Sustainable Streets in Chicagoland Workshop.
Source: Center for Neighborhood Technology, Flickr

Examples

Many states and cities have convened pedestrian task forces, pedestrian advisory councils, pedestrian-bicycle councils/task forces, or active living councils/task forces, including:

- Chicago, IL: Mayor's Pedestrian Advisory Council
- Los Angeles, CA: Pedestrian Advisory Committee
- Milwaukee, WI: Bicycle and Pedestrian Task Force
- Portland, OR: Pedestrian Advisory Committee
- San Francisco, CA: Pedestrian Safety Advisory Committee

Case Study: Chicago

Former Chicago Mayor Richard M. Daley created the Mayor's Pedestrian Advisory Council (MPAC) in 2006 after learning that the city of Chicago had the third-highest number of pedestrian fatalities in the country. (Until then, regular safety-data analyses performed by the Chicago Metropolitan Agency for Planning did not include pedestrian safety.)[1]

MPAC is co-chaired by the commissioner of the Chicago Department of Transportation and includes representatives from community groups, local advocacy organizations, and city, state, and federal transportation groups, including Access Living, Active Transportation Alliance, Center for Neighborhood Technology, Chicago Department of Public Health, Chicago Department of Transportation, Chicago Metropolitan Agency For Planning (CMAP), Chicago Park District, Chicago Police Department (CPD), Chicago Public Schools (CPS), Chicago Transit Authority (CTA) – Planning, Children's Memorial Hospital, Department of Environment (DOE), Department of Family and Support Services, Department of Housing and Economic Development, Federal Highway Administration (FHWA) – Illinois Division, Illinois Department of Transportation, Institute of Traffic Engineers/MUTCD, Local Initiatives Support Corporation (LISC)/Chicago, Mayor's Office for People with Disabilities (MOPD), Metropolitan Planning Council, Midwest Latino Health Research, Training and Policy Center, National Highway Traffic Safety Admin (NHTSA) – Great Lakes, Northwestern University, and the University of Chicago. (The council's other co-chair position is currently held by Dr. Kyran Quinlan, MD, MPH, University of Chicago Children's Hospital.[2])

MPAC meets quarterly to highlight pedestrian concerns and safety measures within city and state planning initiatives. The interagency council meetings help break down departmental silos, coordinate pedestrian initiatives in different agency programs, and bring pedestrian issues to the forefront of planning initiatives. As an example, MPAC created the vision statement as well as the goals and objectives for Chicago's first-ever pedestrian plan, to be released in 2012.[3]

1. Federal Highway Administration. Office of Safety. Evaluation of the Focused Approach to Pedestrian Safety Program. n.d. http://safety.fhwa.dot.gov/ped_bike/ped_focus/efapsp020509/find.cfm
2. City of Chicago. Chicago Pedestrian Plan. Mayor's Pedestrian Advisory Council. http://chicagopedestrianplan.org/mayors-pedestrian-advisory-council/
3. City of Chicago. Chicago Pedestrian Plan. Past Events. MPAC Meeting on November 10, 2010. http://chicagopedestrianplan.org/past-event/mpac-meeting-on-november-10-2010/

Prioritize Pedestrians in Street User Hierarchy

Definition A street user hierarchy provides the framework for transportation policies, directing which mode should be considered first from a design perspective. A street hierarchy that prioritizes pedestrians would rank street users in the following order: pedestrians, cyclists, transit users, freight transporters, taxi drivers, and private-vehicle drivers. This policy framework also charges each street user to show increased prudence toward more vulnerable street users. The street user-hierarchy framework can also specify and standardize expected travel behavior by clearly identified zones, such as 45 mph, 30 mph, and 20 mph zones.

Benefits

- Promotes safe mobility for street users regardless of age, physical ability, or mode
- Helps support livability, sustainability, public health; and economic, climate-change, social-equity, and congestion-management goals when integrated with public transit

Considerations

- Existing codes of funding structures that may conflict with a pedestrian-oriented street user hierarchy
- Existing legal statutes that may contradict a pedestrian-oriented street user hierarchy

Appropriate Contexts

- Policy framework at national, state, and local departments of transportation

Guidance

The Association of Pedestrian and Bicycle Professionals specifies near-term actions to implement this policy, including:

- Strengthening and publicizing the U.S. Department of Transportation policy statement Accommodating Bicycle and Pedestrian Travel: A Recommended Approach
- Surveying best-practice policies that encourage safety and increased walking and bicycling, including U.S. Complete Streets policies, the German national bicycling plan, the United Kingdom Cycling City program, and Swiss legislation on human-powered mobility
- Developing a national strategy to improve education for transportation professionals on walking and bicycling design and planning

Professional Consensus

A 2009 study of five European countries, which was sponsored by the Federal Highway Administration, American Association of State Highway and Transportation Officials, and National Cooperative Highway Research Program, assessed approaches to improve pedestrian and bicyclist safety and mobility. The resulting report recommended national, state, and local transportation policies that give nonmotorized modes the highest priority in the road user hierarchy.

Examples

- Europe[1]
- Canada
- Oregon[2], New York[3], and Delaware[4] have adopted related vulnerable-user legislation, which imposes harsher penalties on reckless drivers if they hurt "more vulnerable" street users, such as pedestrians, cyclists, or skateboarders

A 20 mph zone in Chapel Allerton, Leeds, U.K.
Source: Richard Thomson

Case Study: France

Inspired by Belgium's 2004 street code, France[5] adapted its street code in 2008 to reflect the philosophy that all street users should be able to move about safely, no matter their age, physical abilities, or mode of travel. The updated street code instituted a general principle of prudence, specifying that each street user must show increased prudence toward more vulnerable users.

Toward that end, the street code specifies travel behavior by defined zones: the 45 mph, 30 mph, and 20 mph zones; the pedestrian priority zone; and then pedestrian areas. Standardizing the definitions and signage of these zones helps street users adapt their behavior. For drivers, that means slowing down vehicular speeds to the posted limits and ceding priority to pedestrians within pedestrian and 20 mph zones. For cyclists, that means the ability to cycle in both directions down one-way streets within pedestrian-priority and 20 mph zones. For pedestrians, that means the privilege of crossing the street outside marked crosswalks within pedestrian areas, pedestrian-priority zones, and 20 mph zones. Each traffic zone requires a continuous and clear route for pedestrians with reduced mobility; pedestrian-priority zones must also include clearly marked dedicated pedestrian-only areas.[6]

1. Heydecker, BG; Robertson, SA. Evaluation of Pedestrian Priority Zones in the European area. Report to the Korea Transport Institute KoTI. Centre for Transport Studies. University College London. July 2009. http://eprints.ucl.ac.uk/18963/1/18963.pdf
2. Oregon Department of Transportation. Bicycle and Pedestrian Program. Laws and Regulations. http://www.oregon.gov/ODOT/HWY/BIKEPED/laws_regs.shtml
3. New York State Vehicle and Traffic Law. Section 1146. http://public.leginfo.state.ny.us/LAWSSEAF.cgi?QUERYTYPE=LAWS+&QUERYDATA=$$VAT1146$$@TXVAT01146+&LIST=SEA4+&BROWSER=BROWSER+&TOKEN=45956353+&TARGET=VIEW
4. State of Delaware. Governor Signs "Vulnerable Users" Law. August 12, 2010. http://governor.delaware.gov/news/2010/1008august/20100812-law.shtml
5. Ministere de L'Ecologie, de L'Energie, du Developpement durable, et de L'Amenagement du territoire. The "code de la rue" (street use code) programme in France. October 2008. http://www.certu-catalogue.fr/catalog/product/view/id/915/?___SID=U&link=1139&link=1139
6. Ministere de L'Ecologie, de L'Energie, du Developpement durable, et de L'Amenagement du territoire. The "code de la rue" (street use code) programme in France. October 2008. http://www.certu-catalogue.fr/catalog/product/view/id/915/?___SID=U&link=1139&link=1139

Develop a **Pedestrian Master Plan**

Definition A pedestrian master plan provides an overview of the walking transportation network and identifies improvements that will enhance and encourage walking throughout the community.[1]

Benefits

- Encourages walking
- Increases pedestrian safety
- Provides mobility and access for all
- Offers alternatives to driving
- Reduces pollution
- Connects to transit
- Fosters economic growth
- Increases social interaction on streets
- Builds strong communities and livable neighborhoods
- Helps address obesity and health concerns

Considerations

- Potential communication and funding hurdles among multiple agencies
- Competing objectives of participating agencies or community organizations

Appropriate Contexts

- Counties, cities, and towns; any jurisdiction with control of pedestrian infrastructure

Guidance

- Create a public-outreach process to solicit and incorporate the perspectives of multiple stakeholders: walking and mobility-advocacy groups, residents, business owners and developers, elected officials, and media
- Create a technical outreach process to solicit and incorporate input from the fields of engineering, planning, landscape architecture, law enforcement, transit, education, and public health
- A pedestrian master plan should:
  - » Present a vision, goals, and objectives
  - » Examine existing pedestrian conditions and their use
  - » Identify and prioritize locations that need improvement
  - » Create pedestrian design guidelines
  - » Identify potential capital investment projects to address those needs
  - » Prioritize and identify funding sources, create a timeline for project completion
  - » Review, revise, and recommend transportation and land use policies[2]
  - » Provide guidance to integrate accessibility and other modes of transportation into the pedestrian network
  - » Include multidisciplinary approaches to improving the pedestrian environment through changes in enforcement, education, encouragement policies, and, if appropriate, legislation
  - » Adopt measures to evaluate implementation strategies

Professional Consensus

- In the absence of official endorsements from national associations or governments, cities are turning to best practices employed by other municipalities

Examples

Many U.S. cities have created and adopted pedestrian master plans, including:

- Denver, CO
- Santa Barbara, CA
- Seattle, WA
- Washington, DC

16th Street Mall, Denver. *Source: Tracie7779, Flickr*

Case Study: Denver

Denver created a 2004 Pedestrian Master Plan as a response to previous citywide planning documents. Its 2000 Comprehensive Plan directed the city to provide more transportation choices and encourage modes that reduced impacts on urban environments. Blueprint Denver, which followed a year later, referred to the pedestrian environment as the city's primary transportation element and recommended that Denver create a pedestrian master plan.[3]

The pedestrian master plan created a citywide pedestrian network, recommended pedestrian-friendly policies, and identified improvement projects in order to fulfill its stated goals of safety, accessibility, education, connectivity, streetscape, land use, and public health. To guide the plan's development, Denver created an advisory team with staff from the city's Public Works, Community Planning and Development, and Parks and Recreation departments, along with citizen advisers.[4]

The advisory team reviewed existing city plans and conducted a citywide inventory to determine where sidewalks were attached, detached, or missing. Denver held four public workshops to learn which pedestrian issues and concerns were most important to the public.

The city created a pedestrian network by adopting all of the enhanced bus-transit corridors and the Green Streets as pedestrian routes and supplementing them based on a geographic-information-systems (GIS) analysis of pedestrian destinations. If an enhanced bus-transit corridor or a green street did not already connect concentrations of pedestrian destinations, the city identified additional pedestrian routes to bridge them. The GIS model was based on five land use features: light rail transit stations, schools, parks, and libraries. Sidewalk locations were then weighted based on the type of land use feature and their proximity to them.[5] The city then held five additional public workshops to confirm the best streets were selected within the pedestrian-route network. The public also recommended specific pedestrian upgrades.[6]

Denver's sidewalk system had traditionally been built and paid for by individual property owners, one project at a time. The Pedestrian Master Plan recommended the city play a more direct role in building and maintaining sidewalks and crossings. The plan proposed to study three new mechanisms to fund small to medium projects: assessing an annual sidewalk fee from property owners, authorizing the Public Works Manager to require adjacent property owners to upgrade their sidewalks to meet City standards, and creating an annual sidewalk-maintenance program within Denver's Capital Improvement Project Budget. The plan outlined the next steps to ensure successful implementation of the new system: Assess the pedestrian network to identify needs and integrate them into the city's project list; allocate resources to ensure consistent pedestrian-friendly standards are met; support the creation of a pedestrian-advocacy group; and pursue alternative funding mechanisms to help finance pedestrian infrastructure.[7] The city is making strides in these efforts; it updated its curb and sidewalk regulations in 2007,[8] and has supported the 2011 start of WalkDenver, a nonprofit pedestrian-advocacy group, as it tries to get the city certified as a Walk Friendly Community.[9]

1. Federal Highway Administration Designing Sidewalks and Trails for Access. Part II of II: Best Practices Design Guide. May 2012. http://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/sidewalk2/sidewalks203.cfm
2. Pedestrian and Bicycle Information Center. Planning Activities. http://www.walkinginfo.org/develop/activities.cfm
3. City and County of Denver. City and County of Denver Pedestrian Master Plan. August 2004. iv. http://www.denvergov.org/infrastructure/DenverPublicWorksPolicyandPlanning/CompletedProjects/PedestrianMasterPlan/tabid/442851/Default.aspx
4. Ibid. 1.
5. Ibid. 2, 16–18.
6. Ibid. 1.
7. Ibid. 2
8. City and County of Denver. Denver Department of Public Works. Office of the Manager. Rules and Regulations. Sidewalk and Curb Ramp Construction. October 2007. http://www.denvergov.org/dpw/DepartmentofPublicWorks/RulesandRegulations/SidewalkandCurbRampConstruction/tabid/441598/Default.aspx
9. Johnson, Kirk. Denver is Urged to Hit the Sidewalks. *New York Times*. February 13, 2012. http://www.nytimes.com/2012/02/14/us/denver-pedestrians-promote-walkings-urban-potential.html

Use **Measurable Performance Indicators** in Pedestrian Policies

Definition Measurable performance indicators are crucial elements of evaluating the effectiveness of a policy. Policies should specify goals and objectives for each initiative and create a set of indicators, or performance measures, that can be tracked to assess the effectiveness of that initiative. A monitoring program should also set a regular schedule for data collection and assessment. Typical performance measures include pedestrian counts, crash data, retail vacancy rates or retail revenue, vehicle speeds along identified corridors, and the quantity and quality of walking infrastructure such as sidewalks and ramps.

Benefits

- Documents policy benefits and areas for improvement
- Justifies continued or altered funding levels
- Guides policy makers

Considerations

- Lack of standardized data-collection methods and insufficient data
- Lack of standardized evaluation methods and tools to measure performance indicators
- Finding appropriate and consistent evaluation and data-collecting techniques

Appropriate Contexts

- Municipal pedestrian master plans
- Sustainable streets policies
- Environmental and climate-change policies

Guidance

- Performance measures should be:
  - » Quantitative and objective
  - » Supported by substantial evidence
  - » Clearly linked to plans and priorities
  - » Easy to collect data for, calculate, and interpret
  - » Linked to mitigation
- Each performance measure needs:
  - » A starting-point measurement with which to compare future data
  - » A desired trend line, or direction of the desired outcome for each performance measure, to judge the amount of progress made towards meeting a stated goal
- Evaluations should be scheduled at continual, regular intervals

Professional Consensus

- Recommended by the Centers for Disease Control and Prevention[1]
- A 2011 ITE Informational Report recommends performance measures for policies that affect walkability beyond the field of transportation, such as:
  - » Land use
  - » Public health
  - » Livability
  - » Sustainability
  - » Economics

New sidewalk along 39th Avenue South in Southeast Seattle. *Source: Seattle DOT*

Case Study: Seattle

Seattle's Pedestrian Master Plan specified performance measures for each of its four main goals. Performance measures for its safety goal to reduce the number and severity of crashes involving pedestrians include:

- The rate of crashes involving pedestrians
- Vehicle speeds along identified corridors
- School participation in pedestrian-safety, education, and encouragement programs
- The incidence of safe behaviors by drivers and pedestrian, including awareness of pedestrian laws

For its equitable goal to make Seattle a more walkable city for all, the equity performance measures include:

- City investments toward High Priority Areas
- Public communication about pedestrian issues
- Transit ridership
- Mode share (more people walking)

For Seattle's vibrancy goal to develop a pedestrian environment that sustains a healthy community and supports a vibrant economy, the city measures:

- Streetscape vibrancy (either through retail vacancy rates or revenue)
- Pedestrian activity

And lastly for its health goal of promoting walking to improve health and prevent diseases, the city measures:

- Self-reported physical activity
- The number of children walking or biking to or from school

The city then created baseline measurements, performance targets, data-collection frequency standards, and assigned data-collection responsibility for each of the plan's stated goals. Data collected by the city's staff and the Seattle Pedestrian Advisory Board will be used to establish trends to inform the development of specific targets. These targets will be set when the Pedestrian Master Plan is updated in 2014.[2]

Examples

Plans incorporating monitoring systems and performance measures include:

- Seattle, WA: Pedestrian Master Plan
- New York, NY: NYCDOT Sustainable Streets
- Clark County, WA: Health Impact Assessment

1. Centers for Disease Control and Prevention. CDC Transportation Recommendations. http://www.cdc.gov/transportation/recommendation.htm
2. Seattle Department of Transportation. Performance Monitoring and Stewardship. Pedestrian Master Plan. http://www.seattle.gov/transportation/pedestrian_masterplan/pmp_monitor.htm

Incorporate **PROWAG** into Pedestrian Policies

Definition The Americans with Disabilities Act (ADA) requires ADA transition plans for jurisdictions. The Accessibility Guidelines for Pedestrian Facilities in the Public Right Of Way (proposed PROWAG) provide technical specifications required to make walking infrastructure accessible to people of all abilities.

Once the Access Board issues its final rule, the Department of Justice and the Department of Transportation will adopt these proposed PROWAG guidelines as standards. While PROWAG is not yet finalized, all new and altered facilities have been required to be "accessible to and usable by" individuals with disabilities since the publication of the ADA implementing regulations in 1991. Accordingly, jurisdictions should incorporate PROWAG into pedestrian policies and plans.

Benefits

- Enhances mobility for people of all ages and abilities
- Provides access to services and locations for people with limited mobility and for people with sensory or cognitive limitations
- Creates safer, more accessible transportation infrastructure for everyone's use
- Begins bringing a community into legal compliance with the ADA

Considerations

- Liability for having inadequate accessibility policies or inadequate implementation of accessible infrastructure
- Funding for prioritizing and planning infrastructure improvements
- Funding for implementing infrastructure improvements

Appropriate Contexts

- Pedestrian master plans
- Street design guidelines
- Complete Streets policies
- ADA transition plans mandated by the Americans with Disabilities Act of 1990 for all public agencies with more than 50 employees
- All public rights-of-way as they are built or altered

Guidance

- Update the ADA transition plan as well as other relevant pedestrian policies to include proposed PROWAG
- Address all existing infrastructure, prioritizing transit access and corridors
- Require employees and contractors to demonstrate their knowledge of accessibility topics, and hold them accountable
- Partner with transit providers and require them to include accessible transportation infrastructure
- Consult with representatives from disability agencies and organizations throughout planning, design, and implementation of facilities
- Include a means for residents to suggest locations for accessibility improvements
- Ensure PROWAG are followed throughout planning, design, and implementation of transportation facilities

Professional Consensus

- Once comments are reviewed and vetted, the Access Board will issue final PROWAG guidelines that will be adopted by the U.S. Department of Justice and Department of Transportation and become the new minimum design standards under the ADA for both new construction and alterations of pedestrian facilities in the public right-of-way.[1]
- The 2005 draft PROWAG has already been identified by USDOT as the current best practice in accessible pedestrian design under the Federal Highway Administration's Federal-aid (504) regulation.[2]

Examples

- Minnesota DOT
- Ohio Department of Transportation

Case Study: Minnesota

In 2002, the Minnesota Department of Transportation (Mn/DOT) realized that its response to Title II of the Americans with Disabilities Act of 1990 was due for an update. The department's original needs assessment and retrofit of curb ramps needed upgrading, the department still lacked an ADA Transition Plan, and the Access Board had just released recommendations about how to provide mandated detectable warnings at curbs.[3] The department eventually created two positions to address this need: an ADA Implementation Coordinator to draft an ADA Transition Plan and integrate ADA guidance into department policy, and an ADA Design Program Engineer to translate that policy into design guidance for staff and contractors. Mn/DOT decided to adapt and adopt the Access Board's 2005 draft Public Rights-of-Way Accessibility Guidance (PROWAG) design specifications using a multipronged approach.

In February 2010, the agency officially adopted PROWAG for all projects in the design and construction phase and all work in Mn/DOT rights-of-way, including work done under permit or by agreement by other agencies or private entities.[4] "PROWAG helped us think through what ADA policies would look like on the ground in varied rights-of-way," says Kristie Billiar, Mn/DOT's ADA Implementation Coordinator. "The guidelines are not incongruent to good pedestrian design." PROWAG is also the basis for Mn/DOT's ADA Transition Plan, which nears completion.[5] Mn/DOT also incorporated all but three minor elements of PROWAG into the pedestrian-design chapter of its Road Design Manual.[6] Todd Grugel, Mn/DOT's ADA Design Program Engineer, complements the Road Design Manual with additional design guidance and webinars[7] on how to implement PROWAG in specific projects. Future plans include also incorporating PROWAG into the intersection chapter of Mn/DOT's Road Design Manual and adding accessible design specifications to Requests for Proposal in order to ensure qualified adherence to accessibility standards.[8]

1. Markesino, Jerry, and Barlow, Janet. Special Report: Accessible Public Rights-of-Way Planning and Design for Alterations. Public Rights-of-Way Access Advisory Committee, Subcommittee on Technical Assistance. August 2007. http://www.access-board.gov/prowac/alterations/guide.htm
2. Ibid.
3. Billiar, Kristie. ADA Implementation Coordinator, Mn/DOT. Personal correspondence, July 23, 2012.
4. Sahebjam, Khani. Technical Memorandum No. 10-02-TR-01. Public Rights-of -Way Accessibility Guidance. Engineering Services Division. Minnesota Department of Transportation. February 11, 2010. http://dotapp7.dot.state.mn.us/edms/download?docId=887529
5. Billiar, Kristie. ADA Implementation Coordinator, Mn/DOT. Personal correspondence, July 23, 2012.
6. Elle, Michael. Transmittal Letter No. (10-01). Chapter 11 Special Designs. Office of Technical Support Design Services Section. Minnesota Department of Transportation. March 2, 2010. http://dotapp7.dot.state.mn.us/edms/download?docId=1140093
7. Minnesota Department of Transportation. Accessibility. n.d. http://www.dot.state.mn.us/ada/tools.html
8. Billiar, Kristie. ADA Implementation Coordinator, Mn/DOT. Personal correspondence, July 23, 2012.

Adopt a **Complete Streets** Policy

Definition While traditional traffic engineering designs streets primarily for vehicles, a Complete Streets policy directs transportation planners and engineers to design and operate rights-of-way for safe access for everyone on the street, regardless of age, ability, or mode of transportation.

Benefits

- Creates a street network that is better and safer for drivers, transit users, pedestrians, and bicyclists
- Creates a cost-effective way to improve safety and accessibility for everyone using the roads
- Helps the vitality of town centers by allowing everyone, whether on foot, bike, or public transportation, to reach community hubs and businesses
- Creates safer routes for children to reach school and activities, giving them more opportunities to exercise and gain self-confidence
- Encourages walking and active lifestyles among residents of all ages and abilities
- Helps reduce congestion[1]
- Helps reduce risk to pedestrians[2]
- Helps reduce carbon emissions[3]

Considerations

- Coordinating among the multiple jurisdictions responsible for the street network and streetscape design
- Ensuring the policy will be effectively implemented and enforced in practice
- Finding funding for the planning and implementation of the policy

Appropriate Contexts

- Countries, states, counties, cities, towns
- Metropolitan planning organizations and regional planning commissions

Guidance

- Build a Complete Streets coalition with transportation planners and engineers, public-health professionals, public officials, and walking and cycling advocates and experts
- The National Complete Streets Coalition specifies that a Complete Streets policy should include the following:
  - » A vision for how and why the community wants to complete its streets
  - » The definition that "all users" refers to pedestrians, bicyclists, and transit passengers of all ages and abilities, as well as trucks, buses, and automobiles
  - » The specification the policy applies to new and retrofit projects, including design, planning, maintenance, and operations, for the entire right-of-way
  - » Clear procedures for any exceptions
  - » The goal to create a connected network for all modes
  - » Reference to progressive design guidelines
  - » Context-sensitive design procedures and solutions
  - » Performance standards with measurable outcomes
  - » Next steps for policy implementation

Professional Consensus

- Endorsed by the American Society of Civil Engineers[4]
- Endorsed by the Centers for Disease Control and Prevention[5]
- The Complete Streets: Best Policy and Implementation Practices guide evolved from collaboration between the American Planning Association, the National Complete Streets Coalition, and the National Policy and Legal Analysis Network to Prevent Childhood Obesity, with funding from the Federal Highway Administration, the National Association of Realtors, Blue Cross Blue Shield of Minnesota, the Ruth Mott Foundation, and the Robert Wood Johnson Foundation
- Endorsed by AARP, with additional guidance in its Planning Complete Streets for an Aging America report[6]

Accommodating multiple modes on 15th Avenue SE, Minneapolis, MN. *Source: Michael Hicks, Flickr*

Case Study: Minnesota

The Minnesota Complete Streets Coalition has had remarkable success: Minnesota passed a Complete Streets policy in 2008 and then turned Complete Streets language into law in 2010. To date, 25 communities within the state have adopted Complete Streets policies. The Coalition's success can be traced to the strength of its partnerships, which it has cultivated by proactively reaching out to potential skeptics, such as engineering associations, and untraditional allies, such as the American Lung Association, in addition to logical supporters, such as the Twin Cities Bicycling Club. The result is a 70-plus multidisciplinary member base that can effectively speak to the benefits and concerns raised by Complete Streets concepts. The Coalition continually works to expand the Complete Streets movement. It provides free online advocacy and policy toolkits for communities interested in building support for and passing local Complete Streets policies. But passing a law is only part of the challenge—the law also needs to be implemented. To that end, the Minnesota Complete Streets Coalition partnered with the Minnesota Department of Transportation (Mn/DOT) to help the state agency amend transportation design standards and policies and routinely implement Complete Streets in its streets projects.

A conceptual rendering of a Complete Street. *Source: Chris Hardwicke, Sweeny Sterling Finlayson & Co*

Examples

More than 300 different types of Complete Streets policies have been adopted by states, counties, and cities, including[7]:

- Louisiana Department of Transportation: Complete Streets Policy
- Mid-Ohio Regional Planning Commission: Complete Streets Policy
- Hennepin County, MN: Complete Streets Policy
- Lee County, FL: Resolution No. 09-11-13
- Salt Lake County, UT: Ordinance No. 1672
- Roanoke, VA: Complete Streets Policy
- New Haven, CT: Complete Streets Design Manual
- Tacoma, WA: Complete Streets Design Guidelines

1. National Complete Streets Coalition. Incomplete streets breed congestion. http://www.completestreets.org/complete-streets-fundamentals/factsheets/ease-congestion/
2. National Complete Streets Coalition. Complete Streets Fact Sheets. Benefits of Complete Streets. http://www.completestreets.org/complete-streets-fundamentals/factsheets/
3. National Complete Streets Coalition. Livable Communities Fact Sheet. http://www.completestreets.org/complete-streets-fundamentals/factsheets/livable-communities/
4. American Society of Civil Engineers. July 30, 2011. http://www.completestreets.org/webdocs/resources/ASCE-PS537.pdf
5. Centers for Disease Control and Prevention. CDC Recommendations for Improving Health through Transportation Policy. April 2010. http://www.cdc.gov/transportation/docs/Transportation%20Fact%20Sheet.pdf
6. AARP. Planning Complete Streets for an Aging America. May 2009. http://assets.aarp.org/rgcenter/ppi/liv-com/2009-12-streets.pdf
7. National Complete Streets Coalition. Complete Streets Policy Analysis: A Story of Growing Strength. April 27, 2011. http://www.completestreets.org/webdocs/resources/cs-policyanalysis.pdf

Assess Pedestrian Projects, Plans or Policies with **Health Impact Assessment**

Definition Health Impact Assessment (HIA) is a process that analyzes the potential health impacts of a proposed plan, project, or policy that is typically outside the public-health realm,[1] such as transportation or land use decisions. An HIA provides evidence to help health be considered in that decision-making process. An HIA[2] usually suggests ways of mitigating, monitoring, and/or managing the health impacts of a project. It can also recommend project implementation or prioritization strategies to maximize the health benefits for a community.

Benefits

- Clarifies the health impacts of a proposed project
- Helps maximizes health benefits for community members
- Educates decision-makers to help them make informed decisions
- Assesses how projects will affect all community members, especially vulnerable populations
- Improves cross-sector collaboration in decision-making
- Supports transportation and land use decisions that reduce traffic-related injuries or accidents, and that improve air quality and/or promote physical activity
- Supports sustainable transportation and land use developments that encourage walking
- Helps engage stakeholders in the decision-making process

Considerations

- HIA is a relatively new practice that must be transparent and well-documented to help ensure its credibility with decision-makers and the general public
- HIA is a decision-support tool, not a decision-making tool; it should create an impartial evidence-based assessment, not an advocacy campaign

Appropriate Contexts

- Local and regional plans, policies, and developments, such as pedestrian master plans, comprehensive plans, waterfront redevelopments, and waste-transfer plans
- HIAs are typically completed by state or regional public-health departments, or nonprofit public-health organizations

Guidance

- Time an HIA carefully. HIAs must inform decision-makers before they make a decision. Schedule enough time for a full assessment, with flexibility to address community concerns
- Conduct an HIA only if decision-makers are interested in the outcome
- Tailor the approach and scope of an HIA to fit each identified project; HIAs can focus on broader health outcomes or the specific impacts of a project or plan[3]
- Incorporate relevant data, including literature reviews, primary-data collection, and stakeholder consultation
- Human Impact Partners suggests an HIA should follow six steps:
  - » Screening to identify projects or policies for which an HIA would be useful
  - » Scoping to identify the health impacts to evaluate, methods for analysis, and which populations are affected
  - » Assessment to evaluate a community's existing health conditions and its potential health impacts
  - » Recommendations to manage those health impacts, including ways to better distribute health burdens and benefits or maximize secondary health benefits of a policy
  - » Reporting to communicate findings and recommendations to decision-makers
- Evaluation to track the HIA's impact on the decision-making process, civic development, and the community's overall health

Professional Consensus

- Endorsed by the CDC as a practical tool for analyzing health impacts of transportation policies, programs, or projects
- HIA is promoted by:
  - » Centers for Disease Control and Prevention, Healthy Community Design Initiative
  - » National Prevention, Health Promotion and Public Health Council
  - » Institute of Medicine committee of Public Health Strategies to Improve Health
  - » U.S. Department of Health and Human Services Action Plan on Disparities
  - » White House Childhood Obesity Task Force Action Plan
  - » The Health Impact Project, funded by Robert Wood Johnson Foundation and Pew Charitable Trusts
  - » Human Impact Partners
  - » National Association of City and County Health Officials

Examples

- Clark County, WA: Comprehensive HIA: Clark County Bicycle/Pedestrian Master Plan
- Duluth, MN: 6th Ave East Duluth HIA
- Aberdeen, NC: Aberdeen Pedestrian Transportation Plan HIA
- Spokane, WA: Spokane University District Pedestrian & Bicycle Bridge HIA
- Crook County/City of Prineville, OR: Rapid HIA Bicycle and Pedestrian Safety Plan

Case Study: Washington

The Clark County, WA, Public Health Department collaborated with the Department of Community Planning to conduct a comprehensive Health Impact Assessment (HIA) for the County's Bicycle and Pedestrian Master Plan. Adopted in 2010, the Bicycle and Pedestrian Master Plan identifies policies and projects to facilitate cycling and walking. The planning and public-health departments conducted an HIA to discern health impacts associated with the plan and recommend implementation strategies to maximize residents' health benefits.

First, the planning and public-health department used geographic information systems (GIS) to determine baseline conditions and health impacts to different population groups based on their proximity to infrastructure projects.[4] Then they conducted a literature review to establish relationships between those factors and estimate health impacts. Impacts on children and on other populations at greater risk for obesity were highlighted in the research. The departments interviewed stakeholders and collected public input to guide the HIA process and define how decision-makers would use the HIA. The final report included 11 recommendations to help the Bicycle and Pedestrian Master Plan fully realize its potential health benefits. One recommendation was to create a comprehensive inventory of sidewalks to help prioritize pedestrian projects.[5]

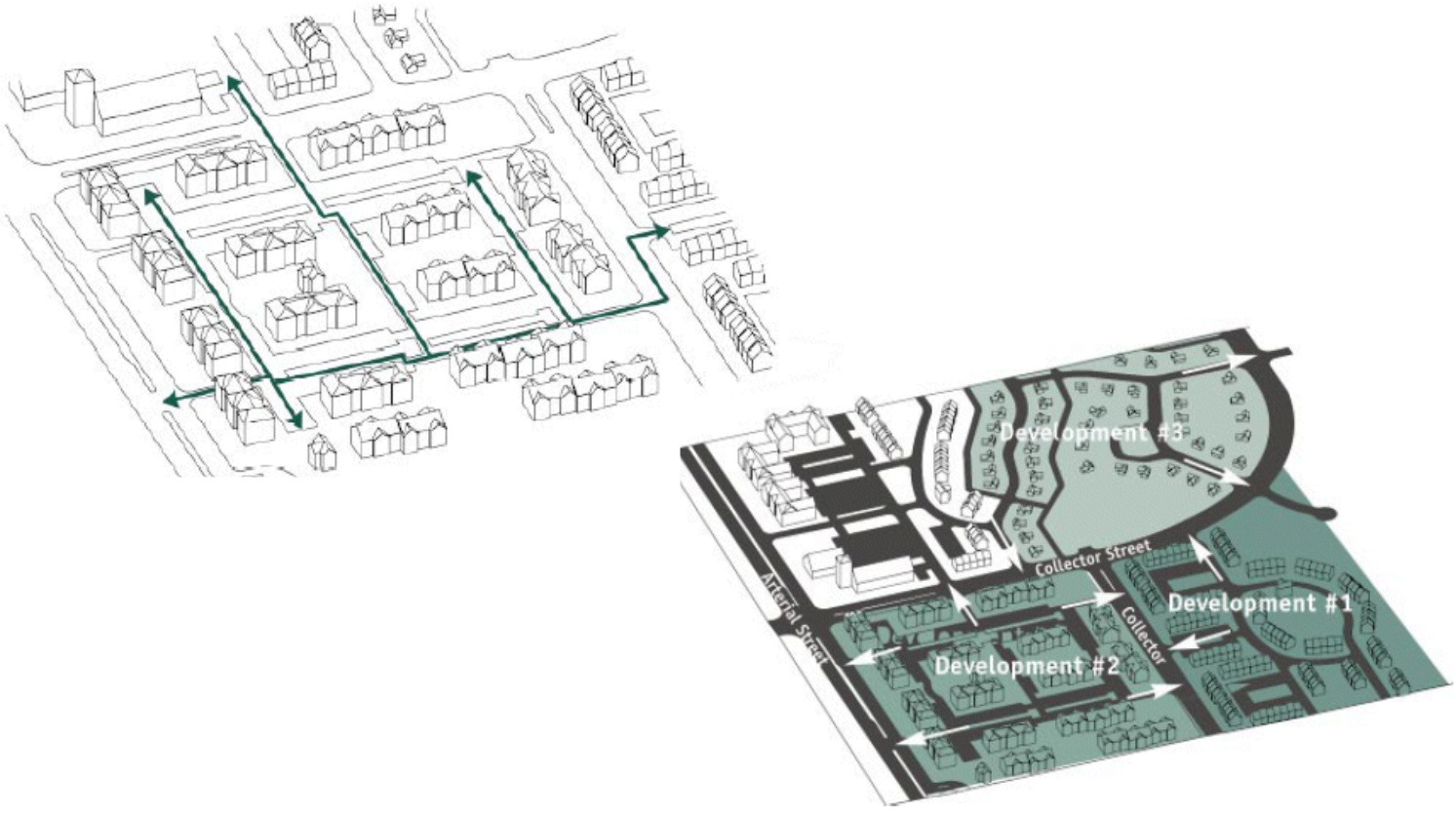
The HIA identified priority projects based on their potential to increase physical activity and reduce health disparities among populations.[6] Clark County then revised its Bicycle and Pedestrian Master Plan to incorporate, either partially or fully, all 11 of the HIA recommendations.[7]

1. Haggerty, B., Melnick, A., & Hyde, J. (2011). Transportation, Pedestrian Facilities, Bike Facilities. Pressentation at Planning Active Walkable Neighborhoods Conference. Washington. www.activelivingresearch.org/node/12179
2. Melnick, A., Hyde, J., Haggerty, B., Lebowsky, L. (2010). Comprehensive Health Impact Assessment: Clark County Bicycle & Pedestrian Master Plan. Clark County, WA. www.clark.wa.gov/public-health/reports/facts.html
3. Haggerty, B., Melnick, A., & Hyde, J. (2011). Transportation, Pedestrian Facilities, Bike Facilities. Pressentation at Planning Active Walkable Neighborhoods Conference. Washington. www.activelivingresearch.org/node/12179
4. Clark County Public Health (2011). Evaluation of Health Impact Assessment: Bicycle and Pedestrian Master Plan. http://bikeportland.org/wp-content/uploads/2011/12/HIA_BPplan-copy.pdf
5. Melnick, A., Hyde, J., Haggerty, B., Lebowsky, L. (2010). Comprehensive Health Impact Assessment: Clark County Bicycle & Pedestrian Master Plan. Clark County, WA. www.clark.wa.gov/public-health/reports/facts.html
6. Haggerty, B., Melnick, A., & Hyde, J. (2011). Transportation, Pedestrian Facilities, Bike Facilities. Pressentation at Planning Active Walkable Neighborhoods Conference. Washington. www.activelivingresearch.org/node/12179
7. Clark County Public Health (2011). Evaluation of Health Impact Assessment: Bicycle and Pedestrian Master Plan. http://bikeportland.org/wp-content/uploads/2011/12/HIA_BPplan-copy.pdf

Land Use Tactics

Introduction

The term "land use" refers to the policies and programs that determine the size, use, location, and density of buildings and development. The shape of suburbs and cities is determined by land use policies, whether in the form of zoning regulations, subdivision ordinances, fire codes, or parking minimums. The following strategies and tactics attempt to reshape communities to better support walking. Tactics range in scale and scope, from subdivision ordinance reform to policies that create temporary destinations worth walking to in what used to be vacant land or buildings.



Cary Design Guidelines Manual depicting street connectivity in residential communities. *Source: Town of Cary, NC*

Support Street Life with Mixed-Use, **Form-Based Zoning**

Definition Form-based zoning codes are legal regulations that direct the physical form and placement of buildings within communities. Form-based codes focus on the relationship between buildings and the streetscape, generally with the goal of creating appealing, pedestrian-oriented public spaces. In contrast, traditional zoning regulations focus on separating residential, commercial, and manufacturing uses and do not determine the exact form and location a building would take. Form-based codes typically include a regulating plan or map designating where different built-form standards apply, specifications for required streetscape elements and built-form standards, an explanation of the review process for applications and developments, and a glossary of terms.

Benefits

- Creates quality, human-scaled built forms and public space
- Makes the code easier to discuss, judge, and enforce because descriptions and visuals of built-form regulations are more accessible to non-planners
- Easily matches and maintains existing neighborhood character
- Replaces single-use areas with mixed-use zones

Considerations

- Since form-based codes are binding laws, a community can be financially liable for litigious disputes
- Form-based code includes technical terms that are subject to legal interpretation and need to be defined in a glossary

Appropriate Contexts

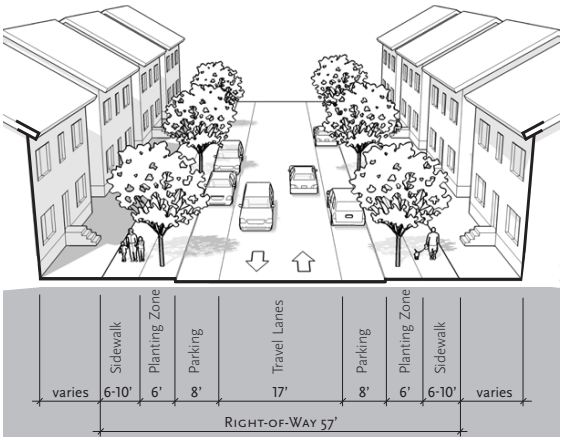
- Historic districts
- Transit-oriented developments
- Main Street corridors
- Revitalization districts
- Downtown areas
- Commercial centers in existing neighborhoods
- New developments
- Campus developments
- Mixed-use districts

Guidance

- Formulate an overall vision for the community through a broad-based public-input process. The vision can then be adopted into a comprehensive plan to establish local land use policies and create political momentum for code reform
- Examine existing codes to see where they fail to guide development toward the established community vision
- Determine whether form-based codes are the best approach to meeting the community vision, again through a broad-based public-input process
- Write the code with regular revisions and reviews through a public-participation process
- Confirm that the code is constitutional in its language and application, especially relating to the primary legal considerations of property rights, due process, equal protection, and free speech (relating to adult uses)[1]
- Revise existing regulations and incentives that contradict the goals and envisioned outcomes of the form-based code initiative
- Train developers, government workers, and community members on how the code works

Professional Consensus

- The American Planning Association gave its 2011 National Planning Excellence Award to the Miami21 form-based code



An example of form-based code specifications for residential streets. *Source: City of Dallas Article XIII Form Districts*

Case Study: Standish

A town of about 10,000 citizens 18 miles west of Portland, ME, adopted a new comprehensive plan in 2006 with the main goal of conserving the town's rural character while directing most of its future growth into village centers. While the plan set the policy direction for future growth, many details of how that future growth should look weren't specified. To help Standish better clarify and direct its future growth, the planning nonprofit organization GrowSmartMaine led sessions to help the community come up with visions for Standish Corner, an area intended to be the community's primary commercial and residential growth center. To help residents understand the impacts of different forms and development patterns, the workshops featured photo simulations of two different growth scenarios that attendees could vote on. Once the community understood and established a vision, the town selected a form-based code for implementing ordinances and hired a consulting firm to draft the language of the code. Thanks to its broad base of support, the town council approved the form-based code unanimously.[2]

Examples

Many U.S. neighborhoods, cities, and counties have adopted form-based codes, including:

- Albuquerque, NM
- Arlington, WA
- Miami, FL
- Davidson, NC
- Woodford County, KY

1. White, Mark. Form-Based Codes: Practical and Legal Considerations. Institute on Planning, Zoning & Eminent Domain. November 18, 2009. p. 17. http://www.planningandlaw.com/uploads/SMW_Paper-Presentation.pdf
2. GrowSmartMaine. Maine Model Town—Standish. June 8, 2011. http://www.growsmartmaine.org/standish

Manage Parking to Promote Walking

Definition A combined set of policies (often under the jurisdiction of multiple municipal agencies) to manage the supply of parking in order to reduce car use and encourage development where people can walk to their destinations. Land-use zoning, tax policies, curbside regulations, and subdivision ordinances are all means of regulating the provision and use of parking.

Benefits

- Helps create more walkable development
- Improves pedestrian safety
- Encourages in-fill development
- Eases redevelopment of older urban centers where buildings were often built without parking provisions
- Reduces underused parking facilities, which reduces costs to taxpayers and developers and encourages additional development
- Reduces traffic and congestion
- Potentially increases retail sales with faster parking turnover
- Overcomes an impediment for affordable-housing construction

Considerations

- Policies that change the supply, price, or management of parking should be implemented alongside improvements to transit, walking, and cycling infrastructure to most effectively reduce car use
- Determining the appropriate amount of parking is challenging on many levels and often varies by a community's specific context and goals

Appropriate Contexts

- Regional transportation plans
- Municipal master plans
- Transportation-demand-management studies
- Zoning updates and rezonings
- Community transportation plans

Guidance

- At every step, engage, educate, and learn from the public, especially businesses, at the city and local scale to gain support for policy implementation and maintenance
- Reduce or remove minimum-parking requirements and set parking maximums in urban centers and urban villages
- Provide incentives for parking-reduction programs such as parking cash out, shared parking, and park-and-ride
- Restrict the location of parking to reduce its impact on street life
  - » Prohibit front-surface parking lots between buildings and the street; require parking behind or underneath buildings
  - » Restrict the number and size of driveways (create alleys to consolidate driveway access to the street or consolidate parking lot entrances to fewer, signalized intersections)
- Require bicycle parking in new developments

Professional Consensus

- In the absence of official endorsements from national associations or governments, cities are turning to best practices employed by other municipalities
- Endorsed within the guidebook Reforming Parking Policies to Support Smart Growth: Toolbox/Handbook of Parking Best Practices and Strategies for Supporting Transit Oriented Development in the San Francisco Bay Area [1]

Seattle ended parking minimum standards in its downtown. *Source: Puget Sound Regional Council*

Examples

- Seattle, WA
- San Francisco, CA
- Washington, DC

Case Study: Seattle

Seattle's parking-management strategy dates back to its first Comprehensive Plan, adopted in 1994 in response to Washington State's 1990 Growth Management Act. The state mandated city and county comprehensive plans and defined their goals, which included reducing urban sprawl and encouraging in-fill development. Within that political framework, Seattle created a Comprehensive Plan based on an "urban village" development model whose purpose was to direct new development into existing urban centers and villages.[2] Both the city departments of transportation (SDOT) and planning and development (DPD) created parking policies toward that end.

DPD ended parking-minimum standards for downtown[3] and implemented a one-space-per-1,000-square-feet-of-nonresidential-development policy. Parking spaces had to be inside, behind, or beside buildings. Parking requirements could be waived altogether in a development along a designated pedestrian corridor. The plan provides incentives for large development programs, including parking cash out, shared parking, and park-and-ride.[4] SDOT began by articulating a priority system for curb space depending on district type. Commercial-area curb space was designated to be used first for transit, then loading, short-term parking, shared-vehicle parking, and, lastly, for ordinary private-car parking.[5]

Residential curb space went first to transit, then loading, then local resident and shared-vehicle parking, and finally individual public use.[6] "It helps to have these goals articulated in a plan," says Margo Polley, Strategic Advisor for SDOT's Parking Operations and Traffic Permits Section. "I can't tell you how many times I've cited them when responding to complaints about lack of residential parking in commercial districts. It helps people see the bigger picture." SDOT then created a Transportation Strategic Plan in response to the city's Comprehensive Plan.[7]

1. Metropolitan Transportation Commission. Reforming Parking Policies to Support Smart Growth: Toolbox/Handbook of Parking Best Practices and Strategies for Supporting Transit Oriented Development in the San Francisco Bay Area. June 2007. http://www.mtc.ca.gov/planning/smart_growth/parking/parking_seminar/Toolbox-Handbook.pdf
2. City of Seattle. Toward a Sustainable Seattle Comprehensive Plan. Adopted July 25, 1994. Revised 2004. http://www.seattle.gov/DPD/cms/groups/pan/@pan/@plan/@proj/documents/Web_Informational/cos_004485.pdf
3. City of Seattle. Title 23 Land Use Code. Subtitle III Land Use Regulations. Division 2 Authorized Uses and Development Standards. Chapter 23.49 Downtown Zoning. Seattle Municipal Code.
4. Walk Friendly Communities. Walk Friendly Communities Profile: Seattle, WA. n.d. http://www.walkfriendly.org/communities/profiles/WFC_Seattle.pdf
5. Seattle Department of Transportation. Curb Use Priorities in Seattle. http://www.seattle.gov/transportation/parking/parkingcurb.htm
6. Ibid.
7. Polley, Margo. SDOT Parking Operations and Traffic Permits Section. Personal correspondence. September 19, 2011.

Add **Street-Connectivity Minimums** into Subdivision Ordinances

Definition Subdivision and zoning ordinances can establish a minimum level of street connectivity for future residential developments to create neighborhoods that are conducive to walking, bicycling, and transit use. Street connectivity consists of a road and/or path network that provides multiple routes and connections between destinations. It includes parallel routes, cross connections, many points of access, and short block lengths. Minimum standards of street connectivity can be based on maximum allowable lengths of blocks or by connectivity indexes of street links to intersections.

Benefits

- Provides shorter, more direct routes between destinations, which encourages walking and cycling as a means of transportation
- Reduces vehicle speeds
- Reduces severity of accidents
- Helps keep local trips on local streets rather than clogging arterial roads and highways
- Provides route alternatives to drivers to avoid congestion and construction delays
- Reduces travel distances as well as vehicle miles of travel
- Improves both emergency access and response times
- Allows for more efficient utility connections
- Creates efficient trash and recycling routes
- Facilitates bus-route and transit planning

Considerations

- Public and developer education about the need for and benefits of frequent street connections
- Developers may resist street connectivity requirements due to the potential decrease in developable land

Appropriate Contexts

- Subdivision ordinances for new developments
- Comprehensive Plan as the basis for future regulations
- Zoning provisions

Guidance

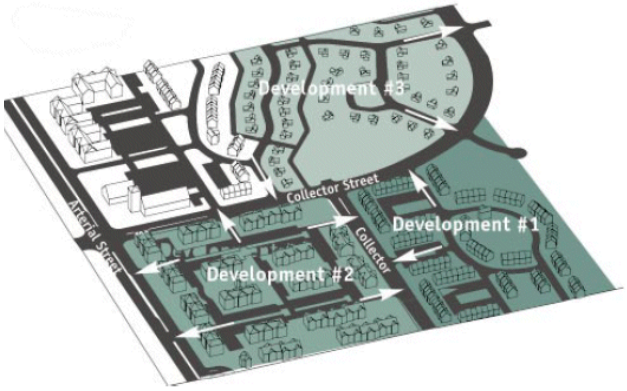
- Street-connectivity standards for new developments often take the form of maximum allowable block length or an index based on the number of street links divided by the number of street nodes
- Maximum-block-length determinations should factor in existing block dimensions, topography, and the desired scale, character, and connectivity the community aims to achieve. For example, in Portland, OR, the maximum block length is 530'; in Austin, TX, it's 600'; and in Ft. Collins, CO, it's 660'[1]
- One-way streets operate best in pairs that are no more than a quarter-mile apart[2]
- Align with existing local street grid to create four-way intersections
- Introduce policies and practices to help keep travel speeds down
- The Charlotte, NC, subdivision ordinance specifies:
  - Preferred street spacing ranges from 400' to 600' by context, requiring, say, three blocks for a 1,400 ft-wide property within a transit-station area
  - No individual block face should exceed 1,000' (with certain exceptions)

Professional Consensus

- Endorsed by the American Planning Association's Model Street Connectivity Standards Ordinance[3]
- Endorsed by the Congress for the New Urbanism Benefits (CNU) through its Connected Street Networks
- Supported by the Institute of Transportation Engineers through its alliance with the CNU on its proposal for federal "network" designation of areas meeting connectivity criteria. The proposal requested that all streets in a network, including sidewalks, would be eligible for investment for projects that maintain or improve the function of the network

Examples

- Franklin, TN
- Cary, NC
- Austin, TX
- Portland, OR



Cary Design Guidelines illustrating how developments should provide multiple route choices. *Source: Town of Cary, NC*

Case Study: Cary

Through the process of creating its 2001 Land Use Plan, the town of Cary, NC, formulated goals for itself: retain a sense of place, have a more human-scale and pedestrian-oriented environment, avoid strip development along arterials, focus commercial activity into discrete nodes, and increase connectivity. Street connectivity was seen as a way to foster a sense of community by creating places that encouraged informal, casual interactions and meetings.[4]

The town emphasized street-connectivity standards when creating its Design Guidelines, which immediately followed the Land Use Plan. The guidelines outlined connectivity characteristics, such as developments should be linked by roads and continuous sidewalks and have easy-to-use internal-circulation networks for all modes of travel. The guidelines also divided developments into different categories and provided developers with illustrative plans and a checklist of desired elements for each development type. For residential subdivisions, the design guidelines recommended reducing the use of cul-de-sacs or adapting them to include pedestrian or bicycle connections.[5]

The 2003 update to Cary's Land Development Ordinance mandated that blocks should be no more than 1,250' in length to create minimum street-connectivity standards for new residential development.[6]

The town's 2007 Pedestrian Plan recommended further updates to the Design Guidelines and Land Development Ordinance to improve pedestrian connectivity standards throughout the town. Recommended edits included requiring vehicular and pedestrian access to at least two public streets for all developments with more than 100 residential units and creating a pedestrian connectivity index to supplement the existing vehicular-oriented street connectivity index.[7]

1. Meck, Stuart; Morris, Marya; Kelly, Eric Damian; Bishop, Kirk. Model Smart Growth Codes, Interim Planning Advisory Service Report. Chicago: American Planning Association, 2006.
2. Pedestrian and Bicycle Information Center, 2004.
3. Meck, Stuart; Morris, Marya; Kelly, Eric Damian; Bishop, Kirk. Model Smart Growth Codes, Interim Planning Advisory Service Report. Chicago: American Planning Association, 2006.
4. The Town of Cary, North Carolina. Cary Design Guidelines. 2001. http://www.townofcary.org/Assets/Planning+Department/Carydesi.pdf
5. Ibid.
6. Town of Cary, North Carolina. Chapter 7: Development and Design Standards. Land Development Ordinance. http://www.amlegal.com/pdffiles/Cary_pdf/LDO_CH07.pdf
7. Town of Cary, North Carolina. Section 4: Existing Plans and Policies. Cary Pedestrian Plan. 2007. http://www.townofcary.org/Assets/Planning+Department/Planning+Department+PDFs/pedestrian/draft/Cary+Section+4+-+Existing+Plans+and+Policies.pdf

Retrofit Street, Walking, and Bicycle **Connections** into Existing Suburbs

Definition The construction of new street, bicycle, and/or pedestrians connections between existing streets on municipal land or private property.

Benefits

- Provides shorter, more direct routes between destinations, which encourages walking and cycling as a means of transportation
- Reduces vehicle speeds and severity of accidents
- Increases mobility options for kids and families
- Helps keep local trips on local streets rather than clogging arterial roads and highways
- Provides route alternatives to drivers to avoid congestion and construction delays
- Reduces travel distances and vehicle miles traveled
- Improves emergency-response times
- Allows for more efficient utility connections
- Creates efficient trash and recycling routes
- Facilitates bus-route and transit planning

Considerations

- Educating the public about the need for and benefits of frequent street connections
- Funding and logistics for procuring the necessary right-of-way
- Ensuring connections are accessible to people with disabilities

Appropriate Contexts

- Subdivision stub streets that were planned as through-streets and approved by the local government but never completed
- Potential street connections that would link important land uses, such as residential neighborhoods to elementary schools
- Potential street connections that would improve access to transit or greenways
- For street connectivity:
  - » Those that would divert traffic from congested streets or intersections
  - » Those that would significantly reduce driving distances for residents
- For pedestrian or bicycle connectivity:
  - » Those that would significantly reduce the walking/cycling distance to reach important land use destinations
  - » Those that would significantly reduce the walking/cycling distance to reach existing pedestrian and/or bicycle networks

Guidance

- Finish connecting on existing rights-of-way paired with infrastructure improvements for community cooperation
- Investigate potential utility easements, alleyways, and planned streets that were never constructed as potential rights-of-way for connections
- Purchase private land lots, construct the desired street, sidewalk, or multiuse path, and then resell the property
- Line up political support
- Be the first to frame the discussion about street/pedestrian/bicycle connectivity
- Anticipate potential arguments and sources of resistance, and address them from the outset through a variety of ways, including:
  - » Talking points in traditional and social media outreach
  - » Proactive stakeholder meetings with potential opponents
  - » Talking points in public-education campaign material
- Contextualize local opposition through broad-based surveys revealing the general perspective of area residents. Work with local politicians or community partners to survey a large community base
- Build in flexibility in the project's scope and timeline to accommodate public concerns
- Create and articulate specific benefits for neighborhoods both "upstream" and "downstream" of a proposed street link.

Drivers created an informal dirt path between Lawing School Rd and Northwoods Forest Dr until Charlotte DOT constructed the street connection.
Source: Charlotte DOT, vc.charmeck.org

Professional Consensus

- Endorsed by the Pedestrian and Bicycle Information Center[1]
- A Sprawl Retrofit strategy endorsed by the Congress for the New Urbanism[2]
- In the absence of official endorsements from national associations or governments, cities are turning to best practices employed by other municipalities

Examples

- Charlotte, NC
- Cary, NC

Case Study: Charlotte

In 2006, the city of Charlotte, NC, created a Street Connectivity program within its Department of Transportation (CDOT) to run the "inventory and implementation of needed street connections within and between neighborhoods as well as the construction of new connectors and local streets to provide improved access and connectivity for future development." The program is funded primarily through federal Congestion Mitigation Air Quality (CMAQ) grant money. The CDOT Street Connectivity Program filters existing street connections that fail to meet its new subdivision-ordinance standards through an engineering analysis and prioritization process.

Potential street connections are analyzed through a geographic-information-systems (GIS) mapping tool for:

- Potential land use linkages: What street pairs would be connected within a distance of 1/3, 2/3, and 1 mile?
- Mode impact: Would there be new access to transit or a greenway?
- Road-network impact: Would the connection divert drivers away from congested intersections or roadway segments?
- Route-directness impact: Which connection would make the biggest change in the ratio of route lengths between any two destinations as the crow flies versus the road network?

The CDOT reviews high-ranking potential street-connection candidates for construction feasibility to filter out any that contain fatal flaws or significant environmental or cost prohibitions. Projects that already have local community and political support are then prioritized. CDOT's Street Connectivity program, however, has encountered significant public resistance to new street links. Obstacles to public approval include perceptions that street connections will increase traffic speeds or volumes, affect neighborhood crime rates, or lower property values.

Street-connection retrofit projects that win community support need to have political support, flexibility in the scope and timeline of the project to accommodate community concerns and requests, and clear, tangible benefits for neighborhoods both "upstream" and "downstream" of a proposed street link.[3]

1. Pedestrian and Bicycle Information Center. How Can We Make Pedestrian/Bicycle Connections in Cul-de-Sac Developments? University of North Carolina Highway Safety Research Center. Nd. http://www.bicyclinginfo.org/faqs/answer.cfm?id=3466
2. Congress for the New Urbanism. Sprawl Retrofit. Congress for the New Urbanism. 2011. http://www.cnu.org/sprawlretrofit
3. Matt Magnasco. Street Connectivity Program Manager. Charlotte DOT. Personal correspondence. March 26, 2012.

Create **Transit-Oriented Development** (TOD)

Definition TOD is a compact, high-density, mixed-use development benefiting from its proximity to transit by supporting transit use, walking, and cycling.

Benefits

- Creates walkable, mixed-use neighborhoods
- Reduces automobile dependence
- Expands transportation options
- Reduces traffic congestion
- Increases transit ridership
- Reduces combined housing and transportation cost burden for households
- Potentially revitalizes neighborhoods

Considerations

- Higher square-footage costs and lending requirements for in-fill development
- Existing zoning policies that hinder TOD projects
- Local opposition to nearby higher-density developments
- Coordinating between transit agencies and developers
- Accommodating park-and-ride, bus service, and rail service without compromising pedestrian access and safety
- Negotiating reduced parking needs of TOD residents with increased parking demands of park-and–ride transit users

Appropriate Contexts

- Fixed-rail and bus-rapid-transit nodes
- High-frequency bus-transit nodes
- Ferry landings

Guidance

- Create a strategic station-area development plan incorporating public input, and ideally backed by existing zoning regulations that recognize TOD principles
- Where existing regulations do not encourage TOD, proposed zoning exemptions could include reduced parking minimums, suggested densities of 30 dwelling units per residential acre, mandatory bicycle parking, density bonuses for affordable housing, or expedited entitlement reviews[1]
- Market TOD projects to the lending community by highlighting their market viability and development designs that feature direct, safe, and appealing connections to transit[2]

Professional Consensus

- TCRP Report 102: Transit-Oriented Development in the United States: Experiences, Challenges, and Prospects[3]

Examples

Many US cities and counties have adopted transit-oriented development concepts, including:

- Arlington County, VA
- Baltimore, MD
- Chicago, IL
- Dallas, TX
- El Paso, TX
- Los Angeles, CA
- Montgomery County, MD
- Portland, OR
- San Francisco Bay Area, CA

Clarendon Metro station, Arlington, VA.
Source: Joe Loong, Flickr

Case Study: Arlington

Arlington County, VA, is one of the most successful examples of transit-oriented development (TOD) in the United States. In a case study prepared for the Transit Cooperative Research Board,[4] the authors zeroed in on successful TOD tactics employed by Arlington County officials. One of the county's first steps was to create a general land use plan (GLUP) that set the broad policy framework for guiding development decisions along the Metrorail corridor. The county then introduced sector plans for individual sector plans that specified land-use and zoning ordinances, as well as urban design, transportation, and open-space guidelines for each station area. These plans included density bonuses, as-of-right zoning overlays, and supportive infrastructure investments to help achieve transit-oriented development within a quarter-mile radius around each Metrorail station. Arlington County officials regularly reviewed and revised the GLUP and sector plans to make sure provision were up to date, market-responsive, and aligned with community goals. Subsequent revisions added mixed-use designations, emphasized urban design, and promoted higher-density development along the Metrorail corridors while maintaining lower residential density elsewhere in the county. The report also highlighted other factors believed to have contributed to the success of TOD in Arlington County, including a politically progressive residential base and the structure of the county's political system. In Arlington, county board members are elected at-large on staggered terms.

In addition, the county manager is appointed by the board rather than elected, which eliminates the usual tension that exists between legislative and executive officials at the local level. Since members serve at-large, the authors argue, they feel less pressure to respond to particular constituent demands and gripes about spot-traffic congestion.[5] The Metrorail corridor also ran the length of Wilson Boulevard, which at the time was declining into a suburban slum lined by motels and dated strip malls. The county officials recognized the opportunity for redevelopment and tax-base benefits that TOD could provide for local schools and services.

The results of these policies are impressive: Since 1980, total office space in the county has doubled to more than 50 million square feet, with 70% of the office space located within the county's two Metrorail corridors. Additionally, the number of housing units in Metrorail corridors increased from 5,700 to more than 35,000 over the past 40 years. The Rosslyn-Ballston corridor has also emerged as one of Northern Virginia's primary retail addresses.[6]

1. Transit Cooperative Research Program Report 102: Transit-Oriented Development in the US: Experiences, Challenges, and Prospects. 2004. s–3 http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_102.pdf
2. Ibid.
3. Ibid.
4. Ibid.
5. Ibid. 248.
6. Ibid. 240–241.

Provide **LOS Exemptions** for Pedestrian, Transit, and Bicycling Infrastructure Improvements

Definition This land use policy modifies how transportation impacts are analyzed and mitigated: When a proposed development would have a significant impact on motor-vehicle levels of service (LOS) in certain areas (transit corridors, transit stations, neighborhoods, or protected intersections), the policy would allow developers to replace automobile LOS mitigation with improvements for pedestrians, transit, or cyclists.

Benefits

- Encourages walking and cycling
- Encourages higher-density development where desired
- Provides transparent, predictable process of transportation analysis for developers
- Encourages smart-growth development

Considerations

- Potential congestion and traffic delays

Appropriate Contexts

- Transit corridors, transit station areas
- Planned communities
- Transit-oriented development
- Areas zoned for moderate-to-high densities

Guidance

- Identify specific areas where the policy would be appropriate
- Create a reasonable and predictable process for traffic-impact analysis for developers to factor into financial and planning decisions
- Use traditional LOS analysis methods to determine effect on traffic
- Define the thresholds for significant impacts based on commonly agreed upon standards, such as state or federal guidelines
- Determine and announce up front how these transportation-impact fees would be calculated and assessed through a publicized fee structure that includes an annual inflation factor[1]

Professional Consensus

- In the absence of official endorsements from national associations or governments, cities are turning to best practices employed by other municipalities

Examples

- San Jose, CA

Striped parking lanes and pedestrians signs help create multimodal streets in San José, CA.
Source: Richard Masoner / Cyclelicious, Flickr

Case Study: San José

In the 1960's, San José, CA, grew rapidly in automobile-oriented growth patterns until roadways became congested and undeveloped land more scarce. San José updated its transportation policy in 2005 to give priority to pedestrians, transit, and bicyclists in specific locations. Those areas included parts of the city zoned for higher densities, planned communities, and transit-oriented development. All proposed development, whether in a Special Planning Area (SPA) or not, had to evaluate whether it would substantially increase traffic congestion.

Traditional methodologies evaluate motor-vehicle delays at an intersection. Any proposed development (above a threshold size) that would result in a substantial increase in traffic must prepare a Transportation Impact Analysis (TIA). The new policy modifies how transportation-impact analyses and mitigations are conducted in SPAs. In addition to describing existing vehicular facilities, the TIA for a proposed development in an SPA must also identify the existence, status, and condition of pedestrians, bicycle, and transit facilities and systems. If a proposed development in an SPA creates a significant vehicle LOS impact, then the project must include transportation-system improvements benefiting transit, bicyclists, or pedestrians. San José defines a significant vehicle LOS impact as either: (1) causing the LOS at an intersection to fall below D; or (2) contributing the equivalent of 1% or more to existing traffic congestion at an intersection already operating at LOS E or F.

For projects that will produce one impact for up to 400 trips, the fee is $2,000 per trip; for two or more impacts for up to 400 trips, the fee is $3,000 per trip. For projects producing more than 400 trips, the fees are assessed during the California Environmental Quality Act analysis. The net effect of the policy is that when a development proposal would have significant impacts on identified Transit Corridors, Transit Stations, Neighborhoods, or Protected Intersections, automobile mitigation is replaced with improvements for pedestrians, transit, or bicyclists.[2]

1. Brazil, John. Addressing Pedestrians in Roadway Level of Service Analysis: A San José, California Case Study. 2009. http://www.walk21.com/papers/Brazil,%20John-Addressing%20Pedestrians%20in%20Roadway%20Level%20of%20Serv.pdf
2. Brazil, John. Addressing Pedestrians in Roadway Level of Service Analysis: A San José, California Case Study. 2009. http://www.walk21.com/papers/Brazil,%20John-Addressing%20Pedestrians%20in%20Roadway%20Level%20of%20Serv.pdf

Diversify
Suburban Land Use Regulations

Definition Land use regulation amendments, ideally based on a vision created with broad-based public input, can encourage higher density and more diverse land uses in low-density residential developments.

Benefits

- Contributes to walkable, dynamic streets
- Improves transit service and use
- Improves efficiency of energy, land, and infrastructure use
- Creates a larger customer base for local retail and services
- Increases opportunities for affordable housing

Considerations

- Potential to change the character of neighborhoods
- Increased demand for amenities and open space in areas with increased densities
- Potential pushback to higher densities from developers and residents

Appropriate Contexts

- Single-family housing developments

Guidance

- Consider zoning amendments that encourage:
  - » In-fill and row-house development
  - » New and diverse housing types, such as the construction of small homes in alleyways, above garages in single-family housing developments, or in the form of secondary suites within single-family houses or multi-family apartment buildings (i.e., basement apartments or smaller suites within multi-family buildings)
  - » Increased density and greater allowable bulk (higher allowable building heights and sizes) in areas close to transit
  - » Low-impact commercial or manufacturing uses at specific locations, such as a convenience store, day-care facility, or studio space
- Establish a context-sensitive approach to zoning amendments with flexibility for specific neighborhood needs, historical built form, and concerns
- Amend associated amendments in city bylaws, policies, and development incentives to support these zoning changes
- Address provision of the increased needs for open space and public amenities associated with anticipated higher densities

Professional Consensus

- A Sprawl Retrofit strategy endorsed by the Congress for the New Urbanism[1]

Examples

- Vancouver, BC

Laneway homes in Vancouver, BC, replace traditional garages and face onto an alleyway. *Source: Michael Geller*

Case Study: Vancouver

The Vancouver City Council approved and adopted former Mayor Sam Sullivan's EcoDensity initiative in 2008 in an effort to increase the city's housing density while reducing its environmental impact. The council's approval capped a two-year-long process of public and legislative outreach and discussion. The resulting EcoDensity charter outlined the goals of its initiative to overhaul land use regulations, which included:

- Strategically achieving greater densities in land use patterns and locations where biggest environmental, affordability, and livability are possible
- Promoting forms of density that respect neighborhood character
- Encouraging the creation of walkable communities, improving biking and transit infrastructure, and reducing automobile use and ownership
- Ensuring diverse jobs and economic activity close to home for minimal commuting

The EcoDensity initiative required developers to give pedestrians priority in transportation-demand-management strategies for new projects. The initiative was associated with earlier city decisions to allow auxiliary rental units within single-family detached homes, such as basement apartments; and later, the city gave most homeowners the ability to build "laneway houses," or free-standing rental units along the rear lane or alley of their properties.

In order for these policies to increase density without radically changing the character of the neighborhoods, the city placed regulations on the size and location of these additional rental units. To that end, basement suites should create minimal impact on the outward appearance of single-family homes. For laneway houses, city regulations specify that the structures can be up to 750 square feet in size, one-and-a-half stories in height, and on lots that have to be at least 33 feet wide; laneways cannot become separate condominiums but must remain part of the main property. EcoDensity measures also included a mandate to create a "Five-Minute City" where shopping, parks, restaurants, and basic services are within a five-minute walk from the homes of city residents.[2]

1. Congress for the New Urbanism. Sprawl Retrofit. http://www.cnu.org/sprawlretrofit
2. City of Vancouver. EcoCity Initiatives/EcoDensity. 2009. http://vancouver.ca/commsvcs/ecocity/

Transform Underutilized Malls into **Walkable Destinations**

Definition Underutilized strip centers, malls, and aging office parks are ideal locations to transform into dense, mixed-use, walk-friendly destinations. The effort usually requires revising funding priorities, zoning regulations, and urban design guidelines in order to implement that walkable vision.

Benefits

- Increases walking and cycling opportunities
- Improves economic vitality of an area
- Reduces congestion
- Reduces expenditures on transportation, water, and utility infrastructure

Considerations

- Costs and resources required for public education and outreach
- Funding for adapting or creating new street networks
- Coordination among multiple jurisdictions and agencies

Appropriate Contexts

- Underutilized strip centers, malls, and aging office parks
- Underutilized industrial parks or warehouses

Guidance

- Appoint a task force to organize regular and meaningful public participation, such as a series of community workshops, outreach events, and public meetings
- Build bridges between elected officials and land owners
- Develop alternative long-term development scenarios to be used as the basis of public discussion
- Use transit-oriented development principles as toolkit for a context-sensitive approach that considers other nodes and/or forms of transit, including bus rapid transit and ferries
- Investigate and address all other jurisdictional regulations and incentives that might affect or be effected by proposed land use amendments

Professional Consensus

- A Sprawl Retrofit strategy endorsed by the Congress for the New Urbanism[1]

Examples

- Mizner Park, Boca Raton, FL
- BelMar, Lakewood, CO
- Mashpee Commons, MA
- Surrey Central City, Vancouver, BC[2]
- Tysons Corner, Fairfax County, VA

Tysons Corner, VA, 2010. *Source: La Citta Vita, Flickr*

Case Study: Tysons Corner

Tysons Corner, VA, is a sprawling cluster of shopping malls and office parks at the intersection of four major highways in Northern Virginia's Fairfax County. The regional economic hub contains more than 100,000 jobs but hosts fewer than 20,000 residents. Every day, thousands of commuters flood highways en route to jobs in Tysons Corner and create congestion throughout the area. With forecasts for continued growth in the region, the Fairfax County Board of Supervisors launched a multiyear revisioning campaign for Tysons Corner.

In 2010, the Board amended Fairfax County's comprehensive plan to call for high-density, mixed-use development around four new Tysons Corner Metro Rail stations to be created in an extension of Metro Rail's Silver Line service. The plan's main long-term goal is to make Tysons Corner home to 200,000 jobs and 100,000 residents by 2050. Toward that aim, the plan also includes adding parks, open space, and trails, and creating local recreation and cultural centers.

To help implement the revised comprehensive plan, the Board of Supervisors created a new zoning district with new transportation-design standards and urban design guidelines. A new development review process prioritizes pedestrian circulation, pedestrian perspectives, and the public realm in future site and building designs, transportation plans, and utility plans, with the goal of "an urban street grid, appropriately dimensioned and designed streetscape, and well-located, high-functioning parks and open spaces."[3]

1. Congress for the New Urbanism. Sprawl Retrofit. n.d. http://www.cnu.org/sprawlretrofit
2. 10 Sprawl Repair and Regeneration Projects. Master in Urbanism Regenerating Intermediate Landscapes. May 25, 2012. http://intermediatelandscapes.com/2012/05/25/10-sprawl-repair-and-regeneration-projects/
3. Tysons Corner Urban Design Guidelines. January 24, 2012. 13. http://www.fairfaxcounty.gov/tysons/design/download/tysons_udg.pdf

Encourage **Temporary Uses** in Vacant Buildings and Sites

Definition Local governments can create policies or programs to direct or fund temporary programming in privately or publicly owned vacant buildings or lots in order to create safer, more dynamic streets and sidewalks. Temporary uses can range from pop-up retail and art exhibitions to urban farms and community gardens.

Benefits

- Establishes a standard how-to process for community groups organizing temporary uses in vacant spaces and/or lots
- Provides funding streams for temporary uses in vacant structures or lots
- Directs temporary programming to meet governmental goals
- Governmental backing can give temporary programs and programmers a greater sense of legitimacy with property owners
- Provides city-owned land and buildings as potential locations
- Temporary uses in vacant buildings and lots:
  - » Attracts people to the site, creating a more dynamic, walkable, and safer street
  - » Creates new economic development and cultural opportunities
  - » Helps establish a community hub
  - » Discourages vandalism and illegal occupation of a vacant space
  - » Improves appearance of the vacant space, improving residents' quality of life
  - » Potentially attracts investors to the site
  - » Creates a potential incubator for start-up businesses, new community organizations, and nonprofit groups
  - » Potentially increases residents' access to support services
  - » Potentially increases access to fresh food

Considerations

- Existing codes and permitting processes are geared toward long-term use and permanent tenants, unsuited to temporary uses
- Lack of landlord-tenant lease templates for flexible time frames
- Cost of general liability coverage, potentially offset by existing coverage of participating community or nonprofit organizations
- Logistics and costs of utilities

Appropriate Contexts

- Neighborhoods that have been identified for redevelopment in local master plans
- Underutilized spaces, such as empty stores, vacant lots, unrented offices, and abandoned warehouses or factories
- Neighborhoods with access to transit

Guidance

- Create a working group with property owners; artist organizations; representatives from municipal, cultural, equity, food-security, planning, and permitting departments; and regulatory agencies to investigate barriers to temporary uses and recommend solutions for:
  - » Permitting processes
  - » Code variances
  - » Real estate negotiation and lease templates
  - » Insurance coverage
  - » Connecting temporary space to tenants
- Build an online database of available spaces for artists, studios, entrepreneurs, urban-gardening groups, or farms
- Design a selection mechanism like a request for proposal (RFP) for distributing seed funding to spur temporary uses of vacant spaces
- Select a project manager to spearhead community collaborations and schedule programming for the temporary space
- Determine and measure appropriate data measurements to evaluate the impact of the temporary use, whether through foot traffic, number of visitors, real estate availability or values, local perceptions of safety or vibrancy of streetscape, etc.

The former R.L. Christian Library transformed into a "Temporium" in Washington, DC. *Source: Daquella Manera, Flickr*

Professional Consensus

- In the absence of endorsements from national associations or governmental departments, cities are turning to best practices employed by other municipalities
- Urban-farming uses endorsed by the United States Department of Agriculture's National Institute of Food and Agriculture Community Food Projects Competitive Grant Program

Examples

- Washington, DC: Office of Planning Temporary Urbanism[1]
- Detroit, MI: Detroit Food Policy Council

Case Study: Washington, DC

The Washington, DC, Office of Planning (OP) launched its Temporary Urbanism initiative in 2010 to help transform vacant spaces into dynamic destinations. The initiative emerged out of a 2009 OP forum that brainstormed ways to "catalyze collaborative action across the creative, green, technology, nonprofit, education, and technology sectors."[2] The OP's current Temporary Urbanism program is the ArtPlace grant program, which provides $75,000 for each of four Art and Culture "Temporiums" that would open for three to six months in the neighborhoods of Anacostia, Brookland, Central 14th Street, and Deenwood. The funding for the program comes from a national private-public partnership that aims to revitalize neighborhoods across the country by using the arts as an economic-development tool.

The OP requires applicants to partner with other, ideally DC-based, organizations; line up three to five potential vacant sites with written approval from the property owners; draft a proposal and budget for the future programming; and possess relevant past experience. The current program builds on three previous OP-organized retail Temporiums. The first took place in a vacant city library kiosk on H Street in 2010; the latter two opened in vacant storefronts in the neighborhoods of Mt. Pleasant and Shaw.

While the ArtPlace program provides funding and direction for temporary uses, the OP clarifies that applicants are responsible for obtaining their own permits, leases, and liability insurance for these spaces. DC's zoning and building-code regulations, however, aren't suited to the needs and time frames of temporary tenants. The OP points to a need for new short-term lease templates and regulations better suited to temporary uses. It sees a business opportunity for brokers who help connect short-term tenants with short-term real estate availability. It also is looking into adapting its regulations to provide zoning and regulatory exceptions for short-term uses.[3]

1. Washington, DC, Office of Planning. Temporary Urbanism Initiative. http://planning.dc.gov/DC/Planning/Across+the+City/Other+Citywide+Initiatives/Temporary+Urbanism+Initiative
2. Washington, DC, Office of Planning. "Actionomics[dc]." 2009. http://planning.dc.gov/DC/Planning/Across+the+City/Other+Citywide+Initiatives/Actionomics/ci.Actionomics%5Bdc%5D.print
3. Fidler, Eric. "Temporary uses can enliven city neighborhoods." Greater Greater Washington.org. November 8, 2011. http://greatergreaterwashington.org/post/12674/temporary-uses-can-enliven-city-neighborhoods/

Permit **Park(ing) Day** Every Day

Definition Inspired by Park(ing) Day, the annual event that invites citizens to transform metered parking spots into temporary public parks, cafes, and on-street bike parking, a local jurisdiction can create a simple, standard permit process to transform parking spots into longer-term public spaces.

Benefits

- Creates new dynamic, pedestrian-oriented public space
- Increases pedestrian right-of-way, often creating wider effective sidewalk clearances for foot and wheelchair traffic
- Activates streetscapes
- Improves pedestrian safety
- Reduces traffic
- Creates public improvements with minimal public expense
- Gives businesses and organizations a new way to interact with their community
- Encourages local businesses and commercial organizations to have a broader civic engagement

Considerations

- Reduces curbside parking
- Requires multiple agency approvals
- Drainage study may be needed
- Requires ongoing maintenance and supervision

Appropriate Contexts

- Roadways with curbside parking lanes
- Curbside location in close proximity to the applicant's establishment or organization
- Relatively level roadway surface
- Curbside locations at least 20 feet from the corner of an intersection or driveway
- Roads with permitted speeds under 25 mph[1]

Guidance

- Seek a community partner to educate and engage the public
- Determine who is eligible to apply for the new-use-of-the-curbside permit. New York City restricts applicants to local businesses or institutions that own or operate on the ground floor of a building facing that curbside location; San Francisco permits business improvement districts as applicants
- Create a pilot project and use its success to pave the way for changing permitting processes to extend the pilot into an ongoing program
- Work with community partners to publicize the program and its request for applications or proposals (RFP)
- Encourage applicants to regularly check in with city staff to clarify expectations, learn about resources, and understand design requirements early in the process
- Focus the program on the creation of new public space and ensure its public use
- Develop ongoing maintenance agreements obligating the maintenance partner to clean and maintain the space
- Create a sample maintenance agreement for interested partners

Professional Consensus

- The Parklet Impact Study from the San Francisco Great Streets Project found that the number of people stopping to socialize and engage in positive behavior increased significantly at all three studied locations[2]

Examples

- Los Angeles, CA
- New York, NY
- Oakland, CA
- Philadelphia, PA
- San Francisco, CA

Case Study: San Francisco

The cities of New York and San Francisco have taken the concept of Park(ing) Day and created official programs to repurpose curbside parking into public space on a longer-term basis. The San Francisco Parklet program seeks applications from business improvement districts, retail stores, and restaurants for the opportunity to design, construct, and maintain the spaces for one-year leases that can be renewed on an unlimited basis. The program specifies design standards for the Parklet while streamlining the permitting process, reducing fees to a minimum. The Parklet can feature tables and chairs as long as they are distinct from the existing furniture of the parklet's sponsor, bike parking, benches, and landscaping features.

While privately sponsored, the program explicitly states that all seating within repurposed curbside spaces must not be reserved for customers but remain free and open to any member of the public. Parklet permit holders are required to maintain the site, secure any moveable furniture overnight, and show proof of $1 million in liability insurance.

The program is a resounding success: The city has received about 30 applications for each of the three rounds of requests for proposals (RFP) it has put out so far, and there are 70 more businesses on a list to be notified when the next RFP is released. Since the program's inception in late 2009, 27 Parklets have been installed, 11 Parklet projects are about to go into implementation, and 27 more projects are in varying stages of the design and permitting process.[3]

Mayor Gavin Newsom at the 2010 opening of Cafe Mojo Parklet in San Francisco, CA. *Source: SFCitizen.com*

1. San Francisco Planning Department. Request for Proposals for Temporary Sidewalk Extension "Parklets". November 7, 2011. http://sfpavementtoparks.sfplanning.org/images/Parklet_Call_for_Projects_110711.pdf
2. Pratt, Liza. Parklet Impact Study. San Francisco Great Streets Project. 2011. http://sfgreatstreets.org/wp-content/uploads/2012/01/Parklet_Impact_Study.pdf
3. San Francisco Planning Department. Request for Proposals for Temporary Sidewalk Extension "Parklets." November 7, 2011. http://sfpavementtoparks.sfplanning.org/images/Parklet_Call_for_Projects_110711.pdf