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# Mayor & Council Memorandum

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September 25, 2018

Subject: Update on the City of Tucson Complete Streets Policy  
Development and Approval of the Guiding Principles  
(City Wide)

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Issue – The Mayor and Council has asked the Tucson Department of Transportation (TDOT) to develop a Complete Streets Policy. This is an update on that effort and an opportunity for the Mayor and Council to review and approve the Guiding Principles as a framework for the Complete Streets Policy.

City Manager’s Office Recommendation – It is recommended that the Mayor and Council approve the Complete Streets Guiding Principles and provide any further direction to staff on development of the Complete Streets Policy.

Background – On January 23, 2018, Mayor and Council directed staff to move forward with the development of a Complete Streets Policy working in collaboration with community stakeholders. TDOT has partnered with Living Streets Alliance (LSA), who in October 2016, was awarded a grant from Voices for Healthy Kids, which is a joint initiative of the American Heart Association and the Robert Wood Johnson Foundation, to assist with community outreach in developing the Policy (see attachment). As part of the outreach effort, a Complete Streets Task Force has been formed with representatives from the following City of Tucson (COT) Departments/Organizations/Community groups:

- COT Department of Transportation
- COT City Manager’s Office
- COT Planning and Development Services
- COT Water
- COT Police Department
- COT Fire Department
- COT Parks and Recreation Department
- COT Housing and Community Development
- COT Pedestrian Advisory Committee
- PC/COT Bicycle Advisory Committee
- Pima County Health Department
- AZ Center for Disability Law
- AZ School for the Deaf and Blind
- PSOMAS Engineering
- Southwest Fair Housing Council
- UA College of Architecture, Planning and Landscape Architecture

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- UA College of Public Health
- Bus Riders Union
- Casa Maria
- Community Food Bank
- Primavera Foundation
- Technicians for Sustainability
- Watershed Management Group
- Trees for Tucson
- ELDER Alliance
- Los Amigos Technology Academy
- Tucson Young Professionals
- Arts Foundation for Tucson and Southern Arizona

These agency and community representatives helped provide input into the guiding principles and development of the first draft of a Complete Streets Policy. Using grant funding they received, LSA designed a Complete Streets Community Engagement workshop that has been offered to each of the Ward Offices and interested groups to assist with developing community awareness of Complete Streets. The community engagement concept served to create a starting point for outreach within the community knowing that robust community engagement will be necessary in the Complete Streets implementation phase. TDOT staff is aware of and prepared to conduct additional community outreach and engagement with stakeholders as part of the development and implementation of the Complete Streets Policy.

Additional learning opportunities have been provided by LSA in collaboration with TDOT. Multiple agencies and stakeholder group representatives were invited to a Complete Streets Workshop which was provided by the National Complete Streets Coalition in September 2017. In April 2018, Gil Penalosa, a world-renowned urban planner, provided several Complete Streets conversations for the community, government leaders, and staff from multiple jurisdictions.

Present Considerations – Based on input from Mayor and Council, public engagement, and national best practices provided through the National Complete Streets Coalition, six priorities have emerged as key goals that, with Mayor and Council approval, will serve as building blocks for the development of the Policy.

- **Safety:** The transportation system needs to be safe for all roadway users whether they are walking, bicycling, taking public transit, or driving. This reflects the Mayor and Council's desire to improve safety on our streets, reducing crashes, injuries, and deaths. This Policy will facilitate the redevelopment of design guidelines.

- **Accessibility:** The transportation system needs to be accessible and comfortable for all Tucsonans. As Gil Penalosa eloquently says, anyone 8 years old and 80 years old should be able to get around safely, enjoyably, and with dignity. This Policy will facilitate the implementation of our ADA transition plan and improve accessibility on Tucson's streets.
- **Land Use:** Land use and transportation are inextricably linked and implementation of Complete Streets will enhance this connection by promoting greater coordination between the City's land use and transportation efforts. This Policy will guide revisions to relevant land use regulations and project development guidelines to better support Complete Streets implementation in a context-sensitive manner.
- **Equity, Diversity and Inclusivity:** Everyone deserves to have safe, reliable, and affordable transportation options regardless of age, income, race, ethnicity, or disability. The Policy will facilitate equitable transportation investments and inclusive community engagement to help mitigate socio-economic, racial/ethnic, and health-related disparities while advancing mobility and access to opportunities.
- **Environment:** Negative impacts on the natural environment such as Heat Island Effect or air pollution are mitigated when we reduce reliance on single occupancy vehicles. The Policy will facilitate a shift towards non-motorized modes of transportation such as walking and biking by making these options safe, convenient, and comfortable.
- **Economic Vitality:** Complete Streets help spur economic vitality through increased retail sales, decreased vacancies, job creation, and better access to employment opportunities. The Policy will help attract employers and individuals that make up a talented workforce and support the economy by better connecting people with places of employment including those who must use alternative modes of transportation.

Next Steps – Complete Streets policies, whether adopted as a non-binding resolution or a binding ordinance, are blanket policies that cover an entire jurisdiction. Following the national best practices outlined by the National Complete Streets Coalition, they tend to be general in nature and can be best described as “enabling legislation” to formalize a jurisdiction's commitment to fund, plan for, construct, operate, and maintain their streets with everyone using them in mind. Implementation of the Policy is where the work truly begins.

Therefore, best Complete Streets policies clearly outline specific implementation steps such as restructuring and revising existing plans/procedures/regulations; developing design guidelines that support Complete Streets; offering training opportunities for staff and the broader community; developing performance measures that focus on equitable implementation; creating a committee to oversee implementation; and creating an inclusive community engagement plan.

Upon Mayor and Council approval of the Complete Streets Guiding Principles, staff will continue to work with the Complete Streets Task Force and members of the community to develop a draft Complete Streets Policy.

It is anticipated that a Draft Policy will be brought forward for Mayor and Council consideration in early 2019. Once a Complete Streets Policy is approved by Mayor and Council, a Complete Streets Manual, outlining an implementation plan, will be developed. Implementation components will include the adjustments to the City's regulatory framework and technical standards, establishing needed planning and land use goals and integrating the Policy into the programming of funding for transportation projects.

Staff will continue to pursue educational opportunities and grants that can further the knowledge of how to develop a Complete Streets Manual. In addition, the Smart Growth America organization recently reached out to COT and offered a long distance training opportunity for up to 30 staff members of COT, Pima County, and the Pima Association of Governments.

Plan Tucson Considerations – This item relates to multiple goals, focus areas, and policies including but not limited to:

**LT12:** Design and retrofit streets and other rights-of-way to include green infrastructure and water harvesting, complement the surrounding context, and offer multi-modal transportation choices that are convenient, attractive, safe, and healthy.

**LT14:** Create pedestrian and bicycle networks that are continuous and provide safe and convenient alternatives within neighborhoods and for getting to school, work, parks, shopping, services, and other destinations on a regular basis.

**LT22:** Participate in efforts to develop a coordinated regional, multi-modal transportation system that improves the efficiency, safety, and reliability of transporting people and goods within the region and to destinations outside of the region.

**PH8:** Support streetscape and roadway design that incorporates features that provide healthy, attractive environments to encourage more physical activity.

**JW7:** Contribute to workforce stability and advancement through support of ancillary services, such as transportation, childcare, nutrition, and healthcare.

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Legal Considerations – None at this time.

Financial Considerations – None at this time.

Respectfully submitted,

A handwritten signature in black ink that reads "Albert Elias". The signature is written in a cursive style with a large initial "A".

Albert Elias  
Assistant City Manager

AE/RobinRaine/SG/ts  
Transportation

Attachment: Letter from Living Streets Alliance dated September 6, 2018