

# Prioritizing Transportation Equity through Complete Streets

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**This report summarizes findings from a qualitative study of eight communities that had identified equity as a priority in their Complete Streets policies to identify how equity is being implemented and prioritized in practice. This study found that although communities felt that prioritizing equity in Complete Streets projects was the right thing to do, it was difficult to implement in practice. Lessons learned and strategies for addressing these challenges are presented in this report.**

Historically, streets have been designed to emphasize mobility and efficiency primarily for cars, making it challenging for people to walk, bike, or take public transit for transportation or recreation. Vulnerable populations, including people of low income, minorities, the elderly, children, and people with disabilities, are often disproportionately affected by incomplete and unsafe streets.<sup>1,2</sup> Low income people may not be able to afford to drive, while children, elderly, and disabled people may not be physically able to drive.<sup>3</sup> In car-dependent communities, non-drivers often have less

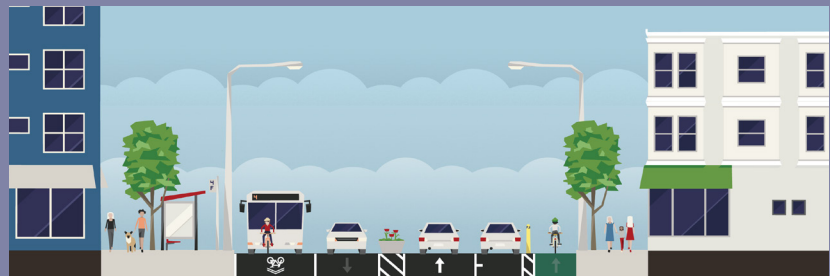
mobility resulting in reduced economic or social opportunities.<sup>4</sup> Additionally, this reduced mobility affects employment opportunities particularly for vulnerable populations who do not drive or have a car by influencing what job a person can take, where they can live, transportation costs, time spent commuting, and access to educational opportunities.<sup>3</sup>

In recent years, communities have been moving away from historically designed streets to “Complete Streets” (see Figure 1). Complete Streets is a transportation and design concept in which streets are “designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and

abilities.”<sup>5</sup> In addition to having health benefits such as increased opportunities for physical activity, Complete Streets can improve air quality, support economic growth, and increase independence and social opportunities.<sup>5\*</sup>

Complete Streets also create a more equitable transportation system by providing affordable, convenient, and accessible modes of transportation for all people, including vulnerable populations.<sup>4</sup> Vulnerable populations are more likely to rely on walking, biking, and public transit as their sole source of transportation<sup>7</sup> and are more likely to face barriers such as increased crime, harassment, and poor infrastructure when utilizing those modes.<sup>3</sup>

Example of a Complete street (Figure 1)



This image was created using StreetMix. Available at: <http://streetmix.net/-/423211#>

\* See the companion fact sheet that goes into more detail on the benefits of Complete Streets.<sup>6</sup>

# Equity and Complete Streets

An equitable transportation system allows vulnerable groups to have access to jobs, schools, stores, health care facilities, and social opportunities.<sup>1</sup>

scheduling frequencies for both low-income and high-income areas would be an example of social or demographic equity.

communities.<sup>3,9,10</sup> The underlying goal of social or demographic equity is that all areas and populations in a community have fair access to pedestrian-oriented facilities (sidewalks, crosswalks, etc.) at the same quantity and quality.<sup>8</sup>

## **“Equity in transportation seeks fairness in mobility and accessibility to meet the needs of all community members.”<sup>1</sup>**

**Low-income communities could particularly benefit from Complete Streets given that:**

- Low-income people have the highest rates of walking and bicycling to work.<sup>11</sup>
- Low-income people are less likely to own or have access to a personal vehicle.<sup>12</sup> Pedestrian fatality rates are higher in low-income communities than in high-income communities.<sup>13</sup>

**Additionally, specific sub-populations could benefit from Complete Streets given that:**

- Black and Hispanic households are less likely to own a vehicle than White households.<sup>14</sup>
- Blacks and Hispanics have the highest rates of obesity and would likely experience health benefits from increased opportunities for physical activity through active transportation.<sup>15</sup>
- Bicycle fatality rates are 30 percent higher for Blacks and 23 percent higher for Latinos than Whites.<sup>10</sup>
- Pedestrian fatality rates are 60 percent higher for Blacks and 43 percent higher for Hispanics than Whites per 100,000 people when adjusting for age.<sup>16</sup>

Transportation equity can be defined as geographic equity and/or social or demographic equity.<sup>8</sup> Distributing an equal amount of bike facilities in all neighborhoods would be an example of geographic equity. Providing the same public transportation facilities and

However, several studies identified the presence of both geographic and social/demographic inequities in active transportation, by finding that infrastructure for walking and biking is less likely in low-income communities or low-income neighborhoods within

A Complete Streets policy directs officials, including transportation planners, engineers, and public works staff to design, operate, construct, and maintain streets that are safe for every user.

Complete Streets policies can help to provide a framework for shifting the status quo of street design from being car-centric to being designed such that streets are safe, designed, and built for all modes of travel.<sup>3</sup> By identifying equity as a priority in a Complete Streets policy, municipalities and transportation departments can demonstrate a community's commitment to prioritize transportation equity. However, lack of funding and support and siloed government departments are often barriers to policy implementation.<sup>17</sup> Most important, jurisdictions need to translate their policies into action by engaging the public and revising their manuals, regulations, procedures, and processes to ensure equitable access.<sup>17,18</sup>

# Equity and Complete Streets

## Study Overview

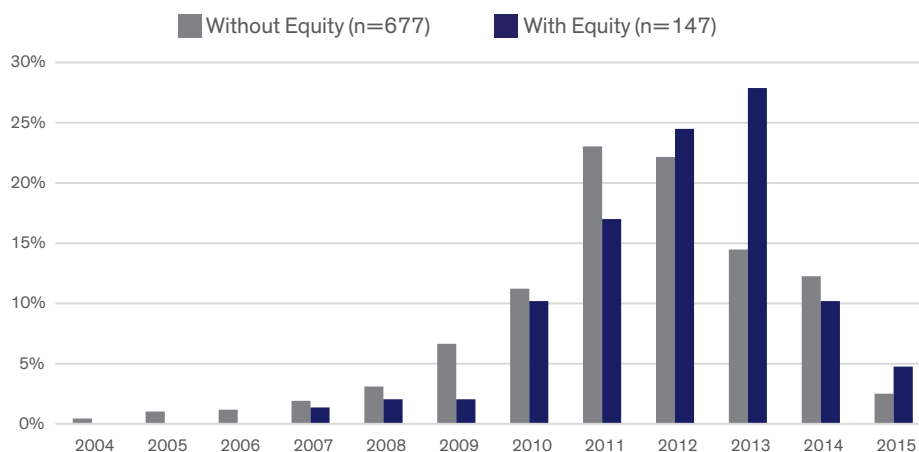
**Q**ualitative telephone key informant interviews were conducted with 18 individuals (3 planners, 6 transportation/engineering/public works officials, and 9 advocates) located in 8 jurisdictions with Complete Streets policies that include equity-related language to determine how they are prioritizing equity. The jurisdictions were identified from a larger study to examine the content and presence of equity language in Complete Streets policies adopted by 828 jurisdictions nationwide as of May 2015. Notably, equity was only mentioned in about 1 in 5 policies but has been particularly emphasized in policies adopted in 2010 or later (see Figure 2).

The jurisdictions interviewed for this sub-study included: Brooklyn Center, MN; Chicago, IL; Decatur, GA; Louisville, KY; Massachusetts Department of Transportation; New Haven, CT; New Orleans, LA; and Santa Cruz Regional Transportation Commission, CA. The [Appendix](#) describes and provides useful links for each site studied. Five of the jurisdictions included in the interviews were below the national average for median household income and six had an above-average African American population. All interviews were digitally recorded and transcribed and reviewed by the study authors to identify common, high-level themes.

### Key Terms:

<b>Complete Streets</b>	A transportation and design concept in which streets are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.
<b>Complete Streets policy</b>	For this study, a Complete Streets policy was defined to include Complete Streets resolutions, ordinances, policies, or executive orders/directives as well as design guidelines, planning documents, or street standards specifically including a section on Complete Streets.
<b>Transportation Equity</b>	Fairness in mobility, access, and quality of transportation options regardless of age, ethnicity, income, location, or physical limitations. This term is defined to include both geographic and social/demographic equity.
<b>Geographic Equity</b>	Equal spatial distribution of infrastructure.
<b>Social/ Demographic Equity</b>	Equal distribution of infrastructure for all population groups (e.g., low-income, minorities, children, older adults, people with disabilities).

## Equity Language is More Common in Jurisdictions That Have Recently Adopted a Complete Streets Policy (Figure 2)



Policies in place as of May 2015. N = 824 states, state department of transportation, metropolitan planning organizations, counties/consolidated cities, municipalitis, and towns with policies adopted in 2004 or later (excluding 4 jurisdictions). \*Policies include general policies, ordinances/acts, resolutions, executive orders/directives, plans, design manuals, and street standards.

## Study Results

### Sucesses and Challenges When Prioritizing Equity in Complete Streets Policy Implementation

Based on the interviews, we identified 6 key themes that are further discussed below:

1. Focusing on equity is the “right thing to do”
2. Stakeholder communication about what equity means is critical
3. Communities are trying to ensure equitable access for all neighborhoods
4. Equity can be prioritized through other policies and programs
5. Funding and resources are vital to successful equitable project prioritization
6. Project prioritization is based on the most pressing needs

#### Theme 1: Focusing on Equity is the “Right Thing to Do”

Several of the interviewees with whom we spoke felt strongly that focusing on equity in Complete Streets (and all efforts) was simply the “right thing to do.”

*“You know, it’s kind of in the DNA... I’m trying to remember if there were specific comments about (equity when developing the design manual). I think there were, but they were more in the nature of general comments about we need to make sure that this is relevant to all neighborhoods and we’re listening to all neighborhoods.”* –A City Planner

*“Equity is becoming a huge focus of this administration. It has been for a while and is coming more and more into focus.”*  
– A Transportation Advocate

*“(Equity) is something that is core to (our community). Our population and our community is so wonderfully diverse.”*  
– A Transportation Director



“Walk” by Peter Blanchard is licensed under CC BY 2.0.

# Equity and Complete Streets

## Theme 2: What Does Equity Really Mean? Talking to One Another Really Helps

A number of the interviewees pointed to a need for education and discussion amongst key stakeholders in the community about what equity in Complete Streets means in policy and practice. Even though all of the communities studied include equity language in their policies, in practice there were very few procedures, standards, or measures put into place to address equity in terms of distribution of resources, engagement of disadvantaged or underserved populations, or staff training.

*“(B)eing able to live everywhere, and being able to work everywhere, is what equity is about when you come to transportation. (People should) talk about safe streets, and easy mobility, easy ways for people to navigate the town, places. If you break it down (and) deconstruct it to what people are interested in...Which is being able to have their kids walk a safe path to school, being able to easily get to and use buses, and being able to arrive at a destination within a certain amount of time. If you break it down, people are like ‘yeah this is great.’...People get that but we use these terms, and let me tell you they are white terms, and they are exclusive terms, when really all we want is the same thing.”*

– An Advocate

*“The one thing that I would say, and that I have learned, would be to talk about inequality – frankly. I think so many conversations, particularly those that I have had in the public realm, can be mired with miscommunication due to a politically correct nuanced language.*

*The public and the government know that income, racial and other disparities exist and to not speak frankly and honestly to one another about the disparities is doing a disservice to any solutions that may be formulated.”*

– A Planner

*“From the equity standpoint, I think we just have a great deal of confusion in (our community) and nationally, like what do we mean when we talk about how cities are addressing equity?”*

–A Transportation Advocate



Source: [www.pedbikeimages.org](http://www.pedbikeimages.org) / Dan Burden

*“I would say that (equity is) not part of the conversation. Not any conversation really that I have with the people in public works who are actually putting projects down. It’s not really mentioned at all by the city when it allocates the money.”* – A Bike Advocate on how the equity language from the community’s design manual is not being implemented in practice

## Theme 3: Trying to Ensure Equitable Access for All Neighborhoods

Several of the communities examined for this study are trying to become more geographically equitable with their Complete Streets projects. They are focusing on implementing projects equally throughout their community and not just focusing on areas with specific populations. One community focused on implementing projects that improve connectivity, safety, and geographic equity:

*“(We are) making sure that we’re equitable with our implementation, as best as possible. You know, just not focusing on one area, but trying to go south, west, east of downtown...(W)e’re trying to go out into the neighborhoods now; connecting neighborhoods to downtown and then identifying those nodes that are within our merged county and then kind of connect nodes eventually... I think the priority focus is connectivity and with that connecting bike lanes to bike lanes to create an actual network that somebody could ride on, but I think equity is an important piece that we don’t want to be seen putting in bike facilities for one group or another.”*

– A Bicycle and Pedestrian Coordinator

Additionally, some communities emphasized the importance of the connection between transportation, housing, and employment; respondents indicated that Complete Streets networks need to be developed in all areas of a community to promote opportunities for job access and increased livability.

*“(W)ith the housing crisis, we have all of these jobs that are coming out in the southern (area of the community) ...and people can’t get there.”*

– A Planner on their problem with dealing with the journey to work

*“(B)eing able to live everywhere, and being able to work everywhere, is what equity is about when (it) come(s) to transportation.”*

– A Housing Advocate



"Vanderbilt Avenue, Brooklyn" by New York City Department of Transportation is licensed under CC BY 2.0.

# Equity and Complete Streets

## Theme 4: Equity as a Part of Other Processes

In addition to including equity in their Complete Streets policies, many communities are prioritizing equity as a part of other, related programs, projects, and plans and they often view Complete Streets as part of their broader community planning efforts.

*“I would say (most) of our projects that come forward have Complete Streets elements in it already.”* – A Transportation Planner on why they don’t have separate funds set aside specifically for Complete Streets projects

*“We have a lot of policies and studies we have done in the city. We have a Safe Routes to School policy, we have a bike and pedestrian master plan, we have a transportation plan, and we have our capital improvement plan. So all of those are identified, and when we’re working on a project if those parts fit, the corridor or whatever that we’re working in, we bring those into our evaluation of the street.”*

– An Engineer on the process of identifying Complete Streets projects

Some communities specifically integrated their Complete Streets policy or Complete Streets principles within their transportation plan:

*“In 1982, we did the town center plan and one of the main aspects of that was walkability and we needed to bring walkability back to downtown so that people could shop and eat and do all of that stuff. Maybe the first time you saw a Complete Streets policy ... in writing was (in the transportation plan), but I would say our commitment to this and our consideration of the responsibility goes all the way back.”*

- A Public Works Project Manager

*“We took a different approach in our 2014 regional transportation plan and we applied something called the sustainable transportation analysis rating system...As part of that we conducted a back casting exercise where we set established targets for our plan to achieve or to aim towards. And one area of that is serving transportation-disadvantaged communities. So, for example, one of the first goals is to increase access to key destinations by bike, walk, transit, and then a later target is to increase access specifically for transportation disadvantaged communities by transit, bike, and walk. So there was a strong equity focus there and I think that has really helped us to look at the distribution of projects in our county.”* – A Transportation Planner



Source: [www.pedbikeimages.org](http://www.pedbikeimages.org) / Dan Burden

Another community mentioned that they often reference their American Disabilities Act transition plan, repaving list, bike master plan, and pedestrian and bicycle safety action plan when evaluating opportunities for Complete Streets projects. Additionally, some communities included equity as a goal or component in their bike share system requests for proposals. One community went so far as launching an initiative as part of their bike share program to offer memberships for a reduced fee for low-income individuals.

# Equity and Complete Streets

## Theme 5: Funding and Resources Are Keys to Project and Equity Prioritization

Available funding plays a major role in Complete Streets project prioritization.

*“Prioritization I think is a strong word for what we do. We want to get there, but like I told you what we’ve been dealing with up until the last 8 years was sort of a pace of what we could handle so everyone got some level of response. What we’re dealing with now is all of a sudden we sort of have you know 50 requests and room for (available funding for) 10 and those 50 requests are getting vastly more complex. We’re heading towards prioritization, but I would not say that we’re there yet.”*

– A Public Works Project Manager



Source: [www.pedbikeimages.org](http://www.pedbikeimages.org) / Dan Burden

Of the jurisdictions examined for this study, a few prioritized equity in their policy or prioritized disadvantaged communities as part of Complete Streets policy implementation efforts because their funding or funding programs required it. In Massachusetts, the state’s 2014 Transportation Bond Bill led to the establishment of a state Complete Streets certification and municipal funding program that provides funds to municipalities who pass policies and develop prioritization plans. The Bill further required that at least 1/3 of the funds be allocated to municipalities below the state’s average median household income (see [Appendix](#)). In another example, Brooklyn Center, Minnesota included equity-related language in their policy because the grant that they received from their county focused on population-level inequities (see [Appendix](#)).

On the other hand, several of the communities with whom we spoke often identified a lack of funding and staff resources as barriers to equitable project prioritization. Some communities view Complete Streets treatments as an additional expense or add-on rather than an integrated way of envisioning all street projects.<sup>19</sup>

*“We are constantly talking about how we can provide better pedestrian access, better bicyclist access. I think the struggle comes down to funding...”* – A Public Works Project Manager

*“Wherever we’re spending our money that’s the priority. So if we’re spending \$10 million on repaving then that must be the priority. If we’re spending \$10 million on sidewalks then that’s the priority.”* – A Bike and Pedestrian Coordinator

## Theme 5: Funding and Resources Are Keys to Project and Equity Prioritization (Cont.)

*“There is no kind of holistic funding source for these types of projects. It always happens piecemeal. It may happen because there is a repaving project. It may happen because there is a bike project. But we never come at the problem head on. We always come at it from the side.” – An Advocate*

*“If you are not willing to allocate funds for it, it just is not a priority, it is not going to happen. I do think local funding is a problem. I don’t think we are allocating serious resources to it. This year we are allocating \$350,000 for bike lanes. That is really the only money in the city for specifically redesigning the roadway to make it safer for any other user than a car. That is a ridiculously low amount of money. It is like an embarrassment really. And so, that said, the city does apply for federal grants and works with the state to get more funding....The planning department especially is pursuing these larger grant options but as for what is in the city budget, what is coming out of the mayor’s office, what is coming out of metro council that approves the budget, they are just not pushing that at all. We are just not going to have safer streets if it’s not going to be in the budget.” – An Advocate*



Source: [www.pedbikeimages.org](http://www.pedbikeimages.org) / Dan Burden

A number of communities also commented on the integral role that federal transportation funding has played in helping them to implement ANY Complete Streets-related projects. Typically, such implementation focuses on roadway projects eligible for the federal funds.

*“Prioritization is one of the big kind of run-ins that we keep on having. At the end of the day our general fund isn’t exorbitant, you know we’re still relying heavily on some federal funding.” – A Planner*

*“It’s mostly federal funding, either FHWA (Federal Highway Administration) funding, through their Congestion Mitigation and Air Quality, so CMAQ. CMAQ funding provides money for all of our bike infrastructure, for a lot of our pedestrian safety improvement projects, Safe Routes to School, walk to transit, things like that. Then we also get FTA funding, Federal Transit Administration funding, for some of our transit projects.” – A Transportation Planner* on how they are reliant on federal funding for Complete Streets projects

*“I think our challenge is getting funding, getting us to pursue funding at the national and state level for these types of projects.” – An Advocate*

*“Transportation funding is the largest public works project in the nation, really, federal transportation funding. And it’s filtered to the state and to the city ... and if you’re just looking at resources, it is wise to focus on what’s happening with that funding.” – A Planner*

# Equity and Complete Streets

## Theme 6: Prioritization is Based on Need

Most communities did not have a concerted project prioritization process. For most communities targeting projects in areas where it might benefit specific populations is difficult because they are faced with replacing old and crumbling infrastructure first. Many feel that they cannot proactively identify specific areas to implement projects at this point:

*“(Prioritization) is based primarily on infrastructure and need, so whether the road is failing, the pipes are old, that’s kind of prioritized how we’ve done projects... (Once failing roads have been replaced), our parameters will probably change a little bit on how we evaluate projects and scheduling. But currently right now it’s just based on infrastructure needs.” – An Engineer*

*“(We’re) in recovery mode so we’re worried about just putting back the worst roads, so... take your pick of what that means, the ‘worst roads’ in the city. The Department of Public Works this year did a curb assessment of the whole entire city and we’re waiting on that data to be put in a concise report so that we can review what our priorities may be for the future as far as Complete Streets.” – A Planner*

However, one community did say that they are prioritizing equity by targeting projects in specific impoverished neighborhoods:

*“(T)his summer we went to XXX, which has the highest poverty rate overall in the city and install(ed) four (traffic calming measures). We went to YYY, which has the second highest level of childhood poverty, highest level of senior poverty, and we’re installing 4 speed humps that have been asked for the last 4 years. And we’re really focusing on where it’s needed most. And, at the same time, we’re agitating the state into creating new dollars to build a \$1.2 million, 2-mile super bike lane that’s also going to be a traffic calming measure that rips through the ZZZ neighborhoods, which again are extremely impoverished and victims of violent crime.”*

- A Transportation Director



Source: [www.pedbikeimages.org](http://www.pedbikeimages.org) / Dan Burden



Source: [www.pedbikeimages.org](http://www.pedbikeimages.org) / Dan Burden

## Lessons Learned and Strategies to Consider

**T**he adoption of Complete Streets policies can be an effective way to further transportation equity by changing practices to develop and design streets for all users, particularly those facing geographic, socioeconomic, or physical barriers to transportation modes. By creating Complete Streets, jurisdictions are ensuring that everyone has the same opportunities to access goods, jobs, and services, and to live a healthier lifestyle.

To advance transportation equity through Complete Streets, jurisdictions and advocates should consider:

### Policy Language

- Including equity-related language in their Complete Streets policy/policies.
- Defining what exactly equity means in the policy based on the community context.
- Including language focused on ensuring equitable access to roadways for all users.
- Advocating for legislation and policy that prioritizes equity in transportation access.

### Communication

- Including equity in the decision making process when prioritizing projects to ensure projects are targeted in underserved areas and serving everyone equally.
- Educating and engaging stakeholders and community officials to have a conversation about what equity means in their community.

### Funding Mechanisms

- Ensuring an equitable allocation of monetary resources to provide equal opportunities for people to walk, bike, or take public transit.
- Increasing funding for transportation projects as a whole rather than creating a separate

funding pool for Complete Streets projects. Complete Streets should be an integrated way of envisioning all street projects and not be considered an add-on.

- Specifying that a certain percentage of transportation funding be allocated to projects in areas with vulnerable populations.
- Leveraging existing funding streams from multiple agencies (federal, state, county, and local) to implement Complete Streets projects particularly when a project is in an area with vulnerable populations and can help connect the transportation network.

### Evaluation

- Measuring and evaluating projects to ensure that they are having their intended effects and vulnerable populations are benefiting.<sup>20</sup>
- Examining the linkages between Complete Streets and other planning efforts.



Source: [www.pedbikeimages.org](http://www.pedbikeimages.org) / Tiffany Robinson

# Equity and Complete Streets

## Acknowledgements

Support for this study was provided by Healthy Eating Research, a national program of the Robert Wood Johnson Foundation, at Duke University (Award RWJF 72335 Sub 383281); the National Cancer Institute, National Institutes of Health (Award R01CA158035); and by the Centers for Disease Control and Prevention's Physical Activity Policy Research Network+ Collaborating Center at the University of Illinois at Chicago (Award U48DP005010, SIP14-025). The University of Illinois at Chicago Institutional Review Board deemed this study exempt (Protocol # 2016-0296).

We are incredibly grateful to the time and perspectives provided by the 18 key informants interviewed for this study and applaud them for their efforts to make their communities more livable on a daily basis.

## Peer Review Provided by

We are grateful to the following individuals for their incredibly helpful and thoughtful peer review of this report: Billy Fields, PhD, Texas State University; Hanna Kite, MPH, Active Transportation Alliance; and Dangaia Sims, PhD, Penn State University.

## Suggested Citation

Thrun E, Perks M, Chriqui J. Prioritizing Transportation Equity through Complete Streets. Research Report. Chicago, IL: Institute for Health Research and Policy, University of Illinois at Chicago, 2016. Available at: <http://go.uic.edu/TransportationEquity>

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# Appendix: Jurisdiction Profiles

This appendix includes profiles of the eight jurisdictions interviewed for this study:

Brooklyn Center, Minnesota .....	A-1
Chicago, Illinois .....	A-2
Decatur, Georgia .....	A-3
Louisville, Kentucky .....	A-4
Massachusetts Department of Transportation (MassDOT) .....	A-5
New Haven, Connecticut.....	A-6 & A-7
New Orleans, Louisiana .....	A-8
Santa Cruz Regional Transportation Commission .....	A-9

**Each profile identifies:**

- The job function of each interviewee
- The department responsible for Complete Streets implementation
- Links to Complete Streets policies
- The history behind policy adoption
- Related information about policy implementation
- Equity language included in the policy
- Links to related resources

# BROOKLYN CENTER, MINNESOTA

**Jurisdiction Type:** Municipality

**Interviewee:** An engineer in the Public Works Department

**Entity Responsible for Policy Oversight:** Public Works Department

**Policy Type:** Resolution adopting a Complete Streets Policy

**Resolution and Complete Streets Policy (2013):**  
<http://www.hennepin.us/~media/hennepinus/your-government/projects-initiatives/complete-streets/brooklyn-center-complete-streets.pdf?la=en>

	Community	Nat. Average
Population size	30,549	676,612
Median age	32.3	35.9
Median household income	\$45,198	\$53,906
Median home value	\$134,600	\$229,997
% non-Hispanic White	42.5	55.95
% non-Hispanic Black	29.54	14.17
% Hispanic	8.9	20.61
% occupied housing with no vehicle available	8.63	11.67
% workers who worked away from home who took public transit	9.26	6.97

## POLICY INFORMATION

Brooklyn Center concurrently enacted a Complete Streets resolution and a Complete Streets policy in 2013. The policy was created by a grant from Hennepin County Active Living. The grant received by Hennepin County required a focus on equity and the inclusion of marginalized populations in the policy. The agency responsible for implementing the policy is the Public Works Department. For each proposed Complete Streets project the implementing agency fills out a comprehensive worksheet that reviews a roadway's ability to accommodate all roads and users and identifies any potential conflicts in community priorities. The worksheet is located in Appendix A of the [policy](#) and helps facilitate the implementation process.

reconstruction, rehabilitation, maintenance, or operations by the City of Brooklyn Center shall be designed and executed in a responsible, equitable, and financially reasonable way to accommodate and encourage travel by bicyclists, public transportation, emergency and commercial vehicles in a balanced manner."

## EQUITY LANGUAGE

The policy indicates that one of the benefits of adopting a Complete Streets policy is improving transportation equity: "Benefits: Improves transportation equity. Not everyone uses a personal vehicle as their means of transportation. In fact, 40 percent of Minnesotans do not drive because they are too young, too old, cannot afford a car, have a disability, or choose not to drive. It is important to provide alternative and reasonable choices for everyone."

Additionally, the vision statement of the policy includes equity: "In order to create a Complete Streets network, all streets and trail projects, including design, planning,



Source: [www.pedbikeimages.org/](http://www.pedbikeimages.org/) / Carl Sundstrom

## RELATED RESOURCES

Hennepin County Active Living Initiative: <http://www.hennepin.us/your-government/projects-initiatives/active-living>

Brooklyn Center Active Living Program: <http://www.cityofbrooklyncenter.org/index.aspx?NID=1084>

Complete Streets projects (completed or active): Construction projects: <http://www.cityofbrooklyncenter.org/index.aspx?NID=69>

**Other Relevant Plans, Reports, & Design Guidelines:**  
 Capital Improvement Program: <http://www.cityofbrooklyncenter.org/index.aspx?NID=402>

# CHICAGO, ILLINOIS

**Jurisdiction Type:** Municipality

**Interviewees:** Transportation planner in the Department of Transportation; 3 advocates from a transportation advocacy group

**Entity Responsible for Policy Oversight:** Department of Transportation

**Policy Types:** Executive Order and Design Guidelines

**Executive Order (2006):** <https://www.smartgrowthamerica.org/app/legacy/documents/cs/policy/cs-il-chicago-safeststreets.pdf>

**Design Guidelines (2013):** <http://chicagocompletestreets.org/resources/design-guidelines/>

	Community	Nat. Average
Population size	2,712,608	676,612
Median age	33.4	35.9
Median household income	\$47,831	\$53,906
Median home value	\$225,700	\$229,997
% non-Hispanic White	32.17	55.95
% non-Hispanic Black	31.45	14.17
% Hispanic	28.95	20.61
% occupied housing with no vehicle available	26.87	11.67
% workers who worked away from home who took public transit	28.46	6.97

## POLICY INFORMATION

The City of Chicago adopted a Complete Streets policy by executive order in 2006. This policy outlined street design, enforcement, and policy strategies, but lacked a comprehensive strategy to implement the policy. In response, the Chicago Department of Transportation (CDOT) issued a Complete Streets Policy Implementation Report in 2010. The report recommended developing a design guide, establishing a compliance committee, and creating a dedicated staff to manage the implementation of Complete Streets. CDOT adopted the official Complete Streets Design Guidelines in 2013. The Design Guidelines were drafted through internal agency efforts as well as through several CDOT-held workshops, and the input of a taskforce consisting largely of their Pedestrian Advisory Council members, agency staff, department heads, and local non-profits and advocacy groups.

The Chicago City Council is comprised of 50 aldermen representing wards across the city. Aldermen play a crucial role in Complete Streets because they each receive a specified amount of funding for infrastructure improvements in their wards. A major source of road, traffic safety, and infrastructure improvement funding is from the funds controlled by the individual alderman. This money can be used for resurfacing a residential street, rebuilding a sidewalk, upgrading street lighting, putting in bike lanes, or repaving an alley, among other various improvements. CDOT works with each alderman to design and implement traffic safety and roadway projects within the various wards. In addition to aldermanic projects, CDOT utilizes their bike plan and pedestrian plan as well as crash data to determine target areas for Complete Streets improvements.

## EQUITY LANGUAGE

The Design Guidelines include the term “equity” in the introduction: “To further implementation of complete streets in Chicago, CDOT will begin operating under a pedestrian-first policy.....This inversion of the dominant, auto-based paradigm will allow the city’s transportation network to grow safely, sustainably and equitably into the 21st Century.”

Additionally the Arterial Resurfacing Program section of the Design Guidelines states: “The arterial resurfacing program currently uses a condition-based pavement assessment system to allot resurfacing equally among geographical zones and wards.”



"Divvy Lineup" by Jaysin Trevino is licensed under CC BY 2.0.

## RELATED RESOURCES

City of Chicago's Complete Streets website: <http://chicagocompletestreets.org/>

Complete Streets projects (completed or active): <http://chicagocompletestreets.org/projects/>

**Other Relevant Plans, Reports, & Design Guidelines:**

Chicago Pedestrian Plan, Chicago Streets for Cycling Plan 2020 and other reports: <http://chicagocompletestreets.org/resources/plans-and-reports/>

Active Transportation Alliance Bikeways for All Report: <http://www.activetrans.org/sites/files/Bikeways%20for%20All%20Full%20Report.pdf>

# DECATUR, GA

**Jurisdiction Type:** Municipality

**Interviewees:** A project manager in the Public Works Department; an advocate on Decatur's Active Living Advisory Board

**Entity Responsible for Policy Oversight:** Public Works Department

**Policy Type:** Plan

**Decatur's Community Transportation Plan (2007):**  
<http://www.decaturga.com/about/master-plans/community-transportation-plan>

	Community	Nat. Average
Population size	19,888	676,612
Median age	35.9	35.9
Median household income	\$77,202	\$53,906
Median home value	\$350,400	\$229,997
% non-Hispanic White	68.09	55.95
% non-Hispanic Black	21.62	14.17
% Hispanic	3.17	20.61
% occupied housing with no vehicle available	11.41	11.67
% workers who worked away from home who took public transit	6.83	6.97

## POLICY INFORMATION

Decatur adopted a Community Transportation Plan that contains their Complete Streets policy. According to our interviews, it was one of the first transportation plans to include a Health Impact Assessment (HIA). The HIA concluded that implementation of the plan will contribute to making Decatur a more active community. The plan had an extensive public participation process and included a survey that indicated over 60% of Decatur's residents supported a Complete Streets policy.

Although Decatur officially adopted their Complete Streets policy in 2007, their commitment to walkable infrastructure significantly pre-dates that. In 1982, during a period of population decline, Decatur completed a town center plan, a main component of which was creating a more walkable downtown to attract people to the area.

The city's Active Living Division (similar to a parks and recreation department) and the Active Living Advisory Board were institutional proponents of Complete Streets. According to the Complete Streets policy, the "Active Living Advisory Board members are appointed by the Decatur City Commission to serve as advocates and advisors to the Active Living Division on projects and programs that help citizens safely incorporate physical activity into their daily routines." Their duties include supporting sidewalk and intersection improvements as well as expanding Decatur's network of bike and walking trails and implementing active living programs.

## EQUITY LANGUAGE

The "Guiding Principles, Vision, Goals and Objectives" section of Decatur's Community Transportation Plan includes equity related language: "The philosophy behind Complete Streets is that all modes, and users, are of equal value and should be provided infrastructure for and operational systems to support on a routine basis."



Source: [www.pedbikeimages.org](http://www.pedbikeimages.org) / Carl Sundstrom

## RELATED RESOURCES

Decatur's Active Living Board: <http://www.decaturga.com/city-government/resident-boards-commissions/active-living-board>

Other Relevant Plans, Reports, & Design Guidelines:  
 Speed Limit Study and Proposal: <http://decaturga.com/city-government/city-departments/public-works/speed-limit-study-and-proposal>

# LOUISVILLE, KENTUCKY

**Jurisdiction Type:** Consolidated City-County

**Interviewees:** Coordinator in the Department of Public Works; 3 community and neighborhood organization advocates.

**Entity Responsible for Policy Oversight:** Department of Public Works

**Policy Types:** Design Manual and Ordinance

**Metro Louisville Complete Streets Design Manual (2007):** [http://services.louisvilleky.gov/media/complete\\_streets/complete\\_streets\\_manual.pdf](http://services.louisvilleky.gov/media/complete_streets/complete_streets_manual.pdf)

**Complete Streets Ordinance (2008):** [http://services.louisvilleky.gov/media/complete\\_streets/complete\\_streets\\_ordinance.pdf](http://services.louisvilleky.gov/media/complete_streets/complete_streets_ordinance.pdf)

	Community	Nat. Average
Population size	751,485	1,127,451
Median age	37.9	37.8
Median household income	\$47,692	\$55,539
Median home value	\$149,900	\$204,059
% non-Hispanic White	69.9	64.08
% non-Hispanic Black	20.4	11.4
% Hispanic	4.58	16.93
% occupied housing with no vehicle available	10.08	7.28
% workers who worked away from home who took public transit	2.86	3.19

## POLICY INFORMATION

In 2005, the Mayor of Louisville launched the Healthy Hometown Initiative which called for strategies to increase opportunities for active living. The Louisville Complete Streets Design Manual was adopted following this initiative in 2007. The goal of the Louisville Complete Streets Design Manual is to develop an efficient multi-modal network for all users as envisioned in the community's Cornerstone 2020 Comprehensive Plan. The Design Manual includes procedures and technical guidelines to create a safe and efficient roadway network. To follow up, an ordinance was adopted in 2008 to adopt a Complete Streets policy as an amendment to the Cornerstone 2020 Comprehensive Plan.

equitably throughout the entire community." The plan also contains a scoring guide that evaluates the extent to which a project promotes social equity by "Provid(ing) safe, comfortable and convenient access to employment, community destinations and public places regardless of age, ability, income, race or ethnicity."

## EQUITY LANGUAGE

The Design Manual addresses equity in the introduction section of the chapter on "Users and Facilities." The Design Manual states: "In order to plan, design, and implement a thoroughfare system that helps promote choice, ensures equitable access to transportation, and reduces societal reliance on a single mode of transportation, we must first understand the user groups and the types of facilities required."

Additionally, the city is in the process of adopting their Move Louisville: 2035 Transportation Plan in which equity-related components are included. One of its goals is to "Assure equity for all system users by applying transportation resources



"Jackson Street Bike Lane" by Louisville Images is licensed under CC BY 2.0.

## RELATED RESOURCES

Louisville Complete Streets webpage: <https://louisvilleky.gov/government/bike-louisville/complete-streets>

Complete Streets projects (completed or active):

Specific projects and plans: <https://louisvilleky.gov/government/bike-louisville/projects-and-plans>

Bike projects: <https://louisvilleky.gov/government/bike-louisville/bike-projects>

**Evaluation, Analysis, & Measurement Information:**

Bike lane studies and count data: <https://louisvilleky.gov/government/bike-louisville/bike-lane-studies-and-count-data>

**Other Relevant Plans, Reports, & Design Guidelines:**

DRAFT of Move Louisville 2035 Transportation Plan: <https://louisvilleky.gov/government/advanced-planning/move-louisville>

Links to Bike Master Plan, Pedestrian Master Plan, and other relevant reports: <https://louisvilleky.gov/government/bike-louisville/projects-and-plans>

Cornerstone 2020 Comprehensive Plan: <https://louisvilleky.gov/government/planning-design/comprehensive-plan>

# MASSACHUSETTS DEPARTMENT OF TRANSPORTATION

**Jurisdiction Type:** State Agency

**Interviewee:** Program Manager in Highway Department

**Entity Responsible for Policy Oversight:** Department of Transportation - Highway Division

**Policy Type:** Directive

**Healthy Transportation Policy Directive (2013):**  
<http://www.massdot.state.ma.us/portals/0/docs/greendot/directivehealthytransportation.pdf>

	State	Nat. Average
Population size	6,657,291	13,917,287
Median age	39.3	37.5
Median household income	\$67,846	\$54,525
Median home value	\$329,900	\$205,375
% non-Hispanic White	75.00	62.77
% non-Hispanic Black	6.37	12.24
% Hispanic	10.24	16.90
% occupied housing with no vehicle available	12.57	9.10
% workers who worked away from home who took public transit	9.91	5.20

## POLICY INFORMATION

The Massachusetts Department of Transportation (MassDOT) adopted a Healthy Transportation Directive in 2013. The directive applies to state funded road projects. Additionally, a Complete Streets Funding program, authorized by the Transportation Bond Bill in 2014, was created to incentivize Massachusetts municipalities to adopt policies of their own that promote safe and accessible options for all travel modes and users. The program provides funds to municipalities who pass their own Complete Streets policies and develop prioritization plans. As part of the requirements for the program, one-third of the money spent must go to municipalities below the state's median household income. Also, municipalities must have an employee attend a Complete Streets training session in order to apply to the Complete Streets Funding Program. The funding program launched February 1, 2016. A map listing the funding program participation and links to program documents are available at: <https://masscompletestreets.com/Map/> (see map legend for number of policies approved by district).

## EQUITY LANGUAGE

The Healthy Transportation Policy Directive includes the term "equity" in the project review section under implementation steps: "In order to ensure that healthy transportation modes are considered equally as potential solutions within project design, this Healthy Transportation Policy Directive requires the following....(implementation steps)."



"Boston Bike Lane" by Christopher Porter is licensed under [CC BY 2.0](https://creativecommons.org/licenses/by/2.0/).

## RELATED RESOURCES

Complete Streets Funding Program:  
<http://www.massdot.state.ma.us/highway/DoingBusinessWithUs/LocalAidPrograms/CompleteStreets/FundingProgram.aspx>

Complete Streets Funding Application Portal:  
<https://masscompletestreets.com/>

Complete Streets Training Program:  
<http://www.massdot.state.ma.us/highway/DoingBusinessWithUs/LocalAidPrograms/CompleteStreets/TrainingProgram.aspx>

### Relevant Plans/Reports/Other Design Guidelines:

Project Development and Design Guide: <http://www.massdot.state.ma.us/highway/DoingBusinessWithUs/ManualsPublicationsForms/ProjectDevelopmentDesignGuide.aspx>

Separated Bike Lane Planning and Design Guide: <http://www.massdot.state.ma.us/highway/DoingBusinessWithUs/ManualsPublicationsForms/SeparatedBikeLanePlanningDesignGuide.aspx>

# NEW HAVEN, CONNECTICUT

**Jurisdiction Type:** Municipality

**Interviewees:** An official in the Department of Traffic and Parking; an official in the Planning Department; a former advocate that lived in the community

**Entity Responsible for Policy Oversight:** Department of Traffic and Parking

**Policy Types:** Order, Ordinance, and Design Manual

**Complete Streets Order Establishing a Steering Committee to Develop a Complete Streets Policy (2008):** <http://www.newhavensafeststreets.org/2008/08/proposed-new-haven-complete-streets.html>

**Ordinance Amendment Establishing a Complete Streets Policy for New Haven (2010):** <http://www.cityofnewhaven.com/uploads/1440-18%20Ordinance%20Amendment%20Complete%20Streets.pdf>

**City of New Haven Complete Streets Design Manual (2010):** <http://www.cityofnewhaven.com/Engineering/pdfs/CS-Manual-FINAL.pdf>

	Community	Nat. Average
Population size	130,553	676,612
Median age	30.5	35.9
Median household income	\$37,508	\$53,906
Median home value	\$199,200	\$229,997
% non-Hispanic White	32.23	55.95
% non-Hispanic Black	33.60	14.17
% Hispanic	25.99	20.61
% occupied housing with no vehicle available	28.48	11.67
% Workers who worked away from home who took public transit	12.84	6.97

## POLICY INFORMATION

Pedestrian fatalities in 2008 near the Yale Medical School, on Whalley Avenue, and on Long Wharf Drive spurred community members and a few individuals from the Board of Alders in New Haven to form the New Haven Safe Streets Coalition. The Coalition was a key player in advocating for the development of a Complete Streets policy in New Haven. In response to the fatalities and traffic accidents, New Haven adopted a Complete Streets Order in 2008 to establish a Complete Streets Steering Committee to guide the development of a Complete Streets Policy and Design Manual. The order further stated that the Steering Committee will communicate the Complete Streets Policy as an Ordinance Amendment within a year. The Ordinance Amendment passed in 2010 authorizes the city engineer to adopt rules and regulations and specifications for the conduct of work related to sidewalks and curbs consistent with the Complete Streets Policy and Complete Streets Design Manual.

The Steering Committee, headed by the city engineer, first convened on May 12, 2009 to draft the policy and implementation manual. The Committee included city staff, aldermen, and community residents and was guided by a consultant team. The Complete Streets Design Manual adopted in 2010 is the product of the Committee. The policy is within the Design Manual (Section 1.1). The Manual includes design guidelines that are intended to balance the needs of all users that are also "guided by a set of principles appropriate for an evolving understanding of the importance of streets to the social and economic fabric of a community." It also addresses benefits of Complete Streets, the street design process, specific types of infrastructure improvements, measurement/evaluation techniques for the transportation system, and the funding and review process. **Appendix A** of the Design Manual includes a project request form that can be used by community members to submit specific project requests.



"New Haven Photo Walk" by Aimee & Paul Bogush is licensed under CC BY 2.0.

# NEW HAVEN, CONNECTICUT (cont.)

## EQUITY LANGUAGE/EFFORTS

The **ordinance** addresses “equity” in the preamble: “WHEREAS: the City of New Haven and the New Haven Board of Aldermen are committed to reaching the goals and objectives identified by the Safe Streets Coalition; to pursuing the development of tools that raise the quality and civility of our shared public spaces; to supporting neighborhood economic development; to increasing the modal split of walking, cycling and transit modes and; to building a safe, efficient and equitable transportation system in the city through implementation of a broad series of initiatives involving education, policy development, engineering practices, physical improvements and traffic enforcement.”

Additionally, the **Design Manual** mentions equity in numerous locations throughout the document:

“Complete Streets may look different and contain different elements depending on the location. In urban communities like New Haven, the concept of Complete Streets goes beyond safety, tying in with issues of human health, equity, aesthetics, economic development, environmental protection, and livability, all within a specific neighborhood context.”

“Equity: Public spaces such as streets should embody the democratic ideals of equality, freedom, individual rights and responsibilities, protection of minorities, transparency, accountability and the rule of law. New Haven streets should be designed to provide for the needs and safety of all users, particularly

people with disabilities, the elderly, children, and people who cannot afford a private vehicle.”

(In relation to the process for community engagement:) “This will ensure that infrastructure investments will support not only mobility, but the guiding principles of Complete Streets-connectivity, human health, safety, equity, aesthetics, economic development, environmental protection and livability-as prioritized jointly by neighbors and city staff.”

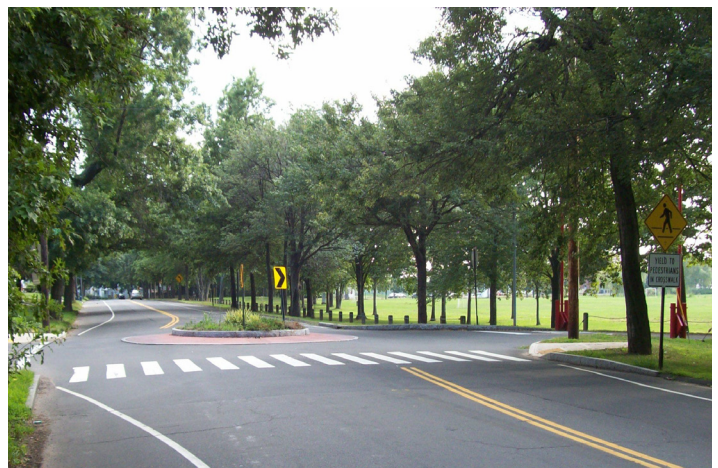
“By ascertaining the travel demand and travel behavior of all roadway users, the city will be able to serve each travel mode efficiently, effectively, and equitably.”

New Haven’s **community policing structure** helps provide an outlet for community concerns. There are 10 districts set up by a management team that involve local residents that meet monthly about localized issues such as unsafe intersections. City staff and police are often present at these meetings so it is a good opportunity for the city to hear about incidents or concerns.

Additionally, New Haven has a **resource allocation committee** where equity is often discussed. The committee is responsible for deciding where money is to be allocated. New Haven also has a **Neighborhood Public Improvement Program**. Through their neighborhood associations, each community management team is given \$10,000 for physical infrastructure improvements through a participatory process.



Bump-out along Orange Street. Source: [www.pedbikeimages.org](http://www.pedbikeimages.org) / Tom Harned



Traffic circle at Woodward Ave and Hervey St. Source: [www.pedbikeimages.org](http://www.pedbikeimages.org) / Tom Harned

## RELATED RESOURCES

Complete Street project website (includes submitted project request forms): <http://www.cityofnewhaven.com/Engineering/completestreets.asp>

Project request form: <http://www.cityofnewhaven.com/Engineering/pdfs/CS-Project%20Request%20Form.pdf>

New Haven Safe Streets Coalition: <http://www.newhavensafestreets.org/>

# NEW ORLEANS, LOUISIANA

**Jurisdiction Type:** City-Parish government

**Interviewees:** A planner with the City Planning Commission; an advocate with a bicycling group

**Entity Responsible for Policy Oversight:** To be determined at the time of the study

**Policy Type:** Ordinance

**New Orleans Complete Streets Policy Ordinance (2011):**  
<http://www.nola.gov/dpw/documents/complete-streets-advisory-committee-call-for-appli/complete-streets-advisory-committee-team-internal/complete-streets-ordinance-nov-2011/>

	Community	Nat. Average
Population size	368,471	1,127,451
Median age	35.1	37.8
Median household income	\$36,964	\$55,539
Median home value	\$184,100	\$204,059
% non-Hispanic White	30.7	64.08
% non-Hispanic Black	59.16	11.4
% Hispanic	5.4	16.93
% occupied housing with no vehicle available	18.71	7.28
% workers who worked away from home who took public transit	7.84	3.19

## POLICY INFORMATION

New Orleans passed a Complete Streets ordinance in 2011. Post-Katrina recovery dollars were available to the city for much needed road repairs and reconstruction projects, making a Complete Streets policy timely and appropriate. Additionally, the Louisiana Department of Transportation had adopted a policy in 2010, which encouraged local jurisdictions to create policies. There was a good deal of organizational, advocate, and community support to pass the policy.

The ordinance calls for establishing an advisory committee to oversee implementation of a Complete Streets program. Currently, the city is in the final stages of creating a follow up Complete Streets policy and formulating metrics to benchmark their progress. Additionally, the city is in the process of updating their Master Plan and is hoping to include Complete Streets recommendations. Recently, New Orleans received \$1.2 billion from Federal Emergency Management Agency (FEMA) due to hurricane Katrina damages that will help support Complete Streets-related project implementation.

## EQUITY LANGUAGE/EFFORTS

The purpose section of New Orleans' Complete Streets ordinance includes language that prioritizes equity: "Sec. 146-36 (a) The Council of the City of New Orleans shall establish and implement a Complete Streets Program by requiring that all planning, designing, funding, operation and maintenance of the City's transportation system to accommodate and encourage travel for all users in a balanced, responsible and equitable manner consistent with, and supportive of, the surrounding community."

The City of New Orleans is aware of racial, income, and housing disparities in their community and are focusing on transportation inequalities, including travel to work trips. Additionally, the City is launching a Bike Share program in the near future. One of its goals is to create an equitable mode of travel and is looking to other communities and national best practices for guidance. The City has also launched an Equity in New Orleans initiative to assess the role of equity in government and to inform future strategies and decision-making within the city.

## RELATED RESOURCES

Complete Streets information on New Orleans' website: <http://www.nola.gov/dpw/complete-streets/>

Bicycling information on New Orleans' website: <http://www.nola.gov/dpw/bicycling/>

Sidewalk information on New Orleans' website: <http://www.nola.gov/dpw/sidewalks/>

Complete Streets Workshop held in New Orleans by Smart Growth America: <http://www.smartgrowthamerica.org/2012/04/17/public-support-spurs-progress-at-complete-streets-workshop-in-new-orleans/>

Equity in New Orleans initiative website: [http://www.equityneworleans.org/?utm\\_content=&utm\\_medium=email&utm\\_name=&utm\\_source=govdelivery&utm\\_term=](http://www.equityneworleans.org/?utm_content=&utm_medium=email&utm_name=&utm_source=govdelivery&utm_term=)

Bike Share Program in New Orleans: [http://bikeeasy.org/advocacy/bikeshare\\_new\\_orleans/](http://bikeeasy.org/advocacy/bikeshare_new_orleans/)

Complete Streets projects (completed or active):  
 Department of Public Works projects: <http://www.nola.gov/dpw/projects/>

### Specific projects:

Lafitte Greenway Bicycle and Pedestrian Path: <http://www.nola.gov/dpw/projects/lafitte-greenway/>  
 Baronne St. Bikeway: <http://www.nola.gov/dpw/projects/baronne-st-bikeway/>  
 Canal Blvd. Restriping Proposal: <http://www.nola.gov/dpw/projects/canal-blvd-restriping/>  
 Downtown Infrastructure Improvement Project: <http://www.nola.gov/dpw/projects/downtown-infrastructure-improvement-project/>  
 Napoleon Avenue Landscaping and Roadway Configuration: <http://www.nola.gov/dpw/projects/napoleon-avenue-landscaping-and-roadway/>  
 Freret St. Streetscape Project: <http://www.nola.gov/dpw/projects/freret-st-streetscape/>  
 Gentilly Streetscape: <http://www.nola.gov/dpw/projects/gentilly-streetscape/>  
 Oretha Castle Haley Blvd Streetscape Project: <http://www.nola.gov/dpw/projects/oretha-castle-haley-blvd-streetscape/>

### Relevant articles:

Bike Share RFP Press Release: <http://www.nola.gov/mayor/press-releases/2016/20160419-pr-bicycle-share-rfp-released/>

Equity New Orleans initiative Press Release: <http://www.nola.gov/mayor/press-releases/2016/20160617-pr-equity-new-orleans/?feed=8aebdb2-1189-4016-8192-75f1533b5229>

# SANTA CRUZ REGIONAL TRANSPORTATION COMMISSION

**Jurisdiction Type:** Regional Transportation Planning Agency

**Interviewee:** A transportation planner at the Regional Transportation Commission

**Entity Responsible for Policy Oversight:** Multiple Regional Transportation Commissions

**Policy Type:** Design Guidelines

**Monterey Bay Area Complete Streets Guidebook (2013):**  
<http://sccrtc.org/wp-content/uploads/2013/08/final-2013-complete-streets-guidebook.pdf>

## POLICY INFORMATION

The Monterey Bay Area Complete Streets Guidebook was developed to address complete streets at both local and regional scales. The Association of Monterey Bay Area Governments (AMBAG), which serves as the MPO for the three county region of Monterey, Santa Cruz, and San Benito Counties, in coordination with three Regional Transportation Planning Agencies (RTPAs) in each county, received a grant to conduct a Complete Streets needs assessment and develop a Complete Streets guidebook specific to the Monterey Bay Area. The Guidebook was also developed to help local jurisdictions meet the requirements of the California Complete Streets Act (AB 1358). Additionally, implementation of Complete Street projects will help jurisdictions meet greenhouse gas emission targets by aiming investments in areas with future development to reduce vehicle miles traveled. This requirement was established by the California Air Resources Board under California Senate Bill 375. In response to the Bill, the RTPAs adopted the Monterey Bay Area Complete Streets Guidebook as a tool for implementing a sustainable community strategy and achieving a reduction in greenhouse gases.

The Monterey Bay Area Complete Streets Guidebook was adopted in 2013 and builds on best practices from across the nation. Shortly after the adoption of the policy, a workshop was conducted to bring together communities in the region to learn about adopting policies and practices that support Complete Streets. The Guidebook serves as a resource for local jurisdictions who are looking to adopt Complete Streets policies and to design Complete Streets projects. Complete Streets projects are eligible for funding under the State Transportation Improvement Program, the Surface Transportation Block Grant Program and Transportation Development Act Programs. Other local funding sources that can be used for

	Santa Cruz County, CA	Nat. Average
Population size	267,203	1,127,451
Median age	36.9	37.8
Median household income	\$66,923	\$55,539
Median home value	\$559,500	\$204,059
% non-Hispanic White	58.73	64.08
% non-Hispanic Black	0.85	11.4
% Hispanic	32.71	16.93
% occupied housing with no vehicle available	5.58	7.28
% workers who worked away from home who took public transit	2.93	3.19

Complete Streets include revenues generated by the state sales tax on gasoline distributed to local jurisdictions and competitive grant programs.

## EQUITY LANGUAGE

The Guidebook defines the term “equity” as a Complete Streets benefit: “Transportation Equity - Different travelers may expect varying accommodations by a street. A street design that works well for a motorist may not work well for a pedestrian or a bicyclist. People experiencing poverty or language barriers, people of color, older adults, youth, people with disabilities and other groups with limited or no access to a vehicle tend to experience a disproportionately small share of benefits from transportation investments focused on motorists. Complete street design attempts to restore equity in the transportation system by improving transportation options for non-drivers and enabling greater use of the transportation system.”

Additionally, the Guidebook lists performance measures that can be used to gauge the effectiveness of equity objectives:

“Complete Streets Performance Measures:  
Equity – Increase the number of improvements completed near key destinations for transportation disadvantaged populations such as near schools, hospitals, transit stops.”

Also, the RTPA included an equity focus in their 2014 Regional Transportation Plan. One of the goals is to increase access specifically for transportation-disadvantaged communities by transit, bicycling, and walking.

## RELATED RESOURCES

Santa Cruz County Complete Streets Program: <http://sccrtc.org/projects/multi-modal/santa-cruz-county-complete-streets/>

Complete Streets Workshop: <http://sccrtc.org/news/complete-streets-workshop-a-success/>

Information about funding process: <http://sccrtc.org/funding-planning/funding-overview/>

Call for projects: <http://sccrtc.org/funding-planning/project-funding/>

Complete Streets projects (completed or active): <http://sccrtc.org/projects/>  
Approved projects under the Regional Transportation Program: <http://sccrtc.org/funding-planning/approved-projects/>

Relevant Plans/Reports/Other Design Guidelines:

Long Range Plans: <http://sccrtc.org/funding-planning/long-range-plans/> A-9