






Complete Streets Institute: Towards Complete Streets in Michigan

Webinar Series
 September 7-September 28, 2011



Webinar Basics

- You should have this presentation in a window and a control panel next to it
- You can expand the display to full screen
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Webinar Logistics

- Webinar is being recorded
- Webinar, PDFs of presentations, and associated exercises will be made available after today’s webinar
- Type presentation-related questions to presenters in the chat box
- Questions will be pooled and held to end. We will try to get to as many as we can.
- Your phone line has been muted and will remain so for the duration of the webinar



Healthy Kids, Healthy Michigan

Mission:
 Reduce childhood obesity in Michigan through strategic policy initiatives

www.healthykidshealthymich.com



Community Policy Action Team

- Crim Fitness Foundation
- Detroit Food & Fitness Initiative
- League of Michigan Bicyclists
- Michigan Association of Planning
- Michigan Department of Community Health
- Michigan Department of Transportation
- Michigan Environmental Council
- Michigan Fitness Foundation
- Michigan Recreation and Park Association
- Michigan State Housing Development Authority
- Michigan Trails and Greenways Alliance
- Washtenaw County Public Health
- AARP
- Michigan Association of Counties
- Michigan Municipal League
- Safe Routes to School National Partnership




Why Complete Streets?

Transportation networks that include amenities such as sidewalks and bike lanes can increase the number of people who walk or bike by 30% and schools can see a 15% increase in students who walk or bike to school.

(Active Living Research, RWJF 2007)




Community design impacts physical activity levels

Project Partners

Module Overview

- 1 Introduction to Complete Streets**
 Defines Complete Streets and explains its importance, history, and benefits, as well as its relationship to other associated topics.
- 2 Stakeholder Engagement**
 Introduces the various stakeholders of Complete Streets, explains how to work through a coalition to effect policy and projects, and provides messaging and communication tools and tips.
- 3 Influencing Policy**
 Provides the tools needed to assess a community's readiness for Complete Streets policies and the steps a community would take to implement them. Defines and explains the policy-making processes, stakeholders, and Complete Streets laws.
- 4 Planning and Regulations**
 Explains policy implementation tools such as planning processes, policies, and regulations.
- 5 Application and Design**
 Explains the design elements and various treatments/applications used to accomplish Complete Streets policy implementation (sidewalks, bike paths, transit stops, road diets, etc.) through project design.

Today's Speakers

Holly Madill
 Complete Streets Project Coordinator
 MI Department of Community Health

Andrea Brown
 Executive Director
 Michigan Association of Planning

Sherrin Hood, AICP
 Senior Planner
 LSL Planning, Inc.

Norman Cox, LLA, ASLA
 President
 The Greenway Collaborative, Inc.

Please Tell Us About Yourself

- If you are viewing the presentation as a group, please pick the most representative answer
- We will share the results when the poll has closed
- How will you will be promoting complete streets?
- Your background
- Have you attended any other Complete Street trainings?

Module 3: Influencing Policy

Complete Streets Institute Training Curriculum

1. An Overview
2. Stakeholder Engagement
- 3. Influencing Policy**
4. Planning & Regulations
5. Design & Applications

Understanding what complete streets are and what they mean to your community

Presentation Overview

- Complete Streets Overview
- Principles of Complete Streets
- Engaging Stakeholders
- Transportation Planning Processes
- Michigan Legislation
- Incorporating CS Into Local Policies
- Community Readiness
- Policy Choices
- Lessons Learned

Training Objective:
 Provide a basic understanding of policy-making processes and how to become involved in them, community readiness for policy change, and elements of effective policies.

What are Complete Streets?

A system of streets...
 “planned, designed, and constructed to provide appropriate access to all legal users in a manner that promotes safe and efficient movement of people, and goods whether by car, truck, transit, assistive device, foot or bicycle.”
 PA 135 of 2010





Photo: The Greenway Collaborative, Inc.

- Enables safe access for all users
- Shifts auto-oriented policies to multi-modal
- Focuses on the whole system, not a single road
- Promotes 10 key principles...

What are...

- Policies
- Plans
- Ordinances
- Resolutions



What is Public Policy?

- A course of action adopted and pursued by a government.
- A purposeful and consistent course of action in response to a problem, formulated by a specific political process, and adopted, implemented, and enforced by a public agency.

Or... more specifically

Policy: Law or Guidance? Yes!


<p>Law</p> <ul style="list-style-type: none"> • Law/Statutes • Regulatory measures • Courses of Actions • Funding Priorities 	<p>Guidance</p> <ul style="list-style-type: none"> • Statement of Intent or Commitment • Principles which guide actions of government
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Policy through Procedure

<p>Policy</p> <ul style="list-style-type: none"> • Explains the “what” and “why” • Adopted by Board • Planning and Zoning Enabling Acts • Implemented through ordinances, procedures, protocols • Enforced through ordinances and other policies • Examples: Master plans, active transportation plans 	<p>Procedure/Protocols</p> <ul style="list-style-type: none"> • Explains the “what” “how” “where” and “when” • Adopted by senior executive staff • Enforced through • Examples: Complete Streets pre-construction checklist, inter-departmental project review rubric and routing sheet
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Plans

- Adopted by planning commission (often executives also)
- Authority from Planning and Zoning Enabling Acts
- Implemented & enforced through ordinances/regulations
- Comprehensive
- Long range (10-20 years)
- Updated every 5 years
- Guides local decision-making on public/private uses of land
- Set of policies that express vision
- Base for zoning (laws)






Ordinances

- Statute enacted by a city, town, township
- Authority from state constitution/statutes or charter
- Local law
- Passed by City Council/Township Board
- Signed by executive (Mayor/Supervisor)


Ordinances are the highest form of action a municipality can take.



Types of Ordinances

Many ordinances deal with maintaining public safety, health, morals, and general welfare...


- housing ordinances set minimum standards of habitability
- other ordinances deal with fire and safety regulations that residential, commercial, and industrial property owners must follow
- noise ordinances prohibit prescribed levels of noise after certain hours of the evening
- Complete Streets ordinances mandate that certain planning, design, and construction of transportation systems accommodate all legal users



Resolutions

- Official expression of the opinion or will of a legislative body
- Express consensus on matters of public policy
- Non-binding
- Unenforceable
- Not signed or endorsed by municipality executives
- Temporary

Resolutions resemble the opinions expressed by a newspaper on its editorial page, but they are nonetheless indicative of the ideas and values of elected representatives and, as such, commonly mirror the outlook of voters.



Policy Comparisons

	Authority	Adopting Body	Law	Intent	Effect	Implementation	Enforcement	Purpose
Plan	Planning and zoning enabling acts	Planning Commission		Set a course of action or direction	5 years	Through ordinances	Through ordinances and other policies	Set Vision
Ordinance	state constitution, statutes, or through the legislative grant of a municipal charter	City Council or Township Board; signed by Mayor or Supervisor	X	Local law or statute	Permanent	Through other ordinances, site plan review standards, subdivision regulations, street design, internal processes	Self-imposed; Ordinance officers; Court system	Codify Institutionalize
Resolution		Any legislative body		official expression of the opinion or will of a legislative body; an act	Temporary	None	None	Education First step



Ten Complete Streets Principles

1. Set the vision
2. Accommodate all legal roadway users
3. Emphasize interconnected networks
4. Address all roadways and inter-jurisdictional issues
5. Integrate into all project types
6. Define process for exceptions
7. Integrate best practices
8. Context sensitive design
9. Establish performance standards
10. Develop an implementation plan

Source: National Complete Streets Coalition

How far each principal is developed depends on where each community is and level of commitment



Integrating Complete Streets Principles

We know we like Complete Streets ...

Elements of CS Program

- Policy
- Plan
- Regulations
- Construction and maintenance (projects)

... Now What?

How to Get Started:

- Involve stakeholders
- Cultivate “champions”
- Understand local road policy
- Build support

Who to Involve

- Governmental**
 - Legislative body
 - Planning commission
 - Engineering and planning staff
 - Public safety officials
 - Road and transit agencies
 - Stormwater engineers
- Stakeholders**
 - Advocacy groups
 - Health professionals
 - Business organizations
 - Community/civic organizations
- Others**
 - Educators
 - Media

- Who will support?
- Who can influence?
- Who must approve?
- Who has funding?
- Who will implement?
- Who will be affected?
- Who needs information?

Cultivating “Champions”

A Champion:

- Can cultivate broad support
- Can be from the public or private sector
- Is typically in a leadership role
- Has the advantage of a bully pulpit



Ann Arbor's Mayor, John Hieftje on the right

Know the Road Agency Structure

- Who has jurisdiction?
- What are the road hierarchies and classifications?
- Are existing policies auto-oriented?
- Ask the typical players:
 - Municipality (public works, planning)
 - County Road Commission
 - Metropolitan Planning Organization
 - Michigan Department of Transportation

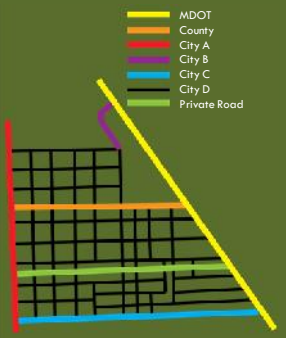
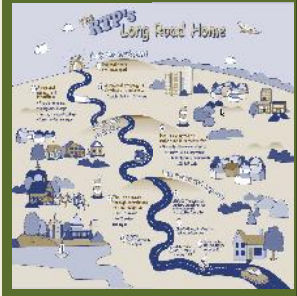


Illustration: LSL Planning, Inc.

Types of Transportation Planning Processes

- Federal
- Local= cities/villages
- Rural= township/county
- Non-federally funded



An Example from Southeast Michigan Council of Governments

Federal Transportation Planning Process

3 Phases

- 1. Planning Phase**
 - Long range plan (state & regional)
 - Updated every 4 years (for 20 yrs)
- 2. Programming Phase**
 Transportation Improvement Program (TIP), if MPO
 - Updated every 2 years (for 4 yrs)
 - Identify project costs and funding sources
 - Incorporated into STIP (State Transportation Improvement Program)
- 3. Project Phase**
 - Environmental impact
 - Design and implementation of the project

If you want federal dollars, it has to be in the LRTP, the TIP, and the STIP!

Local Transportation Planning Process

Community Transportation Plans

- Not as well defined
- Cities and villages follow the process in the Planning Act
- Serves as the basis for federal-aid projects submitted for consideration in the TIP

- From vision to alternatives to recommendations
- Should be multi-modal
- Usually part of the community master plan or can be separate
- Can include corridors or sub-areas
- May be multi-jurisdictional (corridors)
- Should involve transportation officials in process

Rural Transportation Planning Process

- Rural task forces develop projects for the STIP (No TIP involved)
- Projects are initiated by municipal governments, county road commissions, rural task forces, and/or MDOT
- Projects prioritized according to goals of the region
- Opportunities for citizen input throughout

Non-Federally Funded Projects

- State law (Act 51) allocates state transportation revenue from the state gas tax and motor vehicle registration fees
- Local millages for transportation projects also exist in some areas to raise dollars for local road projects

Act 51 dollars are distributed by formula to:

- Comprehensive Transportation Fund (public transit)
- State Trunkline Fund (construction and maintenance of state trunkline system)
- 83 road commissions and departments for maintenance of county roads
- 533 cities and villages for maintenance of local roads

Transportation Resources

MPO process (from US Dept. of Transportation, Federal Highway Administration and Federal Transit Administration):

- "A Guide to Transportation Decision-Making"
- "The Transportation Planning Process Key Issues: A Briefing Book for Transportation Decisionmakers, Officials, and Staff"

Urban process (from the Southeast Michigan Council of Govts.):

- "A Citizen's Guide to Transportation Planning in Southeast Michigan"

Rural process (from the Northwest Michigan Council of Govts.):

- "A Citizen's Guide to Transportation Planning in Northwest Lower Michigan"

Regarding funding (from the Michigan House Fiscal Agency):

- Understanding transportation funding

Incorporating CS into Local Policies

Review the following to determine the extent of support:

- Plans**
 - Comprehensive plan
 - Neighborhood Plans
 - Non-motorized plan
 - DDA/TIF plans
 - Transit plan
 - Parks and recreation plan
 - MPO or County LRTP
 - Capital Improvement Plan
- Regulations**
 - Zoning ordinance
 - Sidewalk ordinance
 - Site plan review
 - Subdivision regulations
 - Street design standards
- Programs/Operations**
 - Travel Demand Management (TDM) programs
 - Outreach/education
 - Enforcement
 - Safety programs
 - Maintenance procedures
- Organizational**
 - Millage partnerships
 - Intergovernmental agreements
 - City charter

Tool Matrix

Tool (check which ones apply to your community)	Already Addresses Complete Streets	Partially Addresses Complete Streets, or Some Elements, but Could Be Strengthened	Does Not Address Complete Streets
RESOLUTIONS AND POLICY STATEMENTS			
<input type="checkbox"/> Intergovernmental Agreements			
<input type="checkbox"/> City Charter			
<input type="checkbox"/> Street and Sidewalk policy			
ORDINANCES			
<input type="checkbox"/> General Code			
<input type="checkbox"/> Zoning ordinance			
<input type="checkbox"/> Street design standards			
PLANS			
<input type="checkbox"/> Comprehensive plan			
<input type="checkbox"/> Transit or Non-motorized plans			
<input type="checkbox"/> DDA plan			
<input type="checkbox"/> Capital Improvement Plan			
ONGOING PRACTICES			
<input type="checkbox"/> Street and Sidewalk maintenance procedure			
<input type="checkbox"/> Development Design Guidelines			
<input type="checkbox"/> Project Review Procedures			


Moving Forward

- 1 Beginner**
 - Holding seminars for officials
 - Soliciting public input
 - Building support
- 2 Practicing**
 - Developing a vision
 - Adopting policies and resolutions
 - Plans modified or underway
- 3 Modest**
 - Policy in place
 - Adopting ordinance
 - Adopting new design standards
 - Re-designing key projects
- 4 Advanced**
 - Ordinance & design standards in place
 - Money allocated
 - Actively retrofitting projects
- 5 Leader**
 - Represents the model community
 - Presenting seminars on success
 - Implementing in all projects

Where do you want to be?

1. Beginner


- Ready to Say “Complete Streets”
- Maintain system
- Few existing policies
- ADA compliance
- Address in comprehensive plan to degree required
- No real funding or action



1 **Beginner** 2 Practicing 3 Modest 4 Advanced 5 Leader

2. Practicing


- Some documented support
- Requires sidewalks for new construction
- Complies with ADA regulations
- Implements easier, low-cost improvements
 - Bike lane striping
 - Some intersection upgrades



1 2 **Practicing** 3 Modest 4 Advanced 5 Leader

3. Modest

- Local plans support complete streets
- Design standards and ordinances require complete streets elements
- Implements moderate-cost improvements
 - Road redesign within existing road profile
 - Improve sidewalks near bus stops
 - Convert lanes for parking or bikes



1 2 3 **Modest** 4 Advanced 5 Leader

4. Advanced

- Consistent policies and regulations throughout
- Integrates CS into public projects
- Promotes transit-oriented development
- Allocates funds for improvements
 - Proactive intersection reconstruction
 - Community-wide pathways
- Educates community and staff



1 2 3 4 **Advanced** 5 Leader

5. Leader

- Community “walks the walk”
- Award-winners; Copied by others
- Implements system-wide improvements
 - Transit enhancements
 - Managed travel-demand
 - Advanced parking policies
- Exceeds performance standards



1 2 3 4 5 **Leader**

Assess Local Commitment

Where do you want to be?

The degree of local commitment (1 to 5) will determine the policy choice...

Typical Status:
 In progress
 Complete

	1	2	3	4	5
Complete Streets Implementation Stages	Beginner	Practicing	Modest	Advanced	Leader
Resolution of Support	✓	✓	✓	✓	✓
Complete Streets Policy		✓	✓	✓	✓
Integration Into Plans			✓	✓	✓
Put Into Practice		✓	✓	✓	✓

Initiating Local Policies

Level of Local Commitment (1 to 5) will determine the type of policy to adopt

The type of policy will determine the types of principles that should be addressed

ASSESS LOCAL COMMITMENT

- Establishes type of policy document needed

POLICY CHOICES

- Different policy documents should address different principles

CS PRINCIPLES

- 1. Set the Vision
- 10. Implementation

Policy Choices

PLAYERS

- Legislative Body
- Steering Committees/Public Input
- Planning Commission
- Municipal Staff, agency, and school

Resolution of Support

Complete Streets Ordinance

Integration Into Plans

Ongoing Practices

OUTCOME

- Shows a commitment
- Provides direction
- Requires action
- Shows Leadership

Matching the Policy to CS Principles

The policy choice will reveal which principles to address...

Complete Streets Policy Elements:	Resolution of Support	Complete Streets Policy	Integration Into Plans	Put Into Practice
1) Set the Vision	○	●	●	
2) Accommodate All Roadway Travelers	○	●	●	
3) Emphasize Interconnected Networks	○	●	●	
4) Address All Roadways and Inter-jurisdictional Issues	○	●	●	
5) Integrate Into All Project Types	○	●	●	●
6) Define Process for Exceptions		●		
7) Integrate Best Practices		○	●	●
8) Context Sensitive Design		○	●	●
9) Establish Performance Standards		○	●	●
10) Develop an Implementation Plan		○	●	●

Typical Level of Detail
 ○ Sets Course
 ● Details

Showing Support/Resolution

- Adopted by the Legislative Body
- May become Purpose Section of ordinance
- Outline:
 1. Identify the Issue
 2. Refer to Statistics and Studies
 3. Define the Solution
 4. Discuss local support
 5. State the Desired Outcome

Taking Action/Ordinances

Outline:

1. Purpose
2. Definitions
3. Requirements
4. Applicability & Exceptions
5. Prioritization
6. Evaluation
7. Administration

Taking Action/Ordinances

1. Purpose
 - Use resolution process
 - List Findings and Goals
2. Definitions:
 - cross-check with existing ordinances

Complete streets \kəm-ˈplēt \ˈstrēts\

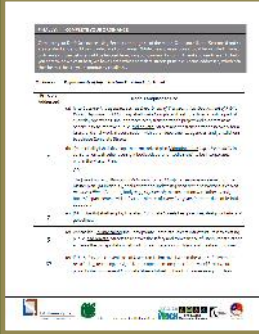
a: having all necessary parts, elements, or steps

b: a comprehensive, integrated transportation network with infrastructure and design that allows safe and convenient travel along and across streets for all users...

Taking Action/Ordinances

3. Requirements - Use Model Language and adapt/tailor to your situation

- Be consistent with other codes
- Amend them if required
- List type of applicable projects
- Refer to design manuals or guidelines
- Describe design expectations like context



Taking Action/Ordinances

4. Applicability and Exceptions

- Contrary to public safety
- Cost excessively disproportionate to need/benefit
- Significant environmental impacts
- Absence of current or future need

5. Prioritize Projects and Identify Funding Sources

PRIORITIZATION:

Projects should be prioritized based on:

- Connections between residential areas and schools
- Connections between residential and commercial areas
- Coordination with other programs and projects
- Filling gaps in existing sidewalk facilities.

Taking Action/Ordinances

6. Establish Evaluation Criteria (esp. if mandating actions to lower municipalities or departments)

- 2010 Highway Capacity Manual Multi-modal Analysis
- Setting targets
- Establishing evaluation factors
- Monitor

TYPES OF EVALUATION CRITERIA:

- Quality of Service
- Miles of new non-motorized routes
- Reduction in traffic volumes, congestion, & vehicle miles traveled
- Reduction in crashes (frequency & severity)
- Noticeable increase in walking/biking/transit
- Miles of new lighting
- Number of new street trees
- Improved public health indicators
- Community vibrancy indicators
- Other plans, ordinances, etc. changed/adopted
- Changes in internal procedures

Taking Action/Ordinances

7. Administration - Involve All Affected Departments/Staff

ADMINISTRATIVE CONSIDERATIONS:

- Who will monitor progress?
- Who has authority to approve projects?
- Who should authorize exceptions?

How to Proceed?

Begin by Discussing key issues in your community:

- Support in existing policies
- Current barriers to success
- Potential champions
- Desired approach: top down or grassroots?
- Required action(s)
- **What Policy Documents are needed to show support?**
 - Resolution?
 - Ordinance?
 - Plan?
 - Ongoing Practices?

RANGE OF POLICY TYPES:

- General.....Specific
- Multiple Pages.....Single Paragraph
- Statement of Support.....Regulation
- Self-imposing.....Prescriptive

Lessons Learned

DO:

- **Emphasize benefits** (*supply documented & reputable facts*)
- **Build broad support** (*promote as adding choices for all users*)
- **Emphasize law and funding** (*supports local policies*)
- **Be reasonable** (*enact realistic and achievable policy*)
- **Stay committed** (*results will occur over the long term!*)

DON'T:

- **Make this a competitive issue** (*i.e. pedestrians v. bikes v. cars*)
- **Punish auto use** (*incentivize other modes instead*)
- **Go solo** (*broader support will garner better results*)

Complete Streets Institute Webinar Series
Module 3 – Influencing Policy

Wednesday, September 14, 2011
12:00 PM to 1:30 PM

 CSI Webinar Series		
Date	Time	Topic
9/7, Wed	12-1:30	Module 1: Introduction to Complete Streets
9/9, Friday	12-1:30	Module 2: Stakeholder Engagement
9/14, Wed	12-1:30	Module 3: Influencing Policy
9/21, Wed	12-1:30	Module 4: Planning and Regulations
9/28, Wed	12-1:30	Module 5: Application and Design

 Thank you!	
Questions: Holly Madill Complete Streets Project Coordinator MI Department of Community Health madillh@michigan.gov (517) 335-8372	Webinar, PDFs, Exercises: www.greenwaycollab.com/completestreets.htm