have to be widened to make room for station platforms, the MTA won't need as much room as they did in their previous plan to keep all 6 lanes and add the Purple Line. With less space needed for car traffic, only 8 businesses will be displaced, compared to 25 before.

Reducing the number of car lanes on University Boulevard will cut speeding, meaning that a street where pedestrians are now frequent collision victims will be transformed into a safer and more welcoming place to walk or bike. There will be room for wider sidewalks and possibly even a cycle track, and there will be bike parking at each of the three Purple Line stations along the corridor, at Piney Branch Road, the future Takoma-Langley Transit Center and Riggs Road.

Meanwhile, key intersections will get traffic lights and turn lanes. This will not only make the street safer to cross, but allow trains to move more smoothly, reducing potential collisions with other vehicles or pedestrians.

These upgrades will help the Purple Line fulfill its economic promise. Both Montgomery and Prince George's counties want to transform the aging strip malls along University Boulevard into an urban corridor akin to downtown Silver Spring. Making University Boulevard a safer and more attractive place to walk will support that goal.

This design change is also good news for Montgomery County's [bus rapid transit initiative](#), which proposes a countywide network of dedicated bus lanes. In dense, close-in areas like Bethesda, Silver Spring and Takoma Park that have the most potential ridership, existing pavement is often the only place new bus lanes can go. However, plans to [repurpose traffic lanes for buses](#) have [met resistance](#) from residents and county officials alike.

If transportation engineers say we can give car lanes to transit on University Boulevard, it can work elsewhere in the region as well. Hopefully, the Purple Line in Langley Park will serve as an example to the Montgomery County Planning Board and County Council as they consider the BRT plan this year.

[14 comments](#)

Tags: [Langley Park](#), [Maryland](#), [Montgomery](#), [Prince George's](#), [Purple Line](#), [road diet](#), [University Boulevard](#)



Ben Ross is Vice-President of the [Action Committee for Transit](#) and chair of the Transit First! coalition. He is the author of [The Polluters: The Making of Our Chemically Altered Environment](#) and is writing a book about the politics of sprawl.





#71

**Broadway - Re: Broadway widening comments**

**From:** Broadway  
**To:** Henry Schneiker  
**Date:** 5/29/2013 10:14 AM  
**Subject:** Re: Broadway widening comments  
**CC:** Broadway

Mr. Schneiker,

Thank you for taking the time to think about these options and possible design solutions. I will share these with the Citizens Task Force for their consideration, as well as our project technical team. They are relevant to our current discussions.

We are in the process of working with the Citizens Task Force on identifying different cross-section options, which will be analyzed using evaluation criteria also developed with the Task Force's input. We are looking at a variety of options, which you can see by accessing our web site. (Scroll down to the Public Meetings section for links to different options being discussed/considered for analysis.)

The work we are doing now will be the focus of a public meeting in September (Thursday, Sept. 5). Please save the date on your calendar so you can join us!

We will not be at a point where we will address intersection design, but that will come in later meetings.

We value that you remain interested and watchful of the project and the planning & design process. Thank you!

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](http://www.tucsonaz.gov/broadway)>

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>>> On 5/16/2013 at 4:08 PM, Henry Schneiker [REDACTED] wrote:

Hi,

I am the owner of two properties on the North side of the Broadway corridor between Euclid and Country Club. I recognize the need to improve the Broadway corridor. So I have spent a fair bit of time thinking about the problem and would like to make the following observations and suggestions. I think the second option discussed is the optimal solution.

- 1) A three lane architecture with wide areas at intersections and bus pull-outs.

In the space available in the current roadway, you can have 3 full size lanes (east traffic, west traffic and left hand turn lane) plus enough space for bike lanes on each side. With this type of layout, bus pull-outs become mandatory. Further, right hand turn lanes should be included at all traffic lights.

The benefits are: 1) only minimal additional land needs to be taken to accommodate the bus pull-outs and the right hand turn lanes, 2) you get stopped buses out of the traffic lane and 3) you get stopped right turn cars out of the traffic lane when pedestrians are crossing at the light.

The drawbacks are: 1) the overall car capacity is significantly reduced and 2) there may not be enough space for pleasant pedestrian accommodations along the roadway.

I do not view Broadway as a gateway to downtown. Downtown is a mess - no matter how you look at it. Downtown does not need a high capacity artery leading into it because downtown is not large enough to absorb that many people as a destination spot. If and when the Aviation extension to I-10 gets built, I suspect most of the traffic will go directly to I-10 instead of downtown.

This scenario does not seem practical based on the current traffic figures. However, if you are trying to reduce traffic, restricting traffic flow is one way to do it.

2) A five lane architecture with wide areas at intersections and bus pull-outs.

This would yield 5 full size lanes (2 east traffic, 2 west traffic and left hand turn lane) plus enough space for bike lanes on each side and pedestrian accommodations. With this type of layout, bus pull-outs are mandatory. Further, right hand turn lanes should be included at all traffic lights. This requires taking significant land to widen the roadway.

With this scenario, the traffic capacity increases slightly due to: 1) the use of wider lanes that can handle higher speed limits, 2) getting stopped buses out of the traffic lane and 3) getting stopped right hand turn vehicles at stop lights out of the traffic lane. This accommodates the existing traffic requirements and it is not clear that traffic flow will ever increase to the point of needing significantly more capacity.

The benefits are: 1) you have the option to snake the roadway around desirable buildings, 2) you get stopped buses out of the traffic lane, 3) you get stopped right turn cars out of the traffic lane when pedestrians are crossing at the light, 4) businesses, parking and pedestrian accommodations can occupy the remaining space and 5) you have business on both sides of the street making it more inviting as a destination.

The drawback is that you will still have to take a lot of the buildings from one side of the street.

To make a proper roadway with pedestrian accommodations, you will need roughly half of the space between the front and back of the lots on one side of the street to add to the existing roadway. Once you take the front half of the lot, you essentially have to take the back half. This excess space allows many options. One option is to snake the roadway around certain buildings - such as the church just west of Campbell or the Safeway at Campbell. Another option is to use the excess space at the back of the lots to build new buildings and parking lots for shops and restaurants - so that side of the street is not barren. The existing narrow deep lots will be replaced with wide shallow lots.

This scenario provides plenty of capacity to downtown. Downtown is a mess - no matter how you look at it. Downtown is not large enough to absorb that many people as a destination spot. If and when the Aviation extension to I-10 gets built, I suspect most of the traffic will go directly to I-10 instead of downtown.

3) The original plan for the grand 150 foot wide roadway.

This just seems like overkill and a bad idea for many reasons.

First, you have to strip one whole side of the street of all businesses to get the needed land. If Broadway is supposed to be a destination, removing half of the businesses does not seem like a good way to make it a destination spot.

Second, the traffic has not increased to warrant such a wide roadway. And it is not clear it will. That said, my Dad first suggested to the city that they widen Broadway to 6 lanes plus divider back in the 50's and he was told he was crazy - Broadway will never have enough traffic to justify that... And this was back when most of the land was still available for the expansion.

Third, all of those cars going down Broadway have to go somewhere when they reach Euclid. All that traffic going through downtown is poor traffic planning. Tearing down all of the buildings between Broadway and Congress would allow the traffic to pass through downtown. Perhaps the downtown by-pass to I-10 (Aviation extension) will be built and funnel most of that traffic around downtown.

Forth, having two whole lanes for buses is not needed. Bus pull-outs work quite well. Look at speedway between Park and Campbell.

If you are going to do the grand widening, it makes sense to take all of the land from one side of the street. Since there is already a lot of vacant land on the north side of the street, it makes sense to take the remaining north side buildings. Any excess land not needed for the roadway can be added to the lots on the south side of the roadway to give them better aesthetics.

So to recap, I think the second scenario is probably optimal.

Sincerely,

Henry Schneiker.

**Broadway - Re: Broadway Project Agendas and Meeting Materials**

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**From:** Jennifer Burdick  
**To:** [REDACTED]; Josh Weaver  
**Date:** 5/17/2013 11:24 AM  
**Subject:** Re: Broadway Project Agendas and Meeting Materials  
**CC:** Broadway; [REDACTED]

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David,

A link is also provided to the full packet and to the primary items we will be discussing on the web page:  
[www.tucsonaz.gov/broadway](http://www.tucsonaz.gov/broadway).

~Jenn

>>> On 5/17/2013 at 11:12 AM, "Josh Weaver" <Josh@kaneenpr.com> wrote:

Hello David,

Per your recent conversation with Joan Beckim, attached you will find the meeting agendas for next week's two day charrette and the meeting materials that were distributed to the CTF members. Please let me know if you have questions or need further information.

Best Regards

 k\_logo\_sml

**Joshua Weaver**

Kaneen Advertising & Public Relations  
110 S. Church Avenue, Suite #3350  
Tucson, AZ 85701  
Phone: (520) 885-9009  
Mobile: (520) 360-5346  
Fax: (520) 885-0311  
[Josh@kaneenpr.com](mailto:Josh@kaneenpr.com)

#73

**Broadway - Re: hi**

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**From:** Broadway  
**To:** Phil Lipman  
**Date:** 5/29/2013 10:27 AM  
**Subject:** Re: hi

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Mr. Lipman,  
We will add you to the listserv so that you get meeting notices in the future. You will be alerted to the Task Force meetings, as well as community-wide meetings.

The project provides a great opportunity to improve the roadway to serve all users (pedestrians, cyclists, bus transit riders, and car drivers) much better. Part of the process is also looking at the impacts and opportunities for the adjacent businesses.

We are in a process of reviewing the roadway widening scope of 6 travel lanes, plus 2 dedicated bus lanes, bike lanes, and sidewalks. This review is a public process and being conducted with 13 dedicated area-representative members of the Citizens Task Force. The review also includes looking at narrower options than the 6 travel lanes, plus 2 dedicated bus lanes.

That you are thinking about the project, its impacts, and future is valuable. I will share your email with our Task Force and project team through our Public Input Report for their consideration.

We hope you will continue to engage in the process, and share your input with us all. The current planning process will continue through to approximately Fall 2014. We will have a community-wide in September, tentatively scheduled for Thursday, Sept. 5. I hope you can attend!

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](http://www.tucsonaz.gov/broadway)>

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>>> On 5/23/2013 at 3:58 PM, Phil Lipman <[REDACTED]> wrote:

i was not alerted about these meetings and would like to be in the future- thx. for the record, i disagree with the idea of spending this kind of money to expand roadway- if the light rail was going to go to Broadway and Country Club, maybe. but this is a bad, dated idea and the city can't afford it. plus- it will destroy already very struggling businesses along roadway- bad idea.

thx-

#74

**From:** Jennifer Burdick  
**To:** Broadway Broadway  
**CC:** Joan Beckim, Nanci Beizer, Jim DeGroot, Britton Dornquast, Mike Holder, Josh ...  
**Date:** 5/23/2013 3:21 PM  
**Subject:** Re: Meeting with Broadway Coalition

Dear CTF Members -

Just a note to keep you all in the loop.

We do not have an item on the agenda tonight to share that a presentation was made to the Broadway Coalition yesterday morning, but thought it was important to alert you that this outreach/input opportunity occurred and what information was shared.

See those of you who are able to make it tonight at the meeting!  
~Jenn

>>>>>>>

Phil Erickson and Kevin Saavedra had a productive conversation with members of the Broadway Coalition on Wednesday morning, May 22. There were clarifications made about the project process, materials, and design work.

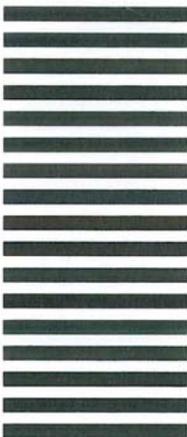
Additionally, the Coalition members were able to state more directly their positions on process and design.

Items discussed included:

- parking, both onsite on individual parcels (City parking requirements) and shared/district concepts
- goals and concepts related to the cross-sections, particularly narrower cross-sections
- what does context mean in relation to Broadway (existing, and the potential for change)
- land use types along the roadway and intensity
- land use planning for the project
- interest in increasing positive community impacts from the project, and reducing negative impacts
- the multiple voices and perspectives that are part of the Broadway Coalition
- issues that could affect transit demand for service on Broadway
- travel demand for trips between downtown and eastern areas along Broadway possibly being overstated

>>>>>>>

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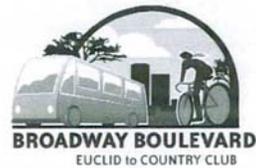
BROADWAY PROJECT  
C/O CITY OF TUCSON  
DEPARTMENT OF TRANSPORTATION  
PO BOX 27210  
TUCSON AZ 85775-2602



# Broadway Boulevard

## Euclid Avenue to Country Club Road

Please record my comment(s) about the Broadway Boulevard, Euclid Avenue to Country Club Road project.



I THINK WE NEEDED IT AND I SAY CONTINUT WITH THE PLANS.

Optional: STEVE MELTON

Name: [REDACTED]

Address: [REDACTED]

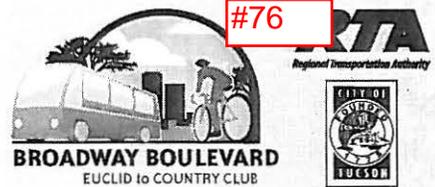
E-mail: [REDACTED]

Major cross-streets near your home or business

# Broadway Boulevard

## Euclid Avenue to Country Club Road

Please record my comment(s) about the Broadway Boulevard, Euclid Avenue to Country Club Road project.



EXCELLENT PRESENTATION. STAFF/TEAM DID A GOOD JOB OF  
PRESENTING A BASELINE OF INFORMATION/OPTIONS FOR TASK FORCE TO WORK WITH.  
ALL OPTIONS ARE BEING EVALUATED. BOTTOM LINE IS THAT WITHOUT SUFFICIENT  
CAPACITY IMPROVEMENTS, PIMA CO. # RTA FUNDING GOES AWAY.

Optional:

Name

Address

E-mail

Broadway Commuter

Major cross-streets near your home or business

This is a project of the Regional Transportation Authority. The voter-approved, \$2.1 billion RTA plan will be implemented through 2026. Details about the full plan are available at [www.RTAmobility.com](http://www.RTAmobility.com).  
The Regional Transportation Authority has a nine-member board with representatives from local, state and Tribal governments. This project will be managed by the City of Tucson.

[www.tucsonaz.gov/broadway](http://www.tucsonaz.gov/broadway)

**Jennifer Burdick - Broadway CTF**

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**From:** Colby and Karen Henley <[REDACTED]>  
**To:** Jennifer Burdick <jennifer.burdick@tucsonaz.gov>, "Steve Kozachik  
[REDACTED]" <steve.kozachik@tucsonaz.gov>, <ward6@tucsonaz.gov>  
**Date:** 5/30/2013 9:37 PM  
**Subject:** Broadway CTF

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Hi Jenn,

Thanks to you and the team for a lot of great work these past 3 meetings and for being responsive to our feedback.

I have 1 request and 1 comment following tonights meeting

- Can we get a copy of the presentation that RTA Counsel Mr. Benavidez gave to the CART meeting last week?
- I am disappointed in Doug Mance's presentation about the RTA meetings. We really learned nothing specific about the CART or RTA Board meetings and only after I questioned him did he share that Mr. Benavidez made a presentation extremely pertinent to the Broadway project and that it generated, in his words, a very spirited debate. If his role is indeed to serve as an unbiased communicator between the CTF and the RTA, I'm shocked that he didn't share even the basic facts of the meeting. If we are unable to trust the credibility of his reports, then the CTF deserves someone else serve as RTA liason. *Please add this comment to the public record.*

Thanks again,  
Colby



*Regional Transportation Authority*

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177 N. Church Avenue, Suite 405, Tucson AZ 85701

Phone: (520) 770-9410 Fax: (520) 620-6981

[RTAmobility.com](http://RTAmobility.com)

**Date:** June 10, 2013

**To:** Broadway Citizens Task Force

**From:** Doug Mance, RTA CART Committee Member

**Re:** May 22, 2013, RTA CART Committee Draft Minutes

I requested a copy of the Draft Minutes of the May 22, 2013 CART Committee meeting from the Regional Transportation Authority. The content of the minutes conveys discussion on the Broadway Project by several members of the CART Committee.

Links to the presentations made by Jenn Toothaker Burdick and Thomas Benavidez, the RTA's legal counsel, are provided in the document.

Ms. Burdick's presentation can be found at: [Presentation Item6 A Broadway Proj Overview 05-22-2013](#)

Mr. Benavidez's presentation can be viewed at: [Presentation Item6 B Broadway Functionality 05-22-2013](#)

I believe a review of the minutes by the Task Force will be beneficial to help members understand the existing sentiments of members of the CART Committee. No official action or comment was requested at the meeting.

I am happy to discuss further during our next meeting.



*Regional Transportation Authority*

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177 N. Church Avenue, Suite 405, Tucson AZ 85701

Phone: (520) 770-9410 Fax: (520) 620-6981

[RTAmobility.com](http://RTAmobility.com)

DRAFT

## **Regional Transportation Authority CART Committee**

### **Minutes of May 22, 2013, Meeting**

#### **Committee Members Present**

Kelle Maslyn, Chair  
Dick Roberts  
Kendall Elmer  
Al Cook  
Charles Mendonca  
Albert Pesqueira  
Douglas Mance  
Herb Trossman  
George McFerron  
Joseph Olivia III  
Robert Cook  
Steve Huffman  
Chris Albright  
Kentton Grant  
M. Joe Yee  
Roger Cracraft  
Sami Hamed  
Tom Bush  
William N. Poorten III  
William Sheldon  
James Barber  
Grace Evans  
Emily Brott  
Pamela Traficanti  
Charlene Robinson  
Amber Smith

#### **Public/Agencies**

Jenn Burdick, COT  
Margot Garcia, BCC  
Sharon & Gordon Pairman

#### **Staff**

Jim DeGrood  
Rob Samuelson  
Jeremy Papuga  
Britton Dornquast  
Ryan Gurnett  
Jeff Hildebrand  
Sheila Storm  
Thomas Benavidez  
Tiki Lawson

#### **1. Call to Order**

The meeting was called to order by Ms. Maslyn at 12:00 p.m.

## **2. Approval of April 4, 2013, CART Committee Meeting Minutes**

**Motion was made by Grace Evans to approve the Minutes of April 4, 2013, as amended, seconded by James Barber, and approved unanimously.**

## **3. Announcements**

Mr. DeGroot updated the Committee on the following topics:

- The RTA is marking the 7<sup>th</sup> anniversary of plan approval and is one third of the way through implementation of the 20-year plan.
- The RTA Board passed the Intersection Safety and Capacity Upgrades Report at the April 2013 meeting, and it can be viewed online.
- The Board is fully engaged in the search for a new Executive Director. The application process closed on May 15 with a total of 27 having applied for the nationally advertised position. The final selection should be completed by the end of the summer.
- A Regional Assembly with local and southern Arizona elected officials and key stakeholders is tentatively scheduled for Sept. 12 to discuss various relevant transportation topics, among them the development of the proposed I-11 corridor.

Mr. Cracroft and Tom Bush suggested that one or more CART members take an active part in the Executive Director selection process. RTA attorney Thomas Benavidez advised that as this item was not on the Agenda, it could not be voted on. Mr. DeGroot said he would convey this interest by CART members to PAG management.

## **4. Executive Director's Report**

Discussed in Announcements.

## **5. RTA Board Report**

Mr. DeGroot introduced the newest Board appointee, Amber Smith, and pending appointee, Emily Brott.

## **6. Broadway Blvd. Project (RTA #17)**

Mr. DeGroot opened up this item for discussion. Mr. Mance, CART Liaison to the Citizens Task Force for Broadway Boulevard, began by noting the project was entering a new detail stage and a charrette has emerged out of the first educational stage. He added all parties have been encouraged to work toward a good compromise as moving forward is the key and is supported by all. Mr. Mance noted that the RTA Board is interested in this project moving forward as indicated by RTA Board Chair Steve Christy's recent column in the newspaper. Mr. Mance noted that "this is a project that is bigger than all of us" and that it was approved by the voters in 2006 as part of the RTA plan.

Jenn Burdick, City of Tucson, gave some background and an overview of the Broadway Blvd., Euclid to Country Club project, and the current status of the undertaking. The following topics were covered:

- The 1987 Broadway Corridor Transportation Study was approved by Mayor and Council in 1987 with recommendations for bus and light rail transit options.
- The current funding summary with funding sources broken down shows the RTA as the largest funding source with 59 percent followed by Pima County with 35 percent and then the City and regional funds rounding up the estimated total project cost of over \$71 million.

- The Broadway construction schedule began in 2012 with a planning & design phase with final design coming to an end by 2016 when construction would begin. The recommended design for Broadway will define and support the roadway's functionality.
- Draft performance measures for Broadway taken into account include pedestrian, bicycle, transit and vehicular access and mobility as defined by EPA examples.
- Initial cross-section concepts and their merits range from options of four lanes, including two transit lanes, to six lanes with a local access lane, each with different right-of-way options. One of the reasons that four lanes are considered has to do with the end game results. The cross-sections will be analyzed to determine what works and what will not work.
- The next steps include future Citizens Task Force meetings with results to be shared at upcoming City, County and RTA meetings as well as presentations to the public in September 2013 where citizens can create their own cross-sections for consideration.

Ms. Burdick's presentation can be found at: [Presentation Item06 A Broadway Proj Overview 05-22-2013](#)

Joseph Oliva asked whether the cross sections could have transit lanes on the inside lanes vs. the outside lanes and whether the transit lane could be a carpool lane. Ms. Burdick noted this has not been discussed with the Task Force but could be in the future. Sami Hamed inquired about the overall cost and whether the numbers will come down as well as whether the streetcar would be applicable to this thoroughfare. Ms. Burdick noted it was still too early in the project to give an accurate response.

Robert Cook distributed various handouts to the Committee on the RTA and discussed what was intended seven years ago and that now is time for a new reality check. He said there is a new and emerging concept going forward which needs reinterpretation based on a better understanding of alternate mode usage and vehicle mile decline. He added this decline is not a local but a national phenomena, and the figures have been presented to the Broadway Task Force as an effort to understand the larger planning context.

William Poorten said he has looked at the RTA ballot and publicity pamphlet and stated that the project description as seen on the ballot is as was presented earlier by Ms. Burdick. He said the ballot language was clear and made no reference to qualities such as functionality. He also referenced letters in the publicity ballot that were against the RTA Plan ballot initiative and noted that the letters suggested voters vote "no" due to mistrust of government. He also said he has had the privilege of serving on the CART Committee for seven years and that this Committee was set up as a result of RTA foresight based on public mistrust at that time and to ensure the voters got what they were promised. Poorten said it's clear that the voters approved the RTA plan in its entirety and did not give the voters the option to pick or choose projects. He said the people who put the plan together had the foresight to bring together the stakeholders that helped bring the voters to the table to overwhelmingly approve the plan. Mr. Poorten said that while data informed the decision on whether the project was part of the plan, whether or not that data is good or bad is irrelevant. He said that it's a matter of giving the voters what the RTA promised to them. He added that he was unsure whether the RTA could deviate with what the voters approved and suggested the input of independent counsel and opinion on whether the RTA or the implementing jurisdiction has the legal authority to make changes to the language of the original ballot.

Herb Trossman commented that the CART Committee had no real authority. If it determined that there was non-compliance, there was no enforcement procedure other than an annual letter to the Board. In addition, the Plan covers a deviation scenario so that if it went over 10 percent, it would have to go back to voters. The change for Broadway could be less than 10 percent so alterations could be made without violating the Plan as the Plan anticipates changes to be made.

Ms. Maslyn said there is the opportunity for a CART member to go to the Board to argue a case if he or she feels something isn't being done correctly.

Mr. DeGrood said the RTA counsel should present his material after which time the Committee could engage in a broader discussion.

Thomas Benavidez, the attorney for the RTA, gave a brief presentation providing legal context of the RTA Board as fiduciary over the 20-Year RTA Plan in terms of developing, changing and administering the Plan. In essence, no element or certain type of transportation project of the Plan can be added or deleted without the prior approval of the voters who approved the Plan in the original 2006 election. The exception to this rule is the A.R.S. 48-5309 (E) substantial change definition based on an overexceedance of costs based on element percentages. The sole purpose of these percentages is to ensure that the Board could react, efficiently, to changing circumstances throughout the Plan's 20-year implementation period.

Mr. Benavidez also brought up the fiduciary duty and obligation of the RTA Board to exercise that duty within the context of the voter mandate as well as the functionality of the CART and Technical Management Committees to advise and ensure implementation on specific projects. In conclusion, he stated that:

- the RTA Board has adopted a policy not to diminish individual project functionality
- the RTA Board committees were designed to inform the Board on specifics of project design and implementation
- the RTA Board is bound by its fiduciary duty to the public to use wide discretion when spending the public's money

Steve Huffman noted that the creation of the RTA was brought forward by his legislative bill while he was in the State Legislature. He noted that although changes in the RTA plan were anticipated by the Legislature, he said that the main reason that the RTA plan passed was because the whole community had to come together and had to believe the plan would be implemented as approved by the voters. The 10 percent language was included to stress that if the RTA deviates from what was promised that the Legislature could take action against the RTA. He noted that the RTA statute does not provide the latitude that people are suggesting.

Robert Cook said he was aware of the process. However, this Plan overshot population and vehicle mile travel projections when instead, it had the fiduciary responsibility to reflect reality; the voters should not be burdened by a rigid interpretation of a Plan without a modal mix.

Roger Cracroft asked a question regarding the long-term traffic model of the regional transportation program. Jim DeGrood said the modelers are continuously updating information and noted the RTA is working on its 2045 plan which would be developed next year and is looking at accepted state population statistics.

Tom Bush spoke about the mistrust and lack of confidence most people have for the promises made by government entities. He reiterated the need to honor the voters' decision or there would be no second 20-year program. Robert Cook spoke again about public mistrust and the Broadway Task Force vision for an alternate mode corridor. Grace Evans noted some Committee members might need guidance on this issue, and Dick Roberts suggested having the RTA talk to the public, in particular to residents of Green Valley who feel they are out of the loop.

Mr. DeGrood said this was an information item only for the time being, adding the Committee is not being asked to take action on it immediately. The project will continue to be a standing item on future agendas.

Margot Garcia spoke on behalf of the Broadway Coalition. She distributed a handout entitled Context Sensitive Design and spoke about its contents detailing the design and implementation of transportation projects with respect for their natural and urban contexts or surroundings. She said this was an opportunity for Tucson to be a leading edge City and follow the practice of design approach to enhance the surrounding community and places of business and to respect the history and culture of the area.

Mr. Benavidez's presentation can be viewed at: [Presentation Item06 B Broadway Functionality 05-22-2013](#)

## 7. RTA Program Review

Jim DeGroot presented information on the current and future completion status of RTA projects and noted that the majority of these have come in under or on budget. He gave updates on specific projects such as the Elderly and Pedestrian Safety Improvements of RTA #37, and the Greenways, Pathways, Bikeways & Sidewalks #41, as well as the City's HAWKs and summarized the distribution of funds spent cost effectively. Mr. DeGroot also mentioned the status of the City's Sidewalks Package and Arroyo Chico Greenway improvements, as well as the County's Bike Package. Please see: [Presentation Item07 A RTA Assessment 05-22-2013](#) for more information.

Main Street Business Assistance Program Manager Britton Dornquist addressed the Committee with an overview of the Program. He highlighted several projects within the Program, the services provided to over thousands of businesses and employees as well as concerns addressed by businesses that are affected during planning, design and construction phases. The Program's key points, which have produced high client satisfaction, were summarized including:

- Be proactive not reactive
- Always advance business fundamentals, growth opportunities and collaborative possibilities
- Take responsibility for your success
- Build trust early in the project
- Have an empathetic and compassionate ear

For additional information on the Main Street Program, please see the presentation: [Presentation Item07 B Main Street 05-22-2013](#) or the web page: [www.MainStreetinfo.org](http://www.MainStreetinfo.org).

## 8. Modern Streetcar Update

Jeremy Papuga, Director of Transit Services, updated the Committee on the following topics related to the modern streetcar:

Project status and timeline of works in progress  
Maintenance and Storage Facility  
Line Segment Construction  
Vehicle production, quality and delay

Robert Cook asked a question regarding spare parts for the vehicles and Douglas Mance questioned the future storage facilities for the vehicles. Please also see: [Presentation Item08 Streetcar Update 05-22-2013](#)

## 9. RTA FY 2014 Budget and Future Program Expenditures

Jim DeGroot gave a presentation on the FY 2014 proposed budget based on an expected increase in revenues and summarized financial statistics with a breakdown of all expenditures by category

Mr. Poorten mentioned that the operating side showed underperformance and that what was promised to voters should be matched up.

Mr. DeGroot noted the RTA is currently at its peak with nine projects in progress, and added the total expenditures projected for FY 2014 amount to \$191 million with bond revenue of \$75 million budgeted. Mr. Cracroft noted the bond issue should move forward as time is of the essence.

For further details, please see: [Presentation Item09 FY2014 Budget 05-22-2013](#)

## **10. RTA Projects Update**

Mr. DeGroot spoke about the projects and services completed, those currently under construction as well as upcoming bids. In summarizing the various projects, he noted that to date:

- 327 Safety Element projects have been completed, 9 are under construction and 44 are in design
- 89 Environmental & Economic Vitality Element projects are completed with 2 currently under construction and 16 in design
- 79 Transit Element projects have been completed with one currently under construction and in design

Other topics covered included:

- RTA financial statistics
- RTA project updates with a focus on the status of safety, environmental & economic vitality and transit elements and completion numbers
- Roadway projects under construction
- Recent bids for projects

Please see the following for more details: [Presentation Item10 May Project Update 05-22-2013](#)

## **11. RTA Finance Report**

Rob Samuelson gave a brief presentation covering key elements of the RTA's financial status including monthly sales tax receipts, revenue trends and the market value of the RTA fund. He said there has been consistent improvement for 28 months in a row, with \$10 million of bond money left.

## **12. Call to the Audience**

Sharon Pairman asked for news about the Kolb and Valencia project including when it is expected to move forward and asked for a timeline of the project. Mr. DeGroot said he would meet with her to give her the information she needs.

Tom Bush passed around a handout of a May 6, 2013, letter from two Tucson City Council Members sent to the Grant Road Task Force members, which, he said was in violation of the State open meeting law. He noted all those involved should be reprimanded and added the letter appeared to be a form of intimidation and warned the Broadway Coalition of similar action.

## **13. Future Agenda Items**

Mr. Poorten reiterated his request for the CART Committee to be an integral part of the RTA Executive Director search.

#### **14. Adjournment**

The meeting adjourned at 1:52 p.m.

## Jennifer Burdick - Re: Broadway Coalition Response to Draft Assessment

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**From:** Jennifer Burdick  
**To:** Marc Fink  
**Date:** 6/10/2013 11:02 AM  
**Subject:** Re: Broadway Coalition Response to Draft Assessment

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Hi, Marc -

Thank you (and the Coalition) for sharing your thought-provoking comments on the draft assessment.

I will include it in the mailing, which we are currently preparing and will mailout tomorrow (need to add 2 days to mailing time, now that it is all processed in Phoenix).

I cannot recommend adding another presentation to the agenda. The CTF approved at the last meeting having just one informational presentation, on the BRT update. While your comments/presentation are related, we need as much of the meeting time to devote to just the CTF's time to work on the assessments.

I can offer this approach instead:

- Please plan to present information/reference the comments at Call to the Audience(s).
- If the CTF needs answers to questions they have related to your document, immediate clarifications can be asked for during that agenda item.
- If the CTF would like a full presentation at the July meeting, they can request it and the group can make that decision.

I will be sure that the mailing transmittal letter/email calls out the fact that your comments are attached and they will be useful in preparing for the meeting.

While not exactly what you had desired, I hope this can be a workable solution for now?

Cheers,  
~Jenn

>>> On 6/9/2013 at 2:43 PM, Marc Fink [REDACTED] wrote:

Jenn,

Attached is the Broadway Coalition's response to the Draft Performance Measure Assessment. We would greatly appreciate it if you could include it in the packet you send out to the CTF for the June meeting.

We would also humbly request that we be able to present it to the CTF (a short one) as opposed to doing so during the Call to the Audience as the presentation would make more sense and it would allow the CTF to ask us questions.

Thanks greatly,

Marc

## **Comments Regarding Draft Performance Measure Assessment**

Below are comments from the Broadway Coalition on the Draft Performance Measure Assessment. The purpose of the comments is to provide alternative interpretations of the measures; and to suggest a process in which to evaluate the measures and analyze the various scenarios.

The Citizens' Task Force has reached the most important phase of the process; it has worked long and hard to get to this point. What the CTF accomplishes here will influence everything that occurs afterwards. Therefore, it is vital that the CTF spends whatever time is necessary to insure that the analysis and its results truly reflects the views of the CTF and the community.

### **A. Definitions:**

#### **1. General Comments**

How the individual performance measures are defined and clearly understanding the assumptions used in evaluating each of the measures is the core of the analysis; the definition determines the rating. Each measure needs to be defined clearly, in non-jargon language (for example, define albedo) and with all assumptions and how it is to be used clearly delineated. This needs to be done for both those measures being evaluated and those that may not be (in order to better determine if, in fact, the particular measure can be evaluated). One should not have to look at other references (e.g. ITE manuals) to find information; it needs to be included in this document.

In addition, the definition of the various measures must be done in context of the vision and goals. Many, if not all, of the measures are context neutral. Therefore, any discussion of the individual measures needs to be done in relation to how the particular scenario implements the applicable parts of the vision for Broadway.

Related to this is the need to clearly spell out why a particular measure is given a particular rating. Further, it also needs to be explained why those measures not being evaluated cannot be evaluated, especially given the fact that over half of the measures are not rated in the draft assessment and many of these measures reflect important aspects of the vision and goals. Not incorporating these other measures may skew the evaluation of how well a particular scenario implements the vision and goals. For example, Options 6B (152 foot ROW) and 6 + TB (174 foot ROW), both of which will eliminate existing development on the north side of the road, perform very well on the measures used (the first has only one negative, one high construction cost and seven neutrals; the second has three negatives, two high construction costs and four neutrals). Yet, if impacts related to sense of place, economic vitality, and other categories are included, the assessment would look very different (even assuming that the existing ratings are not changed based on a re-evaluation of the definitions).

As much of the analysis is qualitative, many of the unevaluated measures can be assessed as to how they further the vision and goals. For example, for those scenarios which will require destruction of many of the businesses and other uses along Broadway, it seems obvious that there will be a negative impact on the various measures relating to Broadway as a destination and retention of businesses.

Finally, there needs to be an evaluation of each measurement category (sense of place, pedestrian access and mobility) as well as a discussion of what each category demonstrates. This is particularly important if there are measures not being evaluated in order to create a more complete picture of how each scenario implements the vision and goals. Further, this will

provide a better means of communicating information to the public as opposed to relying on over 50 individual measures.

## 2. Comments on Individual Measures

The comments regarding the individual measures are intended to provide alternative interpretations of the various measures and to raise concerns regarding how they are defined and the assumptions use; as well as to provide suggestions on why many of the measures not used can be used in evaluating the individual scenarios. The list is not intended to be exhaustive, but illustrative of the issues involved.

Overall Comments: The overall assumption for the assessment is that both the design speed and posted speed will be 30 MPH. While this might be true if the subject area remains four-lane, this would not be true if the road is widened (the rest of Broadway has a posted speed limit of 40 MPH). Usually design speed is 10 mph higher than posted speed. If the roadway is widened and is a straight section of roadway such as this segment of Broadway, the design speed and posted speed are essentially meaningless. Drivers will travel at the speeds they feel comfortable with on a wide 6 to 8 lane roadway and what they feel that they can get away with. The 85th percentile speed will likely go up over 40 mph, which of course means 15 percent of drivers are traveling at an even higher speed.

There is no discussion of impacts from the various options onto other portions of Broadway. Further, it seems that the discussion should incorporate the fact that this a two-mile portion of a much longer corridor that has issues that will remain (and may be exacerbated) regardless of what occurs along this stretch.

While the measures being assessed deal primarily with movement through the corridor, few of the measures deal with Broadway's current context (especially land use) or that which is implied from the vision and goals. As a result, the assessment does not provide a comprehensive assessment of the various options. (Note: the numbers associated with each measure is the identifying number for the measure in the assessment)

### 1. Pedestrian Access and Mobility:

1a. Functionality of Streetside for Pedestrian Access: It is not clear what information is being provided and what is being rated; nor is it clear why the different scenarios receive different scores. The information from the ITE manuals should be summarized here rather than requiring people to search for the documents. In addition, pedestrian access implies that there are destinations to access; if not, no one will use the sidewalks. Therefore, the extent to which a scenario supports businesses/destinations would rate higher in terms of pedestrian access functionality.

1f. Vehicle/Pedestrian Conflicts at Driveways: It is not clear why a wider sidewalk will provide more visibility for drivers. Visibility would only be increased if there are not side obstructions blocking views, so the assumption must be that all landscape and street furniture is kept well away from the driveways. Further, it seems to make more sense to design the street to help control speeds and the wider the street, the faster the traffic; therefore, greater risks to pedestrians. Also, pedestrian safety will be increased by reducing the number of curb cuts (egress/ingress), which implies links to land use and creative ways to handle parking.

1h. Walkable Destinations: We would suggest that this measure evaluates how the various scenarios support or reduce destinations on Broadway and should be included in the assessment. Several of the scenarios will remove most of the buildings on the north side of

Broadway. From a qualitative perspective, it is not difficult to determine how a particular scenario will support the creation and maintenance of destinations on Broadway.

## 2. Bicycle Access and Mobility:

2a. Separation of Bikes and Arterial Traffic: In order to encourage more people to bike on a major arterial like Broadway will require more aggressive measures than a 7-foot bicycle lane). Separated bicycle facilities such as one-way cycle tracks, elevated bike lanes, or buffered bike lanes such as those planned for Grant Road and currently existing on Mountain Avenue should be evaluated.

2b. Bike Conflicts with Crossing Vehicles: It is not clear why options with dedicated transit lanes in the middle get a + if one assumes that there will still be local buses in the outside lanes. Further, it is not clear why options that require buses to cross over bike lanes are neutral; it seems that the potential for crashes is increased.

## 3. Transit Access and Mobility:

3b. Transit Stop Facilities: It is not clear what is being assessed with this measure. If it is convenient, comfortable, and shady transit shelters, then it seems that any alternative can provide excellent facilities. On the other hand, BRT in the middle of the street, especially if the street is very wide, could create safety issues for potential riders.

3c. Corridor Travel Time: It is unclear whether what is being evaluated is transit travel time through the corridor or all travel. If transit, then the analysis needs to look at what types of transit are being provided (if rail is to be provided, there is no reason to differentiate among those options as the rail will travel on its own tracks). It also assumes that dedicated transit (whether rail or BRT) will be successful regardless of the land uses provided and will be successful even if driving is made easy or easier. It also ignores the fact that other jurisdictions have developed successful rail systems without increasing the number of travel lanes (for example, Phoenix).

If all travel is being considered, then there are several issues. First, induced demand is ignored; the criteria assume that more lanes equal better travel. Widening this corridor would induce single occupant motor vehicle use; trends nationwide show that driving has stabilized and driving by the age group 16 through 34 has declined significantly. It also ignores the idea of Broadway as a destination and place and the fact that slower travel time will better support commercial development and local businesses.

3e. Frequency and Hours of Service: One could make the assumption that those options which negatively affect land uses will also reduce frequency and hours of service because of the decrease of places and destinations for people to travel to and reduces the ability to create higher density residential development.

3f. Accommodation of High Speed Transit: This measure may be substantially redundant with 3c. It is unclear what is meant by the last sentence relating to 6+TB (ie, "...with implementation of the concept.") The definition also ignores the option provided by Gene Caywood which demonstrates that transit can be provided within both the existing roadway and ROW, and the option also provides two travel lanes in each direction. And, it ignores the fact that Phoenix has implemented a very successful light rail system with little, if any widening of its major streets (including Central Avenue which runs through the middle of downtown).

4. Vehicular Access and Mobility: In general, this stretch needs to be evaluated within the larger Broadway corridor, especially given that Broadway is six lanes at Country Club (with no plans or money to widen east of Country Club) and Broadway/Congress in Downtown are 4 lanes.

4a. Movement of Through Traffic: The definition ignores induced demand and assumes that the current condition is a negative, which is arguably not the case (and may not be the case in the future if people continue to drive less). Also, a significant component of vehicle mobility is related to the design of the intersections, less so on the through-lanes between intersections. Because intersection design is not a part of these concepts, it would be difficult to rate the cross-sections to the detail shown (multiple minuses and pluses).

5. Sense of Place: Measures that assess land use mix and design (e.g. land use mix (#6f) and walkability and bikeability (#6c) should be included in this category.

5b. Visual Quality: There is no definition provided. In general, the assessment is primarily based on what is to be achieved. If Broadway is to become a destination, then options that reduce development should be rated negatively.

5c. Broadway as a Destination: This measure relates to place-making, and any option that reduces land uses should be rated as a negative. Even if some uses are theoretically possible from remnant parcels, the expanded ROW's would have serious impacts on place-making as opposed to another arterial strip development as exists further east on Broadway.

5d. Gateway to Downtown: Despite the reference to community character (undefined), it appears that what is being assessed is an option's ability to move people through the Broadway Corridor; it does not assess the Corridor's relationship with Downtown or how Broadway can compliment Downtown. This is clear by the fact that the option with widest right-of-way and the biggest impact to existing development is rated as the best option as a gateway. A true gateway should provide for a transition into the now emerging high-transit/highly-walkable downtown environment.

5e. Conduciveness to Businesses: Again, it seems that it's possible to determine if an option will have a positive or negative impact on business conduciveness, with options eliminating commercial uses and opportunities as having a negative impact.

5f. Walkable Community: Walkability can be defined as, "The extent to which the built environment is friendly to the presence of people living, shopping, visiting, enjoying or spending time in an area." In other words, walkability is related to place making. There are institutions which have developed means of measuring walkability. Two such efforts are Walk Score, a company which calculates a score based on proximity to various types of establishments (grocery stores, movie theaters, restaurants, etc); and the University of British Columbia, which has developed a Walkability Index which looks at residential and commercial density, land use, and street connectivity. In contrast, what is provided in the Draft Assessment relies primarily on movement through the corridor, with some notice of historical resources (why historical resources but not other land uses?). This explains why the options with the biggest negative impact on existing development (destinations) are rated as neutral.

5g. Certainty: This measure has been defined in presentations before the CTF as how well an option will "get it right the first time." On the other hand, certainty can be defined as how likely a

particular option can be implemented or how closely an option reflects the vision and goals. In any case, this measure does not really belong in the Sense of Place category. More importantly, the definition provided is very unclear on how the measures combined have anything to do with any definition of certainty.

#### 6. Environmental / Public Health

6c. Heat Island: The definition essentially says that wider roads help fight the heat island effect. This is based largely on the assumption that new roads will be paved with high reflectivity treatments. This is highly unlikely as such treatments are rarely used, are much noisier and probably much more expensive. Further, such treatments do darken somewhat and still create heat sinks. Therefore, also provide examples of actual paving materials with high albedo.

6e. Walkability / Bikeability: Same issues as with Walkable Community (#5f), and that measure is one of the inputs into this measure. Again, it seems that options that significantly reduce places and destinations will have a negative impact on walkability and bikeability, yet these options are rated as neutral.

6f. Land Use Mix: It is unclear why this measure is considered one that cannot be evaluated as it seems that options that require the removal of existing development would have a negative impact on the land use mix. Further, as wider roads and higher traffic speeds have a negative impact on local businesses, those options, by encouraging non-local businesses (where there might be an opportunity to develop or redevelop) would again have a negative impact on the land use mix. On the other hand, options that allow for redevelopment and revitalization would have positive impacts.

7. Economic Vitality: None of the eight measures in this category are evaluated. However, it seems that options that reduce land uses and eliminates or reduces commercial activity would have negative impacts on sales and property taxes, jobs, economic potential, etc, whereas, those options that would retain existing commercial activity and allow for increased activity (residential and commercial) would have potential positive impacts. In other words, place-making has positive economic results.

It has been suggested that the remnant parcels have economic potential. However, it needs to be demonstrated that this economic potential equals the potential of retaining the existing businesses and ownership, as the reduced size of the parcels will affect their development potential (while increasing the potential of negative impacts to the surrounding residential neighborhoods). Most likely, the City would have to take the lead in developing these properties as the existing structures would be removed to implement the wider ROW's), supplanting the existing ownership. Further, the wider ROW will have a negative impact on the existing character of the area (small, locally-owned businesses in a potentially more human-oriented scale); and wider roads and higher travel speeds encourage the loss of local business in favor of chains. And, as studies have demonstrated, locally-owned businesses have a more positive impact on the local economy than chains.

8. Project Cost: We would suggest that operations / maintenance costs be one of the measures, as this will be a significant cost over time and responsibility for these costs will fall on City residents. As is well known, the Tucson region is only maintaining streets at about 10 to 15 percent of the level that they should be maintained. This is leading to a major crisis for infrastructure, with no relief in sight even with the relatively modest City bond approval for street maintenance. There is no clear funding strategy for maintenance at the local, state or federal levels so building larger and larger roadways results in an even more severe deficit.

8c. Income For Reuse of City-Owned Properties: It is not clear why this measure is not evaluated, as options that encourage / allow for redevelopment of City properties would have a positive effect on income to the City, while those options that would reduce or preclude development of City properties would have a negative impact.

### 3. Options

It appears that the Existing Conditions option assumes no changes; this is a misinterpretation of what this option should be. Instead, the option should assume that the existing roadway and right-of-way remains unchanged (or virtually unchanged), but that improvements, including light rail (as shown on Gene Caywood's scenario), streetscape improvements and redevelopment can occur.

If the above changes are made, then Option 4A provides a ROW that is less than occurs along any section of the Broadway Corridor (the smallest row is 70 feet along two blocks on the western end of the corridor). As a result, this option does not seem to provide a viable alternative, even for discussion. Further, if the Existing Conditions alternative is viewed as we suggest, then that alternative works better as representing an option utilizing minimal ROW.

Option 6A for the section east of Campbell is shown as a 138-foot ROW; the difference from the western section is the addition of a local access lane and parking. This needs to be reflected on the assessment chart.

Given the variation of ROW's along the two-mile corridor, any discussion should look at a block by block analysis.

There should be options that incorporate four lanes plus two outer shared bus/bike lanes, basically similar to Broadway east of Columbus minus two regular travel lanes. This option, would include a green center lane within the bus/bike lane that includes frequent bike symbols on it. Long Beach has a lane like this.

#79

**Broadway - Fwd: Re: Broadway Project**

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**From:** Jennifer Burdick  
**To:** Broadway  
**Date:** 6/14/2013 11:23 AM  
**Subject:** Fwd: Re: Broadway Project

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>>> On 6/14/2013 at 11:22 AM, Jennifer Burdick wrote:

Gene,

Thank you for sharing your comments and for reviewing the materials - it is appreciated!

I will pass these comments on to the Task Force. While the current Broadway project does not have funding to extend the streetcar today onto Broadway, we do have the ability to make sure that it could through our design of the roadway.

Carlos de Leon will discuss this during his presentation on June 20. I will also pass your comments on to Mr. de Leon, so that he and our Transportation Transit Planners at TDOT and at PAG are aware.

Thank you for tracking our project. I hope you will continue to stay involved!

Sincerely,  
Jenn

>>> On 6/14/2013 at 8:09 AM, "Gene Biernat" [REDACTED] wrote:

Saw the proposal for adding streetcar transit to the plans for improving Broadway and making it a destination.

I support the idea of adding the streetcar to the project. I think the streetcar route should be expanded eastward

from downtown to Park Mall. That would really help the transportation congestion from the east side to downtown, and

make downtown more accessible, as well as to the east side. The existing route to the UA campus should be

extended to the northside, Tucson Mall and beyond, should also be incorporated to our transportation system.

Economic benefits from the streetcar route is already happening in the downtown area.

Regards,

Gene Biernat

*Control Net Services, Inc.*

Tucson, AZ

Ph. 520-797-7997 M: 520-405-6180

Web Site: [www.controlnetservices.com](http://www.controlnetservices.com)

**Broadway - Fwd: Today's Op-Ed regarding Broadway**

**From:** Jennifer Burdick  
**To:** Broadway  
**Date:** 6/14/2013 12:48 PM  
**Subject:** Fwd: Today's Op-Ed regarding Broadway

The article is online at:

[http://azstarnet.com/news/opinion/guest-column-broadway-is-not-a-corridor-to-somewhere-else/article\\_1a3b8c25-d230-5f5e-881d-8b96495e9627.html](http://azstarnet.com/news/opinion/guest-column-broadway-is-not-a-corridor-to-somewhere-else/article_1a3b8c25-d230-5f5e-881d-8b96495e9627.html)

>>> On 6/14/2013 at 12:23 PM, Jennifer Burdick wrote:

Good morning, Dr. Garcia -

I read your well-stated op-ed today. I personally appreciate the positive manner in which the article was oriented. Such an approach, as opposed to derogatory or meanly adversarial - which you and the Coalition have not been, allows us to stay focused on finding solutions. I value that, and think it will lead us to productive, respectful conversations and, my aim and hope, a great project in the end.

I saw one thing that I felt was important to connect with you on: the September public meeting will not *bring* 2-3 semifinal design options to the public meeting; however, it will help with the narrowing of the design options that will occur *after* the September meeting. Currently, we have 10 design concepts, within 4 "families" (4-lane, 4-lane plus 2 transit, 6-lane, and 6-lane plus 2 transit). It has always been - and remains - our intention that those are what will be presented to the public. The narrowing of design options to a smaller number will occur after the public meeting, and I have not put a number to options that will be selected except to share that more than 4 would give me cause for concern in relation to project cost and delays.

Your assumption of bringing 2-3 options to the September meeting leads me to believe that the Broadway Coalition is expecting the CTF to make a decision on 2-3 options *before* the September meeting, OR that stakeholder agencies will be asked to do so. I could be misunderstanding or overthinking your comment. But if I am correct, I believe this assumption puts more pressure on this stage of our project - or, more specifically on the expected outcomes of our next June, July, and September meetings - than is anticipated.

The project team plans to discuss all of this in more detail with the CTF at next week's meeting. I understand you will be there, as well, and I hope it will be useful and perhaps less concerning. I felt that it was important to communicate this information with you immediately. If I have misunderstood the assumption I read, please let me know. I didn't want there to be a chance that this misunderstanding exists and not proactively address it.

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](http://www.tucsonaz.gov/broadway)>

\*\*\*\*\*

**Broadway - Fwd: Re: too many options for CTF public meeting**

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**From:** Jennifer Burdick  
**To:** Broadway  
**Date:** 6/17/2013 12:47 PM  
**Subject:** Fwd: Re: too many options for CTF public meeting

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>>> On 6/17/2013 at 12:32 PM, Jennifer Burdick wrote:

Dear Laura,  
Welcome back - I hope your travels were successful in all regards.

Yes, absolutely, you may second his concerns and I am "hearing" them, via your email. I want to understand them better, and know that the upcoming meeting discussions will focus on what the approach will be to share the 10 concepts that make up the 4 concept "families" at the public meeting.

I will add both of your emails to the Public Input Report, so it is logged and shared with the CTF. (The printed report has already been distributed for this month's meeting, but we are continuing to work towards an online version.)

Sincerely,  
~Jenn

>>> On 6/15/2013 at 5:23 PM, "Tabili, Laura - (tabili)" [REDACTED] wrote:

Dear Jennifer,

May I second Professor Garcia's concerns about the number of options the team plan to present?

As a teacher, i would never expect a class to be able to absorb and compare so many different ones-- particularly in such a limited time and with virtually no preparation.

I would think four or five maximum would be better.

Laura

Thank you for your response to my op-ed.

>

I was not aware that the CTF had made the decision as to how many options they would present. I must not have been present when they did.

>

> I believe it is a bad decision to present a public, which knows only little about the issues and technical aspects, to then offer meaningful opinions after two hours, opinions that your memo states would put

too much pressure on even a well briefed CTF having studied the issues for several months. Such a process is poorly designed, if you were seeking meaningful input from the public; of course, if the open house is not intended to seek input...

>

I urge you and your team to rethink the process, and to involve the CTF in that discussion.

>

JD Garcia

>

> Good morning, Dr. Garcia -

>

> I read your well-stated op-ed today. I personally appreciate the positive manner in which the article was oriented. Such an approach, as opposed to derogatory or meanly adversarial - which you and the Coalition have not been, allows us to stay focused on finding solutions. I value that, and think it will lead us to productive, respectful conversations and, my aim and hope, a great project in the end.

>

> I saw one thing that I felt was important to connect with you on: the September public meeting will not bring 2-3 semifinal design options to the public meeting; however, it will help with the narrowing of the design options that will occur after the September meeting. Currently, we have 10 design concepts, within 4 "families" (4-lane, 4-lane plus 2 transit, 6-lane, and 6-lane plus 2 transit). It has always been - and remains - our intention that those are what will be presented to the public. The narrowing of design options to a smaller number will occur after the public meeting, and I have not put a number to options that will be selected except to share that more than 4 would give me cause for concern in relation to project cost and delays.

>

> Your assumption of bringing 2-3 options to the September meeting leads me to believe that the Broadway Coalition is expecting the CTF to make a decision on 2-3 options before the September meeting, OR that stakeholder agencies will be asked to do so. I could be misunderstanding or overthinking your comment. But if I am correct, I believe this assumption puts more pressure on this stage of our project - or, more specifically on the expected outcomes of our next June, July, and September meetings - than is anticipated.

>

> The project team plans to discuss all of this in more detail with the CTF at next week's meeting. I understand you will be there, as well, and I hope it will be useful and perhaps less concerning. I felt that it was important to communicate this information with you immediately. If I have misunderstood the assumption I read, please let me know. I didn't want there to be a chance that this misunderstanding exists and not proactively address it.

>

> Respectfully,

>

> Jenn

#82

**Broadway - Re: Fwd:**

**From:** Jennifer Burdick  
**To:** [REDACTED]  
**Date:** 7/1/2013 10:24 AM  
**Subject:** Re: Fwd:  
**CC:** Broadway; Janice Cuaron

Mr. Wang,  
 Janice forwarded your email to me because I am the project manager assigned to the Broadway: Euclid to Country Club improvements project.

We expect construction to start most likely 2016 or later. I do not know yet how long construction will last. We will be able to estimate that once the design of the improvements is settled, which will occur in early to mid-2015.

May I ask what your interest in the project is? Are you an area resident or property owner, or just curious? I can always add you to our project notification list so you can be kept in the loop regarding our project schedule and progress.

Thanks,  
 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](http://www.tucsonaz.gov/broadway)>

\*\*\*\*\*

>>> On 7/1/2013 at 9:25 AM, Janice Cuaron wrote:

Hi Jenn, can you answer this one? Thanks!

>>> ian wang [REDACTED] 6/29/2013 12:20 PM >>>

DEAR JANICE  
 WHICH MONTH AND YEAR WILL CONSTRUCTION START AND FINISH ON BROADWAY FROM  
 COLUMBUS TO EUCLID?

#83

**From:** Jennifer Burdick  
**To:** [REDACTED]  
Broadway@tucsonaz.gov  
**Date:** 7/11/2013 8:52 PM  
**Subject:** Re: LA Broadway plan for road diet & sense of place

Dr. Spark,  
Thank you for forwarding. I received this from another source as well today.

I see that the roadway plans call for vast expansion of the pedestrian environment, not much in the way of bike lanes (none, I believe), but room for the streetcar and many fewer car lanes.

I will look into this a little more to understand the actual resulting dimensions and the traffic the roadway currently carries.

Many thanks for continuing to share these ideas and projects with me and the team. It is always good to look at solutions being used in other areas - we've been looking into the Phoenix area and others since the last CTF meeting, and look forward to sharing more info regarding what we've found in the coming months.

Kind regards,  
Jenn

>>> Ronald spark [REDACTED] 07/11/13 8:35 PM >>>  
<http://www.theatlanticcities.com/jobs-and-economy/2013/07/s-right-los-angeles-giving-car-lanes-pedestrians/6116/>

**Broadway - Re: Urban Arterial discourage biking and walkability**

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**From:** Broadway  
**To:** Jennifer Burdick; Ronald spark  
**Date:** 7/18/2013 5:13 PM  
**Subject:** Re: Urban Arterial discourage biking and walkability  
**CC:** Broadway

---

Dr. Spark,

I just wanted to add a quick note. You might already be aware, given your involvement in these issues.

Indianapolis, IN is the top-ranked city in the "Best Complete Streets Policies of 2012", conducted by the National Complete Streets Coalition. The report was shared by former CTF member Beth Scott, and the Complete Streets concept is one that gets at the heart of discussions we will be having as the project design progresses.

<http://www.smartgrowthamerica.org/2013/04/08/announcing-the-best-complete-streets-policies-of-2012/>

~Jenn

>>> On 7/16/2013 at 10:19 AM, Jennifer Burdick wrote:

Thank you for forwarding, Dr. Spark.

I've read the blog article and it brings up important issues about crossing urban arterials, particularly from the perspective of cyclists and pedestrians, using the bloggers real world experience in Indianapolis.

Our discussions at the Task Force meetings will soon come around to discussing these kinds of connectivity, safety, and "usability" issues in more detail.

On a related note, the recent accident that resulted in the cyclist fatality on Broadway is just horrific. The project team and City staff are pulling some information together to provide to the Task Force, and to help inform discussions about safety and design for cyclists and pedestrians.

As always, thank you for sharing this with us.

Best regards,  
Jenn

>>> On 7/16/2013 at 8:24 AM, Ronald spark [REDACTED] wrote:

**How Urban Arterials Divide Our Neighborhoods**  
**Urban Indy**

When was the last time you set off in your own neighborhood, on foot or bike, to explore just how far you can get before it becomes a real chore to get where you really want to go?

[Read On](#)

---

#84

**Broadway - Re: Urban Arterial discourage biking and walkability**

---

**From:** Broadway  
**To:** Ronald spark  
**Date:** 7/18/2013 7:20 PM  
**Subject:** Re: Urban Arterial discourage biking and walkability

---

Ron,

Ann Chanecka is working with the chair of the Bicycle Advisory Committee on a replacement appointment. The BAC will meet on August 14, and a replacement will be discussed. I believe there is a BAC member who has volunteered to be Beth's replacement.

And, yes, we will have to see what is going to happen with Farhad. Can't imagine he can stay on the CTF!

Regarding turnover and the challenge of new members catching up, I'll check in with the Clerk's Office and Attorney's Office. I seem to recall that we had this conversation at a previous CTF meeting. My preference would be to discuss it with the CTF to determine how they want to proceed. On one hand, it is important to bring the different perspectives each seat represents to the discussions; on the other, we've covered a lot of ground and it is a lot to catch up on.

See you soon,  
 ~Jenn

>>> On 7/18/2013 at 5:31 PM, Ronald spark [REDACTED] wrote:

Jenn: Thanks for the chance to learn of the NCSC newsletter. I was wondering who will selected to represent the Bicycling interests on the BCTF.

Best,

Ron

P.S. If Farhad gets selected the PAG spot, there will be another opening. In aggregate there's been/will be a fair turnover,i.e. I wonder about members being able to catch up.

---

**From:** Broadway Broadway <Broadway.PWPO1.PWDOM2@tucsonaz.gov>

**To:** Jennifer Burdick <Jennifer.Burdick@tucsonaz.gov>; Ronald spark <[REDACTED]>

**Cc:** Broadway.PWPO1.PWDOM2@tucsonaz.gov

**Sent:** Thursday, July 18, 2013 5:12 PM

**Subject:** Re: Urban Arterial discourage biking and walkability

Dr. Spark,

I just wanted to add a quick note. You might already be aware, given your involvement in these issues.

Indianapolis, IN is the top-ranked city in the "Best Complete Streets Policies of 2012", conducted by the National Complete Streets Coalition. The report was shared by former CTF member Beth Scott, and the Complete Streets concept is one that gets at the heart of discussions we will be having as the project design progresses.

<http://www.smartgrowthamerica.org/2013/04/08/announcing-the-best-complete-streets-policies-of-2012/>

~Jenn

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Thank you for forwarding, Dr. Spark.

I've read the blog article and it brings up important issues about crossing urban arterials, particularly from the perspective of cyclists and pedestrians, using the bloggers real world experience in Indianapolis.

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On a related note, the recent accident that resulted in the cyclist fatality on Broadway is just horrific. The project team and City staff are pulling some information together to provide to the Task Force, and to help inform discussions about safety and design for cyclists and pedestrians.

As always, thank you for sharing this with us.

Best regards,  
Jenn

>>>> On 7/16/2013 at 8:24 AM, Ronald spark [REDACTED] wrote:

**How Urban Arterials Divide Our Neighborhoods**  
**Urban Indy**

When was the last time you set off in your own neighborhood, on foot or bike, to explore just how far you can get before it becomes a real chore to get where you really want to go?

[Read On](#)

---

To: Carlos de Leon  
Deputy Director, TDOT  
201 N. Stone  
Tucson, AZ 85701

Subject: BRT for Broadway

I was very interested in your June 20<sup>th</sup> presentation to the Broadway CTF of the PAG-Department of Transportation's plans for Bus Rapid Transit along Broadway Boulevard. I understand there are many unknowables in future planning projections, but there are two major conceptual questions that arose in my mind as I listened to your vision of how this could work. Perhaps you could help us find a solution to the problems that I perceived which your plan poses.

The first is that the recommendation you presented, selected from three alternative configurations, was the dedicated center lane alternative in the Euclid to Country Club portion. This is despite the fact that east of Country Club there is in place a hybrid configuration, and even further east the current system has a diamond lane configuration. When I look at your travel time charts, I see very little difference (probably in the noise in terms of modeling, because all models are idealizations) between the three alternatives. As you are aware, the CTF is very seriously considering the concept of that portion of Broadway being a destination and not just a throughway. Dedicated center lanes for BRT in the Euclid to Country Club portion will seriously increase pedestrian street crossing difficulties, compared to the other two alternatives. It is less consistent with the concept of a sense of place. And it is inconsistent with at least the near term configurations along that route. The Broadway Coalition favors BRT along Broadway, but the alternative chosen makes this boulevard less amenable to being a destination than either of the other two. I would urge that future plans and presentations focus on the other two

The dedicated center lane alternative also requires the largest right-of-way of the three alternatives, causing maximal disruption of local businesses and neighborhoods. That is of course inconsistent with retaining a sense of place.

A 3-4 minute difference on a ¾ hour trip seems not worth the problems it presents.

The second problem I see is that your plan calls for a reduction of local bus service (time between buses) in favor of the express buses. That would certainly not be consistent with increasing a sense of place locally in the Euclid to Country Club portion; a destination should have user-friendly means of getting there. I urge that some consideration be given this issue. If Broadway is reinforced as a destination by the Broadway Project, as we all would like to see, a reduction in local bus service will just put more cars on the road! We urge you to incorporate local bus service appropriate to a destination for Broadway.

Please let me know what is incorrect in any of the above. And, if all this is correct, I would hope your subsequent planning efforts will focus on the hybrid and diamond alternatives; it appears to me that the hybrid is the best fit to the circumstances surrounding this project.

Thanks for your attention to these issues.

Sincerely,

JD Garcia  
Member, Broadway Coalition Steering Committee

**Jennifer Burdick - Project Input from Shirley**

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**From:** "Shirley (Kurc) Papuga" [REDACTED]  
**To:** Jennifer Burdick <Jennifer.Burdick@tucsonaz.gov>, [REDACTED], Phil Erickson [REDACTED], [REDACTED], Josh Weaver [REDACTED], Joan Beckim [REDACTED]  
**Date:** 7/8/2013 10:53 AM  
**Subject:** Project Input from Shirley

---

Dear Project Team -

I have a couple of things I've been thinking about and hope to have addressed before/at the next CTF meeting.

Firstly - in the presentation that Carlos gave, it was implied (sort of) that planned phases would be BRT first, then streetcar, then light rail. While this is correct to plan - it "sounded" like each "phase" would replace the first, when in reality - my understanding is that for instance that streetcar would be in addition to BRT. I believe this should be clarified.

With that in mind, I had a couple of other thoughts. It occurred to me that we do not have any cross sections with modern streetcar as an option. After consideration of the stakeholders view of this section of Broadway as a destination, the modern streetcar seems like an important option - for a few reasons:

- (1) it is a form of high capacity transit (HCT)
- (2) my understanding is that it does not require its own dedicated lanes, and therefore might minimize widening requirements
- (3) it would offer more stops than BRT, enabling people to use the HCT to arrive at various attractive spots along this project section of Broadway (that light rail/BRT would not offer.)
- (4) based on input received, slower speeds make sense between downtown and El Con Mall/Reid Park (could transition to the more "express oriented" BRT/light rail there (e.g. maybe BRT connection to downtown would come over from 22nd after Reid Park?))
- (5) looking at what is happening in Tucson associated with streetcar right now, it would promote the kind of "destination" type of development the surrounding community is interested in.

Is this something we can address at the next meeting?

Respectfully,  
Shirley

~~~~~  
Shirley A. Papuga  
*formerly Shirley A. Kurc*  
Associate Professor and Program Chair  
Watershed Management and Ecohydrology Program  
School of Natural Resources and the Environment  
University of Arizona

[REDACTED]  
<http://uanews.org/story/ua-scientists-earn-nsf-career-awards>  
<http://tinyurl.com/shirleypapuga>

**Jennifer Burdick - Broadway: Euclid to Country Club Improvements Project (Tucson, AZ)**

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**From:** Jennifer Burdick  
**To:** [REDACTED]  
**Date:** 7/24/2013 11:13 AM  
**Subject:** Broadway: Euclid to Country Club Improvements Project (Tucson, AZ)  
**CC:** Broadway  
**Attachments:** 2013\_07-16\_BSayles-ChaseBank\_Attach1.pdf

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Bruce,

My apologies for getting this email to you so much later than I had promised. I wanted to convey pertinent information directly to you about the project and the Chase Bank property at 3033 E. Broadway Blvd.

We do not yet know how wide the final approved improvements to Broadway Boulevard will be, and I cannot share at this time what acquisition, if any, will be needed. However, I can give you a snapshot of where we are at in the project process, and offer to add you (and anyone else) to our notification list to keep you informed of our progress, as follows:

**Project Schedule:**

- Construction will not begin until 2016, at the earliest.
- The Regional Transportation Authority, which funds a majority of the project with a special sales tax, has defined the project as 6 travel lanes, plus 2 dedicated bus lanes, bike lanes, and sidewalks. This design is under review.
- The City of Tucson is the lead agency on the project. The Mayor and Council have requested that the scope of the project be reviewed to ensure that the appropriate size of roadway is built (not over- or under-built).
- The City of Tucson Dept. of Transportation is heading up a public process to develop a Design Concept and initial construction drawings. We have pulled together a 13-member body of citizens and meet regularly with them to develop a recommended design. I anticipate that this process and the resulting recommended design will not be completed until 2015.
- Once the initial drawings and design concept are approved formally, possibly early to mid-2015, acquisition (and relocations) can begin. At this point and sometime thereafter, *if it is needed*, someone from the City of Tucson would be in contact with you or assigned Chase staff regarding any needed acquisition of property at 3033 E. Broadway.

**Architectural Significance**

I would like to point out to you that your building was evaluated as part of an existing conditions study of the historic and architecturally significant buildings in the area. I have attached a form that notes its merits, and a link to the map that represents other buildings in the project area.

[http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric\\_Final\\_MapDisplaysml.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric_Final_MapDisplaysml.pdf)

The report is also online at:

[http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric\\_Final\\_Vol1.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric_Final_Vol1.pdf)

**Project Information & Assistance**

- The RTA MainStreet Business Assistance Program has a number of resources available to help make businesses as "construction-ready" and healthy as possible, even now while we are in the early planning & design stages. Please find info online for them at: [www.mainstreetinfo.org](http://www.mainstreetinfo.org).

- All acquisition questions can be directed to Tim Murphy in our City Real Estate Office, 520.837.6712 or [tim.murphy@tucsonaz.gov](mailto:tim.murphy@tucsonaz.gov).
- We will be holding a community-wide public meeting, tentatively scheduled for September 2013.
- We will notify you by email and mail once we have contact information from you regarding these special public meetings, and to our regular notification list about the Citizens Task Force.

I am working to develop a mailout to property owners and tenants. Please let me know to whom I can send materials, both by email and hard copy mail. It is our hope to convene a meeting just for the businesses and property owners to discuss the project and provide information in the relatively near future.

Please let me know if you have any additional questions. It was a pleasure to speak with you.

Sincerely,  
Jenn

#88

**Broadway - Re: Broadway corridor**

**From:** Jennifer Burdick  
**To:** sif  
**Date:** 7/22/2013 2:40 PM  
**Subject:** Re: Broadway corridor  
**CC:** Broadway; rholstad@comcast.net

Irene, Rose -

My sincerest apologies! Rose and I figured out that she tried reaching me twice on my cell phone, which I've misplaced and am trying to track down.

Our public meeting date is tentatively set for 9/5/13. We will know after this Thursday evening's Task Force meeting if we can confirm that date, or if we need to move the date later in September, perhaps 9/26.

We will work on getting information out to the businesses and property owners soon.

I appreciate your following through by email. I value your need for information and apologize that you had troubles reaching me!

~Jenn

>>> On 7/22/2013 at 2:29 PM, sif [REDACTED] > wrote:

JENNIFER,

We would appreciate a call back. Rose has been trying to contact you and has left three messages. 520 977 4899.

Rose and Irene  
Brio A Salon

On Nov 8, 2012, at 9:23 AM, "Jennifer Burdick" <[Jennifer.Burdick@tucsonaz.gov](mailto:Jennifer.Burdick@tucsonaz.gov)> wrote:

Hi, Irene -

The document is attached. I believe the Broadway Coalition folks passed that out.

If you have other questions, please let me know.

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](http://www.tucsonaz.gov/broadway)>

\*\*\*\*\*

> On 11/7/2012 at 9:15 PM, sif [REDACTED] wrote:

Jen,

Hi, it's Irene and Rose from Brio. Would you please e-mail the tax revenue printout that you handed out last Thursday at the meeting?

We would like to take a look at it before the next meeting.

Thank-you,

Irene and Rose

<2012\_7-25\_MCrum\_SalesTaxData\_Attach1.pdf>

#89

**Broadway - Re: Budget document for Broadway Project**

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**From:** Broadway  
**To:** Laura - (tabili) Tabili  
**Date:** 8/15/2013 3:47 PM  
**Subject:** Re: Budget document for Broadway Project  
**Attachments:** 2013\_08-15\_Resp-LTabili-Budget\_Attach1.pdf

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Laura,

I will cross reference this particular document to what has already been submitted to the CTF as part of the Public Input Report materials. <http://cms3.tucsonaz.gov/broadway/public-input-report>

- **Item #20** in the PIR relates to this document, and information from RTA was shared that helps answer different aspects of that budget.

- **Item #14** in a letter from Pima County Transportation Director Priscilla Cornelio, in which she states very clearly the County's commitment to fund an additional \$23.5M when the project is bid and awarded. The earliest this funding could be provided would be after FY2014.

Additionally, the City has programmed this funding in for FY2015 and FY2016, which can be found in the City's 5-Year FY 2014-2018 Capital Improvement Program, see attached, online at <http://cms3.tucsonaz.gov/budget>.

Ultimately, I have no reason to believe that the project is under-funded or that there is a threat that the funds committed to building the project will be withheld/not contributed.

I hope this information is helpful.

~Jenn

>>> On 7/25/2013 at 9:58 PM, "Tabili, Laura - (tabili)" [REDACTED] wrote:

Hi, Jenn,

The question of the budget for the Broadway project came up this evening.

Attached is the statement of January 2011.

Please add it to the Task Force's packet for their information.

An underlying question is whether the \$25 million that is supposed to be coming from the County is actually allocated (from the 1997 bond election), or whether it awaits the 2015 bond election, as your predecessor Melissa Antol once told us.

Laura

# FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

**Table IV. Projects with Pima County Bond Funding  
(\$000)**

|                                                           | Adopted           |                   | Projected Requirements |                    |                   | Five<br>Year<br>Total |
|-----------------------------------------------------------|-------------------|-------------------|------------------------|--------------------|-------------------|-----------------------|
|                                                           | Year 1<br>FY 2014 | Year 2<br>FY 2015 | Year 3<br>FY 2016      | Year 4<br>FY 2017  | Year 5<br>FY 2018 |                       |
| <b>Parks and Recreation</b>                               |                   |                   |                        |                    |                   |                       |
| Arroyo Chico Urban Path:<br>Campbell/Parkway              | \$ 50.0           | \$ -0-            | \$ -0-                 | \$ -0-             | \$ -0-            | \$ 50.0               |
| Atterbury Wash Sanctuary<br>Expansion                     | 50.0              | -0-               | -0-                    | -0-                | -0-               | 50.0                  |
| Freedom Park Improvements/<br>29th Street Coalition       | 463.2             | -0-               | -0-                    | -0-                | -0-               | 463.2                 |
| Menlo Park Elementary Soccer<br>Improvements              | 10.0              | -0-               | -0-                    | -0-                | -0-               | 10.0                  |
| Northside Recreation Center                               | 200.0             | 2,600.0           | 2,489.4                | -0-                | -0-               | 5,289.4               |
| Toumey Park                                               | 5.0               | -0-               | -0-                    | -0-                | -0-               | 5.0                   |
| Wakefield/St. John's Skate Facility                       | 200.0             | -0-               | -0-                    | -0-                | -0-               | 200.0                 |
| <b>Transportation</b>                                     |                   |                   |                        |                    |                   |                       |
| 22nd Street: I-10 to Tucson<br>Boulevard                  | -0-               | -0-               | -0-                    | 9,000.0            | -0-               | 9,000.0               |
| Alvernon Heights Pima County<br>Neighborhood Reinvestment | 65.0              | 135.6             | -0-                    | -0-                | -0-               | 200.6                 |
| Broadway Boulevard: Euclid to<br>Country Club             | -0-               | -0-               | 12,000.0               | 13,000.0           | -0-               | 25,000.0              |
| Five Points Transportation<br>Enhancement                 | 460.0             | -0-               | -0-                    | -0-                | -0-               | 460.0                 |
| Houghton Road: Bridge<br>Replacement                      | -0-               | 3,380.0           | 3,405.0                | -0-                | -0-               | 6,785.0               |
| Houghton Road: Irvington to<br>Valencia                   | 5,000.0           | -0-               | -0-                    | -0-                | -0-               | 5,000.0               |
| Houghton Road: Upper to I-10                              | -0-               | -0-               | 1,250.0                | -0-                | -0-               | 1,250.0               |
| <b>Tucson Fire</b>                                        |                   |                   |                        |                    |                   |                       |
| Communications Center Expansion                           | 831.6             | -0-               | -0-                    | -0-                | -0-               | 831.6                 |
| <b>Total</b>                                              | <b>\$ 7,334.8</b> | <b>\$ 6,115.6</b> | <b>\$ 19,144.4</b>     | <b>\$ 22,000.0</b> | <b>\$ -0-</b>     | <b>\$ 54,594.8</b>    |

**Regional Transportation Authority of Pima County  
Exhibit C**

1 RTA Ballot/Project Number: I-17. Broadway - Euclid to Country Club

2 RTA Plan Element: Roadway Improvement Element

3 RTA Plan Sub-Element (if applicable): \_\_\_\_\_

4 TIP Project Number: 22.05

5 Project Name: 

|                                              |
|----------------------------------------------|
| <b>Broadway Blvd: Euclid to Country Club</b> |
|----------------------------------------------|

6 Work Phase Covered by this Exhibit:  
(check all that apply)

|                     |                                     |
|---------------------|-------------------------------------|
| Planning            | <input type="checkbox"/>            |
| Design              | <input type="checkbox"/>            |
| Right of Way        | <input checked="" type="checkbox"/> |
| Construction        | <input type="checkbox"/>            |
| Project Management  | <input type="checkbox"/>            |
| Environmental/Other | <input checked="" type="checkbox"/> |

7 Project Manager Information (person responsible for status reports):

Name: Melissa Antol  
Mailing Address: 201 N. Stone Ave, 4th Floor, Tucson, AZ 85701  
Telephone Number: 837-6693  
Fax. Number: 791-4239  
Email Address: melissa.antol@tucsonaz.gov

8 Authorized Representative(s) (for signing & submitting pay requests):

Name: Roy Cuaron  
Mailing Address: 201 N. Stone Ave, 6th Floor, Tucson, AZ 85701  
Telephone Number: 791-4371

9 Map of Project Limits Attached? No

10 Narrative Description of Project Scope, including improvements to be made and project intent (discuss how project will address problematic areas):

|                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>This additional funding will allow staff to continue with advanced right-of-way acquisition in accordance with the approved Mayor &amp; Council alignment.</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Regional Transportation Authority of Pima County  
Exhibit C**

|    |                                                      |                     |                     |                     |
|----|------------------------------------------------------|---------------------|---------------------|---------------------|
| 11 | Maximum RTA Project Funding Amount                   | <u>\$42,125,000</u> |                     |                     |
| 12 | Current RTA Funding Request (this exhibit)           | <u>\$2,000,000</u>  |                     |                     |
| 13 | Total Amount of Previous RTA Allocations             | <u>\$3,969,000</u>  |                     |                     |
| 14 | RTA Funding Remaining                                | <u>\$36,156,000</u> |                     |                     |
| 15 | Project Budget (this exhibit only):                  | <b>In-House</b>     | <b>Outsourced</b>   | <b>Total</b>        |
|    | Planning                                             |                     |                     | \$0                 |
|    | Design                                               |                     |                     | \$0                 |
|    | Right of Way                                         |                     | \$1,800,000         | \$1,800,000         |
|    | Construction                                         |                     |                     | \$0                 |
|    | Project Management                                   |                     |                     | \$0                 |
|    | Environmental/Other                                  |                     | \$200,000           | \$200,000           |
|    | <b>Total Project Budget (this exhibit only):</b>     |                     |                     | <b>\$2,000,000</b>  |
| 16 | Project Budget by Funding Source (this exhibit only) | <b>RTA</b>          | <b>Non-RTA</b>      | <b>Total</b>        |
|    | Planning                                             |                     |                     | \$0                 |
|    | Design                                               |                     |                     | \$0                 |
|    | Right of Way                                         | \$1,800,000         |                     | \$1,800,000         |
|    | Construction                                         |                     |                     | \$0                 |
|    | Project Management                                   | \$200,000           |                     | \$200,000           |
|    | Environmental/Other                                  |                     |                     | \$0                 |
|    | <b>Total Project Funding (must equal no. 15)</b>     | <b>\$2,000,000</b>  | <b>\$0</b>          | <b>\$2,000,000</b>  |
| 17 | Total Project Funding Sources (this exhibit only)    |                     |                     | <u>\$2,000,000</u>  |
|    | RTA                                                  |                     |                     | <u>\$2,000,000</u>  |
|    | STP                                                  |                     |                     |                     |
|    | 12.6 Funds                                           |                     |                     |                     |
|    | 2.4 Funds                                            |                     |                     |                     |
|    | Impact Fees                                          |                     |                     |                     |
|    | Bond Funds                                           |                     |                     |                     |
|    | General Fund                                         |                     |                     |                     |
|    | Other                                                |                     |                     |                     |
|    | <b>Total Funding Sources (must equal no. 16):</b>    |                     |                     | <b>\$2,000,000</b>  |
| 18 | Total Project Budget by Funding Source               | <b>RTA</b>          | <b>Non-RTA</b>      | <b>Total</b>        |
|    | Planning                                             | \$1,000,000         |                     | \$1,000,000         |
|    | Design                                               | \$1,907,000         |                     | \$1,907,000         |
|    | Right of Way                                         | \$28,700,000        | \$15,000,000        | \$43,700,000        |
|    | Construction                                         | \$12,594,790        | \$14,222,000        | \$26,816,790        |
|    | Project Management                                   | \$1,336,790         |                     | \$1,336,790         |
|    | Environmental/Other                                  |                     |                     | \$0                 |
|    | <b>Total Project Funding</b>                         | <b>\$45,538,580</b> | <b>\$29,222,000</b> | <b>\$74,760,580</b> |
| 19 | Total Project Funding Sources                        |                     |                     |                     |

**Regional Transportation Authority of Pima County  
Exhibit C**

|                                                   |                     |
|---------------------------------------------------|---------------------|
| RTA                                               | \$42,125,000        |
| STP                                               |                     |
| 12.6 Funds                                        | \$1,222,000         |
| 2.6 Funds                                         |                     |
| Impact Fees                                       | \$3,000,000         |
| Bond Funds                                        | \$25,000,000        |
| General Fund                                      |                     |
| Fare Box Revenue                                  |                     |
| FTA Funds                                         |                     |
| Other - TBD                                       | \$3,413,580         |
| <b>Total Funding Sources (must equal no. 18):</b> | <b>\$74,760,580</b> |

20 Identify other project components not covered by this agreement (if any):

Design, right-of-way acquisition, and construction of future phases

21 Estimated construction start date and duration of construction:

N/A

22 Expected Reimbursement Schedule:

|              | Fiscal Year<br>2011 | Fiscal Year<br>2012 | Fiscal Year<br>2013 |
|--------------|---------------------|---------------------|---------------------|
| January      |                     |                     |                     |
| February     |                     |                     |                     |
| March        |                     | \$500,000           |                     |
| April        |                     |                     |                     |
| May          | \$250,000           |                     |                     |
| June         |                     | \$250,000           |                     |
| July         |                     |                     |                     |
| August       |                     | \$500,000           |                     |
| September    |                     |                     |                     |
| October      |                     |                     |                     |
| November     |                     |                     |                     |
| December     |                     | \$500,000           |                     |
| <b>Total</b> | <b>\$250,000</b>    | <b>\$1,750,000</b>  | <b>\$0</b>          |



PIMA COUNTY  
DEPARTMENT OF TRANSPORTATION  
201 NORTH STONE AVENUE, FOURTH FLOOR  
TUCSON, ARIZONA 85701-1207



PRISCILLA S. CORNELIO, P. E.  
DIRECTOR

(520) 740-6410  
FAX (520) 740-6439

August 10, 2012

The Honorable Steve Kozachik  
Ward 6 Council Member  
City of Tucson  
3202 E. First Street  
Tucson, Arizona 85716

**Subject: Your Ward 6 Newsletter dated July 31, 2012**

Dear Councilmember Kozachik:

We received and read your July 31, 2012 Ward 6 Newsletter and would like to take this opportunity to clarify some information.

**River Road/Craycroft Development** - The newsletter states that Pima County removed proposed improvements to River Road from the 2040 regional plan. That information is incorrect.

The 2030 Regional Transportation Plan (RTP) had an estimate of \$73.4 million for widening River Road between Pontatoc Road and Sabino Canyon Road to four lanes. This was only an estimate of probable costs and not a commitment of funding. The long range transportation plan is based on forecasts of money expected to flow into the region through the planning period. In reality, most of the projects identified in the RTP are unfunded and remain so until a specific funding source is identified. The only projects in the RTP that truly have committed funding are projects funded by the Regional Transportation Authority (RTA) and that are included in the Transportation Infrastructure Plan (TIP).

The 2040 RTP has no specified roadway capacity improvements to any segment of River Road. The 2040 RTP Task Force recommended that River Road remain essentially as it is (four lane roadway from Thornydale Road to Alvernon Way and two lane road from Alvernon Way to Sabino Canyon Road) throughout the planning period. The recommendation was based primarily on the 2040 congestion index which showed the most severe congestion in the southern metro area. The 2040 RTP focused most of the listed projects on the most congested corridors. By not including River Road in the 2040 plan, the Task Force was simply reacting to changed conditions between the time the 2030 RTP was prepared and the preparation of the 2040 plan.

The Honorable Steve Kozachik  
Subject: **Your Ward 6 Newsletter dated July 31, 2012**  
Page 2

The Major Streets and Routes Plan does indeed show a planned right-of-way (ROW) on River Road of 150 feet, however only 100 feet of ROW was acquired as the adjacent subdivisions were developed in the section between Craycroft Road and Sabino Canyon Road. Widening the road to four lanes would require the acquisition of additional ROW for slopes and drainage, but the existing 100 foot wide ROW will still allow for spot safety improvements, widening for turn lanes and other improvements to help preserve capacity. These types of minor projects would be funded through the Safety and Intelligent Traffic Systems (ITS) program identified in the RTP.

**Broadway Blvd: Euclid to Country Club Widening** - The project budget as contained in the RTA plan is as follows:

- RTA: \$42 Million
- Pima County Bonds: \$25 Million
- Total: \$74 Million

The Intergovernmental Agreement (IGA) between the City and County for this project was approved in December of 2004 and stated that \$1.5 million of the \$25 million bonds approved in the 1997 Bond Election were to be used for design and ROW acquisition. The remaining \$23.5 million are to be used for construction of the project. The IGA further states the construction fund amount will be provided upon the City's award of a construction contract for the project.

To date, \$1,347,247 has been provided to the City for ROW acquisition. These funds were provided in FY 2005-06, FY 2006-07, FY 2007-08 and FY 2008-09. No further funds have been requested from the City since then.

In February 2010, Pima County Department of Transportation (PCDOT) sent Jim Glock, City of Tucson Department of Transportation (TDOT) Director a letter discussing the County's commitment to provide bonds for three City of Tucson projects. At that time, the City had requested \$8 million in FY 2014 for Broadway, and the remainder beyond FY 2015. The County's letter stated that based on current economic conditions and anticipated future revenues, PCDOT did not expect to be able to sell these project bonds within the next five years. (A copy of the letter is attached).

The County is committed to providing the remaining \$23.5 million for construction once the project has been bid and awarded. Pima County has been experiencing challenges with the decreasing level of funding from Highway User Revenue Funds (HURF) but at this time we are optimistic we will be able to sell the remaining \$23.5 million in bonds to provide to the City after FY 2014.

The Honorable Steve Kozachik  
Subject: **Your Ward 6 Newsletter dated July 31, 2012**  
Page 3

The newsletter also indicated that the \$25 Million in funding from Pima County would be subject to a vote by the voters. Please be advised that no vote is needed. The funds have been allocated from the 1997 HURF bond elections and approved by the County's Bond Advisory Committee.

I will be attending your August 16, 2012 meeting on the River Road/Craycroft Annexation. Please let me know if you have any questions regarding this information.

Sincerely,



*for* Priscilla S. Cornelio, P.E.  
Director

PSC:nab

Attachment

c: C.H. Huckelberry, County Administrator  
John M. Bernal, Deputy County Administrator – Public Works  
Benjamin H. Goff, Deputy Director – Transportation Systems, Support and Operations  
Ana Olivares, Deputy Director-Infrastructure



PIMA COUNTY  
 DEPARTMENT OF TRANSPORTATION  
 201 NORTH STONE AVENUE, FOURTH FLOOR  
 TUCSON, ARIZONA 85701-1207



PRISCILLA S. CORNELIO, P. E.  
 DIRECTOR

(520) 740-6410  
 FAX (520) 740-6439

February 4, 2010

James W. Glock, P.E., Director  
 Department of Transportation  
 City of Tucson  
 P.O. Box 27210  
 Tucson, AZ 85726-7210

Dear Mr. Glock: 

**Subject: County Highway User Revenue (HURF) Fund Bonds**

Thank you for your letters of December 10, 2009, requesting County HURF Bonds for the City of Tucson projects at Kino and 22<sup>nd</sup> and on Houghton Road.

Pima County has previously committed to providing 1997 HURF bonds to the City of Tucson for three projects listed in the table below. Currently we have Intergovernmental Agreements (IGAs) for the first two projects detailing the funding commitments; however, to date, no IGA has been drafted for the Houghton project.

The current IGAs specify that Pima County will provide a maximum of \$1.5 million to the City of Tucson for planning and design activities for each of the Broadway Boulevard and 22<sup>nd</sup> Street projects. The remainder of the bond funds could be used only to reimburse construction activities. Information that we obtained from you previously indicated that you requested that these construction funds be available starting with the dates shown in the following table.

| Project                                                      | Total Bond Dollars | Spent to Date | Construction Schedule*                     |
|--------------------------------------------------------------|--------------------|---------------|--------------------------------------------|
| Broadway Blvd.: Park to Country Club<br>DOT 56 (FY 2004/05)  | \$25 million       | \$1,347,247   | \$8 million in 2014, remainder beyond 2015 |
| 22 <sup>nd</sup> Street/Kino Overpass<br>DOT 58 (FY 2004/05) | \$10 million       | \$749,256     | 2012, 2013                                 |
| Houghton: Golf Links to I-10<br>DOT 29                       | \$20 million       | \$0           | Beyond 2015                                |

\*These are the dates that reimbursements for construction would be requested.

**James W. Glock, P.E., Director, Department of Transportation, City of Tucson**  
**County Highway User Revenue (HURF) Fund Bonds**  
**February 4, 2010**  
**Page 2**

Your recent letters request funding for for 22<sup>nd</sup> Street/Kino in 2012 (\$4 million); and in 2013 (\$5 million). You also asked for allocations for the Houghton Road corridor beginning in Fiscal Year 2011. No additional funds have been requested for construction of Broadway Boulevard.

As you are aware, declining HURF revenues are adversely impacting all transportation agencies' budgets. Pima County's debt repayment is approaching \$19 million annually and the declining HURF revenues are forcing us to reduce our programmed budget expenditures to match the reduced funding amounts. Based on the current economic climate and anticipated future revenues, we do not expect that we will be able to sell the HURF bonds for the 22<sup>nd</sup> Street/Kino, Houghton and/or Broadway Boulevard projects within the next five years. Section 10a of our current IGA's states: "... County bond funds may be limited for City projects in any given fiscal year because actual revenues available to the County do not meet expectations due to a variety of reasons..."

Therefore, we cannot comply with your requests to program County HURF bond funds for the 22<sup>nd</sup>/Kino and Houghton Corridor projects as requested in your December 10, 2009 letters.

Sincerely,



Priscilla S. Cornelio, P.E.  
Director

PSC:sap

c: C.H. Huckelberry, County Administrator  
John M. Bernal, Deputy County Administrator – Public Works

**From:** "Tabili, Laura - (tabili)" [REDACTED]  
**To:** "broadway@tucsonaz.gov" <broadway@tucsonaz.gov>  
**Date:** 8/13/2013 5:04 PM  
**Subject:** RTA legal counsel guidance on flexibility  
**Attachments:** BenavidezRTACART-2013-05-22-Presentation-Item06B-BroadwayFunctionality.pdf

Hi, Jennifer,

Please upload this to the CTF.

Thanks.

Laura

# LEGAL AUTHORITY CONCERNING RTA PLAN AND PROJECT IMPLEMENTATION

An Overview

Thomas A. Benavidez  
Attorney at Law



## The RTA Board Retains Control Over the RTP

The RTA Board is charged with developing, adopting, supplementing, changing, implementing and administering the RTP.

A.R.S. 48-5304 (6) (12) (13) & (16); 48-5309 (A); 48-5314 (A).



## Introduction

The RTA Board adopted the twenty-year Regional Transportation Plan ["RTP"] on November 30, 2005, through its Resolution No. 2005-01. The RTP was approved by the voters of Pima County on May 16, 2006.



## Approval of Substantial Changes to the RTP

Now that the voters have approved the RTP, the RTA Board may not amend the RTP to add or delete an element or substantially change an element without the prior approval of the voters.

A.R.S. 48-5309 (B).



## But What is an Element?

An element is a group of a certain type of transportation projects.

[See: 48-5304(3); 48-5314(C)(4); 48-5308(F)]

The RTP is broken into four separate elements:

- Roadway Improvements
- Safety Improvements
- Environmental and Economic Vitality Improvements
- Public Transit Improvements

## Substantial Change Defined

A.R.S. 48-5309(E)

- “An estimated cost to complete one or more elements of the RTP that exceeds the expenditure limitations of the RTP . . . by the following or greater percentages:
  - a. Ten per cent for a single element of the plan.
  - b. Fifteen per cent for any two elements of the plan.
  - c. Twenty per cent for three or more elements of the plan.”

## Each Element’s Proportionate Share of the Overall RTP Budget

- Roadway Improvements – Account for 58.5% of the RTP Budget [\$1.17 Billion]
- Safety Improvements – Account for 9.0% of the RTP Budget [\$180 Million]
- Environmental and Economic Vitality Improvements Account for 5.8% of the RTP Budget [\$115 Million]
- Public Transit Improvements – Account for 26.7% of the RTP Budget [\$534 Million]

## Other Changes . . . ?

This statute means that the RTA Board may make changes to the RTP, so long as the “substantial change” thresholds, stated above, are not reached.

## Statutory Purposes

The purpose of the Legislature in empowering the RTA Board to make changes to the RTP, without necessitating a public vote, was to ensure that the Board could react, efficiently, to changing circumstances throughout the RTP's twenty-year implementation period.

## Overarching Fiduciary Duty

Thus, the RTA Board must be able to respond to prevailing circumstances, and exercise sound stewardship over implementation of each project within the RTP, based upon current data, but within the context of the voter mandate.

## Overarching Fiduciary Duty

Public officials, like the members of the RTA Board, must use a high level of care in spending public funds to implement the RTP. Indeed, it is the highest standard of care, known as a fiduciary duty. *Op. Atty. Gen. 75-11.*

This is a duty which is owed to the public, and it means, in part, that public officials who have the authority to expend public funds, “have a fiduciary obligation to do so in the most economical and feasible manner.” *Id.* Specifically, they must “obtain maximum return for each dollar spent . . . .” *Op. Atty. Gen. 84-24. Hertz Drive-Ur-Self System, Inc. v. Tucson Airport Authority, 81 Ariz. 80, 85 (1956).*

## The Board's Policy

Immediately after adopting the RTP, the Board adopted its Resolution No. 2005-02, which approved policies for implementation of the RTP. Among these policies was item 2, which read:

**“Functionality Not to Be Diminished - The Technical/Management Committee as well as the Citizens Advisory Committee had specific capacity and/or performance improvements in mind when recommending highway improvement projects as well as transit improvements. This functionality should not and cannot be diminished. The voters, in approving the expenditure plan, are relying on the planned improvements actually being implemented.”**

# Implementing the Policy

## The RTA Board Established Committees to Guide Project Implementation

1. CART -- Citizens Accountability for Regional Transportation – Ensures that the RTP is implemented as promised to the voters.
2. TMC – Technical Management Committee – Advises the Board on specific project implementation.
3. CAC – Citizen Advisory Committees – Guide implementation of specific projects regarding roadway characteristics, design features, mitigation measures, etc.

# Conclusion

- The RTA Board retains authority to implement the RTP.
- The Voters must approve any substantial or elemental changes to the RTP.
- The RTA Board has adopted a policy not to diminish individual project functionality. This should be evaluated by mode of travel.
- The RTA Board engages its committees to inform the Board on specifics of project design and implementation.
- The RTA Board is bound by its fiduciary duty to the public to use wise discretion when spending the public's money.

# Defining Functionality

Functionality is a term, with no specific engineering or legal definitions. However, common dictionary definitions indicate that the term addresses capability to perform functions.

Functionality can be assessed for many functions (pedestrian accessibility, transit speed, etc.), but is most important on modes of travel impacted by a change proposal.

Where a departure from the ballot description is being considered, a performance comparison between the proposed alternative and the original scope of work must show no degradation in performance.

# Questions?

#90

**From:** "Tabili, Laura - (tabili)" [REDACTED]  
**To:** "broadway@tucsonaz.gov" <broadway@tucsonaz.gov>  
**Date:** 7/26/2013 11:56 AM  
**Subject:** Crosswidths statement from 25 July meeting  
**Attachments:** Crosswidths.pdf

Hi, Jenn,

Attached is a revised version of the statement I gave and handed out last night.

Please add it to the CTF documentation.

Thanks.

Laura

24 July 2013

To: Broadway Citizens' Task Force

After the overwhelming public sentiment expressed in the February 28, 2013 Open House, I was shocked to see the nine crosswidths produced, particularly as the majority are so inappropriate to the context and incompatible with the Vision & Goals the CTF have established for this project.

—as a teacher, I would never expect a group to grapple with nine different options. It is impossible to do so in a meaningful way. I would recommend discarding all but 3 or 4 at the most and concentrating on these.

More specific to the Broadway project:

1. I urge the CTF not to waste any time or energy on the wider crosswidths as they are totally unrealistic and there is no chance they will be built:

a. There is no budget for a road that is over 170' wide, and it is unlikely the budget will accommodate even the 152' crosswidth. Indeed, most of the crosswidths demand unaffordable and fiscally irresponsible acquisition and demolition.

b. more importantly, public feedback has overwhelmingly supported preserving the businesses and historic buildings and opposes widening the street significantly.

c. The CTF's own Vision & Goals, developed in dialogue with this public input, are incompatible with demolishing businesses and historic buildings; thus most of the crosswidths produced are inappropriate.

2. I urge the CTF to concentrate your limited energy on the 2 or 3 most realistic crosswidths, e.g., the narrowest, including the one produced by Gene Caywood and SATA. You will have your hands full just figuring out placement of bus pullouts, width of bike lanes, etc. with the 2 or 3 realistic options.

3. As discussed in the July 25 meeting, the CTF should insist that any crosswidths presented to the public show clearly how each proposed crosswidth will affect the built environment, as in the "Prototypical Sections" documents.

Finally, thank you all for the hard work, time and commitment you are showing to this project.

**From:** "Tabili, Laura - (tabili)" [REDACTED]  
**To:** "broadway@tucsonaz.gov" <broadway@tucsonaz.gov>  
**Date:** 7/26/2013 11:44 AM  
**Subject:** Destination and Sense of Place documents presented last night  
**Attachments:** DestinationRev.pdf; Sense of PlaceREV.pdf

#91

Hi, Jenn,

Attached are the documents presented orally and in hardcopy in last night's meeting.

Please add them to the CTF documentation.

Thanks.

Laura



## **BROADWAY COALITION -- FREQUENTLY ASKED QUESTIONS**

### **1. Who/what is the Broadway Coalition ?**

The Broadway Coalition (BC) is a committed group of some 19 neighborhoods from throughout the City, more than 50 businesses, and hundreds of individuals, all interested in a more livable, thriving Tucson, seeking to make sure that the Broadway Boulevard road improvement project planned by the Regional Transportation Authority (RTA) will not result in just another corridor to somewhere else, but will instead retain Broadway as a destination and enhance the livability of the surrounding neighborhoods while improving ease and efficiency of movement of people via all forms of transportation: buses, bikes, walking, and motor vehicles.

### **2. What are the goals of the BC?**

Briefly, these are to:

- 1) Advance the notion of place (quite different from the notion of corridor), including affording residents in the area a range of services and amenities, establish a unique identity, etc.;
- 2) Preserve the businesses and historic, architecturally significant structures that exist along Broadway, and provide safe, easy access to them, in a visually appealing manner;
- 3) Enhance the business climate and business viability;
- 4) Promote, and give particular attention to, pedestrian and bicycle activity and safety, while aiding the movement of people using multiple forms of vehicular traffic;
- 5) Contribute to environmental sustainability and create a fiscally sound, affordable roadway design that is truly an improvement for all stakeholders.

### **3. How does this differ from what is proposed in the RTA Broadway Corridor Project?**

Some of the language in the RTA plan states that the project should result in a roadway that is an eight-lane arterial with a 150 foot right-of-way; there are some proposals that call for taking the increase in the right-of-way entirely from the North side of Broadway, from Euclid to Country Club. However, other language, interpretation and precedent (see Q.6 below) show that there is a requirement to be fiscally prudent, as opposed to following those statements rigidly, when there are better solutions.

This plan would result in a freeway-like situation in that corridor, and destroy some 100 businesses and historic properties currently on that stretch of Broadway. We believe it would also lead to deterioration of the surrounding historic neighborhoods, as often happens near faster, eight-lane roadways.

### **4. What was the basis for the RTA Broadway Project plan?**

The RTA plan was intended to accommodate the increase in traffic demand expected to occur between 1987 and 2005 along Broadway, resulting from an expectation that high-rise, high density business development would occur along Broadway from downtown to Wilmot Road. That development has not occurred; other business nodes have developed

Over →

## **BROADWAY COALITION -- FREQUENTLY ASKED QUESTIONS**

*Continued:*

instead, particularly to the NW, and the traffic count on Broadway has remained essentially constant (other than fluctuations) since the late 1990s.

### **5. What is the current situation for the RTA Broadway Project?**

The RTA Project is proceeding, with the City of Tucson as the lead agency; it is now in the 'roadway design' phase, expected to be completed by 2016, with construction expected to begin thereafter. An advisory Citizens' Task Force (CTF) has been appointed and is hard at work, together with City and RTA staff and consultants. The CTF will hold a public Open House on September 26<sup>th</sup>, to receive comments from the public on various road widths and designs that they are considering, and to allow public input on the concepts being used. This is a very important meeting, because what the CTF hears at this Open House will effect whether Broadway remains a destination, and the surrounding neighborhoods remain livable. Mayor and Council have given explicit directions to the CTF to explore all options, not just the 150 foot, 8 lane option.

### **6. Can transportation be improved without going to an eight lane, 150 foot right of way?**

Yes, and there are many examples of cities across the country that have done this. The Broadway Coalition website has several papers and articles showing how this can be done. See: <https://sites.google.com/site/broadwaycoalition>. The key to doing this is to improve the functionality of the street, so that the transport of people becomes more efficient, without creating a freeway-like environment that is unnecessary and undesirable. We want our city to remain livable as we make improvements. It should be noted that the RTA's lawyer, Thomas Benevides, has provided legal counsel to the RTA and CTF, stating that functionality and fiscal prudence are the key objectives, not lane count or right of way width.

### **7. I am interested; how can I learn more?**

More information is available on the Broadway Coalition website: <https://sites.google.com/site/broadwaycoalition>.

The City/RTA project website: <http://cms3.tucsonaz.gov/broadway>, is the official project website.

### **8. What can I do about keeping Broadway a livable, thriving part of our community?**

1. Attend the Broadway Project CTF Public Meeting on September 26<sup>th</sup>, 6:00 – 8:30 PM, at the Sabbar Shrine, 450 S. Tucson Blvd, and express your views.
2. Join the Broadway Coalition – see website above – to receive news updates, more information. That website has articles about how other cities have approached traffic and mobility, as well as papers written by the Broadway Coalition's professional planners on various related subjects such as "Functionality", "Land Use and Transportation", "Business Vitality", and "Sense of Place".
3. Patronize Broadway businesses and tell them, "I support a viable, unique, livable Broadway, and I tell my friends and neighbors to help support your specific retail or service enterprise."





## Sense of Place

**Sense-of-place** means an area where people will want to live, shop, and play. It is in the street grid and width, the age and style of buildings, the size and shape of the gardens, whether businesses are local or chains, and where in town the area is located. How a major street like Broadway Boulevard connects with and is supportive to its surround neighborhoods, including downtown, is part of that **sense-of-place**. Implied is that development along Broadway should be human-scaled where people feel comfortable being there.

This understanding or definition of **sense-of-place** can be used to evaluate how well a particular cross-section option creates and maintains a **sense-of-place** for Broadway Boulevard (Euclid to Country Club).

The goals for the Broadway Boulevard corridor envision creating a **series of places** that include a mix of uses and which support, recognize and enhance the existing character and context of the corridor and its surrounding neighborhoods. (See the Broadway Coalition's paper on Destination.) The goals also recognize the importance of preserving both the historic buildings and significant places along the corridor, as well as supporting locally owned businesses.

Goals (CTF June 10, 2013) include:

- Recognize and support distinct character of Broadway as a series of places, defined by their historic and significant structures, signage, landscape, and uses.
- Recognize and reinforce existing areas with distinct character and support the creation of complementary, locally-owned new places so that Broadway is a linked series of places, defined by their historic and significant structures, signage, landscape, and uses.
- Encourage a mix of neighborhood and regional serving businesses to support vibrant mixed-use districts along Broadway.
- Recognize value of historic buildings and sites
- Recognize value of significant buildings and sites
- Encourage preservation, remodeling, and new development that is scaled to existing context while allowing for a mix and intensity of use to support walking, bicycling, and transit use.
- Respect the aesthetic character of Broadway and the destinations along it while encouraging maintenance and reinvestment to improve aesthetic appearance of existing development. Also, encourage new development that complements today's aesthetic character.
- Design the roadway, its streetscape, wayfinding signage, and the uses along it to give identity to the several gateways along Broadway - to neighborhoods, to Downtown, to the University, and others.
- Encourage the creation of public gathering places and provide for public places as feasible through design of the boulevard.
- Create an inviting pedestrian environment that encourages walking along Broadway and for crossing the Boulevard, and that links Broadway with the adjacent neighborhoods.

Evaluating the various cross-width options should focus on how each option provides opportunities for urban place making within the context of the current character of Broadway and the surrounding neighborhoods as well as downtown. It is important to retain and enhance a **sense-of-place** so that this portion of Broadway is a viable part of a sustainable, livable, vibrant Tucson.

July 3, 2013



## Destination - Broadway

The discussion of improving Broadway Boulevard from Euclid to Country Club as contemplated in the RTA's Broadway Boulevard project involves a definition of the goals of the project, which include retaining or enhancing Broadway as a **destination** with a sense-of-place, not just a roadway. If these terms remain undefined, they can mean many things to different people, resulting in their losing any specificity that can be used in the process of roadway design. It is thus not enough to assume that everyone knows what they mean. In this statement we hope to elucidate what is meant by these terms and what that implies in terms of assessment of performance measures and design of the roadway improvements.

A sense-of-place has meaning if enough people think of that area as one in which they would like to spend some time, conduct business, find services, do shopping, find something to eat and meet friends. (See the Broadway Coalition's paper on Sense of Place). It connotes some historical context as to why it is a 'place' for them; it implies a welcoming physical environment. This sense-of-place changes that portion of a street from 'just a roadway to somewhere else' into a **destination**. Thus, sense-of-place and **destination** are tightly coupled.

This has strong implications for how one would rate performance measures used to assess the various alternatives available in a roadway improvement project. In particular, retaining and enhancing Broadway Boulevard as a **destination** influences how improving vehicular, bicycle, pedestrian, and public transit happens. It becomes necessary to take a block-by-block approach, rather than treating the entire two miles in the same manner throughout. This is necessary to respond to the *context* along the street and to avoid the widespread destruction of existing businesses and structures that create this **destination**. This also implies that street cross-section designs that make it harder for pedestrians to cross Broadway are less acceptable. There is already a sense-of-place in this portion of Broadway Boulevard; the goal of the roadway improvement project should be to enhance that aspect while improving traffic flow, so that it can remain a **destination**. Thus, improving vehicular flow cannot be the prime consideration; it is just one of several important considerations.

Essentially every performance measure used to assess roadway design concepts will be affected by making a sense-of-place a priority so that this section of Broadway Boulevard can remain a **destination**.

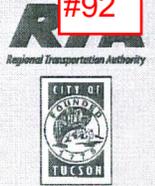
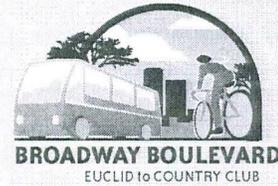
Questions that need to be asked about each design concept:

- How will pedestrians rate their experience of being there shopping, or dining, or..., on Broadway, if this design is implemented?
- How many of the businesses that make this area unique would be destroyed to implement this design?
- Is vehicular traffic moving so fast under this design that stopping at this area is difficult?
- Can pedestrians access businesses on both sides of Broadway relatively easily with this design?
- Do the transit improvements in this design also enable people to make this area their **destination**?
- Is the design pedestrian-, bicycle- and wheelchair-friendly, compared to current conditions?
- Does this design improve vehicular traffic flow in a way that makes Broadway as a **destination** likely?
- Is Broadway's sense-of-place enhanced or diminished by this design?

July 3, 2013

# Broadway Boulevard

## Euclid Avenue to Country Club Road



Please record my comment(s) about the Broadway Boulevard, Euclid Avenue to Country Club Road project.

Please! Please! TAKE NOTES!  
ADD EXTRA LANES (WHICH IS CERTAINLY  
NECESSARY) IN THE SPURT OF SAFETY FOR  
DRIVERS OF BOTH CARS & BUSES AND  
PEOPLE WALKING.

Name  
DAVID SUMNER

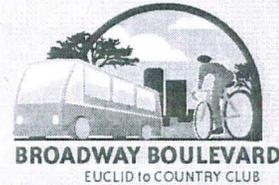
Address  
[REDACTED] - - - TUCSON

E-mail

Major cross-streets near your home or business

# Broadway Boulevard

## Euclid Avenue to Country Club Road



Please record my comment(s) about the Broadway Boulevard, Euclid Avenue to Country Club Road project.

I THINK IT IS NECESSARY TO EXPAND BROADWAY DUE TO THE LACK OF THROUGH STREETS. WE LACK ACCESS TO CROSSTOWN <sup>OR</sup> STREETS THAT CAN ACCOMMODATE THE TRAFFIC NOW! SO WHAT CAN WE EXPECT FOR THE FUTURE WITHOUT THE EXPANSION <sup>OF</sup> BROADWAY ALONG WITH OTHER MAJOR STREETS IN THE NEAR FUTURE.

Optional:

TERRY LANE COX

Name



Address

E-mail

Major cross-streets near your home or business

## Broadway - Fwd: Audio file of Broadway Discussion

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**From:** Jennifer Burdick  
**To:** Broadway  
**Date:** 8/2/2013 4:13 PM  
**Subject:** Fwd: Audio file of Broadway Discussion  
**CC:** Doug Mance; Jim DeGrood; Nanci Beizer; [REDACTED]  
**Attachments:** PAG Regional Council selects new PAG Executive Director

---

Dear Broadway Citizens Task Force members -

Just a quick note to share some items:

- Please don't forget to email your comments or edits/mark-ups on the draft performance measures and related materials presented at the July 25 CTF Meeting. **The deadline is today/this weekend.** You can email Phil, Nanci, and me on them.
- I received the email below and thought you may be interested in listening to the audio file of the Broadway project discussion that occurred at the CART meeting this week (discussion was about 90 mins long). I will make time on the 8/22/13 agenda, probably under the 'Public Input Report, and Reports on Presentations and Outreach' item, to discuss this and answer any questions you may have. Jim DeGrood and Doug Mance will also be present.
- I JUST received the attached email announcing that CTF member Farhad Moghimi has officially been hired on as the new executive director at PAG/RTA. **Congratulations, Farhad!**

You are also always welcome to contact me or Nanci if you have any questions about anything.

**Happy Friday - wishing you a great weekend!**

~Jenn

>>> On 8/2/2013 at 1:30 PM, "James DeGrood" <jdegrood@pagnet.org> wrote:

Jenn,

I have posted the audio recording of the Broadway Blvd. presentation and discussion online and it can be found on the RTA website under Meetings/ CART /Agenda and Minutes. The direct link to the audio file is at: <http://www.rtamobility.com/documents/pdfs/RTACART/2013/RTACART-2013-07-31-AudioBroadwayPresentationAndDiscussion.mp3>

I think it is appropriate to make this available to the Broadway CTF now, so they have the opportunity to hear it first-hand, rather than through the filter of others.

Jim

James R. DeGrood, P.E.  
 Director, Transportation Services  
 Pima Association of Governments  
 177 N. Church Ave., Suite 405

Broadway - PAG Regional Council selects new PAG Executive Director

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**From:** "PAG/RTA" <info@pagregion.com>  
**To:** <RegionalObjective@pagnet.org>  
**Date:** 8/2/2013 4:09 PM  
**Subject:** PAG Regional Council selects new PAG Executive Director

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Aug. 2, 2013

## **PAG Regional Council selects new PAG Executive Director**

In a special meeting on Aug. 2, Farhad Moghimi was selected by the PAG Regional Council to lead Pima Association of Governments, pending contract approval by the Regional Council, most likely at their next meeting scheduled for Sept. 25.

Following the meeting, City of Tucson Mayor and PAG Regional Council Chair Jonathan Rothschild said, "I'm looking forward to working with Farhad. He has great regional experience working with all of the jurisdictions and he has great technical experience. He's the kind of person we hope can take us into the next generation of transportation needs."

Mr. Moghimi currently is the Assistant Town Manager for the Town of Sahuarita and previously was the Town's Director of Public Works. He also has worked in private consulting and for the Town of Marana. He currently chairs the Regional Transportation Authority (RTA) Technical Management Committee's Policy Subcommittee and is Vice Chair of PAG's Transportation Planning Committee.

Pima Association of Governments, the region's metropolitan planning organization, conducts transportation, air quality and watershed management planning. PAG prepares a long-range regional transportation plan, currently the 2040 RTP, and a short-range capital improvement program, referred to as the Transportation Improvement Program, or TIP. The value of the improvements identified in the FY 2014-2018 TIP is approximately \$1.1 billion.

In addition, PAG manages the Tucson Clean Cities program, a U.S. Department of Energy program which promotes the use of alternative fuels and alternatively fueled vehicles. PAG also conducts the annual Clean Water Starts With Me program to promote stormwater pollution prevention in coordination with member jurisdictions and prepares the Regional Greenhouse Gas Emissions Inventory report. PAG has GIS and transportation modeling services that support PAG programs and member jurisdictions.

By statute, PAG also manages the Regional Transportation Authority. The RTA is the fiscal manager of the \$2.1 billion, 20-year RTA plan, which has roadway, safety, transit, and environmental and economic vitality improvement elements. The RTA plan, which was approved by Pima County voters in May 2006, is funded through June 30, 2026, through a half-cent transaction privilege tax. More than 500 projects have been completed to date.

PAG is governed by the PAG Regional Council, which consists of the chief elected officials of local, state and tribal governments.

*Pima Association of Governments is an association of local, state and tribal governments with a mission to build consensus among its members and the public on regional planning for transportation, energy, watershed and air quality. PAG's staff gather and analyze data, provide accurate information, and coordinate an open and cooperative planning process to promote good decision-making for the region. Please visit [www.PAGregion.com](http://www.PAGregion.com) for more information or [www.facebook.com/PAGregion](https://www.facebook.com/PAGregion)*

<http://www.pagnet.org/PressReleases/2013/PR-2013-08-02-PAGExecutiveDirector.pdf>

#95

**Jennifer Burdick - RE: DOT Broadway**

**From:** "Patty" <[REDACTED]>  
**To:** "Jennifer Burdick" <Jennifer.Burdick@tucsonaz.gov>  
**Date:** 8/8/2013 5:56 PM  
**Subject:** RE: DOT Broadway  
**CC:** "Roberto Lemmen Meyer" [REDACTED], "Rodolfo Velez"  
 [REDACTED]

Jennifer: Thank you so much for this great information. This is a start and appreciate the schedule. Good to know that we have a couple of years before construction starts☺ and will look forward to receiving information regarding the upcoming meetings and the names of the business task force. Looking forward to working with you. Best regards, Patty

**From:** Jennifer Burdick [mailto:Jennifer.Burdick@tucsonaz.gov]  
**Sent:** Thursday, August 08, 2013 5:18 PM  
**To:** Patty  
**Cc:** 'Roberto Lemmen Meyer'; 'Rodolfo Velez'  
**Subject:** Re: DOT Broadway

Patty,

Thank you for accommodating me as I dropped in on you yesterday. Your space is looking very chic and wonderful!

I will forward your contact information to a number of people regarding your services, and will add you to our mailing list.

I will also connect you with the business representatives on the Broadway Citizens Task Force.

With respect to information about the project, here is where we are:

**Project Schedule:**

- Construction will not begin until 2016, at the earliest.
- The Regional Transportation Authority, which funds a majority of the project with a special sales tax, has defined the project as 6 travel lanes, plus 2 dedicated bus lanes, bike lanes, and sidewalks. This design is currently under review.
- The City of Tucson is the lead agency on the project. The Mayor and Council have requested that the scope of the project be reviewed to ensure that the appropriate size of roadway is built (not over- or under-built).
- The City of Tucson Dept. of Transportation is heading up a public process to develop a Design Concept and initial construction drawings. We have pulled together a 13-member body of citizens and meet regularly with them, with the aim of developing a community-supported design recommendation. I anticipate that this process and the resulting recommended design will not be completed until some time in 2015.
- Once the initial drawings and design concept are approved formally, some time in 2015, final acquisition (and relocations) can begin. It will be at that point in time, or thereafter, that someone from the City of Tucson would be in contact with you and Mr. Lemmen Meyer regarding any needed acquisition of property at 1201 E. Broadway.

**Architectural Significance**

I would like to point out to you that your building was evaluated as part of an existing conditions study of the

historic and architecturally significant buildings in the area. I have attached a form that notes its merits, and a link to the map the represents other buildings in the project area.

[http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric\\_Final\\_MapDisplaysmlpdf](http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric_Final_MapDisplaysmlpdf)

The report is also online at:

[http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric\\_Final\\_Vol1.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric_Final_Vol1.pdf)

**Project Information & Business Assistance**

- The RTA MainStreet Business Assistance Program has a number of resources available to help make businesses as "construction-ready" and healthy as possible, even now while we are in the early planning & design stages. Your business qualifies for a number of services. Please find info online for them at: [www.mainstreetinfo.org](http://www.mainstreetinfo.org) .
- All acquisition questions can be directed to Tim Murphy in our City Real Estate Office, 520.837.6712 or [tim.murphy@tucsonaz.gov](mailto:tim.murphy@tucsonaz.gov).
- We will be holding a community-wide public meeting, tentatively scheduled in September, 2013. More details will be shared in the near future.
- We will notify you by email and mail about the Task Force meetings, and the community-wide meeting.

If I can be of further assistance, please let me know.

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](http://www.tucsonaz.gov/broadway)>  
 \*\*\*\*\*

>>> On 8/7/2013 at 1:48 PM, "Patty" [REDACTED] > wrote:

Jennifer: Thank you so much for stopping by this morning and updating us on the upcoming changes for the Broadway project. If you could add us to your mailing list and provide us with as much information regarding the project and when we can pull the information from the website I would appreciate it. Also the names of the businesses who are on the task force as well as when you start reaching out to the community about the changes that you recommend to Kaneen Advertising and Gordley Design to buy us ☺ as we are the only local Spanish television station in the market plus we are also going to be affected by the construction. Looking forward to working with you and let me know if you have any questions. Have a great afternoon! Patty

**Patty Ruiz National Sales Manager** | KUDF TV-14.1 Azteca America-LM Media AZ  
 [REDACTED]

Please Click and Like our sites.

**Broadway - subscribe**

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**From:** Alice Templeton [REDACTED]  
**To:** <broadway@tucsonaz.gov>  
**Date:** 9/11/2013 4:23 PM  
**Subject:** subscribe

---

Subscribe me please. I live in the project area.

Thanks,

Alice  
-----

**Alice Templeton**  
Community Relations Director

GORDLEY GROUP  
2540 N. Tucson Blvd.  
Tucson, AZ 85716

[REDACTED]  
[REDACTED]  
[www.gordleygroup.com](http://www.gordleygroup.com)

**Get talking!**  
[www.facebook.com/GordleyGroup](http://www.facebook.com/GordleyGroup)

**Broadway - Op Ed in today's Arizona Daily Star by Doug Mance**

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**From:** Jennifer Burdick  
**To:** Broadway  
**Date:** 9/15/2013 1:30 PM  
**Subject:** Op Ed in today's Arizona Daily Star by Doug Mance  
**CC:** Andrew McGovern; Britton Dornquast; David Longoria; Doug Mance; Hector Martinez; Jim DeGroot; Jim Schoen; Joan Beckim; Jonathan Mabry; Josh Weaver; Laura Vertes; Michael (Tucson) Johnson; Mike Holder; Myrlene Francis; Nanci Beizer; Phil Swaim; [REDACTED]; [REDACTED]; Rick Ellis; Tim Sullivan  
**Attachments:** Jennifer Burdick.vcf

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Dear Task Force members and project team,

Just a quick note to share the link to Doug's Op Ed in today's paper, which also provides an invitation to the upcoming public meeting on 9/26 (thank you for the plug, Doug!):

<http://tinyurl.com/ld9x5nh>

Hope you are having a beautiful weekend!

~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](http://www.tucsonaz.gov/broadway)>

\*\*\*\*\*

**Broadway - Re: Fwd: FW: The meeting about Broadway**

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**From:** Jennifer Burdick  
**To:** [broadway@tucsonaz.gov](mailto:broadway@tucsonaz.gov)  
**Date:** 9/20/2013 8:34 AM  
**Subject:** Re: Fwd: FW: The meeting about Broadway

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>>> On 9/20/2013 at 8:32 AM, Jennifer Burdick wrote:

Thank you, Colby, for sharing this and for already including [Broadway@tucsonaz.gov](mailto:broadway@tucsonaz.gov). This allows us to capture the comments as input. We will include it as input for the 9/26 public meeting.

~Jenn

>>> On 9/19/2013 at 11:15 PM, Colby and Karen Henley [REDACTED] wrote:

Hi Jennifer,

I'm passing along an email from some neighborhood contacts regarding Broadway. They are not able to attend next week and wanted to make sure their concerns were recorded.

Many thanks,  
Colby

---

Date: Tue, 17 Sep 2013 10:25:19 -0700  
From: [REDACTED]  
Subject: Re: The meeting about Broadway  
To: [REDACTED]

Dear Mark,

Here is our message to do with as you will.

---

The life of a community stems from the lives of those who live within it, not from the traffic rushing through. Broadway and the stores, businesses, and lives that it inhabits that piece of our community deserve to survive as a community resource. If you turn the street into an in-town freeway, you will destroy these stores, businesses and lives and take Tucson one more step into becoming a soulless economic entity with no real community at all.

Ironically that will harm its existence as a healthy economic entity as well as destroying the dreams and joys of many who live here.

When you erode the beauty of Tucson, you erode the life of Tucson as well.

Peace and Being,

*Laurence and Silvia*

Laurence Robert Cohen and Silvia Maria Rayces



**Find Meaning, Being, and the Transformative at**  
[Your Becoming Self](#)

## Broadway - Good analysis of walking and economic development/livability

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**From:** Bob Cook [REDACTED]  
**To:** Donovan Durband [REDACTED]  
**Date:** 9/24/2013 9:49 PM  
**Subject:** Good analysis of walking and economic development/livability  
**CC:** Ronald spark [REDACTED], [REDACTED], bob walkup [REDACTED], Joy Herr-Cardillo [REDACTED], camille kershner [REDACTED], [REDACTED], Corky Poster [REDACTED], Emily Yetman [REDACTED], Ian [REDACTED], John [REDACTED], Ian Johnson [REDACTED], Tom Fisher [REDACTED], [REDACTED], Caywood" [REDACTED], Steve Farley [REDACTED], Tim Ahrens [REDACTED], Kylie Walzak [REDACTED], "Marilyn E - (marilyn) Robinson" [REDACTED], Jackie Lyle [REDACTED], Shannon Scutari [REDACTED]

---

Here's a good analysis of walking and economic development/livability from UK. This is especially relevant to the Broadway Corridor Project:

The pedestrian pound: The business case for better streets and places - report

Living Streets commissioned research company Just Economics to bring together the evidence of the commercial and consumer benefits of good walking environments.

It reviews the academic literature and examines the relationship between investing in better streets and places and the impact on existing businesses, urban regeneration, and business and consumer perceptions.

To accompany the report, Living Streets has also put out its own summary report, outlining our key recommendations for putting these findings to work.

The pedestrian pound - key findings

- \* Research shows that making places better for walking can boost footfall and trading by up to 40%
- \* Good urban design can raise retail rents by up to 20%
- \* International and UK studies have shown that pedestrians spend more than people arriving by car. Comparisons of spending by transport mode in Canada and New Zealand revealed that pedestrians spent up to six-times more than people arriving by car. In London town centres in 2011, walkers spent £147 more per month than those travelling by car
- \* Retailers often overrate the importance of the car – a study Graz, Austria, subsequently repeated in Bristol found that retailers overestimated the number of customers arriving by car by almost 100%
- \* Landowners and retailers are willing to pay to improve the streetscape in order to attract tenants and customers.

Summary report - our proposals

Living Streets' summary report is our response to the Just Economics report. It sets out our recommendations for action to national governments and local authorities to create safer, more attractive and enjoyable high streets.

Our top three recommendations are:

Invest in the public realm to create safer and more attractive high streets

We are asking the government (UK and the devolved administrations) to invest in excess of £500 million in our high streets and town centres. This is less than 0.5% of the net worth of high street retail (valued by the Grimsey Commission at £132 billion). We are also saying that town centres should be managed with a view to delivering health and environmental objectives too – walking is good for all of these things!

Give local communities powers to help high streets and town centres

We are calling on the government to give local authorities and communities control over local planning issues, such as the ‘change of use’ from offices to housing.

Boost footfall by making our high streets as accessible and enjoyable as possible

We are calling on local authorities to audit the quality of the routes to and from their high streets and town centres, to promote events to make high streets as welcoming as possible, and of course to adopt 20 mph limits where people live, work and shop.

[Download summary report](#)

Published on Resilience (<http://www.resilience.org>)

The pedestrian pound: The business case for better streets and places - report

Published by Living Streets on 2013-09-20

Original article: <http://www.livingstreets.org.uk/make-a-change/library/the-pedestrian-pound-the-business-case-for-better-streets-and-places> by Ellis Lawlor

Resilience is a program of Post Carbon Institute, a nonprofit organization dedicated to helping the world transition away from fossil fuels and build sustainable, resilient communities.

Source URL: <http://www.resilience.org/stories/2013-09-20/the-pedestrian-pound-the-business-case-for-better-streets-and-places-report>

#99a

**From:** Jennifer Burdick  
**To:** [REDACTED]  
**Date:** 9/26/2013 12:11 PM  
**Subject:** Re: Good pedestrian analysis/SATA's transit position

Thank you for sharing this, Bob! I appreciate it.

I do not know of similar analysis yet, but believe there is growing research regarding bicycling and economic development. Ann Chanecka has shared that info with us. She might also know about the link. I guess in some respects the TOD analyses that has occurred over the years would also incorporate some of the pedestrian/economic info.

I will forward your question on and see if anyone knows more definitively.

~Jenn

>>> Bob Cook [REDACTED] 09/26/13 11:58 AM >>>  
Yes it was a good article. Do you know of similar analyses in western US?

Also, a heads up if Gene Caywood has not already today sent you SATA's position statement for Broadway:

Following and attached is the text:

SOUTHERN ARIZONA TRANSIT ADVOCATES  
GUIDING PRINCIPLES AND OTHER IMPORTANT CONSIDERATIONS FOR  
BROADWAY CORRIDOR  
September 2013

Southern Arizona Transit Advocates position on Broadway Corridor Study:  
Transit is the key component for organizing all modes in this project – core concept.  
The Broadway Corridor Study must provide space for HCT

Guiding Principle 1 – All arterials are not created equal  
Broadway was recognized as a transit arterial in the 1987 study.  
Broadway already is a heavy transit route.  
Broadway has diamond lanes east of Columbus, giving it the feel of a transit arterial. SATA believes it is very important that transit lanes be continuous to the west.  
The Broadway bus route carries 16% of the Sun Tran system total.  
A new Park and Ride, is under construction at Houghton and Broadway.  
Broadway is the most logical location for the region's first light rail (LRT) line – only place in valley where a single corridor contains (from west to east) a community college campus, two major hospitals, downtown, the U. of A., a regional park, 2 regional shopping centers, and a corporate center.

Guiding Principle 2 – Enhanced transit will benefit Broadway businesses and residents, and other parts of the city  
Enhanced transit will add immediate capacity and eliminate future

roadway capacity needs.

Enhanced transit will bring additional customers to Broadway businesses. Enhanced transit will ease traffic on adjacent arterials (Speedway and 22nd St.) because High Capacity Transit (HCT) draws from a broad area

Guiding Principle 3 – Travel density, not Population Density justifies investment in HCT.

Travel density is created by the number and intensity of activity centers (nodes) along an arterial roadway – Broadway qualifies as noted above.

Broadway qualifies with 44,000 cars a day average + best bus route in region.

HCT draws passengers from substantial distances (rider shed) via feeder bus lines, bike, drive and park (Park and Ride), and drop off (Kiss and Ride), not just within walking distance of the corridor.

Thus LRT & BRT (Bus Rapid Transit) do not depend on passengers walking to the station like Heavy Rail (Subway) typically does.

Previous studies/plans have over the past 25 years have all included HCT in some form:

Broadway Corridor Study (1987) – defined Broadway as a transit arterial – projected LRT in future

Tucsonans for Sensible Transportation Initiative (2003) included LRT on Broadway east to Pantano Road, but moved it to 6th St. west of Country Club to better serve the UA and to avoid widening Broadway  
Tucsonans for Sensible Transportation Streetcar Plan (2003) included modern streetcar in same location as LRT, but ending at El Con or Alvernon

PAG, High Capacity Transit Study (2009) recommended BRT, convertible to LRT, on Broadway and streetcar on Broadway to El Con

The key consideration for the Broadway Corridor Study is to develop a definition of “Functionality” acceptable to the City and the RTA, and assure that the recommendations of the study fulfill the definition. SATA’s recommendation for such a definition is:

“Functionality is the ability of the roadways and rights-of-way within the corridor to handle future travel demand through a combination of improvements enhancing each travel mode.”

Application of this definition will recognize that Broadway already functions differently than most other arterials in the region and therefore will:

1. Designate Broadway as a transit intensive arterial.
2. Manage future travel demand through increased use of alternate modes by providing:
  - a. Major bicycle improvements including a parallel bike boulevard
  - b. Enhanced pedestrian facilities
  - c. Intensive transit improvements outlined in the PAG High Capacity Transit Plan

3. Assure that any roadway or intersection improvements in the Broadway Corridor include provision for high capacity transit.
4. Enhance roadway capacity and vehicular flow within a design strategy that is compatible with a multimodal system of mobility and smart mixed land use development while respecting the existing character of the Broadway Corridor.

[OBJ]

On Sep 25, 2013, at 2:04 PM, Jennifer Burdick wrote:

> Thank you for sharing this, Bob!

>

> >>> On 9/24/2013 at 9:48 PM, Bob Cook [REDACTED] wrote:

> Here's a good analysis of walking and economic development/

> livability from UK. This is especially relevant to the Broadway

> Corridor Project:

## Broadway - Broadway Public Planning Update & Community Workshop

---

**From:** Jennifer Burdick  
**To:** [broadway@tucsonaz.gov](mailto:broadway@tucsonaz.gov)  
**Date:** 9/25/2013 10:59 PM  
**Subject:** Broadway Public Planning Update & Community Workshop  
**CC:** [REDACTED]; Doug Mance; Jim DeGroot; Josh Weaver; Michael (Tucson) Johnson; Nanci Beizer; [REDACTED]; Tim Sullivan  
**Attachments:** Broadway\_Mtg-Loc 092613.jpg; Jennifer Burdick.vcf

---

Hi, all -

Hope this message finds you well!

Wanted to give you a **preview of Thursday evening's materials:**

<http://cms3.tucsonaz.gov/broadway/materials>

We uploaded all the materials - from powerpoint, to handbooks, to table materials - that we used in the training sessions for the volunteers this last couple of weeks. We made a host of changes based on the training sessions, and what is loaded as of today is what we will use for Thursday.

**We will be at the Shrine Hall beginning at 4pm. Pizza dinner is planned.**

We will run over the evening's activities one more time with the volunteers. To the extent you are able, please come early and be part of the overview, meet the volunteers, and enjoy some pizza. Map is attached.

Just as a refresher, **you will have active roles at the meeting**, including:

- **Introductions:** we will call you up to the stage to introduce yourselves to the audience.
- **Floating/Observing during the Activities/Discussion**
- **Take Aways:** at the end of the meeting, you will come up to the stage and share your 'Take Away's' with the room. This will be anything you want to share that really struck you, that you will be 'taking away' with you from the meeting.

Please let us know if you have any questions or concerns.

**We look forward to seeing you, and to experiencing the meeting and discussions with you!**

~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](http://www.tucsonaz.gov/broadway)>

\*\*\*\*\*

Broadway - Fwd: Don't miss the Broadway Project Open House for Area Business and Property Owners

---

**From:** Jennifer Burdick  
**To:** [REDACTED]  
**Date:** 9/25/2013 2:00 PM  
**Subject:** Fwd: Don't miss the Broadway Project Open House for Area Business and Property Owners

---

Crystal,  
Robert Done requested that I share this information with you. If you have time on Friday and want to come by, please do. I understand you manage various properties in the project area and would like to have as much information as possible.

Thank you,  
~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](http://www.tucsonaz.gov/broadway)>  
\*\*\*\*\*

>>> On 9/23/2013 at 3:56 PM, <broadway@tucsonaz.gov> wrote:



**BROADWAY BOULEVARD: EUCLID TO COUNTRY CLUB IMPROVEMENT PROJECT**

# **OPEN HOUSE\*** **for Area Businesses and Commercial Property Owners**

**Friday, September 27, 2013**

**8:30 – 10:30 a.m.**  
**Sabbar Shrine Hall**  
**450 S. Tucson Boulevard**



\*Brief presentation at 9 am. Staff on hand to answer your questions, one-on-one, and gather input.



For more information, please:

CALL  (520) 622-0815

VISIT  [TucsonAZ.gov/Broadway](http://TucsonAZ.gov/Broadway)



**Main Street**  
nurturing small business



This is a project of the Regional Transportation Authority. The voter-approved, \$2.1 billion RTA plan will be implemented through 2026. Details about the full plan are available at [www.RTAability.com](http://www.RTAability.com). The Regional Transportation Authority has a nine-member board with representatives from local, state and tribal governments. This project is being managed by the City of Tucson.

[Click here to see a printable version of this evite.](#)

## Broadway - Broadway Widening

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**From:** "Joan Hall" [REDACTED]  
**To:** <broadway@tucsonaz.gov>  
**Date:** 9/25/2013 9:33 AM  
**Subject:** Broadway Widening  
**CC:** <jennifer.burdick@tucsonaz.gov>, <ward3@tucsonaz.gov>, <mayor1@tucsonaz.gov>

---

Dear Ms. Burdick,

I support the goals and demands of the Broadway Coalition.

- 1) Advance the notion of place (quite different from the notion of corridor), including affording residents in the area a range of services and amenities, establish a unique identity, etc.;
- 2) Preserve the businesses and historic, architecturally significant structures that exist along Broadway, and provide safe, easy access to them, in a visually appealing manner;
- 3) Enhance the business climate and business viability;
- 4) Promote, and give particular attention to, pedestrian and bicycle activity and safety, while aiding the movement of people using multiple forms of vehicular traffic;
- 5) Contribute to environmental sustainability and create a fiscally sound, affordable roadway design that is truly an improvement for all stakeholders.

Broadway should not be widened more than 100 feet.

Thank you,  
Joan Hall  
Jefferson Park Neighborhood

#101

## Broadway - Broadway Corridor Public Meeting Thursday, 6pm

---

**From:** Bill Ford <[REDACTED]>  
**To:** <broadway@tucsonaz.gov>  
**Date:** 9/26/2013 12:30 AM  
**Subject:** Broadway Corridor Public Meeting Thursday, 6pm

---

See [uuitucson.com](http://uuitucson.com) for updates

<http://urbanuniversityinterface.com>  
*Preservation Through Attraction*

**Broadway - Re: September 26 community mtg**

---

**From:** first last [REDACTED]  
**To:** Broadway Broadway <Broadway.PWPO1.PWDOM2@tucsonaz.gov>  
**Date:** 9/27/2013 6:13 PM  
**Subject:** Re: September 26 community mtg

---

Jenn, my table was divided and nowhere near a consensus. My input was existing right of way which I prised out of Andrew as an actual choice. While it's certainly true that I like to sleep on things this isn't the reason for my wanting to correct my choice. I was unable to assess the choices because they were not clearly available to me. It wasn't until I insisted that Andrew pass the smaller drawings around that I could actually hold one in my hand. I only ever saw 3 of the choices up close. The ones on the large page on the table were not accessible to me because of their distance and configuration.

What appeals to me is a cross section that improves function but doesn't destroy the immediate environment. What I was looking for on that larger table sized document was something that accomplished this. What I had written on the green post it was existing roadway or the 4T option with the centre bus lanes but then I crossed that one out because of the overall width. Where I landed after being able to actually see the choices online was the SATA proposal that uses the existing ROW width. I don't have that number in front of me right now.

So far I've been to all 3 of these events. I was quite frustrated by the first one because nothing I said ended up on the sheet and my facilitator was weak and we had a bullying louder person in the group and my reaction to this is to wait it out and not escalate a confrontation. The result was my thoughts were overlooked.

I'm not recalling anything particularly negative about the 2nd event especially since I could write on the large sheets around the room or talk to people at the various stations.

Now in round 3 I'm frustrated again because access to critical materials was poor and my outcome was altered because of this. I'm just a person wanting access to a public process because I care about the future of my city and I'd like to provide my input since it's being asked for. Just in case, I don't have an agenda other than my thoughts on the roadway and process. [REDACTED]

On Fri, Sep 27, 2013 at 5:16 PM, Broadway Broadway <[Broadway.PWPO1.PWDOM2@tucsonaz.gov](mailto:Broadway.PWPO1.PWDOM2@tucsonaz.gov)> wrote:

Richard,

Thank you for coming last night, and for taking time to continue to think about the information. (Researchers have reported that our brains continue to work on problems while we sleep!)

I will confer with the team on your question, but my initial reaction is that it is problematic to change your **table** input at this point, since that also affects your group choices.

If you were willing to email what your choices were, and what you would want to change them and why, we might be able to incorporate that into our collection of input.

Would that work for you?

~Jenn

>>> On 9/27/2013 at 8:34 AM, first last [REDACTED] wrote:

I attended last night's community meeting and participated in the table P small-group discussion. I was somewhat frustrated by the roadway cross section portion of the meeting. It was difficult to actually see the large drawings on the single sheet on the table, and in my group the smaller single-section drawings were not passed around the table until pretty much the end of the time set aside for the activity-- and only because I really insisted, since I was not able to see and understand the cross section information in the larger, on-table format. The other difficult thing was that my facilitator didn't present all of the various cross section options.

In retrospect I think the task of looking at roadway cross section options in the small-group format was daunting given the time frame allotted. That and the need for so many skilled facilitators made it difficult to work through the materials and come up with meaningful input on the project. Personally I find it almost impossible to sort options and arrive at a reasoned result absent an understanding of the requirements and constraints that drove the selection of the options in the first place.

So, twelve hours later and after some consideration and the opportunity to view the Broadway website, I do actually understand the cross section options in a way that allows me to contextualise my choices.

Which brings me to my question: Is the comment process now closed, or can I append my table P input now that I've had the pause and reflection I needed to actually process the information presented?

Thanks,

R. [REDACTED]

**Jennifer Burdick - Re: Broadway rode improvement**

---

**From:** Jennifer Burdick  
**To:** Troy Little  
**Date:** 10/3/2013 4:29 PM  
**Subject:** Re: Broadway rode improvement

---

You are now entered into our listserv, Mr. Little. Thank you for emailing and getting connected on this project!

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](http://www.tucsonaz.gov/broadway)>  
\*\*\*\*\*

>>> On 10/3/2013 at 3:58 PM, "Troy Little" <[REDACTED]> wrote:  
Could I please get on your mailing list as well as e-mailing list.

Troy Little  
Quik Mart Stores  
[REDACTED]  
[REDACTED]  
  
Thank you

## Broadway - Potential Media Coverage re: a Pima County Memo on Broadway Bond Funding

---

**From:** Jennifer Burdick  
**To:** Broadway  
**Date:** 10/4/2013 12:20 PM  
**Subject:** Potential Media Coverage re: a Pima County Memo on Broadway Bond Funding  
**CC:** Doug Mance; Joan Beckim; Josh Weaver; Michael (Tucson) Johnson; Nanci Beizer; [REDACTED]  
**Attachments:** 2013\_10-02\_Ltr\_BwayBonds-6Lanes.pdf; Jennifer Burdick.vcf

---

Dear Broadway Citizens Task Force Members,

I want to alert you that a memo from County Administrator Huckelberry has been routed and may get some play in the media in the near future. The memo, attached, indicates that the County will reallocate the County bond funding committed to the Broadway project, if the City chooses to build improvements to Broadway that are narrower than a 6-lane, median divided roadway with bike lanes.

I would like to share the following points:

- Discussion of reallocating these funds is premature. We have not yet reached a point in this project process to make a design recommendation. There are still many more steps for us all to take, and more public meetings ahead.
- The Mayor and Council appointed you, the Broadway Citizens Task Force, to develop a recommendation for the design of the project.
- Because citizen participation is important to the City, the City Manager's Office will encourage Pima County to honor the public process.
- As you know, and as we've discussed, once we have developed a recommendation on the design through our process, the Mayor and Council, as well as the other project funders (Pima County and the Regional Transportation Authority), can review the recommendation and decide the best way to advance the project.
- The Broadway project has twice been approved by a County-wide vote, in 1997 as part of the Pima County HURF Bond Program and in 2006 as part of the Regional Transportation Plan election. In order to respect issues of public trust and truth-in bonding for our residents, it's critical that we continue to make every effort to complete voter-approved projects in the City such as Broadway and make them successful.

**The project team plans to meet with you on October 21 and 24, as scheduled, to review the public input from the 9/26 and 9/27 meetings and to identify street sections to move forward into further analysis and study.**

As always, if you have any questions or concerns about this memo or anything, please contact either Nanci or myself.

~Jenn



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# MEMORANDUM

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Date: October 2, 2013

To: Priscilla Cornelio, Director  
Transportation Department

From: C.H. Huckelberry  
County Administrator 

Re: **Broadway Boulevard Widening Project Discussions with the City of Tucson**

It appears increasingly likely the City of Tucson will choose not to widen the Broadway Boulevard Corridor from Euclid Avenue to Country Club Road.

The County allocated up to \$25 million of our Highway User Revenue Fund (HURF) bonds for the Broadway Boulevard widening project. If the City fails to widen Broadway Boulevard to a full six-lane, median-divided roadway, including bike lanes, the City will not be eligible for the County HURF funding allocated to the project.

As a contingency, please begin planning for other uses for these HURF funds if the City chooses to pursue a lesser improvement standard. I suggest the entire \$25 million be allocated to pavement preservation projects that are the responsibility of the County. This will require the City to provide a refund of the funds already advanced by the County to the City for this project.

CHH/dph

c: John Bernal, Deputy County Administrator for Public Works  
Nicole Fyffe, Executive Assistant to the County Administrator

#105

**Broadway - Re: LOS deactivation**

---

**From:** Jennifer Burdick  
**To:** Ronald spark  
**Date:** 10/4/2013 12:14 PM  
**Subject:** Re: LOS deactivation  
**CC:** Broadway

---

Dr. Spark,

Thank you for forwarding this article on the changing relationship between LOS and transit priority corridor. I am forwarding this to [broadway@tucsonaz.gov](mailto:broadway@tucsonaz.gov). I am running out the door to a meeting now, but will plan to read this soon.

~Jenn

>>> On 10/4/2013 at 7:35 AM, Ronald spark [REDACTED] wrote:

**Beginning of the End for Level of Service**  
DC Streetsblog

There are three little words that will make any livable streets advocate groan: Level of Service.

[Read On](#)

<http://dc.streetsblog.org/2013/10/03/the-beginning-of-the-end-for-level-of-service/>

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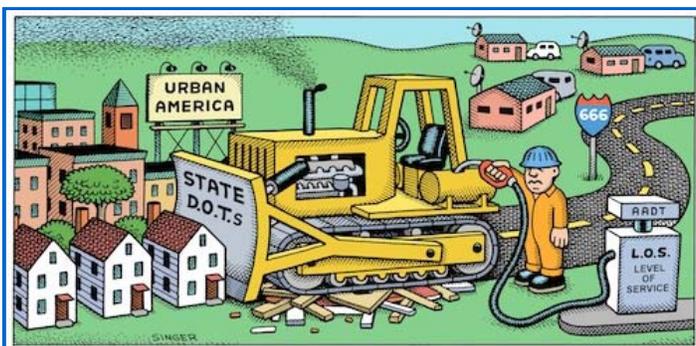


Thursday, October 3, 2013 [9 Comments](#)

### **The Beginning of the End for Level of Service?**

by [Angie Schmitt](#)

There are three little words that will make any livable streets advocate groan: Level of Service.



"Level of Service" is the metric that, perhaps more than any other, fuels the decimation of walkable streets.

Image: Andy Singer

Level of Service, simply put, is a measure of vehicle congestion at intersections. Projects are graded from "A" to "F" based on how much delay drivers experience.

That's all it measures: the free motion of motor vehicles. And that's the problem. The safety of people on foot and on bikes doesn't enter into the equation at all, and transit vehicles carrying dozens of people are subjugated to the movement of private cars. In fact, a high "level of service" generally makes for a much more stressful and dangerous street, since speeding traffic, and the wide lanes that facilitate it, is a leading cause of traffic injuries and deaths.

Last month, livable streets advocates in California finally made progress in a long battle to reform the state's environmental laws, which perversely [rewarded projects that cater to cars and maintain a certain Level of Service](#). When, for instance, San Francisco went to add a bike lane or a bus lane, the city first had to show — as part of environmental law — that drivers would not be inconvenienced. Then on September 27, [Governor Jerry Brown signed a law](#) saying that Level of Service requirements [would no longer factor into the state's environmental review process](#) — at least in "transit priority areas," which will incorporate sections of all the state's urbanized areas.

The [Natural Resources Defense Council](#) celebrated the bill's passage, writing that it will "have the potential to shape California's future in a big way."

California isn't the only place rethinking its reliance on Level of Service to grade transportation and development projects. Portland, Oregon, [issued an RFP last summer](#) asking for help developing new performance measures to replace Level of Service. The RFP read: "The existing LOS standards and measures, which focus only on motor vehicle levels of service, do not reflect the City of Portland's current practice which emphasizes and promotes a multi-modal approach to transportation planning and providing transportation services."

Meanwhile, other cities that want to build better streets for walking, biking, and transit are finding ways around Level of Service without changing laws.

Rachel Weinberger helped write Mayor Michael Bloomberg's [PlaNYC](#) sustainability framework. Level of Service requirements presented a barrier to safer street designs there, too, but by testing out new engineering approaches as pilot projects, reforms could be advanced without hacking through too much red tape. Internally, the city used performance measures that prioritized goals it considered more important than vehicle Level of Service, such as spatial efficiency.

"A lot of places are trying to rethink it," said Weinberger, who is now director of research and policy strategy at Nelson\Nygaard. "People are starting to say, 'We've been using this performance measure and we're not getting the whole picture, and we're not getting the result we really want.'"

The state of Florida, for example, uses a [multi-modal](#) Level of Service analysis. The state of Virginia is considering something similar, said Weinberger.

Another innovator is Charlotte, North Carolina. Charlotte first adopted a soft approach to its use of Level of Service about 10 years ago, when the city passed its complete streets policy, says Dan Gallagher, the city's transportation and planning manager.

“We realized if we were going to be a city that could move cars but also be accommodating for bikes, pedestrians and transit users, a strict level of service approach probably wasn’t going to be the best thing,” Gallagher said. “What we’ve moved to is more of a comprehensive look at our improvements.”

Charlotte still uses Level of Service in its planning, but in combination with metrics that measure “Level of Service” for cyclists and pedestrians as well. [Multi-modal Level of Service](#) measures have been pioneered by groups like the National Cooperative Highway Research program.



The use of "Level of Service" performance metrics can lead to road widenings that entrench dependence on driving and jeopardize pedestrians. Photo: [Naples News](#)

The city of Seattle is another conscientious objector. Michael James, a project manager at the Seattle Department of Transportation, said the city is considering whether to adopt a multi-modal Level of Service in its next comprehensive plan.

“We’re really trying to move away from using level of service because it really just focuses on driver access and it’s more of a measure of driver convenience than anything else,” James said. “We still do use LOS at intersections, but primarily to make sure our transit is still moving.”

Of course, for every state or local agency that eschews transportation decisions based primarily on Level of Service, there are many more that use it to quash projects that might be beneficial for pedestrians and cyclists. The sad thing, according to Gary Toth at [Project for Public Spaces](#), is that there is absolutely no requirement for states and cities to do so. Adherence to Level of Service is simply a convention that survives from the bygone era of highway building. Even with the advances in multi-modal Level of Service, many communities will forgo this measure because the data needed to calculate is more difficult to obtain.

“We have a long way to go,” says Toth, “but the door is opening.”



[Angie Schmitt](#) is a newspaper reporter-turned planner/advocate who manages the Streetsblog Network from glamorous Cleveland, Ohio. She also writes about urban issues particular to the industrial Midwest at [Rustwire.com](#).

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#106

**From:** Jennifer Burdick  
**To:** [REDACTED]  
**CC:** Jonathan Rothschild, Karin Uhlich, Paul Cunningham, Richard G. Fimbres, Regi...  
**Date:** 10/15/2013 5:26 AM  
**Subject:** Re: Broadway Blvd project CTF/staff process

October 15, 2013

Subject: Letter from Arroyo Chico Neighborhood Association dated October 13, 2013

Les,

I am currently in Europe, but happened to check my emails and saw your letter on behalf of Arroyo Chico Neighborhood Association. A similar letter from Rincon Heights Neighborhood Association has also been received. Because of the time-sensitive nature of your requests, and those in their letter, I wanted to respond to you quickly. I am also concerned by the charges of negligence by our project team to our Task Force members and selective compliance to the open process we have striven to develop throughout this process. I would like to provide some clarification, in the hopes that this will alleviate some or all of your concerns, or give us the basis for further discussion.

This week, while I am gone, the project team is preparing information for the Task Force meetings on October 21 and October 24. This is a planning charrette, not a design charrette, which has been clarified before. (We are nearing a point in which we will have a design charrette, once we have results from analysis in this next segment of work with the Task Force.) The original intention of the discussions and meetings is to identify what cross section alternatives to move forward into further analysis by the consultant team. This decision is first step of many to come in the alternatives analysis. Please remember that the planning and design schedule will bring us to an initial recommendation on the project design – after studies and additional data are collected – by Fall 2014, and this initial recommendation will come to the Mayor and Council at a public hearing. The Council will be provided regular updates, however, before then. (The public participation plan for the project can be found online at [www.tucsonaz.gov/broadway](http://www.tucsonaz.gov/broadway) under 'Public Participation'.)

Regarding the role of the Task Force, you are correct that the Task Force has a very important role. They will ultimately provide a recommendation to the Mayor and Council to either support or deny the project design concept report and initial construction plans that are developed through the expertise of the project team. Throughout this planning and design process, the CTF is the representative of local project area and the regional users with a stake in this project design. The CTF provides key input, ideas, suggestions, questions, and concerns as we work towards a design of the project. The consultant team has been hired on to do the work as indicated through the Scope of Work approved by the Procurement Department. As such, the project team is working to deliver a schedule that has been approved by contract. The work be done with the CTF factors into to this project schedule. The role of designing is a technical one (performed by the technical consultants) with the influence, creativity, and mindfulness of the CTF (affected stakeholders influencing how we are proceeding). There is a balance that we are always working to maintain on this project. We are incredibly lucky to have the dedicated people we do in our CTF members, and in our technical team.

Based on the discussions at the October CTF meetings, the next segment of the work we will be doing with the Task Force includes running various studies on the street configuration/cross section alternatives selected, discussing results at future meetings, making refinements, and running additional studies. Following this, the Task Force will work with the project team on developing a corridor development approach for the whole 2 miles of the project area which will also require analysis. Within these refinements and milestone decisions, there will be Task Force meetings, updates to City Manager's Office, Mayor and Council, RTA CART and T/MC Committees (as desired), and the Pima County Bond Oversight Committee. There are also 2 more community-wide meetings planned inviting the community to participate as was done for the meeting on Sept. 26.

The items you are requesting be addressed at the October 21, 2013 Citizens Task Force meeting are not

part of the meeting agenda, for the following reasons:

- 1) Given recent media attention to the issue of the County funding, a portion of the meeting on October 21 will necessarily focus on this issue. Representatives from the different agencies will be at the meeting to talk with the Task Force and answer questions. Given the concerns that have been raised by this issue, I believe enough time needs to be allowed to ensure quality conversations with the Task Force.
- 2) To your first point regarding the information requested by Colby for parking information, his request was for a map of parcels with non-compliant parking issues. At the meeting, staff advised that we would have to look into whether this would be possible. There are legal issues, which were thought to be present, with providing a map of non-compliant properties. In a meeting with staff from Department of Transportation, Planning & Development Services Department, ParkWise, and Information Technology, it was clarified that some property owners have gone through a review process to be determined by Planning and Development Services as "legally non-compliant" with the current City Code. Others have not. Putting the requested information into a map may have a number of negative unintended consequences for property owners. Creating negative issues for the current property owners is not something I believe Colby was intending and for that reason, staff and the project team have discussed how to respond.  
Given that this information will be part of the alignment alternatives analysis that is part of the next segment of work described above, it is expected that we can provide the information and avoid the negative consequences at that time.
- 3) Regarding Phoenix light rail, this information takes time to gather and we have been doing so, in addition to the planned work we have been doing. To clarify, the initial request was for analysis of Central Avenue and then Phoenix light rail; however, there are many segments to the light rail system, and comparable segments to Broadway are being reviewed. Tucson Department of Transportation deputy director Carlos de Leon worked in Tempe for 17 years, on the light rail project, and has been able to give staff assistance with his experience and knowledge of the development of the segments and appropriate contacts to make to obtain the right information. Staff has initiated contact with different staff in Phoenix from both the Metro Authority, Phoenix Department of Transportation, and Reinvent Phoenix. Additionally, I and others from the project team have been to Phoenix to take pictures and gather information.

Again, this is information that relates to the next segment of work planned with the Task Force and how it factors in to the next segment of work can be discussed with the Task Force at the October meetings.

- 4) Regarding the updated projections, the projections we have been using for the project are currently correct for where we are in the project process. In August 2012, the project team developed a range within which to approach our work regarding projections on the project to accommodate concerns that the projections being used overestimate future demand (pg. 4, Summary of the Traffic Analysis: Broadway, Euclid to Country Club, August 30, 2012, found online: [http://cms3.tucsonaz.gov/files/projects/broadway/2012\\_08-30\\_TrafficSummary.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/2012_08-30_TrafficSummary.pdf))

The range of projections we are currently using includes a low growth rate of 70% to high growth rate of 100% of Pima Association of Governments (PAG) projections for 2040. A follow up to the traffic study analysis was also provided to the Citizens Task Force at the May 21, 2013 meeting. This follow-up provided additional information about the PAG projections model, the role it plays in our work and in our community planning process. It also indicates that as we continue to move forward on this project, we will continue to use a range of projections. [http://cms3.tucsonaz.gov/files/projects/broadway/2013\\_05-10\\_TravelDemandOverview\\_Fin.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/2013_05-10_TravelDemandOverview_Fin.pdf)

We know that the Federal projections received by the State of Arizona are projecting less population for our region. It is my understanding that PAG has been in the process of developing the new projections, and as we move forward on the project process, we will use the most current projections available, in the range that we are committed to using. If there is new information PAG has available that will aid our

process, we will incorporate that.

As an aside, this approach of using a range has subsequently been supported by the U.S. PIRG report, as proposed in the report conclusions on pgs. 41-42 of "A New Direction: Our Changing Relationship with Driving and the Implications for America's Future."  
<http://uspirg.org/sites/pirg/files/reports/A%20New%20Direction%20vUS.pdf>

This is a challenging project with many different layers to it, and what seems like a race against time to address it all. This is one reason to allow time for the process to continue. I assure you that I and the team remain committed to doing everything we can to aid this decision process. If we are thorough in our approach and process, I believe we will develop the information that will help us all engage in conversations that consider all the different angles.

Thank you for your letter and opportunity to provide some additional information.

Sincerely,  
Jenn Toothaker Burdick

c: The Honorable Mayor and Council Members  
The Broadway Citizens Task Force Members  
Albert Elias, Assistant City Manager  
Nicole Ewing-Gavin, Assistant to the City Manager  
Daryl Cole, Director, Tucson Department of Transportation  
Carlos de Leon, Deputy Director, Tucson Department of Transportation  
Jim DeGroot, Director of Transportation Services, Regional Transportation Authority  
Rick Ellis, Administrator, Engineering Division, Pima County Department of Transportation

>>> [REDACTED] " [REDACTED] 10/13/13 8:23 PM >>>

Hi, Jenn:  
I hope this finds you well.  
Below plz find text of a letter from the Arroyo Chico Neighborhood Association to you (as Broadway Project Manager) and cc'ed to M&C regarding the Broadway design process. I have also attached a "prettified" version on ACNA letterhead if that is preferred.  
Cheers,  
---  
Les

enc: acna\_ltr\_20131013.sla.pdf (PDF format, ~175KB)  
cc: M&C

\_\_BEGIN\_\_

13-OCT-2013

To: Jenn Toothaker  
City of Tucson Department of Transportation  
201 North Stone Ave, 5th floor  
Tucson, AZ 85701

From: Arroyo Chico Neighborhood Association  
Les Pierce, President

[REDACTED]

Re: Broadway Project

Hi, Jenn:

I have been attending the Broadway Project Citizen Task Force (CTF) meetings and open houses since the CTF's inception in Spring, 2012, and I am now writing on behalf of the Arroyo Chico Neighborhood Association (ACNA) to bring your attention to a matter of concern.

It is our understanding that the CTF is charged with conceiving a roadway design for the section of Broadway Blvd between Euclid Avenue and Country Club Road. Per Mayor and Council direction, the CTF may consider all roadway design options and not just the 8-lane/ 150-foot one advanced by the Regional Transportation Authority (RTA). Also, per RTA legal counsel Thomas Benavidez' statement to the RTA's CART committee on 22-MAY-2013, the CTF is not strictly bound to the RTA plan as long as functionality is preserved and the project budget met.

It is also our understanding that, generally, CTFs are charged with conceiving project designs and that they are supported by City and project staff ("staff") which provides expertise, data, and other materials to educate and inform the CTF members and their discussions. The CTF is in the driver's seat, so to speak.

Which brings us to the reason for this letter. Over the past several months, we have observed CTF members directing staff to produce documentation to aid the CTF in their deliberations, but this information was not produced at the next subsequent meeting, nor has it been produced since. For example:

(A) At the 30-MAY-2013 CTF meeting, neighborhood representative Colby Henley asked for information about where on Broadway business parking is occurring as a non-conforming use. This has not yet been produced.

(B) At the 25-JUL-2013 CTF meeting, neighborhood representative Mary Durham-Pflibsen requested information about the light rail system installed in the City of Phoenix, since parts of that project were built without extensive demolition and this case study could prove useful to CTF deliberations. This information has not yet been produced.

(C) At the 25-JUL-2013 CTF meeting, business representative Diane Robles asked again for up-to-date traffic figures, since Pima Association of Governments (PAG) had recently revised their traffic projections downward. Not only has this information not yet been produced (despite assurances at the 18-APR-2013 meeting that it would be made available), projections known to be outdated were presented to audience and participants at the public open house on 26-SEP-2013.

Had any one of these been an isolated incident, it could be forgiven as a necessary part of the process (i.e., accidents happen). However, they collectively appear to indicate a pattern in which staff is selectively choosing when to comply with the CTF's reasonable information requests, and thereby manipulating the process in a particular direction. We hope we are mistaken.

As stakeholders in the Broadway Boulevard project (which demarcates ACNA's north border) we demand a fair and aboveboard design process, and therefore we must insist that staff be instructed to produce the materials described above at or before the next CTF meeting (21-OCT-2013).

Thank you for your time and kind attention to this matter.

Sincerely,

/s/

Les Pierce

President, Arroyo Chico Neighborhood Association

cc: City of Tucson Mayor and Council:  
Mayor Jonathan Rothschild,  
Ward 1 Councillor Regina Romero,  
Ward 2 Councillor Paul Cunningham,  
Ward 3 Councillor Karin Uhlich,  
Ward 4 Councillor Shirley Scott,  
Ward 5 Councillor Richard Fimbres, and  
Ward 6 Councillor Steve Kozachik

\_\_END\_\_  
#EOF.

# ARROYO CHICO NEIGHBORHOOD ASSOCIATION

13-OCT-2013

To: Jenn Toothaker  
City of Tucson Department of Transportation  
201 North Stone Ave, 5th floor  
Tucson, AZ 85701

From: Arroyo Chico Neighborhood Association  
Les Pierce, President

[REDACTED] e

Re: Broadway Project

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Thank you for your time and kind attention to this matter.

Sincerely,

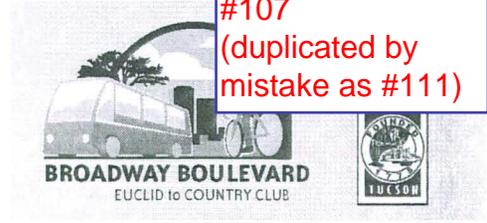
*Les Pierce*

Les Pierce  
President, Arroyo Chico Neighborhood Association

cc: City of Tucson Mayor and Council:  
Mayor Jonathan Rothschild,  
Ward 1 Councillor Regina Romero,  
Ward 2 Councillor Paul Cunningham,  
Ward 3 Councillor Karin Uhlich,  
Ward 4 Councillor Shirley Scott,  
Ward 5 Councillor Richard Fimbres, and  
Ward 6 Councillor Steve Kozachik

# Broadway Boulevard

## Euclid Avenue to Country Club Road



Please record my comment(s) about the Broadway Boulevard, Euclid Avenue to Country Club Road project.

I Support The RTA's ~~Plan~~ PLAN. 8 LANES  
for BROADWAY!!!

Optional:

Name

Address

E-mail

Major cross-streets near your home or business

This is a project of the Regional Transportation Authority. The voter-approved, \$2.1 billion RTA plan will be implemented through 2026. Details about the full plan are available at [www.RTA mobility.com](http://www.RTA mobility.com). The Regional Transportation Authority has a nine-member board with representatives from local, state and tribal governments. This project will be managed by the City of Tucson.

[www.tucsonaz.gov/broadway](http://www.tucsonaz.gov/broadway)



#108

**From:** Jennifer Burdick  
**To:** [REDACTED], Laura - (tabili) Tabili  
**CC:** Regina.romero@tucsonaz.gov, paul.cunningham@tucsonaz.gov, Karin.uhlich@tuc...  
**Date:** 10/15/2013 4:56 AM  
**Subject:** Letter from Rincon Heights Neighborhood Association dated October 14, 2013

October 15, 2013

Subject: Letter from Rincon Heights Neighborhood Association dated October 14, 2013

Mark, Laura -

I am currently in Europe, but happened to check my emails and saw your letter on behalf of Rincon Heights Neighborhood Association. Because of the time-sensitive nature of your requests, I wanted to respond to you quickly. I am also concerned by your charges of what I would consider negligence to our Task Force members and selective compliance to the open process we have striven to develop throughout this process. I would like to provide some clarification, in the hopes that this will alleviate some or all of your concerns.

This week, while I am gone, the project team is preparing information for the Task Force meetings on October 21 and October 24. This is a planning charrette, not a design charrette, which has been clarified before. (We are nearing a point in which we will have a design charrette, once we have results from analysis in this next segment of work with the Task Force.) The original intention of the discussions and meetings is to identify what cross section alternatives to move forward into further analysis by the consultant team. This decision is first step of many to come in the alternatives analysis. Please remember that the planning and design schedule will bring us to an initial recommendation on the project design – after studies and additional data are collected – by Fall 2014, and this initial recommendation will come to the Mayor and Council at a public hearing. The Council will be provided regular updates, however, before then. (The public participation plan for the project can be found online at [www.tucsonaz.gov/broadway](http://www.tucsonaz.gov/broadway) under 'Public Participation'.)

Based on the discussions at the October CTF meetings, the next segment of the work we will be doing with the Task Force includes running various studies on the street configuration/cross section alternatives selected, discussing results at future meetings, making refinements, and running additional studies. Following this, the Task Force will work with the project team on developing a corridor development approach for the whole 2 miles of the project area which will also require analysis. Within these refinements and milestone decisions, there will be Task Force meetings, updates to City Manager's Office, Mayor and Council, RTA CART and T/MC Committees (as desired), and the Pima County Bond Oversight Committee. There are also 2 more community-wide meetings planned inviting the community to participate as was done for the meeting on Sept. 26.

The items you are requesting be addressed at the October 21, 2013 Citizens Task Force meeting are not part of the meeting agenda, for the following reasons:

- 1) Given recent media attention to the issue of the County funding, a portion of the meeting on October 21 will necessarily focus on this issue. Representatives from the different agencies will be at the meeting to talk with the Task Force and answer questions. Given the concerns that have been raised by this issue, I believe enough time needs to be allowed to ensure quality conversations with the Task Force.
- 2) To your first point regarding the information requested by Colby for parking information, his request was for a map of parcels with non-compliant parking issues. At the meeting, staff advised that we would have to look into whether this would be possible. There are legal issues, which were thought to be present, with providing a map of non-compliant properties. In a meeting with staff from Department of Transportation, Planning & Development Services Department, ParkWise, and Information Technology, it was clarified that some property owners have gone through a review process to be determined by Planning and Development Services as "legally non-compliant" with the current City Code. Others have

not. Putting the requested information into a map may have a number of negative unintended consequences for property owners. Creating negative issues for the current property owners is not something I believe Colby was intending and for that reason, staff and the project team have discussed how to respond.

Given that this information will be part of the alignment alternatives analysis that is part of the next segment of work described above, it is expected that we can provide the information and avoid the negative consequences at that time.

3) Regarding Phoenix light rail, this information takes time to gather and we have been doing so, in addition to the planned work we have been doing. To clarify, the initial request was for analysis of Central Avenue and then Phoenix light rail; however, there are many segments to the light rail system, and comparable segments to Broadway are being reviewed. Tucson Department of Transportation deputy director Carlos de Leon worked in Tempe for 17 years, on the light rail project, and has been able to give staff assistance with his experience and knowledge of the development of the segments and appropriate contacts to make to obtain the right information. Staff has initiated contact with different staff in Phoenix from both the Metro Authority, Phoenix Department of Transportation, and Reinvent Phoenix. Additionally, I and others from the project team have been to Phoenix to take pictures and gather information.

Again, this is information that relates to the next segment of work planned with the Task Force and how it factors in to the next segment of work can be discussed with the Task Force at the October meetings.

4) Regarding the updated projections, the projections we have been using for the project are currently correct for where we are in the project process. In August 2012, the project team developed a range within which to approach our work regarding projections on the project to accommodate concerns that the projections being used overestimate future demand (pg. 4, Summary of the Traffic Analysis: Broadway, Euclid to Country Club, August 30, 2012, found online: [http://cms3.tucsonaz.gov/files/projects/broadway/2012\\_08-30\\_TrafficSummary.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/2012_08-30_TrafficSummary.pdf))

The range of projections we are currently using includes a low growth rate of 70% to high growth rate of 100% of Pima Association of Governments (PAG) projections for 2040. A follow up to the traffic study analysis was also provided to the Citizens Task Force at the May 21, 2013 meeting. This follow-up provided additional information about the PAG projections model, the role it plays in our work and in our community planning process. It also indicates that as we continue to move forward on this project, we will continue to use a range of projections. [http://cms3.tucsonaz.gov/files/projects/broadway/2013\\_05-10\\_TravelDemandOverview\\_Fin.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/2013_05-10_TravelDemandOverview_Fin.pdf)

We know that the Federal projections received by the State of Arizona are projecting less population for our region. It is my understanding that PAG has been in the process of developing the new projections, and as we move forward on the project process, we will use the most current projections available, in the range that we are committed to using. If there is new information PAG has available that will aid our process, we will incorporate that.

As an aside, this approach of using a range has subsequently been supported by the U.S. PIRG report, as proposed in the report conclusions on pgs. 41-42 of "A New Direction: Our Changing Relationship with Driving and the Implications for America's Future." <http://uspirg.org/sites/pirg/files/reports/A%20New%20Direction%20vUS.pdf>

This is a challenging project with many different layers to it, and what seems like a race against time to address it all. This is one reason to allow time for the process to continue. I assure you that I and the team remain committed to doing everything we can to aid this decision process. If we are thorough in our approach and process, I believe we will develop the information that will help us all engage in conversations that consider all the different angles.

Thank you for your letter and opportunity to provide some additional information.

Sincerely,  
Jenn Toothaker Burdick

c:           The Honorable Mayor and Council Members  
              The Broadway Citizens Task Force Members  
              Albert Elias, Assistant City Manager  
              Nicole Ewing-Gavin, Assistant to the City Manager  
              Daryl Cole, Director, Tucson Department of Transportation  
              Carlos de Leon, Deputy Director, Tucson Department of Transportation  
              Jim DeGroot, Director of Transportation Services, Regional Transportation Authority  
              Rick Ellis, Administrator, Engineering Division, Pima County Department of  
Transportation

**From:** "Tabili, Laura - (tabili)" <[REDACTED]u>  
**To:** "broadway@tucsonaz.gov" <broadway@tucsonaz.gov>  
**CC:** [REDACTED]  
[REDACTED] 10/14/2013 9:27 PM  
**Subject:** Rincon Heights Neighborhood Association re: CTF  
**Attachments:** RHNA Broadway letter October 2013.pdf

#109

**From:** "Garcia, Jose D - (jdgarcia)" [REDACTED] >  
**To:** Jennifer Burdick <Jennifer.Burdick@tucsonaz.gov>  
**CC:** "jdegrood@pagnet.org" <jdegrood@pagnet.org>, "rick.ellis@pima.gov" <rick...>  
**Date:** 10/18/2013 10:39 AM  
**Subject:** RE: EEEHA Letter and Response

Dear Jenn,

I hope your vacation was wonderfully relaxing. Thanks for taking time to respond to my letter.

We envision that the Broadway CTF should be free to investigate any reasonable avenues that they believe will enhance their understanding of ways to accomplish the vision and goals of the Broadway Boulevard Project. That was the basis for our letter: we perceived that CTF members had asked for information, the information seemed quite important and relevant to their task, and they have to-date received no reply.

This gives to an outsider, particularly one who has attended many of the CTF meetings, the appearance that the CTF is being channeled down a particular path, towards a particular outcome, with no deviations permitted, and only information relevant to that path is allowed. That would completely negate the purpose for having a CTF.

In the interests of transparency of process, it might be better to respond to such specific requests for data and information by the CTF directly, in a timely fashion, with either the information or a reason. This can be done by indicating, for example, that the information fits better at a different time in their deliberations. The CTF would then have the option of wishing to see it anyway. But at least they would know it is forthcoming.

I know from my work with committees that were responsible to a public-type body or group, that transparency is essential in making the results of the committee's efforts credible and acceptable.

Thanks for all your work on the Project.

JD Garcia  
President, EEEHA Board

---

From: Jennifer Burdick [Jennifer.Burdick@tucsonaz.gov]  
Sent: 16 October 2013 05:44  
To: Garcia, Jose D - (jdgarcia)  
Cc: jdegrood@pagnet.org; rick.ellis@pima.gov; Albert Elias; Andrew McGovern; Broadway.PWPO1.PWDOM2@tucsonaz.gov; Carlos de Leon; Daryl Cole; David Higuera; Diana Rhoades; Jonathan Rothschild; Karin Uhlich; Katie Bolger; maddy.byernes@tucsonaz.gov; Mark Kerr; Mayor1.CHPO3.CHDOM2@tucsonaz.gov; Nicole Ewing-Gavin; Paul Cunningham; Regina Romero; Richard G. Fimbres; Shirley Scott; Steve Kozachik; Tamara Prime; Teresa Olson; Ward1@tucsonaz.gov; Ward2@tucsonaz.gov; Ward 3; Ward4@tucsonaz.gov; Ward5@tucsonaz.gov; Ward6  
Subject: Re: EEEHA Letter

October 15, 2013

Subject: Letter from El Encanto Estates Homeowners Association dated October 14, 2013

Dr. Garcia -

I am currently in Europe, and saw your email with the letter on behalf of El Encanto Estates Homeowners Association. You are requesting information by next Monday, and because of the time-sensitive nature of your requests, I wanted to respond to you quickly. I have received two similar letters, and will provide the

same answers to you as I have to the Rincon Heights Neighborhood Association and Arroyo Chico Neighborhood Association. As with the other letters, I am concerned by your charges of what I would consider negligence to our Task Force members and selective compliance to the open process we have striven to develop throughout this process. I would like to provide some clarification, in the hopes that this will alleviate some or all of your concerns.

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<http://uspirg.org/sites/pirg/files/reports/A%20New%20Direction%20vUS.pdf>

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Jenn Toothaker Burdick

c: The Honorable Mayor and Council Members  
The Broadway Citizens Task Force Members  
Albert Elias, Assistant City Manager  
Nicole Ewing-Gavin, Assistant to the City Manager  
Daryl Cole, Director, Tucson Department of Transportation  
Carlos de Leon, Deputy Director, Tucson Department of Transportation  
Jim DeGroot, Director of Transportation Services, Regional Transportation Authority  
Rick Ellis, Administrator, Engineering Division, Pima County Department of Transportation

>>> "Garcia, Jose D - (jdgarcia)" [REDACTED] 10/15/13 11:32 AM >>>  
Dear Jenn,

The EEEHA Board has authorized me to send the attached letter on their behalf.

Thanks.

JD Garcia

President EEEHA Board

# El Encanto Estates Homeowners Association

10 Calle Portal, Tucson, AZ 85716  
Phone: 520 327 3946      jdgarcia@email.arizona.edu

14 October 2013

To: Jennifer Toothaker  
Project Manager, Broadway Project

Dear Jenn,

El Encanto Estates Homeowners Association wishes to draw your attention to a troubling matter affecting the Broadway Citizens Task Force. The Broadway Citizens Task Force (CTF) was appointed in Spring 2012 to plan the Broadway road improvements on behalf of the lead agency, the City of Tucson. Over the past several months, Task Force members have directed staff to produce documentation to aid the CTF in their deliberations, but this documentation has not been produced, month after month.

–In the May 30, 2013 meeting, Colby Henley, neighborhood representative, asked for information on nonconforming business parking which has not been produced.

–In the July 25, 2013 meeting, Mary Pflibsen, neighborhood representative, asked for information about Phoenix's light rail system, which was built without extensive demolition. This information has not been produced.

–On April 18, 2013, Diane Robles, business representative, first asked for up-to-date traffic figures, as PAG have recently revised their traffic projections downward. She repeated this request in a meeting in summer 2013. Not only have up-to-date figures not been produced, but projections the Design Team knows are outdated were presented to the public meeting on September 26.

The outcome is that CTF is about to embark on a Design Charrette without the information it needs, some of it requested months ago. The information requested is crucial to the CTF's mission and ability to do its job. Continual failure to provide requested information, therefore, makes it difficult for the CTF to work effectively. As residents and stakeholders in the Study Area, we wish to express our frustration over the continued refusal of the Design Team to provide the requested information and to cooperate with and serve the CTF.

We therefore request that the Design Team be instructed to produce the materials described above before the next CTF meeting on October 21. We further request that any information the CTF requests in the future be produced before or at the subsequent meeting so as to facilitate the ability of the Task Force to proceed as legally mandated.



JD Garcia  
President, EEEHA Board

cc: Mayor and Council  
Darryl Cole  
Nicole Ewing-Gavin

#110

**From:** "Jim Schoen" <[REDACTED]>  
**To:** "Jennifer Burdick" <Jennifer.Burdick@tucsonaz.gov>, <Broadway.PWPO1.PWDO...>  
**CC:** <[REDACTED]>, <[REDACTED]>, <[REDACTED]>  
**Date:** 10/16/2013 10:34 AM  
**Subject:** RE: Neighborhood Association Letters Received Re: Broadway Projectand Responses

Jenn,

Just wanted to provide some additional information regarding the updated PAG projections. The 2040 model that we have been using are the current official projections. PAG has begun developing the next model, which I believe they are calling 2050, to reflect the revised population projections for the region. The 2050 model and the updated projections will be available in about a year.

Jim

-----Original Message-----

From: Jennifer Burdick [mailto:Jennifer.Burdick@tucsonaz.gov]  
 Sent: Wednesday, October 16, 2013 4:29 AM  
 To: Broadway.PWPO1.PWDOM2@tucsonaz.gov  
 Cc: [REDACTED]

Subject: Neighborhood Association Letters Received Re: Broadway Projectand Responses

Buonsera, CTF Members -

I am writing to share quickly some letters we are receiving this week (first 3 attachments), and the responses (last 2 attachments) provided so far. We can discuss more during the meeting next week.

Your meeting materials will be emailed soon. The public agenda and meeting notifications will be going out soon, as well.

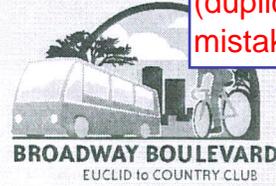
Please let Nanci know if you have any questions, concerns, feedback.

See you soon!  
 ~Jenn

# Broadway Boulevard

## Euclid Avenue to Country Club Road

#111  
(duplicated by  
mistake as #107)



Please record my comment(s) about the Broadway Boulevard, Euclid Avenue to Country Club Road project.

I Support The RTA's ~~Plan~~ PLAN. 8 LANES  
for BROADWAY!!!

Optional:

Name

Address

E-mail

Major cross-streets near your home or business



## Broadway - Re: Broadway Project

---

**From:** Broadway  
**To:** Judy Ray  
**Date:** 10/21/2013 11:15 AM  
**Subject:** Re: Broadway Project

---

Ms. Ray -

I have received your email and will include it in our public input information report.

Regarding your concerns about the input gathered at the recent public meeting on 9/26, we are in the process of pulling all of what we have from that meeting into a report for the review by our Citizens Task Force. We will be making available photo-documentation of the materials we collected at the 9/26 meeting sometime this week on the web page that will be dedicated to that event (<http://cms3.tucsonaz.gov/broadway/public-meeting-3>).

What we have done for the last two public meetings is to allow the Task Force members an opportunity to review the actual meeting report first, to evaluate if it is ready for public distribution. Once they support it's release, then we will make the report available online. We will send an email to the attending public that left us email addresses, as well, to alert them about the report's availability.

We have provided an initial draft electronically to the Task Force and will provide them a copy of it at tonight's (Monday night's) meeting. It is a large document.

You are correct that the online items for the ongoing Public Input Report on our project web site (<http://cms3.tucsonaz.gov/broadway/public-input-report>) is not complete. We are working to fix that and will have it done by the end of the week.

I hope this information is helpful to you. I appreciate you taking time to alert us to these issues and your concerns.

~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](http://www.tucsonaz.gov/broadway)>  
\*\*\*\*\*

>>> On 10/19/2013 at 2:04 PM, Judy Ray [REDACTED] > wrote:  
| Your Public Input Report on the webpage seems out of date and  
| inadequate. (For "comment cards" there are just 2 small ones from the  
| same address far on the East side of town.) There is no report from the  
| public meeting held on September 26. I attended that meeting and heard

many, many comments saying, in effect, "Don't destroy buildings for the sake of this road -- that plan destroys business and our city's history. Also, the traffic expectation is exaggerated, and anyway we need to find ways to decrease auto traffic. And limit the improvements to concern for bike safety."

Thank you.  
Judy Ray  
A neighbor on 10th Street

**Broadway - Re: no alcohol-serving establishments**

---

**From:** Broadway  
**To:** [REDACTED]  
**Date:** 10/21/2013 11:19 AM  
**Subject:** Re: no alcohol-serving establishments  
**CC:** Broadway

---

Mr. Negrete,  
I have received your email regarding two issues you raise - 1) adding a new turn lane at Broadway/Campbell instead of widening, and 2) not allowing alcohol-serving bars/establishments in the project area [and particularly near your home at Broadway/Santa Rita Ave].

These will be forwarded on to the Task Force through the use of the public input report.

Thank you for sharing your concerns with us.

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](http://www.tucsonaz.gov/broadway)>  
\*\*\*\*\*

>>> On 10/21/2013 at 8:55 AM, [REDACTED] wrote:

Hello,

I've lived at 1201 E. 10th St., one block north of Broadway, for over 28 years. I'm a long-time acquaintance of Mayor Rothschild. I'm opposed to the widening of Broadway. Since I travel on Broadway a lot, I'm certain that creating a separate new right turn only lane on the northeast corner of Broadway and Campbell, just as there already is on the southwest corner, would alleviate much traffic congestion, and at a much lower cost than widening the entire length as proposed. However, if the Broadway widening project does happen as proposed, I am vehemently opposed to allowing any new alcohol-serving establishments along the route. My cross street at Broadway is Santa Rita Ave., and there are currently buildings there that seem like they could one day be prime locations for the establishment of alcohol-serving bars. My home is already subject to plenty of alcohol-fueled noise, and having additional alcohol-serving establishments on Broadway would be absolutely intolerable. So please take my thoughts as a long-time resident of the area into account.

Sincerely,

Mike Negrete

**Jennifer Burdick - Doug Mance**

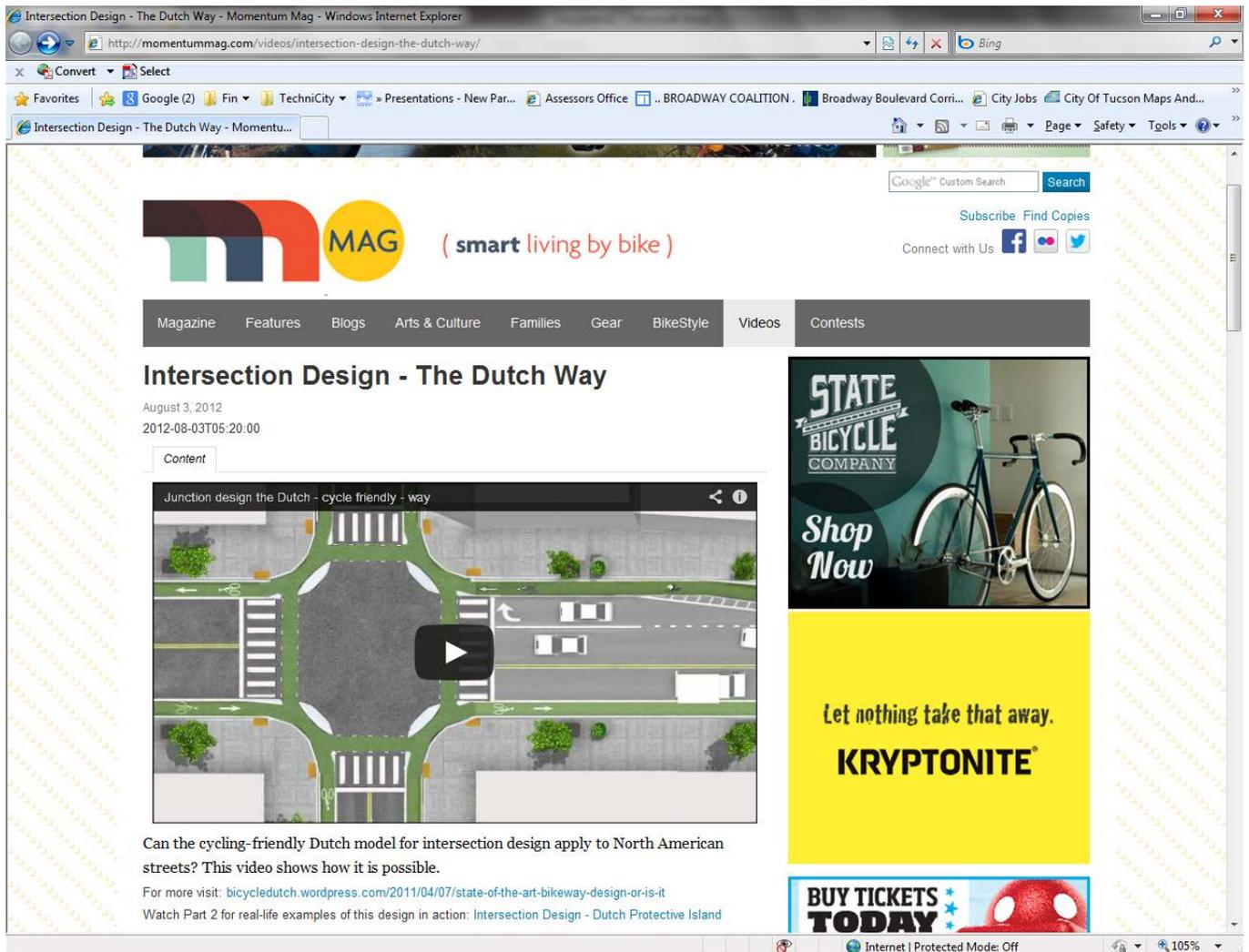
**From:** "Doug Mance (Private Address)" [REDACTED]  
**To:** James DeGroot <jdegroot@pagnet.org>, Jennifer Toothaker <Jennifer.Burdick@tucsonaz.gov>  
**Date:** 8/16/2013 2:45 PM  
**Subject:** Doug Mance

For the Broadway Tool Kit. The Dutch know a thing or two about bicycles.

<http://momentummag.com/videos/intersection-design-the-dutch-way/>

See you Thursday and have a good weekend.

Douglas S. Mance



#115

**Broadway - Fwd: Fw: Janette Sadik-Khan: New York's streets? Not so mean any more**

---

**From:** Jennifer Burdick  
**To:** Broadway@tucsonaz.gov  
**Date:** 10/24/2013 3:18 PM  
**Subject:** Fwd: Fw: Janette Sadik-Khan: New York's streets? Not so mean any more

---

>>> On 10/12/2013 at 3:12 PM, Ronald spark [REDACTED] wrote:

On Saturday, October 12, 2013 3:11 PM, "rpsparkmd@yahoo.com" <rpsparkmd@yahoo.com> wrote:

**TED** Ideas worth  
spreading

This TED Talk has been recommended to you by rpsparkmd@yahoo.com from TED.com.

Note from sender:

[http://www.ted.com/talks/janette\\_sadik\\_khan\\_new\\_york\\_s\\_streets\\_not\\_so\\_mean\\_any\\_more.html?source=email#.UlnkYtD3dp.email](http://www.ted.com/talks/janette_sadik_khan_new_york_s_streets_not_so_mean_any_more.html?source=email#.UlnkYtD3dp.email)

To stop receiving any emails from AddThis, please visit: [http://www.addthis.com/privacy/email-opt-out?e=caUOwA\\_AHclX3RjwBdEU3xOeH98R](http://www.addthis.com/privacy/email-opt-out?e=caUOwA_AHclX3RjwBdEU3xOeH98R)

#116

**Broadway - Re: Broadway Corridor Planning Charente - October 21st**

---

**From:** Jennifer Burdick  
**To:** Chuck Martin  
**Date:** 10/22/2013 3:23 PM  
**Subject:** Re: Broadway Corridor Planning Charente - October 21st  
**CC:** Broadway

---

Chuck,

Thank you very much for submitting this alternative cross section. This is representative of obvious time, thought, and expertise, and is much appreciated.

I will forward this email and attachment on to the Task Force and the project team for their consideration and possible discussion at the Thursday (10/24) meeting.

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](http://www.tucsonaz.gov/broadway)>  
\*\*\*\*\*

>>> On 10/22/2013 at 1:09 PM, "Chuck Martin" [REDACTED] wrote:

To whom it may concern;

(Please note that the following comments are my personal comments as a native resident of Tucson, a user of Broadway and based on my interest as an architect/planner. These comments are not related in any way to my employer - Rick Engineering.)

I have been following the planning process for the project for quite a while, but was not able to attend the Public Meeting in September. I have reviewed the materials from that meeting and attended the meeting last night to try to get up to speed. I listened to the presentation and comments from the task force and audience and realized there will be a lot of give and take in the future. I also noted some urgency.

The purpose of this email is to offer an alternative to the current materials based, my understanding of the importance of the following constraints:

1. The historical importance of many of the buildings along Broadway - therefore I looked for a plan that would keep as many buildings as possible.

2. The need for functionality of the roadway for all: vehicles, bicyclists, pedestrians

I am offering a hybrid 6-lane, 130' ROW section, that allows for a 16' median, 6 - 11' lanes, 2 - 5' bike lanes and 2 - 19' parkways. The 19' parkways are wide enough to allow for either wide landscape borders with meandering 8' sidewalks, bus pull-outs and/or right-turn deceleration lanes. This section has some flexibility to be narrowed (median and parkways) if necessary or widened to a more standard section where there is more width.

Based on my preliminary review of the corridor, it appears for the most part that this section will fit between the buildings along the road. In some areas this will mean that building doors will open onto the sidewalk. The topography along the corridor would seem to allow this type of design.

Parking between the building and the street would be lost. I have shown replacement parking with the demolition of selected buildings along the corridor. By moving the parking into central locations, the functionality of the street is improved.

I want to thank all of the task force members and staff for their time and commitment to this project. I would be happy to answer questions you may have.

Sincerely,

Chuck

<<2102\_001.pdf>>

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Chuck Martin, R.A.

Principal Project Planner

[REDACTED]

RICK ENGINEERING COMPANY

[REDACTED]

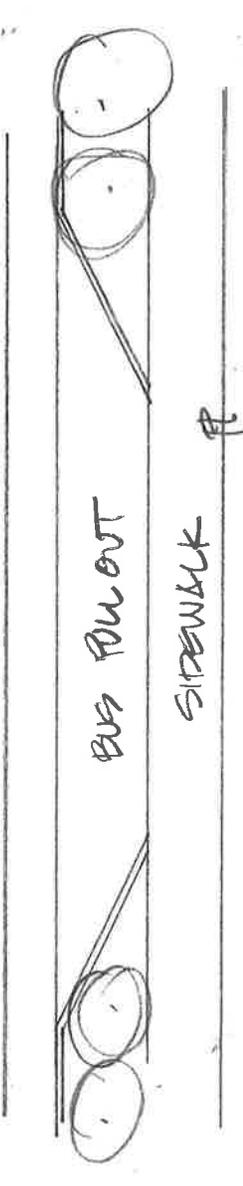
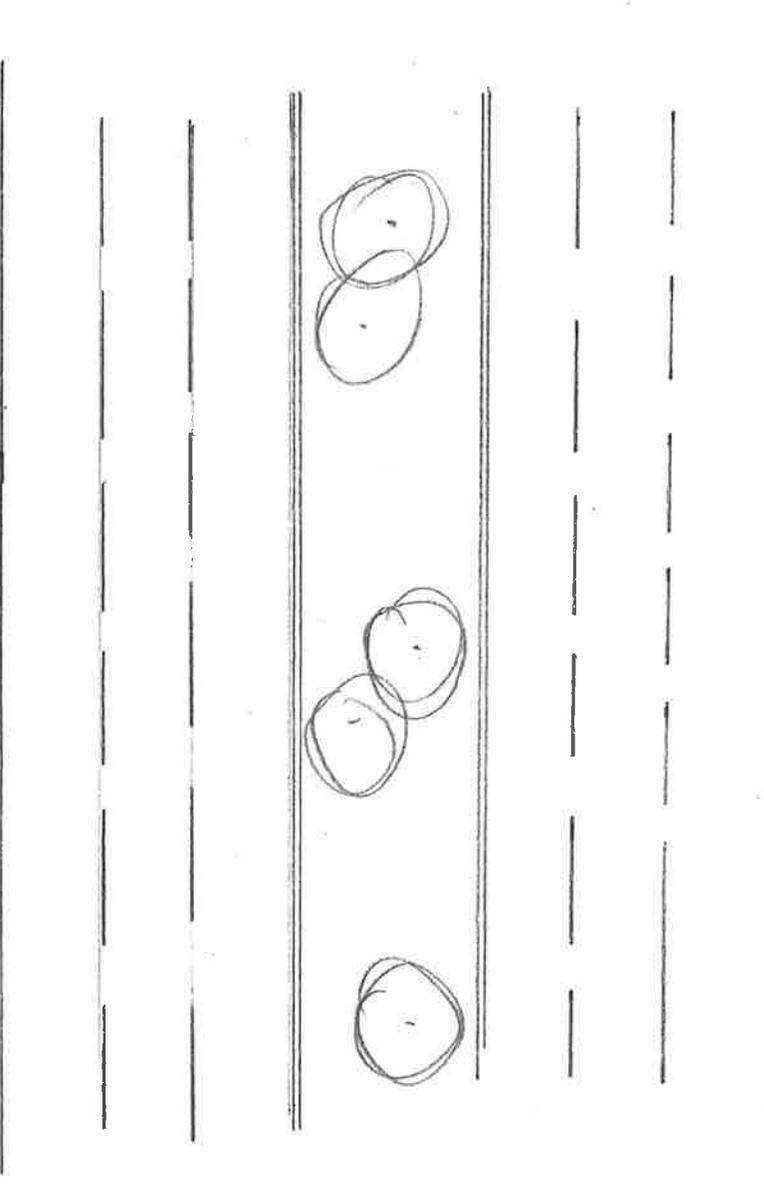
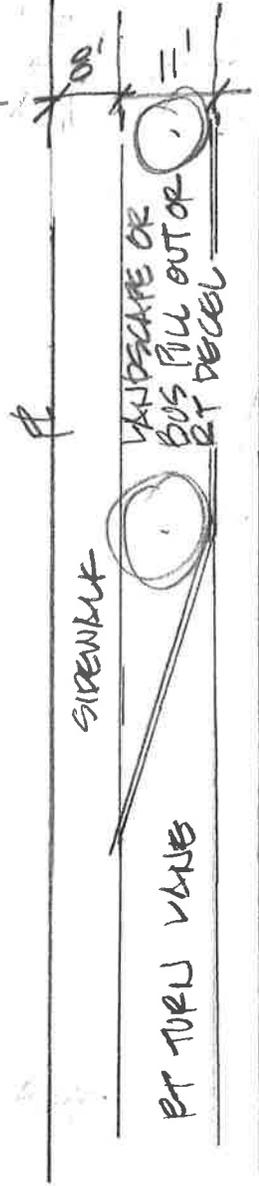
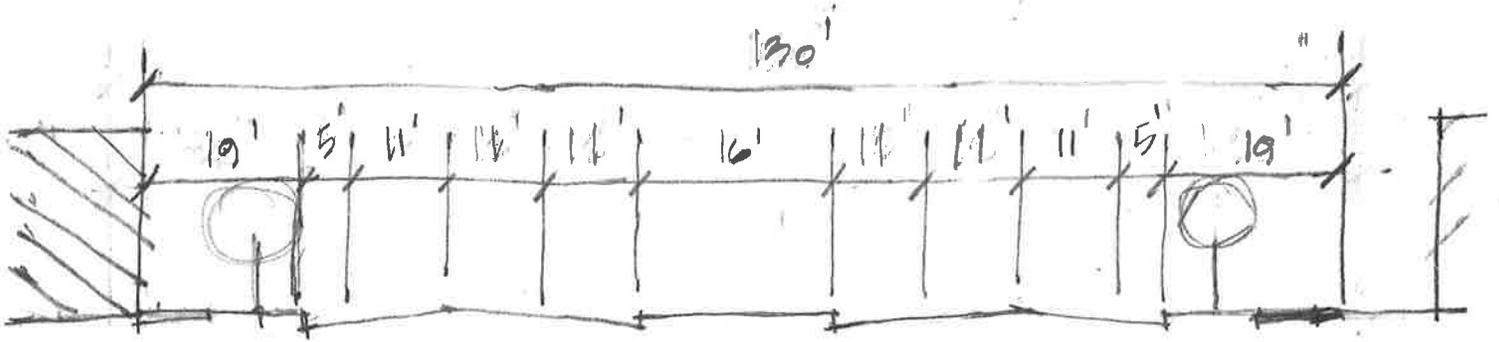
[REDACTED]

[REDACTED]

[www.rickengineering.com](http://www.rickengineering.com)

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WARNING: The information provided via electronic media is not guaranteed or warranted against any defects, including design, calculation, data translation or transmission errors or omissions.



CHUCK MARTIN  
 785.1000  
 10/22/12



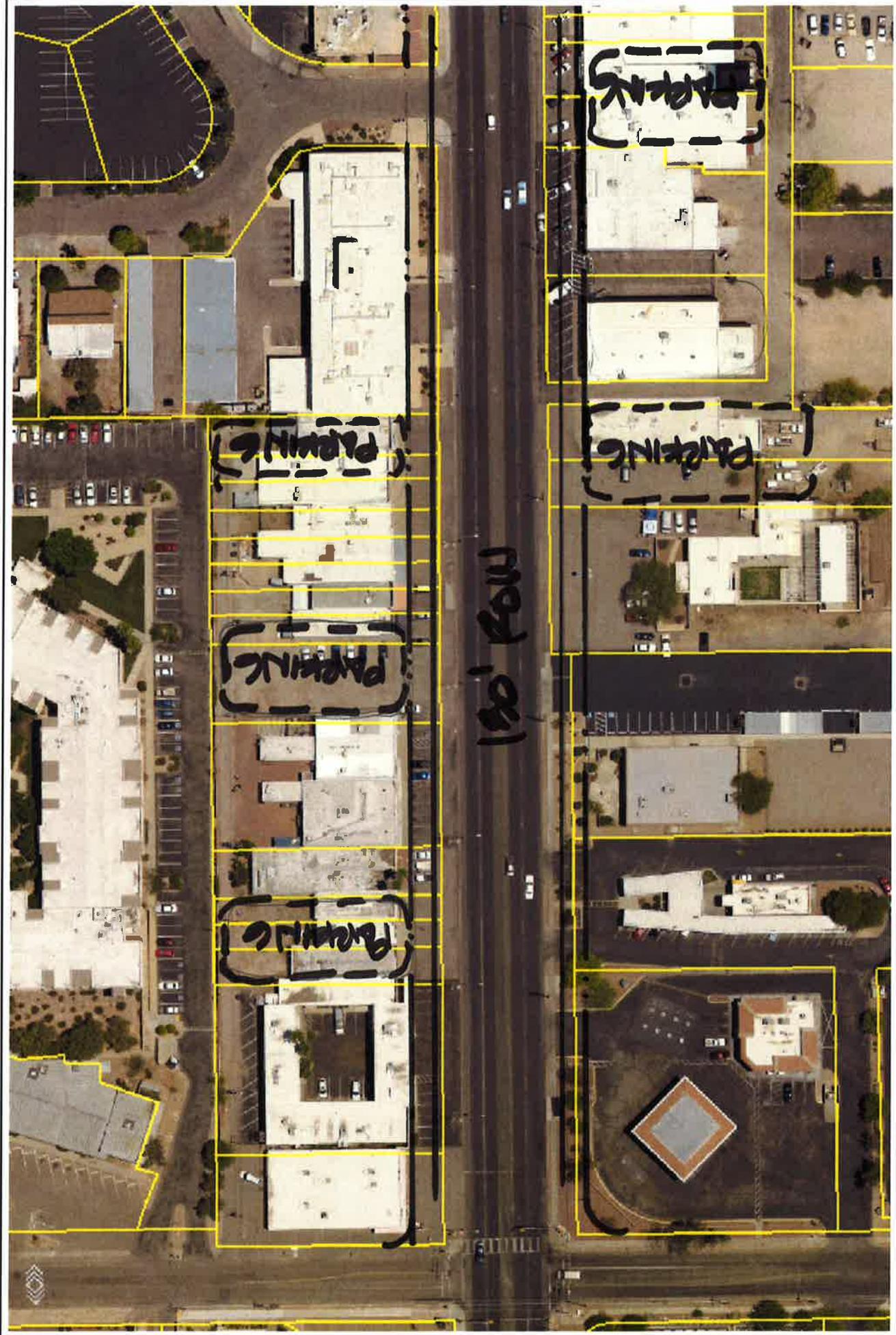
Scale: 1:1,200

My Map Layout

CHUCK MARTIN



Printed: Sep 25, 2013



Scale: 1:1,200

My Map Layout

CHUCK MARTIN



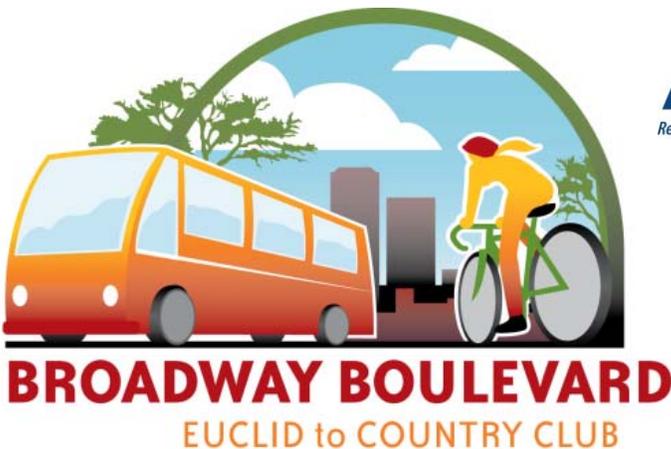
Printed: Sep 25, 2013

Work in Progress

For full report:  
<http://broadwayboulevard.info/past-meetings>

September 26, 2013

# Planning Update and Community Workshop



Prepared for:

**Jennifer Toothaker Burdick**

Tucson Department of Transportation

Project manager



#118



November 16, 2013

John O'Dowd, President  
Sam Hughes Neighborhood Association  
PO Box 42931  
Tucson, AZ 85733-2931

RE: Broadway – Euclid to Country Club Roadway Improvement Project

Dear Mr. O'Dowd,

I am forwarding the letter you sent to me on behalf of the Sam Hughes Neighborhood Association to the Citizens Task Force for their review and consideration. As an affected neighborhood, it is important for them to hear directly from you. Thank you for taking the time to communicate to them.

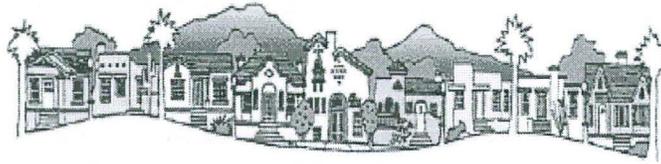
Sincerely,

Jenn Toothaker Burdick, Project Manager  
Tucson Department of Transportation

cc: The Honorable Mayor and Council  
Nicole Ewing-Gavin, Assistant to the City Manager  
Daryl Cole, Director, Tucson Department of Transportation  
Project file

*This project is funded by the City of Tucson, Pima County, and the Regional Transportation Authority (RTA), and is part of the voter-approved, \$2.1 billion RTA plan that will be implemented through 2026. Details about the plan are available at [www.RTAmobility.com](http://www.RTAmobility.com).*

*Details about the project are available on the web at [www.tucsonaz.gov/broadway](http://www.tucsonaz.gov/broadway) or by calling (520) 622-0815.*



*sam hughes neighborhood association*

**P. O. Box 42931 • Tucson, AZ 85733-2931**

October 15, 2013



Jennifer Burdick Toothaker  
City of Tucson Department of Transportation  
201 N. Stone Ave., 5<sup>th</sup> Floor  
Tucson, AZ 85701

Re: Broadway - Euclid to Country Club Roadway  
Improvement Project

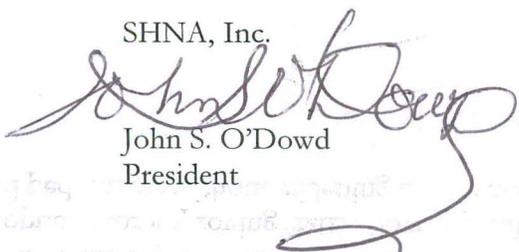
Dear Ms. Toothaker:

The Sam Hughes Neighborhood Association supports the improvement of Broadway Boulevard within the existing right-of-way. While we fully support improvements to the efficient movement and safety for all modes of travel, we believe this can be accomplished without widening the roadway and demolishing numerous businesses and residences. Destruction of existing buildings, many of which are or will be eligible for historic registration, for a wider roadway which doesn't appear necessary given growth projections is unconscionable. The existing businesses on Broadway enrich our neighborhood and bring tax revenue to the city of Tucson, in addition to providing livelihood for their owners. There are many options for improving traffic flow and enhancing the transit experience for bus riders, bicyclists and pedestrians without widening the roadway.

The streets in our neighborhood are crumbling, with no indication that more than cursory repairs can be implemented for the foreseeable future. Even the recently passed bond election is not sufficient to provide badly needed maintenance. It makes no sense to widen Broadway Boulevard and install costly landscaping when the City already struggles to maintain the streets we have now.

We appreciate the opportunity to have a neighborhood representative on the Citizen's Task Force, which was appointed in Spring of 2012 to plan the Broadway improvements on behalf of the lead agency, the City of Tucson. We encourage the task force to honor the voice of the public, which has been clearly expressed by the majority in attendance at all three public meetings, by planning improvements within the current roadway width.

SHNA, Inc.

  
John S. O'Dowd  
President

JSO/hd

Cc: Tucson Mayor & Council

Nicole Ewing-Gavin, Assistant City Manager

Darryl Cole, COT Director of Transportation

#119

**Broadway - Re: need info, Brdwy Blvd CTF, consensus decision modals...**

---

**From:** Jennifer Burdick  
**To:** Armando de Vargasmatamoros Jr  
**Date:** 10/30/2013 10:33 AM  
**Subject:** Re: need info, Brdwy Blvd CTF, consensus decision modals...  
**CC:** [broadway@tucsonaz.gov](mailto:broadway@tucsonaz.gov)

---

Hi, Armando -

I so understand the reason we missed you. How wonderful that there was an OARP meeting/reconnection!

If my memory serves me correctly, the consensus-based decision making model the CTF is using is based on the model the Grant Road Task Force used.

We have various meeting materials posted for different meeting dates of the Task Force online:

<http://cms3.tucsonaz.gov/broadway/broadway-citizens-task-force>.

For July 26, 2012, we provided an 'Overview of the Consensus Decision-Making Model':

[http://cms3.tucsonaz.gov/sites/default/files/projects/broadway/consensus\\_decision\\_making\\_nb\\_7\\_25\\_final.pdf](http://cms3.tucsonaz.gov/sites/default/files/projects/broadway/consensus_decision_making_nb_7_25_final.pdf)

On October 4, 2012, we provided a handout that I created that compares the Consensus-based Decision Making Model with Traditional Parliamentary Procedures, as described in the City of Tucson City Clerk's Office Boards, Commissions, and Committees Handbook:

[http://cms3.tucsonaz.gov/files/projects/broadway/2012\\_OfficerDuties-CurrentProcess.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/2012_OfficerDuties-CurrentProcess.pdf)

Is this just the information your are seeking?

~Jenn

>>> On 10/30/2013 at 1:04 AM, Armando de Vargasmatamoros Jr [REDACTED] > wrote:

Hello Jenn!

I missed you et al because I attended the OARP meeting instead, and I have a Tuesday night class, hence, I missed both of the Broadway Boulevard follow up meetings for the charrette design session. Oh well.

The main reason for this email is which consensus model is the CTF is using? I remember about a year ago when I attended one of the early meetings the facilitator was discussing the different levels of consensus decision modals (e.g., these actions will not block the discussion -- abstain, "I can live with it" and "have reservations"). I cannot find my notes. What were these different consensus decision modals please? What else did the CTF decided how it will apply the consensus model?

Thank you for your consideration.

ARMANDO VARGAS JR, MPA, 5 [REDACTED]  
[REDACTED]

#120

**Broadway - Fwd: RE: FW: update Broadway Historic documents**

---

**From:** Jennifer Burdick  
**To:** Broadway  
**Date:** 11/16/2013 2:02 PM  
**Subject:** Fwd: RE: FW: update Broadway Historic documents

---

>>> On 11/16/2013 at 1:55 PM, Jennifer Burdick wrote:

Laura,

I have updated the web site with the edited documents I committed to updating at this point in time, recognizing that a future full update to the report will be done when we are at that stage in the project work schedule. <http://cms3.tucsonaz.gov/broadway/broadway-documents-studies>:

- **Appendix A** summary of all the properties. The RHHD status for each property in the district is listed first ('C'- = contributors; 'NC-' = non-contributors), followed by the eligibility status used for the Historic Buildings Inventory Report ('E' = eligible; 'NE' = Not Eligible; and so on).

[http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric\\_Final\\_Vol1\\_AppA\\_rev.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric_Final_Vol1_AppA_rev.pdf)

- **Volume 1 Report + revised Appendix A.** Comment boxes have been inserted onto pages to highlight the fact that the Historic District was listed in Feb. 2013.

[http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric\\_Final\\_Vol1\\_rev.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric_Final_Vol1_rev.pdf)

- **Map.** This is the same map from within the report, with the 'pending' terminology crossed out and text added in a comment box that the RHHD was listed in Feb. 2013.

[http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric\\_Final\\_MapDisplaysml.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric_Final_MapDisplaysml.pdf)

~Jenn

>>> On 11/13/2013 at 12:05 AM, "Tabili, Laura - (tabili)" [REDACTED] wrote:

Hi, Jennifer,

I just logged onto Appendix A, and still find RHHD properties listed as E\* (eg eligible, pending) rather than C (eg contributing).

When can we expect these listings to be updated?

Thanks.

Laura

---

From: Tabili, Laura - (tabili)  
Sent: Thursday, November 07, 2013 11:37 PM  
To: Jennifer Burdick  
Cc: [REDACTED]  
Subject: RE: FW: update Broadway Historic documents

Dear Jenn,

Thanks. That helps.

One of the lists someone consulted lately had RHHD properties listed as E\* (eligible, pending) and the other eligible properties marked "E". To some, it appeared RHHD properties were in fact LESS eligible than the others.

These designations need to be altered from E\* to C--right?

It

---

From: Jennifer Burdick [Jennifer.Burdick@tucsonaz.gov]  
 Sent: Tuesday, November 05, 2013 6:01 PM  
 To: Tabili, Laura - (tabili)  
 Cc: votestevek@gmail.com; mbhoman@msn.com; Jennifer Levstik; Jonathan Mabry; demionc@yahoo.com  
 Subject: RE: FW: update Broadway Historic documents

Laura,

Our emails just crossed each other. I am trying to understand and not be difficult.

Just to make sure I am following the issue, I just compared the final approved map for RHHD:  
<http://cms3.tucsonaz.gov/files/hcd/THPO/Rincon.pdf>

with the map in the report:

[http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric\\_Final\\_MapDisplaysml.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric_Final_MapDisplaysml.pdf)

The footprints match, which means we have the right data showing. (The black footprints, ie contributors, on the approved Rincon Heights HD map match the dark red footprints in the Broadway Historic Inventory Report map.)

However, the legend is not updated to reflect that the district has been registered.

In comparison, the map we just used for the 9/26 public meeting identifies the same dark red properties as contributors, but identifies them as "current contributors". This means to me that the underlying data is good, and we've corrected the legend.

[http://cms3.tucsonaz.gov/files/projects/broadway/03\\_Table\\_Map.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/03_Table_Map.pdf) (this take a while to load because it is such a big file)

If you are seeking a printout of this revised version, I can provide that.

I think that my suggested approach in the email I just sent can address your concerns regarding the report:

- update the map legend in the report with a comment box that clarifies the dark red properties are "Listed as District Contributor", and removing the additional text '(Pending Historic Designation)'
- update the Appendix A, which is the summary list of properties.

All of the future work will have the more accurate legend, similar to the map used at the 9/26 public meeting.

~Jenn

>>> On 11/5/2013 at 1:02 PM, "Tabili, Laura - (tabili)" [REDACTED] wrote:  
Dear Jenn,

It is unacceptable to list properties in an existing Historic District as if they are not.

It is also unacceptable to delay corrections until after the roadway is designed. The whole purpose of these maps is so that the CTF can make informed decisions, which outdated evidence is preventing.

I insist that the maps and other listings be updated now.

Laura Tabili

---

From: Jennifer Burdick [Jennifer.Burdick@tucsonaz.gov]  
Sent: Monday, November 04, 2013 10:37 AM  
To: Tabili, Laura - (tabili)  
Cc: Jennifer Levstik; Jonathan Mabry  
Subject: Re: FW: update Broadway Historic documents

Laura,  
Jen Levstik found the date: February 2013. I'll proceed on updating the appendix.

Thank you, all!  
~Jenn

>>> On 11/4/2013 at 9:35 AM, Jennifer Levstik wrote:  
February 2013 was when Rincon Heights was listed in the National Register of Historic Places.  
Jen

>>> Jennifer Burdick 10/31/2013 10:41 AM >>>  
Hi, all -

Laura, thank you for sharing this update regarding the eligible versus contributing properties included in our Inventory Report, Appendix list, and maps.

Appendix A is easier to update than the rest of the report, so I can arrange for that now; however, we have planned to update the contents of the full report all at the same time, once we know more what the roadway design and intersection designs will be. At that time, the report will go through another review by the State Historic Preservation Office.

Can either one of you remind me of the date when the district was approved?

I am keeping various items that will be corrected and/or updated in a file for when we do that update. I will add this list. Since I will be arranging for Appendix A to be updated, it will be a 'check and balance' that will assure those changes will be made in the full report, too.

Respectfully,

~Jenn

>>> On 10/31/2013 at 8:18 AM, Jennifer Levstik wrote:  
Laura-

Thank you for your email. I am forwarding this to Jennifer Burdick, the project manager. She can coordinate with the consultants on the project to make the appropriate updates to the inventory report.

Take care!  
Jennifer

>>> "Tabili, Laura - (tabili)" [REDACTED] > 10/30/13  
10:45 PM >>>

---

From: Tabili, Laura - (tabili)  
Sent: Wednesday, October 30, 2013 10:22 PM  
To: [broadway@tucsonaz.gov](mailto:broadway@tucsonaz.gov)<<mailto:broadway@tucsonaz.gov>>  
Cc: [jonathan.mabry@tucsonaz.gov](mailto:jonathan.mabry@tucsonaz.gov)<<mailto:jonathan.mabry@tucsonaz.gov>>;  
[REDACTED]  
Subject: FW: update Broadway Historic documents

Dear Jennifer, Jonathan and Jen,

The attached letter, also pasted below, alerts the CTF that the materials posted on the CTF website fail to take account of RH Historic District properties.

It

23 October 2013

To the Broadway Citizens Task Force:

It has come to our attention that the Historic Survey and related documents on the Broadway Citizens Task Force website has not been updated to reflect Rincon Heights Historic District, which was officially listed by the Keeper of the National Register of Historic Places on February 1, 2013. For this listing, see: <http://www.nps.gov/history/nr/nrlist.htm>

The following are addresses of Contributing Properties to Rincon Heights Historic District that face Broadway. That is, they are no longer E\* (eligible pending) but officially listed as contributing properties: (C).

1221 (Allstate Insurance)  
1303  
1333  
1339  
1349  
1421 (Raul Gil-Acosta Insurance)

1433  
1515  
1521  
1601 (Mock Tudor house)  
1611  
1615  
1629  
1647  
1703  
1709  
1725, 1727, 1733, 1739, 1749 (First Assembly of God Church)

We hope the information on the website can be amended accordingly.

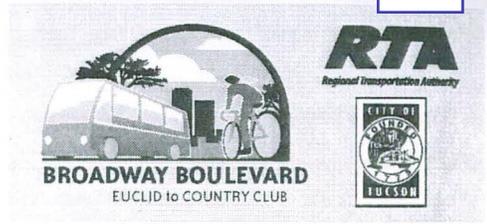
Additional architecturally significant properties are not reflected on this list.

Thank you for your hard work on this project. With best wishes

for Rincon Heights Neighborhood Association

# Broadway Boulevard

## Euclid Avenue to Country Club Road



Please record my comment(s) about the Broadway Boulevard, Euclid Avenue to Country Club Road project.

THERE IS A GREAT NEED TO WIDEN BROADWAY, PER THE PLAN VOTED ON AND APPROVED IN THE RTA PLAN. SIX THROUGH LANES PLUS 2 BUS/TRANSIT LANES IS IDEAL, AS PER THE PLAN. THE BUS LANES ARE VERY IMPORTANT FOR FUTURE GROWTH, POSSIBLE STREET CAR USE, RIGHT HAND TURNS - ALL WITHOUT IMPEDING THROUGH TRAFFIC

Optional:

Bill Richards

Name

[Redacted]

Address

E-mail

Cherry & BROADWAY

Major cross-streets near your home or business

#122

**Broadway - Re: FW: Broadway and LOS**

---

**From:** Jennifer Burdick  
**To:** Mary Durham-Pflibsen  
**Date:** 11/5/2013 6:55 PM  
**Subject:** Re: FW: Broadway and LOS  
**CC:** [broadway@tucsonaz.gov](mailto:broadway@tucsonaz.gov)

---

Mary,

Yes, you are correct that this isn't in the PIR, but should be! I lost track of it in the shuffle of that week. My apologies. I'll add it in and it will be part of the next report.

I typically try to copy Broadway email account on responses as a technique for tracking items that have come in, but I didn't even reply to you! So, I double my apologies.

I was able to jump on an opportunity to attend the National Association of City Transportation Officials conference last week, which had an amazing line-up of speakers from all the enterprising big cities: San Francisco, New York City, Portland, Phoenix, to name a few. I attended a session where a San Francisco County planner discussed the new approaches they are pursuing on LOS, particularly how it relates to development reviews and requirements for traffic impact studies, but also with respect to how they will use impact fees collected to support their multi-modal infrastructure needs. These are things Phil Erickson is really aware of, too.

~Jenn

>>> On 11/4/2013 at 7:46 PM, Mary Durham-Pflibsen [REDACTED] wrote:

Hi, Jenn,

I'm resending an email I received from Oscar Gandy in late September, following our most recent public meeting. I don't believe this made it into the Public Input Report as of yet. I did reply to Mr. Gandy at the time he sent the email, acknowledging receipt. Please add it to the public report to ensure that the other CTF members will see it. I think it has some good info as we go into our design phase. Thanks,  
 Mary

**Mary Durham-Pflibsen**

---

**From:** [REDACTED]  
**To:** [jennifer.burdick@tucsonaz.gov](mailto:jennifer.burdick@tucsonaz.gov)  
**Subject:** FW: Broadway and LOS  
**Date:** Sat, 28 Sep 2013 13:48:52 -0600

Hi, Jenn,

I hope you're getting some well-deserved rest this weekend! I'm passing on some information I received from one of my Sam Hughes neighbors to include in our public input report. I have already responded directly to Mr. Gandy to thank him for his participation in the public meeting and for sending the article. It

looks very informative. Take care, and congratulations on two very successful events this week!

Mary

Mary Durham-Pflibsen

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Date: Fri, 27 Sep 2013 07:49:14 -0700

From: [REDACTED]

Subject: Broadway and LOS

To: [REDACTED]

Good Morning Mary:

I attended that very popular, and I would say, successful community workshop last night. I was struck by the discussion at my table (E) and general comments during the wrap-up regarding the standards/indicators that would be used to assess "functionality." I thought that you and members of the Task Force would find some benefit in this assessment of the continuing struggles in San Francisco to develop and implement a multimodal indicator to use in evaluating modifications of streets.

Keep up the good work. Thanks,

Oscar H. Gandy, Jr.



## Level of service: the politics of reconfiguring urban streets in San Francisco, CA

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### ABSTRACT

Intersection level of service (LOS) is a traffic engineering concept which measures how streets handle automobile traffic. It is widely used in transportation planning as an indicator of delay at intersections. The use of LOS is often criticized for its bias towards automobiles at the expense of bicycling, transit, and walking, and it complicates smart growth or compact development. In San Francisco, California, there is a political movement to eliminate the use of LOS in planning. But this movement has met significant obstacles and debate. In this paper I explore how the debate in San Francisco is unfolding and suggest implications for broader efforts to reconfigure urban streets and urban space in the United States and globally.

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### 1. Introduction

Many scholars, planners, and transportation activists emphasize that reducing vehicle miles travelled (VMT) must be part of urban sustainability (Ewing et al., 2008). In the United States President Obama's administration has even stressed the need to reduce driving (United States House of Representatives, 2010). Policies reducing VMT include reconfiguring urban space into denser, transit-oriented and walkable patterns broadly labeled "smart growth" or "livable cities" in North America, and "compact cities" globally. A subset of this movement, "complete streets," seeks to make streets welcome to bicyclists, pedestrians, and transit (McCann and Rynne, 2010).

In the US the movement to reconfigure urban space and streets can be dampened by stringent zoning and traffic engineering regulations (Duany et al., 2000; McCann and Rynne, 2010). For example, Shoup (2005) has outlined how local zoning laws requiring excessive off-street parking can impede the production of compact development. Misguided parking policy has encouraged more car-use and sprawl. Similarly, proposals to re-allocate street space for bicycle lanes, exclusive bus lanes, and traffic calming are often stymied by policies that privilege "intersection level of service" (from now on simply 'LOS'), a traffic engineering metric that assesses the delay motorists experience at street intersections.<sup>1</sup> The

use of LOS often prioritizes motorist convenience in ways that discourage rethinking street space (Patton, 2007).

Complicating matters, in San Francisco, as elsewhere in California, LOS is not only used in traffic engineering, but also in the environmental review process for new development and transportation projects. Reducing VMT through street reconfiguration is problematic because increased delay to automobiles is considered a significant negative environmental impact. Ironically, if compact development or non-automobile modes might cause increased delay for motorists, an expensive and lengthy traffic analysis is necessary. This is despite the city's "transit first" policy which prioritizes transit, bicycling and walkability. This situation has made it difficult to consider reallocating street space in San Francisco for sustainable transportation goals despite popular support.

In this paper I expand on why LOS matters to those interested in how contemporary urban streets are configured and organized in US cities. I then provide a case study of how politically progressive transportation advocates, planners, and politicians in San Francisco have begun to rethink LOS. This rethinking parallels a national effort to revise conventional LOS by incrementally including "multi-modal LOS," which considers walking, bicycling, and transit. But in San Francisco many progressives believe that government should actively discourage driving and that LOS should be eliminated from the city's planning process. San Francisco's progressives have found potential allies in the city's neoliberal development industry, which views the expensive and time-consuming LOS analysis to be a burden.

Progressives have proposed replacing LOS with a "green" metric called automobile trips generated (ATG). The idea is that additional car trips generated are a significant environmental impact, and this metric would replace the convention of considering delay to cars. Yet while neoliberals also support eliminating LOS, there are

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<sup>1</sup> There are two ways of measuring LOS for automobiles. Intersection LOS evaluates vehicle-delay at intersections on city streets. Vehicle/capacity LOS measures the throughput of vehicles per/hour and per/lane on a particular roadway segment or on a freeway. For the purposes of this paper, only intersection LOS – the measure of delay – is considered because it is the metric that is challenged in this case study of San Francisco.

differences between progressives and neoliberal developers about how to implement the replacement metric. Moreover, there remains a strong inertia among some traffic engineers and automobile interests to preserve LOS. This paper outlines these differences and discusses their implications on urban transportation policy.

The paper is based on a critical reading of literature on traffic engineering and LOS, including relevant government documents, reports, and scholarly analysis of the history and politics of US traffic engineering and the development of LOS. It is also informed by 20-in depth interviews with key stakeholders in San Francisco's LOS debate, including planners, politicians and activists. These interviews were conducted in 2008 and 2009, and interviewees were selected after direct observation of public meetings and debates about street space in San Francisco.

**2. LOS and urban space** defined in terms of vehicle waiting time [cars]

Intersection LOS is one of the most widely-used traffic analysis tools in the US and has a profound impact on how street space is allocated in US cities. In simplified terms LOS is calculated by measuring the average delay in seconds for vehicles at intersections. Delay is defined as the actual time it takes for a vehicle to move through an intersection compared to the theoretical "optimum" time it would take with no interference from other vehicles or impediments. The optimal conditions for "good" LOS are 12-foot wide travel lanes at level-grade, with no curb parking on approaches, no pedestrians or bicycles, no buses stopping in lanes, and only passenger cars in the vehicle mix (Transportation Research Board, 2000).

Table 1 illustrates the six-letter grading scale, or ranges, of LOS, which is similar to an American school report card. With minimum delay, LOS 'A' is the optimum condition, LOS 'B' and 'C' indicate reasonable traffic flow but with steadily increasing delay, and LOS 'D' is considered a point where an intersection is approaching 'capacity' and should be expanded or modified to avoid "bad" LOS 'E' or 'F' conditions, where 'F' is extreme delay of 80 s or more.

LOS is widely accepted professionally because it is easy to access the data required to calculate LOS and because delay can be easily measured (Mitchell and Milam, 2006; San Francisco County Transportation Authority, 2003). Data are usually collected at peak commute hours using counting devices and then running the data through computers that generate estimates of delay. The average delay is calculated for the peak 15 min of the peak hour. It is then extrapolated into the future with the incorporation of trip generation data and other travel behavior models.

In San Francisco, as elsewhere in California, LOS "D" is considered a threshold of significance in environmental review. That means that when new infill housing or a reallocation of street space for a bicycle or transit lane are predicted to increase motorist delay to over 35 s (LOS 'D'), a lengthy and expensive traffic analysis

is required. If the results of that traffic analysis show that the housing or bike lane contributes to pushing an intersection to LOS "D" or worse, this is a significant negative environmental impact that should be mitigated.

One of the frustrations in San Francisco is LOS's incumbency bias. Like many older, built-out cities transit, bicycle, and pedestrian improvements in San Francisco require re-allocating street space (SFCTA, 2003; Hiatt, 2006). There is no other practical way to accommodate these modes in the city. With upwards of 9000 registered vehicles per square mile, change (such as adding bike lanes) that increases delay for automobiles is taken as problematic and complicates planning (San Francisco Municipal Transportation Agency, 2009).<sup>2</sup> For example there are instances in the city where new crosswalks are needed, but introducing them would add delay to cars, and so city traffic engineers have discouraged reintroducing them. There are other instances where introducing an exclusive bus lane might compel future car traffic to divert to other streets, causing a decline in LOS on local side streets and dampening enthusiasm for bus lanes.

There is no comprehensive list of proposed projects and planning ideas that have been rejected in San Francisco due to LOS, but in numerous interviews with stakeholders, it is apparent that concern over LOS has trumped many bicycle lane proposals in the past two decades despite significant popular support for them.<sup>3</sup> LOS steered bicycle planning away from challenging projects because they required removal of car lanes. Instead planners in San Francisco focused on projects that did not require lane removal or that were on low-traffic streets where LOS would not deteriorate. The former director of San Francisco's bicycle program acknowledged that since the early 1990s, bicycle planning in San Francisco focused on the "low-hanging fruit," or bike lanes that did not significantly impact automobile LOS. The city avoided consideration of any bike lane on a street where it was assumed LOS would be a problem, even if it was obvious that it was a flat route with destinations desired by, or already widely used, by bicyclists. Hence a significant psychological impact of LOS is that it has a chilling effect on thinking about possibilities of how urban streets can be used, and it dampens enthusiasm among decision-makers.

This chilling effect is not limited to San Francisco. For example, in two of the nation's top bicycling cities, Davis, California, and Boulder Colorado, LOS also complicates the development of a comprehensive bicycle network.<sup>4</sup> In Davis, with 17% of commute trips by bicycling, a key arterial in the denser downtown area must undergo an extensive traffic analysis using LOS in order to install bike lanes and reduce car travel lanes, despite the overwhelming local support for bicycling. Davis will likely get the anticipated bike lanes, but not after delay (and expense) to complete the LOS studies and add special turn pockets and new signalization for automobiles. In Boulder, with 12% of commute trips by bicycle, a similar situation has resulted in bike lanes being absent on some key arterials that have significant utility for bicycling, especially in the denser downtown. For example Broadway Street is a main north-south thoroughfare and commercial spine where many bicyclists seek more access. Adding bike lanes would have deteriorated LOS and so instead of installing bike lanes the city widened a sidewalk on one side of the street and allowed bicycle access there. Other key crosstown arterials in Boulder, such as Arapahoe Avenue, do not include bicycle infrastructure because this would impact automobile LOS. Boulder

**Table 1**  
LOS ranges and description of motorist perception, from the 2000 Highway Capacity Manual (TRB, 2000).

| LOS | Average delay in seconds per vehicle | Description of motorist perception            |
|-----|--------------------------------------|-----------------------------------------------|
| A   | <10                                  | Free-flow traffic: "Good" LOS                 |
| B   | 10.1–20                              | Reasonable free-flow                          |
| C   | 20.1–35                              | Stable but unreasonable delay begins to occur |
| D   | 35.1–55                              | Borderline "bad" LOS                          |
| E   | 55.1–80                              | "Bad" LOS: long queues                        |
| F   | >80                                  | Unacceptable: very high delay, congestion     |

<sup>2</sup> San Francisco has one of the highest densities of automobiles in the world, despite 30% of households not owning a car.

<sup>3</sup> A poll in November 2009 suggested that 67% of residents thought the city government should encourage bicycling, and 77% thought bicyclists helped ease traffic congestion (Binder Research, 2009).

<sup>4</sup> Background on how bicycle planning is complicated by LOS in Davis and Boulder was gathered in early April 2011 by phone interviews with the lead bicycle coordinator in each city.

does not codify LOS, but city traffic engineers still determine which streets are applicable for bicycle facilities based on LOS analysis.

Davis and Boulder have had success in implementing extensive bicycle plans, but not without having to first accommodate and circumvent LOS. Like San Francisco these cities have large young, health-conscious populations and a green political discourse that encourages bicycling. However, Davis and Boulder have much lower population and traffic densities when compared to San Francisco, and much more room on streets to insert bike lanes without coming up against LOS. Even with that these bicycle-friendly cities still face complications from LOS at key locations with high demand for cycling, such as the denser downtowns. Additionally, if one were to consider that these cities, along with the broader smart growth movement, seek to densify in the urban cores and around transit stations, then localized conflicts between bicycling and LOS will continue to arise as long as the metric is privileged.

Moreover 'good' localized LOS can be incongruent with regional clean-air and climate change goals. It is obvious that concentrations of delayed, idling vehicles at intersections emit very localized pollutants, although in the Bay Area local climatic factors, cleaner reformulated gasoline, and a high propensity for fuel efficient cars has minimized that somewhat. Yet if the localized emphasis is on less delay and maintaining high carrying capacity of localized roads, this actually induces more air pollution at the regional scale because it facilitates increased VMT overall. Instead of encouraging dense compact urban infill that reduces VMT, the cumulative impact of localities using LOS in environmental and traffic analysis is to encourage dispersal. The geographic impact of adhering to a goal of not exceeding LOS 'D' resembles what Whitelegg (1993) identified as the insatiable demand for higher mobility that is really an artificially created demand due to spatial configuration. People want access, but if things are further apart, they drive greater distances to have access. If it takes a lot of time to drive that distance, motorists will demand higher speeds and less delay at intersections. Yet higher speeds require more space consumption, and thus a cycle of sprawling automobile-oriented landscapes is the default configuration. More cars require more space forcing further low-density spreading of activities and destinations. This configuration then requires streets designed for maximizing traffic flow of cars, and that coupled with the lower densities, makes walking and cycling dangerous, and transit impractical. This in turn increases VMT, energy consumption and pollution, which occurs locally, nationally, and globally. LOS is a key metric that perpetuates this vicious cycle.

The urban and environmental impacts of LOS are more peculiar when considering the methodology of LOS. The elementary grading system 'A–F' is questionable because it feeds into a culture of fear of failure. Decision-makers and the public (who are usually not traffic engineers well-versed in the nuances and subtleties of LOS) don't consider the delay in seconds but simply think in terms of letter grades. They desire a mobility grade of 'A' just like a student would want an 'A' and not a 'D' or 'F.' Yet the LOS ranges are inexact, and as one transportation advocate put it, "LOS is a high degree of precision with a low degree of accuracy" (Radulovich, 2008). The ranges are an approximate representation, and are subjective, not absolute. A small change in a few seconds of delay could change a letter grade from 'D' to 'E', while bigger changes in delay might actually stay within a range level and go unnoticed. But often the message conveyed is that 5, 10, or 20 years in the future, a change could result in LOS 'F' for cars, and thus that change should not be allowed.

Another methodological problem is that LOS is an estimate of motorists' delay at peak travel periods. An intersection that has LOS 'F' for 15-min out of the day may actually have an acceptable LOS range for the remaining 23 h and 45 min of that day.

Peak-period LOS also impacts the spatial form of the city even if it does not predict LOS F until decades in the future. This is similar to the way parking lots are designed for a few holiday weekends but then sit empty the rest of the year (Shoup, 2005). Future peak period LOS becomes the design threshold for roads and the results are bigger, wider, roads with minimal crosswalks, and no bike lanes (Mitchell and Milam, 2006).

As suggested above, the use of LOS to allocate urban space is remarkably similar to the ways in which traditional parking policies make it difficult to produce compact transit-oriented development. Shoup (2005) outlines how parking standards seem to have been pulled out of thin air, based on poorly conceived studies that were perpetuated from one city to the next without much critical thinking. Parking standards such as that of the Institute of Transportation Engineers (ITE) *Parking Generation Handbook*, were based on observations of peak parking occupancy in suburban locations without public transit service but with ample free parking. This inflated the perceived demand, especially in areas where there was existing transit, walking, or bicycling options. Precise, off-the-shelf numbers look scientifically derived, but are actually flawed and statistically insignificant.

Similarly, LOS ranges were not determined from exhaustive empirical investigation of drivers' perceptions (Kittelson, 2000 and Kittelson and Roess, 2001; TRB, 2008). Most LOS studies were hypothetical simulations at best, invented by the Federally-sponsored Highway Capacity and Quality of Service Committee of the Highway Research Board in the early 1960s, and modified over time by a small group of traffic engineering consultants. Recent empirical studies of driver perception and LOS have attempted to correct for the lack of user survey data but have found extreme levels of variability and inconsistency. Surveys or focus groups, video-based experiments, and in-vehicle field studies (whereby drivers were asked to speak aloud about their perceptions of the experience) have concluded that LOS estimates computed by traffic engineers are different from public opinion (Flannery et al., 2006). One study found that motorists did not perceive six-scales of delay (A–F), but instead thought in terms of three: "good," "marginal," and "poor" (Fang et al., 2003). Other studies conclude that motorist perception of the quality of an intersection is highly variable and influenced by trees, aesthetics of the surroundings, the size of other vehicles such as SUVs and pick-up trucks, pavement quality, and aggressive driving (Flannery et al., 2006; Ko et al., 2006; Lee et al., 2007; Pecheux et al., 2004).

In sum, and in comparison to parking standards, LOS can hinder long-range goals of sustainable transport policies that center on transit, walking, and bicycling and that aim to reduce VMT. In built-out cities like San Francisco, adherence to LOS conflicts with other spatial planning goals such as the transit first policy which states that decisions about the city's streets should prioritize buses and light rail, and the city's bicycle plan, which calls for bike lanes and other facilities to replace automobile lanes on many streets. In the remainder of this paper I examine efforts to reform LOS and the politics surrounding those efforts in San Francisco, which is a city poised to be at the leading-edge of the movement to rethink urban space and the automobile.

### 3. Reforming LOS

In recent years a national "complete streets" movement has emerged to rethink traffic engineering and automobility in the United States.<sup>5</sup> The complete streets concept includes providing

<sup>5</sup> The National Complete Streets Coalition is made up of an array of professional societies and national advocacy organizations ranging from the America Association of Retired Persons (AARP), to the Institute of Transportation Engineers and Smart Growth America (see <http://www.completestreets.org/who-we-are/>).

wider sidewalks and bicycle lanes, improving transit stops with seating and aesthetic accoutrements, minimizing curb cuts and driveways, reducing turning radii at intersections, introduce bulb-outs and raised crosswalks, and including street trees, street furniture, and pervious surfaces for managing stormwater runoff. These are precisely the kinds of physical and geometric features that traffic engineers sought to remove from streets in order to have optimal LOS.

To provide a counterweight to the metric of automobile LOS, complete streets advocates urge the deployment of “multimodal LOS” metrics, such as measuring the quality of the pedestrian environment (sidewalk width, connectivity, curb cuts) or the transit system (frequency, crowding, service hours, dwell times) (McCann and Rynne, 2010). Recognizing this, the Transportation Research Board (TRB) (2008 and 2010) has proposed a new multimodal LOS for urban arterials and collector streets which will be included in the forthcoming fifth edition of the *Highway Capacity Manual (HCM)*. It is hoped that the new multimodal LOS metrics will be quickly disseminated and adopted throughout the country.

Still using the six-letter grade schematic, the new multimodal approach allows planners to quantify the interaction between modes that share the same street and to test tradeoffs against one another. For example, the TRB (2008) envisions practical application for evaluating “road diets,” or the conversion of a 4-lane arterial into a new configuration that reduces the motorized lanes, adds bicycle lanes and wider sidewalks, and a center turn lane – the bedrock of the complete streets movement. Multimodal analysis lets the planner model the re-allocation of lanes on a cross section profile of the street to compare different configurations and how they impact different modes.

A scan of the literature on multimodal LOS reveals little discussion about how to weigh automobile LOS against LOS metrics for other modes. The ITE (2006) offers a vague suggestion on how to balance different modes through consideration of geographic “context” such as whether the street is in a rural, suburban, or urban core setting. More recently, the TRB (2010) studied how the new multimodal LOS metrics would be received by local transportation agencies. Workshops were held in ten metropolitan areas and the results showed that local planning agencies were in need of strong guidance on how to deploy and interpret multimodal LOS comparisons. Many planning agencies were put-off by the expansion of more data collection to adequately evaluate each mode. The TRB study also revealed that many agencies, including bicycle-friendly Portland, preferred to keep the traditional automobile LOS standard as part of their milieu of planning tools.

The new multimodal LOS metrics will not revolutionize urban transportation planning. Hope that agencies adopting multimodal LOS standards will reform their use of automobile level of service standards is debatable given the impetus in traffic engineering to focus primarily on moving cars. Some agencies may decide that in some circumstances lower automobile LOS is acceptable in order to reach a satisfactory LOS for bicyclists, pedestrians, or transit. Places like Seattle, Washington, and Charlotte, North Carolina, have exhibited this possibility through relaxing, but not eliminating automobile LOS in very specific locations. Yet multimodal LOS does not explicitly call for the other modes to trump automobility in the decision-making process. The fifth edition of the *HCM* is not going to recommend dispensing with automobile LOS altogether, nor will it describe how to weight the various LOS metrics against one another. This will be left to the local political process. As discussed below, if San Francisco’s local debate on reforming LOS is any indication, this will be a contentious undertaking.

#### 4. The politics of rethinking LOS

Unlike the multimodal approach promoted by TRB and other national transportation organizations, in San Francisco transportation advocates steeped in a progressive political ideology have nudged planners and politicians to discontinue using LOS in both environmental review and routine traffic analysis. To some extent San Francisco seeks to leapfrog the multimodal approach outlined above. In San Francisco many political progressives believe in using government to discourage automobile use, in part by way of discontinuing the use of LOS. In deference to progressives, the city has proposed replacing LOS with an alternative metric, ‘auto trip generation’ (ATG) coupled with a schedule of impact fees on all new projects that produce additional car trips (from here on called ATG + 1).

The ATG + 1 proposal would change the environmental review process to evaluate any new development, such as housing or retail, in terms of the number of car trips it generates. A mitigation fee would be linked to every car trip produced. That fee would go into a citywide fund for all approved transportation plans, for such projects as bicycle lanes, bus rapid transit, or improvements to the existing street system. Still forthcoming (as of October 2010) is a nexus study, required by state law, to calculate the amount of the impact fee for each new car trip (and this will no doubt draw considerable debate, as described below). Critically, ATG + 1 would not penalize bicycle lanes or transit-only lanes because these would not generate car trips (Hiatt, 2006).

The proposal of ATG + 1 is consistent with progressive ideology in San Francisco, and it is important to note that the entire contestation of LOS, both in San Francisco and in the National Complete Streets movement, is mostly the consequence of progressive political activity. LOS is incongruent with the urban spaces progressive would like to see produced. Progressives believe that “we can choose how much traffic we have,” as one executive director of a non-profit organization put it. Unlike conventional traffic engineers, sustainable transportation advocates in San Francisco are decidedly non-positivist. They believe that simply observing car movements and then extrapolating into the future is insufficient in an era of complexity and diversity. Instead progressives articulate wide, outside-of-the-box visions of planning centered on place-making, diversity, social justice, and sustainable transportation – sometimes called the ‘livability agenda.’ Progressives see streets as vital to democracy, inclusiveness and community building and not just for moving automobiles. Often their articulation is motivated by a moral discourse that links things like bicycling and walkable streets to good health, less pollution, and less dependency on oil.

Drawing from progressive ranks, San Francisco bicyclists have taken particular issue with LOS and have been at the forefront of advocating for its abolition. Their experience and frustration provides proponents of multimodal LOS with caution. As noted above, new multimodal LOS may allow tradeoffs to be analyzed, but ultimately the decision of which mode trumps is political. If moving cars is still the local priority, then the other multimodal LOS metrics will just be interesting data points. Beginning in the early 2000s San Francisco’s bicycle advocates challenged LOS because of repeated frustration with the planning process for bike lanes, which were frequently blocked by LOS analysis (Snyder, 2008). As suggested earlier, removing a car travel lane and replacing it with a bicycle lane negatively impacts automobile LOS. Since the city defines this as a significant environmental impact, and the State requires that anything significant undergo environmental review, an expensive and time-consuming analysis must be undertaken anytime a bicycle lane might impact car space. Ironically

the environmental review process can end up costing more than the relatively inexpensive bike lane.

Technically the city may decide to approve the bike lane with a ‘statement of overriding considerations’ once the time-consuming analysis is complete. Historically however, few bike lanes actually made it to the environmental review phase because city planners quietly decided, with little public input or comment, that adverse impacts on automobile LOS were undesirable. In the meantime the city went for the low-hanging fruit mentioned earlier. Frustrated, bicycle advocates initiated their own investigation of the planning process and found that LOS was not borne out of a rigid state law. Nowhere did the law require automobile LOS to trump other street users or that the city even use LOS.

California does not mandate that delay be analyzed by localities as part of environmental review (Barbour and Teitz, 2005; California Resources Agency, 2005; Letunic and Ferrel, 2007, 2008). Localities must provide substantial evidence regarding what types of environmental analysis tools they use, but do not need to use LOS as a metric. San Francisco just quietly adopted LOS in the 1970s, as did most jurisdictions around the state and nation, without public input or discussion. The adoption was largely instigated by the State of California Office of Planning and Research, which provided guidelines to localities about how to conduct environmental review in the 1970s. Those guidelines virtually codified that delay at intersections was a significant environmental impact that must be analyzed and minimized. Since then, few had ever publicly questioned that LOS should be part of San Francisco’s environmental review process until bicycle advocates bumped into it while seeking bicycle lanes in the late 1990s.<sup>6</sup>

By 2002 bicycle advocates were exasperated at the unwillingness of city officials to implement bike lanes on many streets, and they convinced some of their progressive allies on the San Francisco Board of Supervisors to direct the San Francisco County Transportation Authority (SFCTA) to conduct a review of LOS and make recommendations on how to reform or replace it. The directive resulted in a report in late 2003 that stated that San Francisco’s use of LOS was in direct contradiction to the City’s official transit first policies (SFCTA, 2003). However, planners were dubious about simply abolishing LOS without a suitable replacement, and so 7 years went by with little movement on the issue (It should be noted that at this point there was no guidance from the TRB, which published its multimodal LOS approach in 2008 as a preview for the 2010 HCM).

To be clear, San Francisco can discontinue using LOS because California environmental law allows local governments to define the metrics of analysis for the environmental impacts of traffic.<sup>7</sup> Instead of dictating a one-size-fits-all approach, the State authorizes local governments to adopt by “ordinance, resolution, rule or regulation” their own “objectives, criteria, and procedures for the evaluation of projects” (California Governor’s Office of Planning and Research, 1994, Section 21082). Furthermore the San Francisco Administrative Code delegates the defining of environmental impacts to the San Francisco Planning Department staff. Historically the San Francisco Planning Department opted to use the LOS metric in the aforementioned *Highway Capacity Manual*, by way of State advice, and did not come up with its own location-specific metric.

To make a formal change, the planning staff within the Planning Department’s environmental review unit officially puts forward new or revised metrics. Technically the initial adoption of metrics can be done internally, but to make a significant change that over-

turns decades of precedence – as is the case with replacing LOS – the new metrics must be approved by the City Planning Commission, a seven-member body made up of three appointees from the San Francisco Board of Supervisors, and four appointees from the Mayor. The new metric must have data showing how it addresses environmental impacts and thus must have data-driven justification. Other city agencies such as the Department of Health, Department of the Environment, and the two city transportation agencies can comment on proposed changes.<sup>8</sup> Agencies beyond the city, such as the California Department of Transportation, may also comment. The public is provided opportunity to comment through formal hearings or by mail. The new metrics are approved or denied by the Planning Commission and any decision can still be appealed to the State Superior Court. Regardless, the mechanics of replacing LOS begins locally, and, as conveyed here, the local political process includes deep ideological conflict over how street space should be organized and configured.

Space does not allow a play-by-play narrative as to why it has taken so long to reform LOS in San Francisco despite momentum, but several salient points should be made. First, bureaucratic inertia is a point argued by many of the interviewees for this research, most of whom wish to remain anonymous. They stress that lack of interdepartmental coordination, competing objectives, bureaucratic fiefdoms, and inconsistent priorities as barriers. For example, ‘old guard’ traffic engineers, tenured with civil service and having allies in political decision-making positions, believe their mission is to move cars swiftly and efficiently, and cling to LOS. Others point out that traffic engineers defend LOS because it is also an indicator of transit delay. That is, intersections with poor LOS are going to impact buses [this however, would be remedied by exclusive bus lanes and other transit priorities that are often themselves thwarted by LOS]. Other transportation planners, empathetic to the desires of progressives, believe that there is no legally defensible evidence to replace LOS because of a 30-years precedent in existing environmental decisions. The inertia is too strong to change. Rounding out the bureaucratic inertia is what many interviewees called ‘laziness’ within the transportation planning bureaucracy. That is, as one anonymous interviewee put it, “It is not that other metrics aren’t available, it is that planners and consultants are lazy and want to minimize their work.” This last statement was a surprisingly common sentiment. Regardless, bureaucratic inertia sustains the use of LOS as of late 2010, despite an 11,000 member, politically potent local bicycle coalition and a progressive majority on the local Board of Supervisors.

The confusion over reform intensified when the San Francisco Board of Supervisors, San Francisco’s legislative body, unanimously adopted the city’s bicycle plan in June of 2005, only to be met with a stiff injunction against the plan 1 year later. The board, not versed in the nuances of LOS or the broader environmental review process, assumed that bicycles were environmentally benign and assumed that no judge would throw out a bicycle plan on environmental grounds. Moreover, the litigant in the case, a widely known disgruntled conservative gadfly who berated bicycling, was not taken seriously at the time (Dvorak, 2008). The California Superior Court, however, agreed with the litigant that an adequate environmental review including LOS was not undertaken. The court compared the bike plan to a clear-cutting strategy in logging, alluding that timber companies often propose to cut clusters of trees in isolation to minimize environmental harm, but cumulatively they end up logging an entire forest. In the case of the bicycle plan, each

<sup>6</sup> Ironically, in the early 1980s progressives actually used LOS to contest new office towers in downtown San Francisco. In this instance LOS was used as evidence to help establish impact fees on new office towers (Hestor, 2008).

<sup>7</sup> This applies only to city-owned streets. State-owned streets are subject to State analysis.

<sup>8</sup> This is a simplified breakdown of the process. It should be reminded that the original impetus for LOS reform came from bicycle advocates, who lobbied the San Francisco Board of Supervisors, which then directed the San Francisco County Transportation Authority to study new ways of measuring traffic. That study was then sent to the planning department for the formal revision process which continues.

bicycle lane might seem benign, but cumulatively the plan could cause extensive delay to motorists – a potentially significant environmental impact against existing automobile traffic conditions.

San Francisco's bicycle plan was enjoined against “any signs, pavement markings, or making any other change to any street, traffic signal, building, sidewalk, or other land use or other physical feature in San Francisco to implement the plan or any part of it” (Superior Court of California, 2006). All parties (except the litigant) felt that the Superior Court Judge was too harsh but political paralysis and finger-pointing ensued. Instead of aggressively replacing LOS, extreme caution and reluctance to redefine possibilities became the norm. One local politician concluded that the fear surrounding LOS made “San Francisco a city that has perfected inaction” (Radulovich, 2008).

In August 2010, the injunction against the bicycle plan was lifted after the court accepted the environmental impact report's analysis of LOS, but LOS reform has not occurred. Fear of litigation against proposed changes from LOS to ATG + 1 remains high despite strong evidence that ATG + 1 is a reasonable replacement metric. What is most significant is that, while there is a progressive majority on the San Francisco Board of supervisors, and progressive planners in the key agencies that oversee land use and transportation, sustainable transportation advocates and the broader progressive movement in San Francisco have not been able to muster their political capital to change how street space is allocated.

What may tip the political momentum towards progressive rethinking of LOS is San Francisco's neoliberal developer class, which is cognizant of the role mobility has in maintaining the exchange value of the city. Empathetic to the regional sustainability goals of reducing VMT through urban infill and compact development, San Francisco's neoliberal developers are poised to construct thousands of new housing units in downtown and in the inner neighborhoods surrounding downtown. Neoliberal developers have long been frustrated with the burden of environmental review, and particularly LOS analysis. As the City enables upwards of 120,000 new housing units in the next several decades, LOS will complicate planning. If developers are to maximize profits it behooves them to support abandoning LOS, otherwise the environmental review process will be lengthy and expensive. For example, the environmental review for one plan that included proposals for 6000 new housing units took almost 4 years and was largely delayed because of LOS (Karlinsky, 2008). Neoliberal developers also have an interest in avoiding adoption of multimodal LOS, since in San Francisco they will be billed for the extensive studies for each mode.

As progressives continue to lobby for changes in how San Francisco analyzes streets, neoliberals in San Francisco's development industry have taken notice, and this might be the key to finally abolishing LOS and adopting ATG + 1 in the environmental review process. An indication of the developer industry's support for abolishing LOS is the position of the San Francisco Planning and Urban Research Association (SPUR), a prominent think tank made up of developers, attorneys, architects and planners, as well as an assortment of transportation industry experts. The official position of SPUR is to rethink LOS (SPUR, 2004).

This tacit alignment of neoliberalism and progressivism reflects a broader trend whereby sustainable transport organizations have had to be innovative and work within the parameters of a neoliberal political economy in order to produce socially good outcomes. Aside from a possible alignment on abolishing LOS, many progressives are aligned with neoliberals on other transportation measures such as reduced parking standards and improved mass transit. This echoes the politics of mobility in London and New York, where progressives have promoted the neoliberal concept of congestion pricing and reducing car space (In San Francisco, many progressives endorse the concept of congestion pricing as well.)

To be sure, among San Francisco progressives there is deep suspicion of the wider neoliberal agenda, particularly regarding gentrification and developers paying for the impacts of new growth. Therefore, a critical juncture for abolishing LOS and replacing it with ATG + 1 will be the debate about the amount of the impact fee per automobile trip generated, and over what number of new automobile trips merits an environmental review. If neoliberals believe the proposed fee is too high, or that the threshold of automobile trips is too low, they could abandon support for LOS reform or at least attempt to block adoption of ATG. Meanwhile if progressives believe the fee is too low, or the threshold of automobile trips is too high, the tenuous progressive-neoliberal détente on mobility could also become frayed. Already there is worry that a fee on each car trip could be construed as anti-car and that many motorists will oppose the measure. For neoliberals the issue is how much the ATG + 1 fee puts a dent into their profits. The last point has been affected by the ongoing financial crisis which has resulted in limited new housing construction in the city. Neoliberal developers who accepted exactions and impact fees during economic boom years have turned hostile to more fees.

The proposed range of ATG + 1 fee rates will not be known until the San Francisco Planning Department conducts a comprehensive study of parking and trip generation impacts in the city, as required by state law, and which is currently in its early stages and might be several years from completion. But it should be assumed that progressive and neoliberals will continue to engage in a politics of mobility over the next few years as this fee is studied, and then debated, as part of the wider rethinking of how street space is analyzed and configured in order to accommodate new growth. In the meantime the state has adopted a new climate change law, Senate Bill 375, *California's Sustainable Communities and Climate Protection Act*, which explicitly calls for reducing VMT by redirecting residential growth to compact urban centers. The bill's passage was the result of a political alignment between developers and progressives in the statewide environmental movement, and gives incentives to builders of compact developments. One incentive is a waiver for environmental review of traffic, including LOS. However the waiver is contingent upon a regional transportation plan that shows reduced regional VMT and greenhouse gas emissions, and the specifics of this strategy are just being finalized. Moreover, it does not eliminate LOS, it just waives using LOS in certain locations and only if the locality actually accepts that not using LOS is reasonable.

## 5. Conclusion

Despite the lack of finality, there is much to be gleaned from how San Francisco's debate about LOS is unfolding and it is probably safe to anticipate that some sort of change in how streets are analyzed and configured is forthcoming. San Francisco is on the vanguard for a new politics of street space. If progressive advocates, bolstered by neoliberal reurbanization of capital, are successful in abolishing LOS in environmental review it will be a critical precedent that leapfrogs the more incremental multimodal LOS approach proposed nationally by TRB and the complete streets movement. SB 375 shows there is statewide recognition that LOS impedes strategies to reduce VMT through compact growth and attempts have been made to revise the environmental review process pertaining to traffic analysis.

More broadly San Francisco also provides a poignant example for scholars, activists, and policy makers interested in how the challenges to the automobile have unfolded, and it provides an example for others to consider to situate their own struggles. Significantly, the San Francisco case study shows the power of bureaucratic inertia and the endurance of automobility. This has

implications for places that adopt a multimodal LOS with the hope that it leads to true reform. Will transportation agencies accept a much lower automobile LOS in order to reach an acceptable level of service for bicyclists, pedestrians, or transit or will the provision of more data lead to more studies but no real rethinking of streets? Local politics will determine that outcome.

San Francisco's dense development patterns, which resemble the configurations of smart growth, and the city's sophisticated transportation advocacy, with an 11,000 member bicycle advocacy organization, suggest that San Francisco is at the forefront of efforts to reallocate street space. However, the commitment in the city's transportation engineering profession to LOS results in reconfiguration efforts fraught with obstacles and contradictions. Despite an official transit first policy in San Francisco that states that street space should be prioritized for buses, bicycles, and pedestrians, cars continue to dominate most of the city's streets, and LOS is a key metric used to rationalize street space. The struggle to rethink that arrangement has been long and requires persistence and political will. And even as San Francisco is likely to replace LOS with ATG, it is anticipated that a second protracted political conflict will emerge between progressives and neoliberal developers over the fair exaction from the ATG + 1 metric. How this debate is negotiated will also be precedent-setting with respect to those interested in the broader objectives of reducing VMT and encouraging compact development.

### Acknowledgements

The author thanks San Francisco State University's Faculty Affairs division for supporting this research, Rachel Hiatt of the San Francisco County Transportation Authority, Andy Thornley of the San Francisco Bicycle Coalition, and Dave Snyder of the California Bicycle Coalition. JTG editor Andrew Goetz and the journal's reviewers also helped enrich this article.

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#123

**Jennifer Burdick - Re: Road Widening Broadway Blvd at Tucson Blvd**

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**From:** Jennifer Burdick  
**To:** Ron Zimmerman  
**Date:** 11/8/2013 4:58 PM  
**Subject:** Re: Road Widening Broadway Blvd at Tucson Blvd  
**Attachments:** 2545EBroadway\_HistPropForm.pdf

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Ron,  
Thank you for following up with me. I know Mike well, and appreciate him getting us connected.

I'll share with you some information about the project work and schedule, and key information that will be helpful to know for the potential buyer.

**Project Schedule & Description**

The Broadway: Euclid to Country Club Roadway project is a Regional Transportation Authority-funded project. The City of Tucson is the lead agency, and I am the project manager from Tucson's Department of Transportation.

The project scope as included in the RTA plan is to widen the existing roadway to 6 travel lanes, with 2 dedicated bus lanes, bike lanes, and sidewalks. This is based off a study done in 1987 that recommended widening Broadway to this extent to accommodate future high capacity transit. Future Right-of-Way was adopted in 1989 along the entire north side of Broadway between Euclid and Country Club.

Because so much time has passed, the Mayor and Council and members of the community have pressed for an examination of what is actually needed in this 2-mile segment as we work on the design for this project. We are doing this examination now, and are in the planning and design phase. A project team is working with a 13-member Citizens Task Force on a potential roadway design, and we are currently analyzing alternative street widths to determine what the appropriate improvement will be.

It is my estimation that we will have a design decision on the roadway design (width and placement of improvements along the north, south, or combination of Broadway) by 2015.

Construction will not begin until 2016, at the earliest.

Until we have a design decision, we do not know what properties will be impacted, and to what extent they will be impacted. However, acquisition discussions will commence with property owners once the design decision has been made.

Recognizing that you have a buyer interested in the property, I would like to let you know the following bullets.

**Architectural Significance**

I would like to point out to you that 2545 E Broadway was evaluated as part of an existing conditions study of the historic and architecturally significant buildings in the area. I have attached a form that notes its merits, and a link to the map that represents other buildings in the project area.

[http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric\\_Final\\_MapDisplaysml.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric_Final_MapDisplaysml.pdf)

The report is also online at:

[http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric\\_Final\\_Vol1.pdf](http://cms3.tucsonaz.gov/files/projects/broadway/BwayHistoric_Final_Vol1.pdf)

**Project Information & Assistance**

- The RTA MainStreet Business Assistance Program has a number of resources available to help make businesses as "construction-ready" and healthy as possible, even now while we are in the early planning & design stages. Please find info online for them at: [www.mainstreetinfo.org](http://www.mainstreetinfo.org).
  - All acquisition and relocation questions can be directed to Tim Murphy in our City Real Estate Office, 520.837.6712 or [tim.murphy@tucsonaz.gov](mailto:tim.murphy@tucsonaz.gov).
  - We can add you and/or the potential buyer to the our project information listserv to alert you to special public meetings and the Citizens Task Force meetings.
- Please let me know if you have any follow-up questions. You are welcome to call me at 520.837.6648 (work) or 520.390.7094 (cell).

Regards,  
~Jenn

>>> On 11/8/2013 at 3:50 PM, "Ron Zimmerman" [REDACTED] > wrote:

Good Afternoon Jennifer,

My name is Ron Zimmerman and I am with PICOR Commercial Real Estate.

I have the property listed for sale located at 2545 E. Broadway Blvd and I have received an offer to purchase the property.

The buyer is asking if I know anything about the proposed Broadway Road widening and of course I do not.

My clients who own the property have not been noticed on any pending road improvements schedule.

Can you shed any light for me on what the plans are for the Broadway Road widening project please?

Thank you in advance,

I received your contact information from Mike Czechowski.

Ron

Ron Zimmerman  
Industrial Properties



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): (Enter the name(s), if any, that best reflects the property's historic importance.)

Address 2545-2547 E. Broadway Blvd.

City or Town: Tucson vicinity County: Pima Tax Parcel No. 125-09-0230

Township: 14S Range: 14E Section: 8 Quarter Section: SE Acreage: <1

Block: Lot(s): pt. 6 Plat (Addition): Solot Plaza Year of plat (addition): 1954

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

Architect: not determined known (source:)

Builder: not determined known (source:)

Construction Date: 1957 known estimated (source: Assessor)

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)

N

Negative No.: BC-2545b



**SIGNIFICANCE**

To be eligible for the National Register of Historic Places, a property must represent an important part of the history or architecture of an area. Note: a property need only be significant under one of the areas below to be eligible for the National Register.

A. HISTORIC EVENTS/TRENDS (On a continuation sheet describe how the property is associated either with a significant historic event, or with a trend or pattern of events important to the history of the nation, the state, or a local community.)

B. PERSON (On a continuation sheet describe how the property is associated with the life of a person significant in the past.)

C. ARCHITECTURE (On a continuation sheet describe how the property embodies the distinctive characteristics of a type, period, or method of construction, or that represents the work of a master, or possesses high artistic values.)

(see continuation sheet)

Outbuildings: (Describe any other buildings or structures on the property and whether they may be considered historic.)

**INTEGRITY**

To be eligible for the National Register, a property must have integrity, that is, it must be able to visually convey its importance. Provide detailed information below about the property's integrity. Use continuation sheets if necessary.

1. LOCATION  Original Site  Moved (date \_\_\_\_\_) Original Site: \_\_\_\_\_

2. DESIGN (Describe alterations from the original design, including dates—known or estimated—when alterations were made)  
Modern Style, unaltered

3. SETTING (Describe the natural and/or built environment around the property) \_\_\_\_\_  
Concrete walk, asphalt parking area

Describe how the setting has changed since the property's period of significance: \_\_\_\_\_  
Not appreciably

4. MATERIALS (Describe the materials used in the following elements of the property)  
Walls (structure): Block Foundation: Concrete Roof: Asphalt  
Windows: Aluminum with fixed glass  
If the windows have been altered, what were they originally? N/A  
Wall Sheathing: Face brick, stucco  
If the sheathing has been altered, what was it originally? N/A

5. WORKMANSHIP (Describe the distinctive elements, if any, of craftsmanship or method of construction)  
Good

**NATIONAL REGISTER STATUS (if listed, check the appropriate box)**

Individually listed;  Contributor  Noncontributor to \_\_\_\_\_ Historic District  
Date Listed: \_\_\_\_\_  Determined eligible by Keeper of National Register (date: \_\_\_\_\_)

**RECOMMENDATIONS OF ELIGIBILITY (opinion of SHPO staff or survey consultant)**

Property  is  is not eligible individually.  
Property  is  is not eligible as a contributor to a potential historic district.  
 More information needed to evaluate.  
If not considered eligible, state reason: \_\_\_\_\_

**FORM COMPLETED BY:**

Name and Affiliation: Ralph Comey & Janet Parkhurst, Associated Architects Date: 7/28/09  
Mailing Address: 3834 E. Calle Cortez, Tucson, Arizona 85716 Phone No.: 520-320-9043

**Jennifer Burdick - FW: TRP Employee Survey Results**

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**From:** "James DeGroot" <jdegroot@pagnet.org>  
**To:** "Jennifer Burdick" <Jennifer.Burdick@tucsonaz.gov>  
**Date:** 11/8/2013 9:46 AM  
**Subject:** FW: TRP Employee Survey Results  
**Attachments:** 2010-11-12 all survey results.pdf

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Hi Jenn,

I asked Ruth Reiman, our alternative modes/rideshare manager to give me an update on the alt modes utilization for our major employers, testing the observations in the WSJ article. I will also follow up next week on the census findings.

Jim

---

**From:** Ruth Reiman [mailto:rreiman@pagnet.org]  
**Sent:** Friday, November 08, 2013 8:40 AM  
**To:** jdegroot@pagnet.org  
**Subject:** TRP Employee Survey Results

Ruth Reiman  
TDM Manager  
Pima Association of Governments  
177 N. Church Ave., Suite 405  
Tucson, AZ 85701  
520-792-1093, ext. 482  
520-620-6981 (fax)  
[rreiman@pagnet.org](mailto:rreiman@pagnet.org)

**Jennifer Burdick - RE: Tucson Region Commuting Trends**

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**From:** Jennifer Burdick  
**To:** Broadway@tucsonaz.gov  
**Date:** 11/26/2013 4:41 PM  
**Subject:** RE: Tucson Region Commuting Trends  
**Attachments:** Means of Transportation w graphs.xlsx

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>>> On 11/25/2013 at 9:57 AM, "James DeGroot" <[jdegrood@pagnet.org](mailto:jdegrood@pagnet.org)> wrote:

Hi Jenn,

I have been looking further into the commuting patterns in our region, as reported by the US Census and American Community Survey. I have graphed a number of the trends, for both the County and the City only, including:

Workers, over age 16

Use of Alternative Modes for Commuting (bike, walk, motorcycle, taxi, but not including transit)

Use of transit for commuting

Drive alone commuting

Alternative modes is returning to 1980 levels in the urban area, but not in the County as a whole.

Growth in bike use is implied, but walking has declined substantially

Public transit use fluctuates a lot, likely due to transit fare changes and service availability (local observations by SunTran)

Carpooling has declined markedly since 1980, but still exceeds the combined rate of transit usage and alt modes for commuting (Countywide)

Drive alone commuting has increased since 2000, but may be at a plateau, with rates steady or slightly falling since 2010.

The trends above seem to be pretty consistent with national trends, as reported by the Wall Street Journal on October 30<sup>th</sup>. The American Community Survey has a pretty small sample size, so care in drawing conclusions is warranted. That said, we do see trend concurrence between local data and national data.

James R. DeGroot  
Deputy Director  
Pima Association of Governments  
177 N. Church Ave., Suite 405  
Tucson, AZ 85701  
(520) 792-1093  
(520) 495-1481 direct

## 2010, 2011, and 2012 Survey Companies

All Companies

|                                                     | 2004   | 2005   | 2007   | 2010/11/12 |
|-----------------------------------------------------|--------|--------|--------|------------|
| Alternative Mode Participation (based on trips)     | 20.4%  | 21.2%  | 21.8%  | 19.1%      |
| Number of companies achieving TRO goal              |        |        |        | 30         |
| Average weekly VMT per employee (one way miles)     | 54.9   | 55.8   | 54.9   | 60.5       |
| VMT % change vs. last survey                        |        | 1.7%   | -1.7%  | 10.2%      |
| Number of employers surveying                       | 163    | 170    | 174    | 222        |
| Number of employees at time of survey               | 83,470 | 86,115 | 87,780 | 101,248    |
| Number of survey respondents                        | 67,205 | 70,010 | 73,368 | 58,964     |
| Survey response rate                                | 80.5%  | 81.3%  | 83.6%  | 58.2%      |
| average one-way miles per trip                      | 12.9   | 13.1   | 13.4   | 14.0       |
| average number of people per carpool                | 2.5    | 2.3    | 2.7    | 2.4        |
| average number of days per week for alt. mode usage | 3.0    | 3.0    | 3.0    | 2.9        |
| % of Trips by mode                                  |        |        |        |            |
| % Drive Alone                                       | 79.6%  | 78.8%  | 78.2%  | 80.9%      |
| % Carpool/Vanpool                                   | 10.6%  | 11.1%  | 10.9%  | 7.8%       |
| % Bus                                               | 2.4%   | 2.5%   | 2.7%   | 2.6%       |
| % Bike                                              | 1.9%   | 1.8%   | 1.8%   | 1.8%       |
| % Walk                                              | 1.4%   | 1.4%   | 1.5%   | 1.6%       |
| % Telework                                          | 0.8%   | 1.1%   | 1.4%   | 1.8%       |
| % CWW                                               | 3.3%   | 3.3%   | 3.4%   | 3.3%       |
| # of Employees by mode*                             |        |        |        |            |
| # Carpool/Vanpool                                   | 9,685  | 11,004 | 10,949 | 6,440      |
| # Bus                                               | 1,954  | 2,235  | 2,614  | 2,028      |
| # Bike                                              | 1,851  | 1,911  | 2,060  | 1,750      |
| # Walk                                              | 1,275  | 1,353  | 1,541  | 1,369      |
| # Telework                                          | 1,199  | 1,497  | 2,229  | 2,392      |
| # CWW                                               | 11,825 | 12,210 | 13,043 | 10,147     |
| TOTAL                                               | 27,789 | 30,210 | 32,436 | 24,126     |

\*employees may be double counted if they use multiple modes  
must use a mode at least once a week to be counted.

VMT = vehicle miles traveled

CWW= compressed work week

#125

**Broadway - Re: Broadway Boulevard Project - Upcoming CTF Meeting and More**

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**From:** Louise Warrick <[REDACTED]>  
**To:** "Broadway.PWPO1.PWDOM2@tucsonaz.gov" <Broadway.PWPO1.PWDOM2@tucsonaz.gov>  
**Date:** 11/26/2013 8:45 AM  
**Subject:** Re: Broadway Boulevard Project - Upcoming CTF Meeting and More

---

Thank you for your response, Jenn. I live 2 blocks north of Broadway. There is considerable noise from the emergency vehicles, cars, trucks, backup beeps from larger trucks, and the weekend motorcycle races up Broadway. Of course, some of this is normal and I can live with it. But, the new construction offers an opportunity to muffle some of this noise with appropriate trees and newer technologies. Please consider this in your designs for the improvement.

With thanks - Louise

Louise Warrick  
 [REDACTED]

On Nov 25, 2013, at 10:24 PM, [Broadway.PWPO1.PWDOM2@tucsonaz.gov](mailto:Broadway.PWPO1.PWDOM2@tucsonaz.gov) wrote:

Ms. Warrick,

I will include your request with items for the Citizens Task Force to consider.

May I ask you for some more information? When you think about the noise, is there particular noise abatement you are thinking of? Is it the current sound of cars passing on the roadway, or cars playing music, people? Or is future noise you expect?

Your clarification will help me understand better, and I am sure it will be helpful to the Task Force and project team, too.

Thank you,  
 ~Jenn

>>> On 11/22/2013 at 11:12 AM, Louise Warrick [REDACTED] wrote:  
 Please address the issue of noise abatement in your design process. Thanks!

Louise Warrick  
 [REDACTED]

On Nov 22, 2013, at 11:06 AM, [broadway@tucsonaz.gov](mailto:broadway@tucsonaz.gov) wrote:

 Broadway Boulevard

**Jennifer Burdick - re: widening of roadway**

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**From:** Broadway  
**To:** [REDACTED]  
**Date:** 2/4/2014 6:05 PM  
**Subject:** re: widening of roadway  
**CC:** Broadway

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Ms. and Mr. McCallum,

Thank you for emailing in your thoughts about the Broadway improvement project. I understand the concerns you raise, and they are ones that have been brought up by others. I am sharing your comments with the Task Force, who meet this Thursday at 5:30pm, and will include the Public Input Report.

It may be helpful to know that there are some projects underway that will complement the downtown entry along Broadway.

\* An extension of the Barraza-Aviation Parkway is almost completely designed/ready for construction that will extend the parkway north and west of Broadway, terminating at St. Mary's/I-10. This would create a bypass around downtown.

\* An intersection study, which is now leading to construction of some remedies, was done on the Broadway/4th Ave/Toole intersection. Design is underway on that and construction slated for the near-term.

These projects may assist with the bottleneck envisioned, and it is certainly part of our design process to track and coordinate with these projects.

Your point about trying to keep the neighborhoods connected is understood. How to not create a "chasm" between the neighborhoods by construction of roadways that don't foster connection is something we will need to discuss as we move forward on the design.

Thank you, again, for emailing in your thoughts. I hope you will remain engaged in the project and process as we move forward. I also apologize to you for the delay in my response. I am normally much better at responding in a timely manner, and I lost track of your email. No excuses, but my apologies to you.

Respectfully,  
~Jenn

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

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>>> On 12/4/2013 at 7:02 PM, Jennifer Burdick wrote:

>>> Aisling McCallum [REDACTED] 12/04/13 11:59 AM >>>

My husband and I reside in Barrio San Antonio. We wanted to give some input into the potential widening of Broadway. I have heard most of the reasoning behind it which leads us to pose this one question. If you are seeking a greater, brisker traffic flow into downtown, how does it make sense to spend that kind of money when the actual entrance into downtown is a huge bottleneck? Fixing the existing roads makes much more sense to us at this time. Making roads bigger and faster instead of better and more community friendly only encourages a greater use of cars in an environment screaming for us to lessen car use.

Thank you,

Peter and Aisling McCallum

#127

**Jennifer Burdick - Fwd: Re: Transit Study**

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**From:** Jennifer Burdick  
**To:** Broadway  
**Date:** 12/13/2013 9:41 AM  
**Subject:** Fwd: Re: Transit Study  
**Attachments:** SATA Bwy Corr - Transit Study Suggest 12-5-13.doc

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>>> On 12/5/2013 at 1:56 PM, [REDACTED] > wrote:

Jenn,

Thanks for the opportunity to provide my thoughts on a transit study for Broadway. You will find them in the attachment. To Carlos' point, I envision a more limited study, which hopefully I have justified and outlined. Although I am certainly not qualified to say how much it would cost to do what I have outlined, I would think and hope it would be far less than what Carlos experienced with the Tempe and Tucson streetcar studies. The main reason is (in addition to other things mentioned in the attachment) that those studies were breaking new ground, but now that the ground is broken we don't have to completely reinvent the wheel, but can rely on a lot of decisions already made.

If you have any questions, please contact me. I look forward to further discussions with you and others on this matter.

By the way, I won't make it to the meeting tonight until about 7 p.m. as I have an Old Pueblo Trolley board meeting that was scheduled before I knew you had changed the date to Dec. 5. See you tonight.

Gene

----- Original Message -----

From: "Jennifer Burdick" <Jennifer.Burdick@tucsonaz.gov>

To: "Gene Caywood" [REDACTED]

Cc: [REDACTED], "Michael (Tucson) Johnson" [REDACTED] >, "Carlos de Leon" <carlos.deleon@tucsonaz.gov>, "Rebecca Ruopp" <Rebecca.Ruopp@tucsonaz.gov>

Subject: Transit Study

Date: Fri, 29 Nov 2013 14:52:32 -0700

Hi, Gene -

Hope this message finds you in a great place having had a wonderful week and holiday.

I wanted to follow up with you on this issue of a transit study. I was talking recently with Rebecca Ruopp, and also with Carlos de Leon, about this issue of whether we can do a transit study as part of the Broadway project.

When Carlos talks about a transit study, he talks about a comprehensive detailed study (such as what he was

part of for the light rail project in Tempe) that costs millions and takes years. Are you thinking a transit study would be at this level of detail? Or something else?

It might help our conversations to have a better understanding of what you envision when you are discussing doing a transit study at this point.

Thanks in advance for sharing thoughts you have on this.

Best regards,  
~Jenn

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**BROADWAY CORRIDOR STUDY  
TRANSIT STUDY**

Recommendations by W. Eugene Caywood – December 5, 2013

**INTRODUCTION**

On behalf of the Southern Arizona Transit Advocates (SATA), I have been suggesting that the ongoing study of the Broadway corridor between Euclid and Country Club be expanded to make definitive decisions about transit. There are at least three reasons I believe this should be done:

- Give assurance to stakeholders that they will not have to endure another, later study that could substantially alter the conclusions of the current study.
- Identify infrastructure improvements that can/should be built now as part of any roadway widening in order to minimize future disruption to traffic and businesses.
- Provide sufficient data to confidently predict funding needs, and using them identify adequate potential funding sources to build the balance of a transit project.

In order to do the above, the expanded transit study element must first make basic decisions and assumptions about the future High Capacity Transit (HCT) mode or modes to be operated along Broadway. Further, it must make specific (and permanent) alignment decisions to allow certainty regarding placement of infrastructure improvements built with any roadway widening. Finally, the expanded study must define the future HCT system to a level sufficient to make decisions regarding alignment width and location, and right-of-way and other space requirements.

**ASSUMPTIONS**

In addition to the above, I feel it is necessary to make some additional assumptions relating to expanding the study of transit along Broadway:

1. Federal funds will not be available to build a transit project in the Broadway Corridor. This was made abundantly clear by speakers at last month's Arizona Transit Association's Rail Conference, including Barbara W. Reese with Parsons Brinckerhoff in Virginia, and State Senator Steve Farley.
2. Therefore, a full study following FTA Alternatives Analysis guidelines is not necessary and should not be conducted.
3. We have sufficient data and information from the recent Modern Streetcar Project to answer most non site-related questions.
4. Without federal funding it will be necessary to carefully determine what we absolutely have to have versus what we can live without, and thus pare down costs to the bare minimum.

**RECOMMENDED STUDY ELEMENTS**

1. Mode decisions –
  - a. Confirm or revise conclusions of the PAG HCT Study. Including prioritization of implementation of the three recommended modes
  - b. Importance:
    - i. With a Bus Rapid Transit (BRT) alternative, exclusive lanes should be provided and paved with any roadway widening
    - ii. With a rail alternative, grading should be done as part of any roadway work to provide the roadbed on which track can be placed later. This is critical to assure

proper drainage without having to do major alteration to the roadway and ancillary facilities in the future.

- iii. With an electric powered rail alternative, street light poles should be placed where they can also serve to support Overhead Conductor System (OCS), and be designed with sufficient strength to support OCS.

2. Alignment decisions –

- a. Determine destinations for various HCT modes – they may not all be the same. The PAG HCT Study assumes they all terminate downtown, but the University of Arizona campus is a much larger destination than downtown.
  - b. Determine location within the broader study corridor – on Broadway, or off Broadway – if the latter, examine alignments defined by SATA – 6<sup>th</sup> St., 9<sup>th</sup> St., 10<sup>th</sup> St., Arroyo Chico-13<sup>th</sup> and Arroyo Chico-15<sup>th</sup>.
  - c. Select a firm alignment, including stop/station locations, in conjunction with the roadway alignment alternative decision process.
3. Nature of the system – define only to the extent necessary to identify the items in element 4.
- a. Characteristics of BRT buses, various potential streetcars, and light rail vehicles.
  - b. Type of/requirements for OCS, including poles and substation locations
  - c. Will rail be embedded or ballasted?
  - d. Potential requirements/sites for streetcar or Light Rail vehicle maintenance facility
4. Infrastructure that should be done with any roadway widening – the ones I can think of are:
- a. Roadway grading and pavement, or rail roadbed grading.
  - b. Combination street light/OCS poles
  - c. Utility relocations limited to those for roadway widening – Very important – don't want to have to relocate utilities twice, once now for roadway and again later for transit.
  - d. Advance infrastructure elements of the transit design that can/should be built with any roadway improvements to the same level of design as all other roadway improvements.
5. Preliminary cost estimate
- a. With regard to a BRT element, costs for roadway should be the same as for other project elements.
  - b. With regard to a rail element, suggest beginning with costs from the Modern Streetcar Project, then carefully reviewing them to see if/where savings can be made.
  - c. Costs should assume no federal dollars used, no consultants (other than the current team) hired, limited utility relocation.
6. Funding options
- a. General fund
  - b. RTA (existing and future)
  - c. Districts (Improvement and Special)
  - d. P3's (Public/Private Partnerships – example could be El Con)
  - e. Other

## CONCLUSION

A limited transit study should be conducted as part of the ongoing Broadway Corridor Study. It should make definitive decisions with regard to mode and alignment of future HCT and define the nature of future HCT to a minimum level, identify infrastructure that logically should be build with any roadway widening in order to minimize future disruption, and project costs to a level sufficient to enable identification of adequate funding.