COMPLETE STREETS

POLICY ANALYSIS 2010

A STORY OF GROWING STRENGTH

National Complete Streets Coalition
www.completestreets.org

This report was written by Stefanie Seskin, with contributions from Barbara McCann. Peter Lagerwey, John LaPlante, Randy Neufeld, Sharon Roerty, and Michael Ronkin provided invaluable insight in the development of this report. We owe Krystle Okafor many thanks for her assistance. Of course, our greatest gratitude goes to everyone, in communities across the country, who have helped support, develop, and adopt Complete Streets policies.

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National Complete Streets Coalition
1707 L St NW, Suite 1050 • Washington, DC 20036
202-955-5543 • info@completestreets.org
www.completestreets.org

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EXECUTIVE SUMMARY

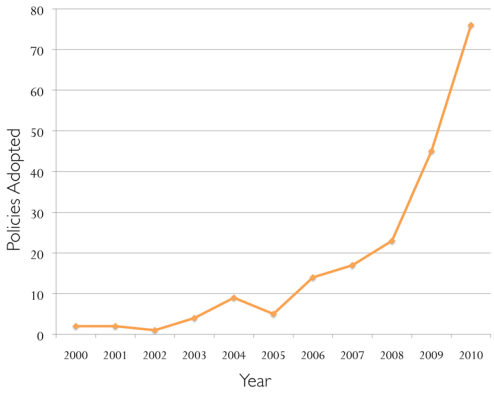
In the last few years, dozens of towns, counties, regions, and states looked at their streets and realized they could be something more. These communities joined a growing nationwide movement coalesced around a simple idea: our streets should work for everyone, of all ages and abilities, regardless of how they travel. This simple idea is "Complete Streets."

The power of the Complete Streets movement is that it fundamentally redefines what a street is intended to do, what goals a transportation agency is going to meet, and how the community will spend its transportation money. It breaks down the traditional separation of 'highways,' 'transit,' and 'biking/walking,' and instead focuses on the desired outcome of a transportation system that supports safe use of the roadway for everyone, by whatever means they are traveling.

This report celebrates and documents the rapid growth of Complete Streets policy adoption and provides a standard analysis of the content of the more than 200 written policies adopted before January 1, 2011. It highlights those policies that come closest to achieving the 'ideal' of our ten policy elements. Our purpose in issuing this report is to provide jurisdictions looking to adopt new policies with guidance and plenty of examples.

Policy Adoption Accelerates

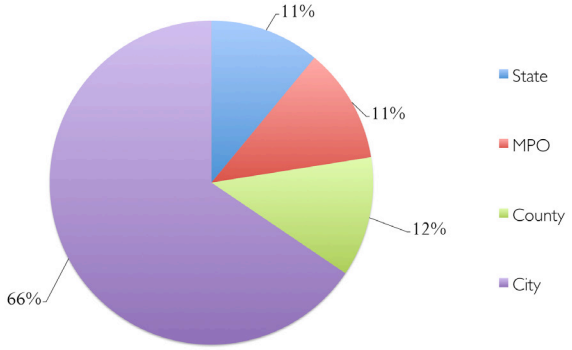
Complete Streets policy adoption has been accelerating rapidly, with the number of communities adopting policies roughly doubling each of the last three years. More than 200 policies were in place by the end of 2010, directing transportation professionals to begin transforming their transportation networks into Complete Streets.



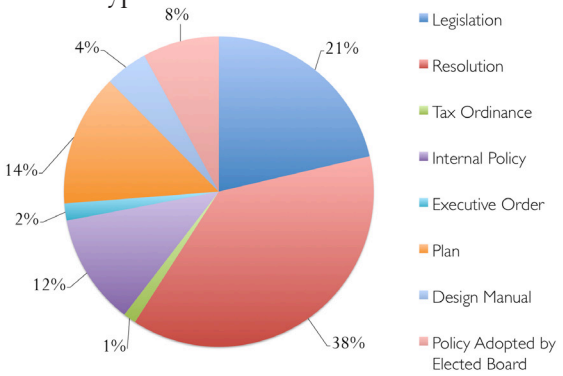
While almost half the states (23) have some form of Complete Streets policy, communities of all sizes and types have adopted policies. Suburban communities of fewer than 30,000 people make up the largest percentage of adopters by size and location. Small towns, often in rural areas, are well represented, with about one-fifth of policies adopted by these smaller jurisdictions. State and regional policies have often encouraged adoption of policies at lower levels of government.

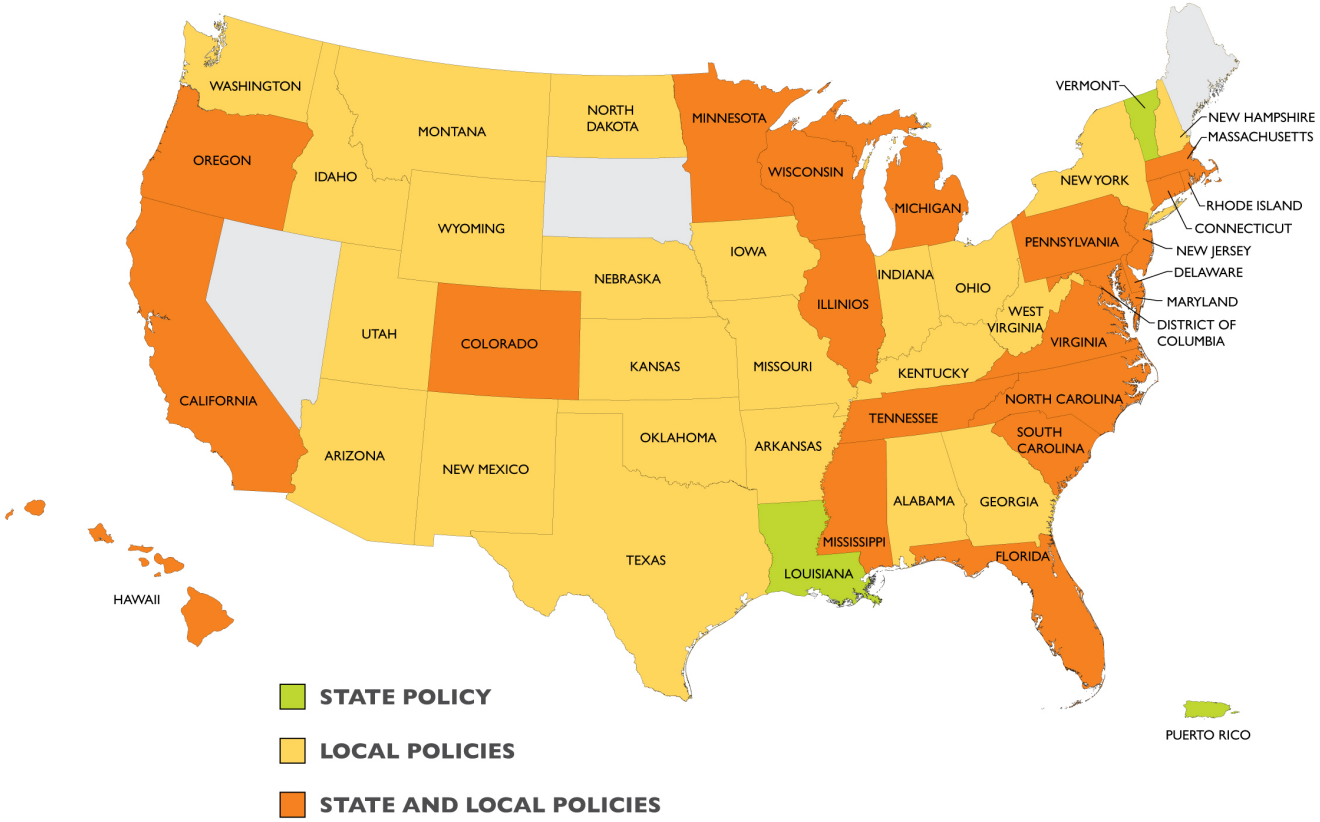
Policy adoption is also remarkably widespread, with at least one policy adopted in 46 states by the end of 2010. Heightened activity is evident in a few states and regions, including Minnesota, Michigan, and California, where a state law is beginning to require inclusion of Complete Streets in general plan updates.

Policies at All Levels



Policies of All Types





Find specifics on the Complete Streets Atlas: www.completestreets.org/atlas

The Strongest Policies

The National Complete Streets Coalition tracks all kinds of policies that seek to set a community's intent to fully provide for the needs of everyone using the roadways. Over one-third of all Complete Streets policies adopted are expressed through relatively simple resolutions, and approximately one-quarter are laws or ordinances. Internal policies, expressed through top-level departmental objectives, made up about 12% of all policies, and 14% are contained inside planning documents such has comprehensive plans.

We grouped our evaluation of policies by type, to allow apples-to-apples comparisons. The policies that received the top overall scores by jurisdiction size and type can be found on page 23. A full listing of the scores of the more than 200 policies analyzed can be found in the appendix.

Our analysis focused around the ten elements that the National Complete Streets Coalition has determined should be part of an 'ideal' Complete Streets policy. Though the concept of "Complete Streets" is itself simple and inspiring, the Coalition has found, through research and practice, that a policy must do more than simply affirm support for Complete Streets. The ten elements refine the vision, provide clear direction and intent, are accountable to a community's needs, and grant the flexibility in design and approach necessary to secure an effective Complete Streets process and outcome.

We provide a clear explanation of each policy element, and list example policies that show particular strength in an element.. The most notable overall finding is that very few policies meet the standard for an ideal policy when it comes to spelling out clear implementation steps. This may be of concern as communities move from adopting paper policies to putting projects on the ground. **This analysis is based purely on what has been written on paper and is not intended to reflect the degree to which any given community is successful in implementing its Complete Streets goals.**

Implications for Future Policy Adoption and Federal Action

Americans who live in cities and towns, north and south, east and west, have a strong interest in ensuring that transportation investments provide for the safe travel of everyone using the road.

This report demonstrates an enormous effort to use Complete Streets policies to re-orient long-standing transportation policies so to better provide roadways that are safe for everyone and help communities meet a variety of challenges facing them in the 21st century. While opinion polls show that voters want infrastructure investments to create safe streets for their children, we know the commitment runs much deeper. Elected officials, advocates, and transportation practitioners have spent months and even years crafting each of the policies analyzed in this report.

Policies at several levels of government can take the burden off any one to accomplish all the process and procedure changes necessary for successful implementation of Complete Streets.

Implementation of Complete Streets can require changes to a number of documents, processes, and mechanisms currently in place. When each level of government works toward the same vision, those changes can be implemented more gradually and with greater regional coordination. Many communities adopting local policies have expressed their support for inclusion of a Complete Streets policy in the next federal transportation bill that would cover federal transportation investments.

States have a leadership role to play in providing guidance on Complete Streets.

Localities look to the state to provide examples of policy language, but also how to effectively create Complete Streets. Outreach from the New Jersey and Wisconsin Departments of Transportation have helped not only their district departments, but also locals, understand the more technical and process details to Complete Streets.

Top Policies

New Jersey Department of Transportation – *Policy No. 703*
Louisiana Department of Transportation – *Complete Streets Policy*
State of Minnesota – *Statutes 174.75*
State of Connecticut – *Public Act 09-154*
Mid-Ohio Regional Planning Commission – *Complete Streets Policy*
Bloomington/Monroe County, IN Metropolitan Planning Organization – *Complete Streets Policy*
Hennepin County, MN – *Complete Streets Policy*
Lee County, FL – *Resolution No. 09-11-13*
Salt Lake County, UT – *Ordinance No. 1672*
Crystal City, MO – *Ordinance*
Roanoke, VA – *Complete Streets Policy*
Missoula, MT – *Resolution No. 7473*
Herculaneum, MO – *Ordinance No. 33-2010*
New Haven, CT – *Complete Streets Design Manual*
Tacoma, WA – *Complete Streets Design Guidelines*

INTRODUCTION

In 2010, over 80 towns, counties, regions, and states looked at their streets and realized they could be something more. They joined a growing nationwide movement coalesced around a simple idea: our streets should work for everyone, of all ages and abilities, regardless of how they travel. This simple idea is "Complete Streets."

The power of the term Complete Streets is that it fundamentally redefines what a street is intended to do, what goals a transportation agency is going to meet, and how the community will spend its transportation money. It breaks down the traditional separation of 'highways,' 'transit,' and 'biking/walking,' and instead focuses on the desired outcome of a transportation system that supports safe use of all modes, as appropriate.

To date, more than 200 communities have formally adopted a written Complete Streets policy, one that aims to change the traditional transportation paradigm from "moving cars quickly" to "providing safe access for all modes."

The National Complete Streets Coalition supports communities as they develop, adopt, and implement Complete Streets policies. As part of this work, we promote a comprehensive policy model that includes ten elements. Though the concept of "Complete Streets" is itself simple and inspiring, the Coalition has found, through research and practice, that a policy must do more than simply affirm support for Complete Streets. The ten elements refine the vision, provide clear direction and intent, are accountable to a community's needs, and grant the flexibility in design and approach necessary to establish an effective Complete Streets process and outcome.

Elements of an Ideal Complete Streets Policy

- Includes a vision for how and why the community wants to complete its streets
- Specifies that 'all users' includes pedestrians, bicyclists, and transit passengers of all ages and abilities, as well as trucks, buses and automobiles.
- Encourages street connectivity and aims to create a comprehensive, integrated, connected network for all modes.
- Is understood by all agencies to cover all roads.
- Applies to both new and retrofit projects, including design, planning, maintenance, and operations, for the entire right of way.
- Makes any exceptions specific and sets a clear procedure that requires high-level approval.
- Directs the use of the latest and best design criteria and guidelines while recognizing the need for flexibility in balancing user needs.
- Directs that complete streets solutions will complement the context of the community.
- Establishes performance standards with measurable outcomes.
- Includes specific next steps for implementation of the policy.

About This Document

In the two years since we completed the policy analysis included in an appendix to the AARP Public Policy Institute's *Planning Complete Streets for an Aging America*, the total number of policies has skyrocketed: we now know of more than twice the number of policies first analyzed. Given the more nuanced understanding we have about good policy elements, and our newly launched project to measure how communities are moving from paper to practice, now is an ideal time to revisit our approach and align it with our new goals for Complete Streets policies nationwide.

Our new analysis method, described in the pages below, is based on the ten elements of an ideal Complete Streets policy developed in consultation with members of the National Complete Streets Coalition Steering Committee and our Workshop Instructors corps, as well as through what we learned in researching the American Planning Association report, *Complete Streets: Best Policy and Implementation Practices*. These elements come from decades of experience in transportation planning and design, reflecting a national model of best practice that can be employed in nearly all types of Complete Streets policy.

The intention of this document and accompanying charts is three-fold:

1. **To Inspire Adoption of Strong Policies:** We hope this tool will help inspire communities to look toward existing policy language that represents the best of each element. Utilizing this tool, along with other resources on the Coalition website, communities can build local capacity for policy development based on national best practice, while seeking policy language that best fits their region.
2. **To Build a Stronger Movement:** Sharing common experience and best practices is one of the most effective, and most-requested, ways the National Complete Streets Coalition is able to assist communities in their Complete Streets efforts. With this document, every community will have good, real-life examples of Complete Streets policies at their fingertips and every person involved in the movement will be well-equipped to suggest policy language based on current best practices.
3. **To Motivate Implementation:** Written policies have the power to catalyze on-the-ground action, and with good language, can inspire real change within a community's approach to transportation. This document is the first of several tools the Coalition will make available to communities looking to adopt and institutionalize Complete Streets practices. Using these tools, communities can identify opportunities for strong policy and procedure change and begin their path to institutionalizing Complete Streets practices.

This analysis is based purely on what has been written on paper and is not intended to reflect the degree to which any given community is successful in implementing its Complete Streets goals. Creating change within a transportation agency's procedures and processes, and translating those changes into on-the-ground work, will be investigated through other tools the Coalition is developing.

What Is a Complete Streets Policy?

Complete Streets policies formalize a community's intent to plan, design, and maintain streets so they are safe for all users of all ages and abilities. Policies direct transportation planners and engineers to consistently design and construct the right-of-way to accommodate all anticipated users, including pedestrians, bicyclists, public transportation users, motorists, and freight vehicles.

Complete streets can be achieved through a variety of policies: ordinances and resolutions; rewrites of design manuals; inclusion in comprehensive plans; internal policies developed by transportation agencies; executive orders from elected officials, such as Mayors or Governors; and policies developed by stakeholders from the community and agency staff that are formally adopted by an elected board of officials. We group our evaluation of policies by type, to allow apples-to-apples comparisons.

Policy Adoption Accelerates

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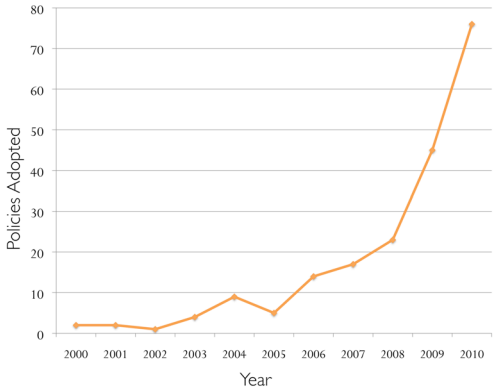


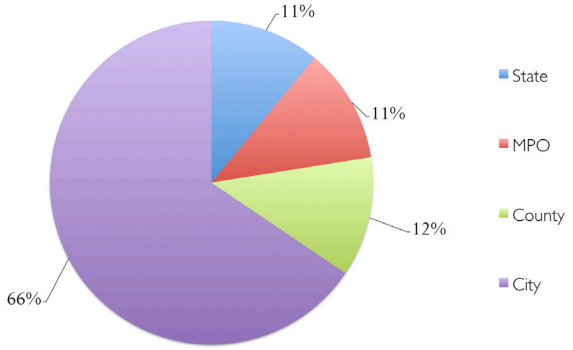
While almost half the states (23) have some form of Complete Streets policy, communities of all sizes and types have adopted policies. Suburban communities of fewer than 30,000 people make up the largest percentage of adopters by size and location. Small towns, often in rural areas, are well represented, with about one-fifth of policies adopted by these smaller jurisdictions. State and regional policies have often encouraged adoption of policies at lower levels of government.

Policy adoption is also remarkably widespread, with at least one policy adopted in 46 states by the end of 2010. Heightened activity is evident in a few states and regions, including Minnesota, Michigan, and California, where a state law is beginning to require inclusion of Complete Streets in general plan updates.

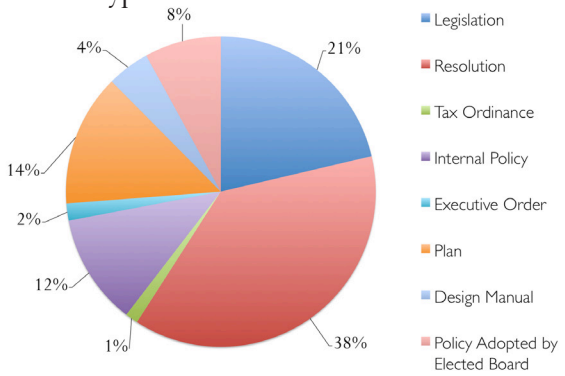
Over one-third of all Complete Streets policies adopted are expressed through relatively simple resolutions, but nearly one-quarter are laws or ordinances. Internal policies, expressed through top-level departmental objectives, made up about 14% of all policies, and 13% are contained inside planning documents such has comprehensive plans.

The Complete Streets movement has been powered by diverse alliances that have brought together advocates for older Americans, public health agencies, transportation practitioners, bicycle advocates, and many others. Policies have been adopted as part of public health campaigns to create friendly environments for healthy physical activity; as a way to address pressing safety concerns; and as one answer to the need to create more sustainable communities, both environmentally and economically.

Policies at All Levels



Policies of All Types



Using the Report

The main report includes listings of the strongest policies overall, as well as policies that show particular strength in a single element. They were determined using the numerical scores and weights shown in Table 1 and described in the methodology on page 28. Within the report, you'll find links so you can read the actual policies. The appendix lists the more than 200 policies analyzed, grouped by policy type and listed in order of their strength. We encourage readers to go beyond the limited number of policies named in the main report and use the appendix to look for policies in their own region, or policies that fit particular criteria.

Analyzing Policy Language

Each written policy was compared against the ten elements and awarded up to 5 points for how well it fulfilled each of the elements (see Table 1). This score was then weighted to emphasize the policy elements proven through research and Coalition member experience to be of more importance in a written policy. Upon further investigation into how policy elements influence implementation, we plan to revisit how each of our elements is weighted.

Just as physical complete streets vary in form and facilities, we do recognize that there are inherent differences between policy types. What can be accomplished through a legislative act will be different than what might be included in a comprehensive plan, for example. We acknowledge that some elements of an ideal policy are unlikely to appear in some policy types and encourage comparison within policy type, rather than across all types.

A Note about Comprehensive Plans and Design Guidance

In undergoing this rigorous analysis, we have found it does not work as well for comprehensive plans, where a finer analysis is needed to accurately determine strength and reach of the Complete Streets element within the overall framework of the plan. The tool is also inappropriate for simple design standards that include little information about the justification and goals of those designs for the community. In future analysis, we will not use this tool on either of these policy types.

Design manuals with more extensive discussion of policy fare a bit better with this tool, though their place within the transportation process makes the inclusion of some elements of an ideal Complete Streets policy inappropriate. Design guidance is rarely the first Complete Streets policy adopted in a community and is generally the realization of some earlier document and implementation effort. Thus, it is rare for these policies to have much additional guidance in implementation of the community's Complete Streets vision. Scores from this policy analysis do not directly translate to a community's success in achieving agency and on-the-ground change. When looking beyond what is on paper, the communities that have adopted Complete Streets design guidance are most often leaders in the Complete Streets movement.

From Paper to Practice: Measuring Complete Streets Implementation

This report focuses exclusively on the strength of the language used in Complete Streets policies. But adoption of a policy with strong language is only the first step – the policies must lead to changes inside of transportation agencies that then lead to project-level changes as transportation projects are designed for the safe use of bicyclists, transit users, and pedestrians of all ages and abilities.

We know from our research and experience that full implementation requires agencies to undertake additional training of staff, as well as creation of new project development processes, design standards, and performance measures. Policies that look good on paper are of little value if they do not lead to change in practice and in projects on the ground.

Our next project is the design of an implementation assessment tool to aid advocates and practitioners in identifying and measuring the often behind-the-scenes changes that must take place within agencies in order for new priorities to be adopted and institutionalized. This tool will help the teams and agency officials that supported the initial policy adoption evaluate their success and determine their immediate next steps to ensure proper implementation takes place. It will also allow the Coalition to measure and report on how the jurisdictions that adopted the policies included in this report have met the promise of transforming their practices so they can begin to build complete streets.

Table 1: Points per Policy Element and Weighted Points

Element	*Details*	*Points*	*Weight*
Vision		*max: 5*	*6*
	Indirect language – shall implement Complete Streets principles, etc.	1	
	Average – direct statement, but some equivocating or weaker language (consider, may)	3	
	Strong – direct statement (must, shall, will)	5	
All Users & Modes		*max: 5*	*20*
	Bicyclists and pedestrians (required for consideration)	--	
	Plus transit	1	
	Plus transit and one more: motorists OR freight OR emergency	2	
	Plus transit and two more: motorists OR freight OR emergency	3	
	Plus all ages	1	
	Plus all abilities	1	
Connectivity		*max: 5*	*2*
	Not mentioned or discussed	0	
	Acknowledge	5	
Jurisdiction		*max: 5*	*8*
	Agency-owned (assumed for states, counties, and cities)	--	
	States & regions: agency-funded, but not agency-owned	3	
	Counties & cities: privately-built roads	3	
	Plus recognizes need to work with other agencies	2	
Phases		*max: 5*	*12*
	New construction only	0	
	New and retrofit/reconstruction projects	3	
	Plus clear application of policy to all projects, or specifically including repair/3R projects, maintenance, and/or operations	2	
Exceptions		*max: 5*	*16*
	Not mentioned or listed	0	
	Lists exceptions, but at least one lacks clarity or allows loose interpretation	1	
	Lists exceptions, none are inappropriate	2	
	Plus approval process specified	3	
Design		*max: 5*	*4*
	No mention (or policy is itself a design manual)	0	
	Plus references design criteria	3	
	Plus references balancing user needs	2	
Context Sensitivity		*max: 5*	*8*
	Not mentioned or discussed	0	
	Acknowledge	5	
Performance Standards		*max: 5*	*4*
	Not mentioned	0	
	Establishes new measures (does not count in next steps)	5	
Implementation Plan		*max: 5*	*20*
	No implementation plan specified	0	
	Addresses implementation in general	1	
	Addresses two to four of our implementation steps	3	
	Plus assigns oversight of implementation (person or advisory board) OR establishes reporting requirement	1	
	Plus directs changes to project selection criteria	1	

ANALYZING EACH ELEMENT

Vision

States and communities are adopting Complete Streets policies for many reasons. For example, in Minnesota, many policies were spurred by a desire to improve safety for people walking and bicycling to their destinations and to encourage more walking and bicycling as a way to improve public health. In Connecticut, traffic safety inspired adoption of their state law. In Hawaii and Puerto Rico, both of these factors, as well as a desire to ensure that people have alternatives to driving as they age, inspired the AARP state offices to actively engage in successful policy adoption campaigns. Safe Routes to School proponents also see Complete Streets as essential in providing complete, safe routes for children heading to school, sparking policy adoption in a number of towns and cities. Many jurisdictions have adopted Complete Streets policies as part of their efforts to create environmentally sustainable communities.

> "To create a safe and efficient transportation system that promotes the health and mobility of Decatur citizens and visitors, creating better access to businesses and neighborhoods."
>
> —Decatur, GA

A strong vision can inspire a community to follow through on its complete streets policy. Just as no two policies are alike, visions are not one-size-fits-all either. Because each community has its own valid vision that cannot be empirically compared across policies, for this criterion we looked to the core of the Complete Streets commitment – one that brings all users into the everyday planning, design, construction, and operation of transportation systems.

Intent

The strongest policies are those that are clear in intent, saying facilities that meet the needs of all types of travelers using the roadway "shall" or "must" be included in transportation projects. The 'strong' label is also applied to policies in which the absolute intent of the policy is obvious and direct, even if they don't use the words "shall" or "must". Over time, this clear statement of intent becomes a guidepost. Clarity of intent and writing makes it easy for those tasked with implementation to understand the new goals and determine what changes need to be made fulfill the policy's intent. These policies receive the full five points.

> "All street projects, including design, planning, reconstruction, rehabilitation, maintenance, or operations by the City of Charlottesville shall be designed and executed in a balanced, responsible and equitable way to accommodate and encourage travel by bicyclists, public transportation vehicles and their passengers, and pedestrians of all ages and abilities."
>
> —Charlottesville, VA

In contrast, some policies are indirect, referring to implementation of certain principles, features, or elements defined elsewhere, of general 'Complete Streets' application with no clear directive, or instructing the development of a more thorough policy document. Indirect language, even when the term 'Complete Streets' is included, does not clearly state the social norm change that is desired. Examples of indirect language include phrases such as "consider the installation of 'Complete Streets' transportation elements" and "supports the adoption and implementation of 'Complete Streets' policies and practices to create a transportation network that accommodates all users." Using this language can perpetuate the separation of modes and the perception that a road for cars is fundamentally different from the road for other users, that only some roads should be "complete streets," and even that these roads require special, separately funded "amenities". For these reasons, policies with an indirect approach receive a total of one point.

A third category, which we label as 'average', are clearer in their intent, defining what exactly a community expects from the policy, but using some equivocating language that waters down the directive. That is, the policy says that the needs of pedestrians and bicyclists "will be considered" or "may be included" as part of the process. 'Average' policies receive a total of three points.

Table 2: Policy Examples, Strong Intent

Location	Policy	Year	Link
Connecticut	Public Act 09-154	2009	http://www.completestreets.org/webdocs/policy/cs-ct-legislation.pdf
California DOT	Deputy Directive 64-R1	2008	http://www.completestreets.org/webdocs/policy/cs-ca-dotpolicy.pdf
Massachusetts DOT	Project Development and Design Guide	2006	http://www.mhd.state.ma.us/default.asp?pgid=content/designGuide&sid=about
Bloomington/Monroe County MPO (Bloomington, IN area)	Complete Streets Policy	2009	http://www.completestreets.org/webdocs/policy/cs-in-bmcmpo-policy.pdf
Mid-Ohio Regional Planning Commission (Columbus, OH area)	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-oh-morpc-policy.pdf
Kauai County, HI	Resolution No. 2010-48 Draft 1	2010	http://www.completestreets.org/webdocs/policy/cs-hi-kauai-resolution.pdf
Salt Lake County, UT	Ordinance No. 1672	2010	http://www.completestreets.org/webdocs/policy/cs-ut-slc-ordinance.pdf
Boulder, CO	Transportation Master Plan	1996	http://www.completestreets.org/boulder-plan
Washington, DC DOT	Departmental Order 06-2010	2010	http://www.completestreets.org/webdocs/policy/cs-dc-dotpolicy.pdf
Seattle, WA	Ordinance No. 122386	2007	http://www.completestreets.org/webdocs/policy/cs-wa-seattle-ordinance.pdf

Does 'Strong' Mean 'Litigatable'?

The National Complete Streets Coalition focuses on creating culture change, process change, and re-prioritization inside the sophisticated and established profession of transportation planning and engineering to ensure roads are designed, operated, and maintained for all users. The desire to 'force' transportation engineers to behave differently has led some to advocate focusing on passing laws with binding, airtight language requiring accommodation. The palpable sense of frustration among some advocates is understandable; this seemingly simple concept has proven difficult to instill over several decades of advocacy.

Yet, in the realm of street design, engineers are the licensed professionals charged with safe and efficient operation of the transportation system. It is extremely difficult, and perhaps inappropriate, for elected officials to tread into the territory of prescriptive street design. Engineers are inherently problem solvers, and the best way to change their focus is to work with them to change the definition of the problem.

In our systems approach to Complete Streets, the redefinition of the problem is the purview of decision-makers, while the final approval of the designs to achieve the desired outcomes lies with the traffic engineers. We have found that a cooperative approach with street designers and traffic engineers is critical to effective policy implementation. Cultivating positive relationships and strategic partnerships inside the profession is a proven success of the National CompleteStreets Coalition.

We see systems change taking place in locations from California to North Carolina to the upper Midwest. Professionals in places with Complete Streets policies are building streets that have safe, convenient places for people to walk, bicycle, and catch the bus.

Based on this experience, we believe that the most effective Complete Streets laws or policies primarily engage decision makers in an appropriate role of setting a new standard of intent and defining desired outcomes, rather than attempting to force specific changes through an enforcement mechanism.

All Users and Modes

A Complete Streets policy must begin with an understanding that people who travel by foot or on bicycle are legitimate users of the transportation system and equally deserving of safe facilities to accommodate their travel. No policy is a Complete Streets policy without a clear statement affirming this fact, and it is a requirement to include both walking and bicycling in the policy before it can be further analyzed.

"To ensure that the safety and convenience of all users of the transportation system are accommodated, including pedestrians, bicyclists, users of mass transit, people with disabilities, the elderly, motorists, freight providers, emergency responders, and adjacent land users…"

—Bloomington-Monroe County MPO, IN

A safe walking and bicycling environment is essential to improving public transportation. Explicitly stating intention to provide for public transportation customers and transit vehicles of the transportation network opens new partnership and opportunities to create a transportation network that encourages healthy, active travel and reduces congestion. Recognizing this in the policy earns one point.

As full integration of these modes into everyday transportation planning and design is the desired outcome of a Complete Streets policy, we award additional points to communities that describe a fuller range of users to accommodate. These users can include motorists, drivers of commercial vehicles, emergency vehicles, equestrians, and the like. Adding one additional class of users beyond bicyclists, pedestrians, and public transportation customers and vehicles earns the policy a total of two points. Including two additional user groups earns the policy three points.

Beyond simply the category of users is a more nuanced understanding that not all people who move by a certain mode are the same. The needs of a father bicycling with a young child are different than those of a woman in her twenties speedily riding her bicycle to work. Older adults benefit from clear markings and signage when driving. People with low vision need audible and tactile stimuli to travel safely and independently, and those using wheelchairs need curb ramps and standard width sidewalks. An ideal Complete Streets policy considers this range of needs and recognizes the importance of planning and designing streets for all ages and abilities. For a reference to the needs of people young and old, the policy receives one additional point. For including people with disabilities, another point is awarded.

Table 3: Policy Examples, All Users and Modes

Location	Policy	Year	Link
California	Chapter 657, Statutes of 2008	2008	http://www.completestreets.org/webdocs/policy/cs-ca-legislation.pdf
Minnesota	Minnesota Statutes 175.74	2010	http://www.completestreets.org/webdocs/policy/cs-mn-legislation.pdf
Massachusetts DOT	Project Development and Design Guide	2006	http://www.mhd.state.ma.us/default.asp?pgid=content/designGuide&sid=about
Fargo-Moorhead Metropolitan Council (Fargo, ND area)	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-nd-fargomoorhead-policy.pdf
Madison Area Transportation Planning Board (Madison, WI area)	Regional Transportation Plan 2030	2006	http://www.madisonareampo.org/planning/regionalplan.cfm
Hennepin County, MN	Complete Streets Policy	2009	http://www.completestreets.org/webdocs/policy/cs-mn-hennepincounty-policy.pdf
Montgomery County, MD	County Code, Chapter 49	2007	http://www.montgomerycountymd.gov/code
Scottsdale, AZ	Transportation Master Plan	2008	http://www.scottsdaleaz.gov/traffic/transmasterplan
Babylon, NY	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-ny-babylon-policy.pdf
Airway Heights, WA	Ordinance C-720	2010	http://www.completestreets.org/webdocs/policy/cs-wa-airwayheights-ordinance.pdf

Network

To truly enable safe travel by all modes, a network supporting their movement is necessary. An ideal Complete Streets policy recognizes the need for more than one or two "complete" streets, aiming instead for a connected, integrated network that provides transportation options to a resident's many potential destinations. A network approach is essential in balancing the needs of all users. Rather than trying to make each street perfect for every traveler, communities can create an interwoven array of streets that emphasize different modes and provide quality accessibility for everyone. Acknowledging the importance of a network approach earns the full five points. Additional discussion of connectivity in a policy is encouraged.

"Provide a dense, interconnected network of local and collector streets that supports walking, bicycling, and transit use, while avoiding excessive traffic in residential neighborhoods."
—Champaign, IL

Jurisdiction

Creating complete streets networks is difficult because many agencies control our streets. They are built and maintained by state, county, and local agencies, and private developers often build new roads. Typical Complete Streets policies cover only one jurisdiction's roadways.

State policy can have an effect on roads outside the state network, and, policies issued by metropolitan planning organizations, which control no roadways, can also have an effect on member jurisdictions by directing that any funds awarded through their programs must comply with the Complete Streets policy. This means that money a state issues to localities for roadway projects is tied to the state's commitment to providing for all users, and funds that are allocated through a regional body are expected to meet Complete Streets requirements. When a policy clearly notes that projects receiving money passing through these agencies is expected to follow a Complete Streets approach, the policy is given three points.

"MORPC requires that all projects receiving MORPC-attributable federal funding adhere to this policy."
—Mid-Ohio Regional Planning Organization

At the local level, it is often key for private developers to follow a community's Complete Streets vision when building new roads or otherwise significantly altering the right-of-way. Policies that must be applied in private development receive three points.

At any level, it is important to note that partnerships with other agencies are important to creating a truly multimodal network within and between communities. Policies that articulate the need to work with others in achieving the Complete Streets vision receive two additional points.

"It shall be a goal of the city to foster partnerships with the State of Missouri, Jefferson County, neighboring communities, and Festus Business Districts in consideration of functional facilities and accommodations in furtherance of the city's complete streets policy and the continuation of such facilities and accommodations beyond the city's borders."
—Festus, MO

Table 4: Policy Examples, Jurisdiction

Location	Policy	Year	Link
Connecticut	Public Act 09-154	2009	http://www.completestreets.org/webdocs/policy/cs-ct-legislation.pdf
Louisiana DOTD	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-la-dotpolicy.pdf
New Jersey DOT	Policy No. 703	2010	http://www.completestreets.org/webdocs/policy/cs-nj-dotpolicy.pdf
Fargo-Moorhead Metropolitan Council	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-nd-fargomoorhead-policy.pdf
Mid-Ohio Regional Planning Commission (Columbus, OH)	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-oh-morpc-policy.pdf
Prince George's County, MD	Master Plan of Transportation	2009	http://www.completestreets.org/webdocs/policy/cs-md-princegeorges-plan.pdf
Richland County, SC	Complete Streets Program Goals and Objectives	2010	http://www.completestreets.org/webdocs/policy/cs-sc-richland-policy.pdf
Bozeman, MT	Resolution No. 4244	2010	http://www.completestreets.org/webdocs/policy/cs-mt-bozeman-resolution.pdf
Crystal City, MO	Ordinance	2010	http://www.completestreets.org/webdocs/policy/cs-mo-crystalcity-ordinance.pdf
Lee's Summit, MO	Resolution No. 10-17	2010	http://www.completestreets.org/webdocs/policy/cs-mo-leessummit-resolution.pdf

Phases

The ideal result of a Complete Streets policy is that all transportation improvements are viewed as opportunities to create safer, more accessible streets for all users. A strong Complete Streets policy will integrate complete streets planning into all projects beyond new construction and reconstruction, and direct application of a Complete Streets approach to rehabilitation, repair, major maintenance, and operations work. Under this approach, even small projects can be an opportunity to make meaningful improvements. In repaving projects, for example, an edge stripe can be shifted to create more room for cyclists. In routine work on traffic lights, the timing can be changed to better accommodate pedestrians walking at a slower speed. Policies that clearly apply to more than new construction and reconstruction projects receive all five points.

> "The California Department of Transportation provides for the needs of travelers of all ages and abilities in all planning, programming, design, construction, operations, and maintenance activities and products on the State highway system."
>
> —California Department of Transportation

Many policies apply to both new construction and reconstruction projects, which are generally the larger transportation projects undertaken in a community. These policies receive two points. Comprehensive plans, master plans, and long range plans that are ambiguous about project applicability also receive two points because the assumption is that such plans will apply to at least new construction and reconstruction.

Policies that do not apply to projects beyond newly constructed roads will not create networks of complete streets across the community or take advantage of the many opportunities for creating a better environment for all travelers when undertaking other transportation projects. These policies, or ones that are not clear regarding their application, receive no additional points for addressing phases.

Table 5: Policy Examples, Phases

Location	Policy	Year	Link
Colorado DOT	Bicycle and Pedestrian Policy and Procedural Directive	2009	http://www.completestreets.org/webdocs/policy/cs-co-dotpolicy.pdf
Hawaii	Act 054	2009	http://www.completestreets.org/webdocs/policy/cs-hi-legislation.pdf
North Carolina DOT	Complete Streets Policy	2009	http://www.completestreets.org/webdocs/policy/cs-nc-dotpolicy.pdf
Northwestern Indiana Regional Planning Commission (Portage, IN)	Complete Streets Guidelines	2010	http://www.completestreets.org/webdocs/policy/cs-in-nirpc-policy.pdf
Las Cruces, NM MPO	Resolution 08-10	2008	http://www.completestreets.org/webdocs/policy/cs-nm-lascrucesmpo-resolution.pdf
Ada County, ID	Highway District Resolution No. 895	2009	http://www.completestreets.org/webdocs/policy/cs-id-adacounty-policy.pdf
Rochester, MN	Complete Streets Policy	2009	http://www.completestreets.org/webdocs/policy/cs-mn-rochester-policy.pdf
Babylon, NY	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-ny-babylon-policy.pdf
Nashville, TN	Executive Order No. 40	2010	http://www.completestreets.org/webdocs/policy/cs-tn-nashville-order.pdf
Seattle, WA	Ordinance No. 122386	2007	http://www.completestreets.org/webdocs/policy/cs-wa-seattle-ordinance.pdf

Exceptions

Making a policy work in the real world requires developing a process to handle exceptions to providing for all modes in each project. There must be a balance achieved when specifying these in policy language so that the needed flexibility for legitimate exceptions does not also create large loopholes. The strongest policies set out clear responsibility and a clear process for granting exceptions.

The Coalition believes the following exceptions are appropriate with limited potential to weaken the policy. They follow the Federal Highway Administration's guidance on accommodating bicycle and pedestrian travel and identified best practices frequently used in existing Complete Streets policies.

> "Any exception to applying this Complete Streets Policy to a specific roadway project must be approved by the City Council, with documentation of the reason for the exception.
>
> …Exceptions may be made when:
>
> - The project involves a roadway on which non-motorized use is prohibited by law. In this case, an effort shall be made to accommodate pedestrians and bicyclists elsewhere.
> - There is documentation that there is an absence of use by all except motorized users now and would be in the future even if the street were a complete street."
>
> —Missoula, MT

1. Accommodation is not necessary on corridors where specific users are prohibited, such as interstate freeways or pedestrian malls.
2. Cost of accommodation is excessively disproportionate to the need or probable use. We do not recommend attaching a percentage to define "excessive" as the context for many projects will require different portions of the overall project budget to be spent on the modes and users expected; additionally, in many instances the costs may be difficult to quantify. A 20% cap may be appropriate in unusual circumstances, such as where natural features (e.g. steep hillsides, shorelines) make it very costly or impossible to accommodate all modes. A 20% figure should always be used in an advisory rather than absolute sense.
3. A documented absence of current and future need.

Many communities have included other exceptions that the Coalition, in consultation with transportation planning and engineering experts, also feels are unlikely to create loopholes:

1. Transit accommodations are not required where there is no existing or planned transit service.
2. Routine maintenance of the transportation network that does not change the roadway geometry or operations, such as mowing, sweeping, and spot repair.
3. Where a reasonable and equivalent project along the same corridor is already programmed to provide facilities exempted from the project at hand.

We believe the primary objective of Complete Streets is to provide safe accommodation for all users of the transportation network. Additional exceptions begin to weaken this goal and may create loopholes too large to achieve the Complete Streets vision. Engineers and project managers are talented and creative problem-solvers and should be able to address project-level barriers in ways that still achieves an environment supportive of all users.

In addition to defining exceptions through good policy language, there must be a clear process for granting them. We recommend a senior-level department head, publicly accountable committee, or a board of elected officials be charged with approving exceptions. Doing so ensures that as a policy moves into implementation, its intent is carried out and no exceptions are abused. Policies that note how exceptions are to be granted earn an additional three points.

Table 6: Policy Examples, Exceptions

Location	Policy	Year	Link
Colorado DOT	Bicycle and Pedestrian Policy and Procedural Directive	2009	http://www.completestreets.org/webdocs/policy/cs-co-dotpolicy.pdf
Louisiana DOTD	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-la-dotpolicy.pdf
North Carolina DOT	Complete Streets Policy	2009	http://www.completestreets.org/webdocs/policy/cs-nc-dotpolicy.pdf
Bloomington/Monroe County MPO (Bloomington, IN)	Complete Steets Policy	2009	http://www.completestreets.org/webdocs/policy/cs-in-bmcmpo-poliy.pdf
Madison County Council of Governments (Anderson, IN)	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-in-mccog-policy.pdf
Cascade, IA	Policy Statement	2006	http://www.completestreets.org/webdocs/policy/cs-ia-cascade-policy.pdf
Ferndale, MI	Ordinance No. 1101	2010	http://www.completestreets.org/webdocs/policy/cs-mi-ferndale-ordinance.pdf
Missoula, MT	Resolution No. 7473	2009	http://www.completestreets.org/webdocs/policy/cs-mt-missoula-resolution.pdf
Dayton, OH	Livable Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-oh-dayton-policy.pdf
Salt Lake City, UT	Ordinance No. 04-10	2010	http://www.completestreets.org/webdocs/policy/cs-ut-slc-ordinance.pdf

Design

Communities adopting a Complete Streets policy should use the best and latest design standards available to them, including existing design guidance from the American Association of State Highway Officials (AASHTO), state Departments of Transportation, the Institute of Transportation Engineers, the National Association of City Transportation Officials, the Americans with Disabilities Act, and the Public Right-of-Way Accessibility Guidelines (PROWAG). In some cases, communities will use their own recently updated design guidance or augment it with national criteria. Policies that make direct use of the latest criteria receive three points.

> "…to create a connected network of facilities accommodating each mode of travel that is consistent with and supportive of the local community, recognizing that all streets are different and that the needs of various users will need to be balanced in a flexible manner.
>
> …The City will generally follow accepted or adopted design standards when implementing improvements intended to fulfill this Complete Streets policy but will consider innovative or non-traditional design options where a comparable level of safety for users is present."
>
> —Rochester, MN

Intertwined with the need to use the best currently available guidance is the need for a balanced approach to transportation design that provides flexibility to tailor each project to unique circumstances. Transportation system balance recognizes the need for some roads to offer greater or lesser degrees of accommodation for each type of user, while still ensuring basic accommodation is provided for all permitted users. Policies that address the need for a balanced or flexible design approach receive two points toward the maximum of five. Additional discussion of design flexibility within the policy is encouraged.

Context Sensitivity

An effective complete streets policy must be sensitive to the community context. Being clear about this in the initial policy statement can allay fears that the policy will require inappropriately wide roads in quiet neighborhoods or miles of little-used sidewalks in rural areas. Including a statement about context can help align transportation goals and land use planning goals, creating livable, strong neighborhoods. Given the range of policy types and their varying ability to address this issue, a policy that mentions the need to be context-sensitive nets the full five points. Additional discussion of context-sensitivity within the policy is encouraged.

> "…in a manner that is sensitive to the local context and recognizes that the needs vary in urban, suburban, and rural settings."
>
> —Minnesota Statutes 174.75

Performance Measures

Complete Streets planning requires taking a broader look at how well the system is serving all users. Communities with complete streets policies can measure success a number of different ways, from miles of bike lanes to percentage of the goal sidewalk network achieved to the number of people who choose to ride public transportation. Including any measure in a Complete Streets policy nets the full five points.

"Measure the success of this complete streets policy using the following performance measures:

a. Total miles of on-street bicycle routes defined by streets with clearly marked or signed bicycle accommodation
b. Linear feet of new pedestrian accommodation
c. Number of new curb ramps installed along city streets
d. Number of new street trees planted along city streets"

—Roanoke, VA

Table 7: Policy Examples, Performance Measures

Location	Policy	Year	Link
Mid-America Regional Council (Kansas City, MO)	Transportation Outlook 2040	2010	http://www.marc.org/2040/
Richland County, SC	Complete Streets Program Goals and Objectives	2010	http://www.completestreets.org/webdocs/policy/cs-sc-richland-policy.pdf
Arlington County, VA	Master Transportation Plan	2007	http://www.completestreets.org/arlington-plan
Scottsdale, AZ	Transportation Master Plan	2008	http://www.scottsdaleaz.gov/traffic/transmasterplan
Boulder, CO	Transportation Master Plan	1996	http://www.completestreets.org/boulder-plan
Baltimore, MD	Council Bill 09-0433	2010	http://www.completestreets.org/webdocs/policy/cs-md-baltimore-resolution.pdf
Helena, MT	Resolution No. 19799	2010	http://www.completestreets.org/webdocs/policy/cs-mt-helena-resolution.pdf
New York City, NY	Sustainable Streets Strategic Plan	2008	http://www.nyc.gov/html/dot/html/about/stratplan.shtml
Charlotte, NC	Urban Street Design Guidelines	2007	http://www.completestreets.org/charlotte-usdg
Roanoke, VA	Complete Streets Policy	2008	http://www.completestreets.org/webdocs/policy/cs-va-roanoke-policy.pdf

Implementation Plans

As communities sign on to their own Complete Streets visions, it is important for them to recognize that formal commitment to the approach is only the beginning. Taking a complete streets policy from paper into practice is not easy, but providing some momentum with specific implementation steps can help. The Coalition has identified four key steps to take for successful implementation of a policy:

"Complete Streets elements will be considered when developing, modifying and updating City plans, manuals, rules, regulations and programs…Design Standards should include performance measures for tracking the progress of implementation…train pertinent City staff on the content of the Complete Streets Guiding Principles and best practices for implementing the policy."

—Las Cruces, NM

1. Restructure or revise related procedures, plans, regulations, and other processes to accommodate all users on every project.
2. Develop new design policies and guides or revise existing to reflect the current state of best practices in transportation design. Communities may also elect to adopt national or state-level recognized design guidance.
3. Offer workshops and other training opportunities to planners and engineers so that everyone working on the transportation network understands the importance of the Complete Streets vision and how they can implement in their everyday work.
4. Develop and institute better ways to measure performance and collect data on how well the streets are serving all users.

Any recognition or discussion of the next steps to achieve Complete Streets is awarded one point. Specifying the need to take action on at least two of the four steps identified above nets three points.

Assigning oversight of or regularly reporting on implementation is critical to ensuring the policy becomes practice. Policies that identify a specific person or advisory board to oversee and help drive implementation, or policies that establish a reporting requirement receive an additional point.

Too often, great goals are set by communities only to be thwarted by mismatched prioritization procedures that give extra weight to auto-centric projects and award little or no points, and in some cases deduct points, for projects that enhance access or mobility for those on foot, riding bicycles, or taking public transportation. Though rare, policies that change the way transportation projects are prioritized, and thus chosen for construction, are awarded an additional point.

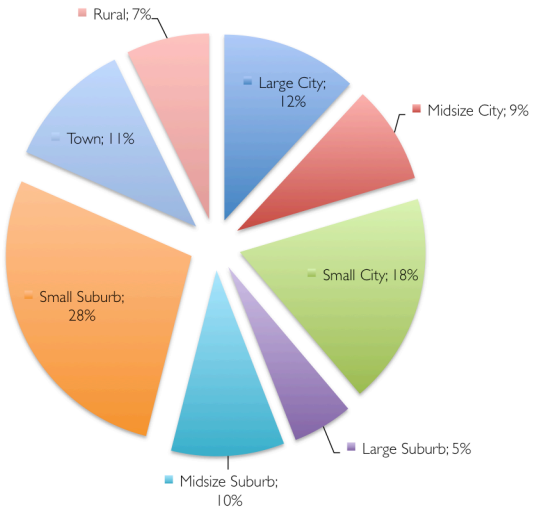
Table 8: Policy Examples, Implementation Plans

Location	Policy	Year	Link
California DOT	Deputy Directive 64-R1	2008	http://www.completestreets.org/webdocs/policy/cs-ca-dotpolicy.pdf
Minnesota	Minnesota Statutes 175.74	2010	http://www.completestreets.org/webdocs/policy/cs-mn-legislation.pdf
New Jersey DOT	Policy No. 703	2010	http://www.completestreets.org/webdocs/policy/cs-nj-dotpolicy.pdf
Puerto Rico	Ley 201	2010	http://www.completestreets.org/webdocs/policy/cs-pr-legislation.pdf
Bay Area Metropolitan Transportation Commission (San Francisco, CA)	Regional Policy for the Accommodation of Non-Motorized Travelers	2006	http://www.completestreets.org/webdocs/policy/cs-ca-mtc-policy.pdf
Lee County, FL	Resolution No. 09-11-13	2009	http://www.completestreets.org/webdocs/policy/cs-fl-leecounty-resolution.pdf
Hennepin County, MN	Complete Streets Policy	2009	http://www.completestreets.org/webdocs/policy/cs-mn-hennepincounty-policy.pdf
Fort Collins, CO	Trasnportation Master Plan	2004	http://www.fcgov.com/transportationplanning/tmp.php
Missoula, MT	Resolution No. 7473	2009	http://www.completestreets.org/webdocs/policy/cs-mt-missoula-resolution.pdf
Kingston, NY	Resolution	2010	http://www.completestreets.org/webdocs/policy/cs-ny-kingston-resolution.pdf

Rural Areas and Small Towns

While sometimes overshadowed by their more urban counterparts, rural areas and small towns are increasingly using Complete Streets policies to articulate their vision for a modern, effective transportation network. These smaller communities are demanding streets offer the safety, access, and mobility achieved through a Complete Streets approach that recognizes the distinct character of rural roads and small town Main Street.

Rural communities and small towns benefit from Complete Streets policies that give them a voice in state transportation planning. Policies provide a systematic way for town leaders to exercise increased control in choosing the among transportation investment options that best fit their locale's character and provide residents and visitors options in accessing jobs, shops, health care, and schools.



To date, towns outside urban areas represent nearly one in five of all communities adopting Complete Streets policies. And demand for Complete Streets outside of center cities is growing: in 2010 alone, 17 smaller communities passed Complete Streets policies. Some examples are:

Sedro-Woolley, Washington *(pop. 8,568)* A small town in the North Cascades, Sedro-Woolley has a noted commitment to Complete Streets. City Council created a new section in its municipal code in June 2010 stating that bicycle and pedestrian ways shall be included in transportation projects and noting that such accommodations were not required where there was no identified need or where their cost would be excessively disproportionate. Sedro-Woolley's city engineers are currently retrofitting the Fruitdale/McGarigle arterial road, adding school zone crosswalks, pavement markings, and ADA ramps.

Tupelo, Mississippi *(pop. 34, 211)* Charged with becoming the healthiest community in Mississippi, citizens and elected officials of Tupelo rallied around active transportation. "As we build out and redevelop our older commercial areas into walkable, mixed-use destinations, we will create a transportation network that fits the land use our residents want," said Senior Planner Renee Ray. Our goal is to make sure that we achieve the goals our residents have asked for."

Doña Ana County, New Mexico *(pop. 174,682)* Doña Ana County crafted a Complete Streets resolution that promotes multimodal travel while still retaining local color. They take a "context sensitive" approach to their streetscape, accommodating county seat, Las Cruces, and the numerous smaller communities that comprise the county. Their law even stipulates that streets will incorporate native plants, maintaining their traditional southwestern flair as they progress toward safer and more convenient travel.

BRINGING IT ALL TOGETHER: TOP SCORES

The following tables provide an easy reference to the five top-scoring policies by jurisdiction size and policy type. This will allow officials and citizens looking for good examples to quickly choose those that most closely match their jurisdiction type and the policy they are pursuing. No table is provided when we have less than ten examples of a policy type. Full details about the scores of these policies can be found in the appendix.

Table 9: State Laws

Location	Policy	Year	Link
Minnesota	Minnesota Statutes 175.74	2010	http://www.completestreets.org/webdocs/policy/cs-mn-legislation.pdf
Connecticut	Public Act 09-154	2009	http://www.completestreets.org/webdocs/policy/cs-ct-legislation.pdf
Hawaii	Act 054	2009	http://www.completestreets.org/webdocs/policy/cs-hi-legislation.pdf
Puerto Rico	Ley 201	2010	http://www.completestreets.org/webdocs/policy/cs-pr-legislation.pdf
Michigan	Public Act 135	2010	http://www.completestreets.org/webdocs/policy/cs-mi-legislation.pdf

Table 10: State Department of Transportation Policies

Location	Policy	Year	Link
New Jersey	Policy No. 703	2009	http://www.completestreets.org/webdocs/policy/cs-nj-dotpolicy.pdf
Louisiana	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-la-dotpolicy.pdf
California	Deputy Directive 64 R-1	2008	http://www.completestreets.org/webdocs/policy/cs-ca-dotpolicy.pdf
North Carolina	Complete Streets Policy	2009	http://www.completestreets.org/webdocs/policy/cs-nc-dotpolicy.pdf
Colorado	Bicycle and Pedestrian Policy	2009	http://www.completestreets.org/webdocs/policy/cs-co-dotpolicy.pdf

Table 11: Metropolitan Planning Organization Policies

Location	Policy	Year	Link
Mid-Ohio Regional Planning Commission (Columbus, OH)	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-oh-morpc-policy.pdf
Bloomington/Monroe County MPO (Bloomington, IN)	Complete Streets Policy	2009	http://www.completestreets.org/webdocs/policy/cs-in-bmcmpo-policy.pdf
Fargo-Moorhead Metropolitan Council (Fargo, ND)	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-nd-fargomoorhead-policy..pdf
Madison County Council of Governments (Anderson, IN)	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-in-madisoncountycog-policy.pdf
Wilmington Area Planning Council (Wilmington, DE)	Regional Transportation Plan 2030 Update	2010	http://www.completestreets.org/webdocs/policy/cs-de-wilmapco-plan.pdf

Table 12: County Ordinances and Resolutions

Location	Policy	Year	Link
Lee County, FL	Resolution No. 09-11-13	2009	http://www.completestreets.org/webdocs/policy/cs-fl-leecounty-resolution.pdf
Doña Ana County, NM	Resolution 09-114	2009	http://www.completestreets.org/webdocs/policy/cs-nm-donaanacounty-resolution.pdf
Salt Lake County, UT	Ordinance No. 1672	2010	http://www.completestreets.org/webdocs/policy/cs-ut-saltlakecounty-ordinance.pdf
Monmouth County, NJ	Resolution	2010	http://www.completestreets.org/webdocs/policy/cs-nj-monmouth-resolution.pdf
Kauai, HI	Resolution No. 2010-48	2010	http://www.completestreets.org/webdocs/policy/cs-hi-kauai-resolution.pdf

Table 13: Plans, Policies, and Tax Levies

Location	Policy	Year	Link
Hennepin County, MN	Complete Streets Policy	2009	http://www.completestreets.org/webdocs/policy/cs-mn-hennepincounty-policy.pdf
Ada County, ID	ACHD Complete Streets Policy	2009	http://www.completestreets.org/webdocs/policy/cs-id-adacounty-policy.pdf
San Diego County, CA	Transnet Tax Extension	2004	http://www.completestreets.org/webdocs/policy/cs-ca-sandiegocounty-tax.pdf
Washtenaw County, MI	Non-Motorized Plan for Washtenaw County	2006	http://www.completestreets.org/webdocs/policy/cs-mi-washtenaw-plan.pdf
Richland County, SC	Complete Streets Program Goals and Objectives	2010	http://www.completestreets.org/webdocs/policy/cs-sc-richland-policy.pdf

Table 14: City Ordinances

Location	Policy	Year	Link
Crystal City, MO	Ordinance	2010	http://www.completestreets.org/webdocs/policy/cs-mo-crystalcity-ordinance.pdf
Herculaneum, MO	Ordinance No. 33-2010	2010	http://www.completestreets.org/webdocs/policy/cs-mo-herculaneum-ordinance.pdf
DeSoto, MO	Bill No. 45-08	2008	http://www.completestreets.org/webdocs/policy/cs-mo-desoto-ordinance.pdf
Seattle, WA	Ordinance No. 122386	2007	http://www.completestreets.org/webdocs/policy/cs-wa-seattle-ordinance.pdf
Dexter, MI	Ordinance No. 2010-05	2010	http://www.completestreets.org/webdocs/policy/cs-mi-dexter-ordinance.pdf

Table 15: City Resolutions

Location	Policy	Year	Link
Missoula, MT	Resolution No. 7473	2009	http://www.completestreets.org/webdocs/policy/cs-mt-missoula-resolution.pdf
Lee's Summit, MO	Resolution No. 10-17	2010	http://www.completestreets.org/webdocs/policy/cs-mo-leessummit-resolution.pdf
Bozeman, MT	Resolution No. 4244	2010	http://www.completestreets.org/webdocs/policy/cs-mt-bozeman-resolution.pdf
Byron, MN	Resolution	2010	http://www.completestreets.org/webdocs/policy/cs-mn-byron-resolution.pdf
Stewartville, MN	Resolution 2010-32	2010	http://www.completestreets.org/webdocs/policy/cs-mn-stewartville-resolution.pdf

Table 16: City Plans

Location	Policy	Year	Link
New York City, NY	Sustainable Streets Strategic Plan	2008	http://www.nyc.gov/html/dot/html/about/stratplan.shtml
Fort Collins, CO	Transportation Master Plan	2004	http://www.fcgov.com/transportationplanning/tmp.php
Scottsdale, AZ	Transportation Master Plan	2008	http://www.scottsdaleaz.gov/traffic/transmasterplan
Champaign, IL	Transportation Master Plan	2008	http://www.completestreets.org/champaign-plan
Boulder, CO	Transportation Master Plan	1996	http://www.completestreets.org/boulder-plan

Table 17: City Policies

Location	Policy	Year	Link
Big Lake, MN	Resolution No. 2010-74	2010	http://www.completestreets.org/webdocs/policy/cs-mn-biglake-policy.pdf
Festus, MO	Resolution No. 3924 ½	2010	http://www.completestreets.org/webdocs/policy/cs-mn-festus-policy,pdf
Rochester, MN	Complete Streets Policy	2009	http://www.completestreets.org/webdocs/policy/cs-mn-rochester-policy.pdf
Babylon, NY	Complete Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-ny-babylon-policy.pdf
Dayton, OH	Livable Streets Policy	2010	http://www.completestreets.org/webdocs/policy/cs-oh-dayton-policy.pdf

Table 17: Design Guidance, All Levels

Location	Policy	Year	Link
New Haven, CT	Complete Streets Design Manual	2010	http://www.completestreets.org/webdocs/policy/cs-ct-newhaven-manual.pdf
Tacoma, WA	Complete Streets Guidelines	2009	http://www.cityoftacoma.org/Page.aspx?hid=11665
New York City, NY	Street Design Manual	2009	http://www.nyc.gov/html/dot/html/about/streetdesignmanual.shtml
Louisville-Jefferson Metro, KY	Complete Streets Manual	2007	http://www.louisvilleky.gov/BikeLouisville/Complete+Streets/
Massachusetts	Project Development and Design Guide	2006	http://www.mhd.state.ma.us/default.asp?pgid=content/designGuide&sid=about
Charlotte, NC	Urban Street Design Guidelines	2007	http://www.completestreets.org/charlotte-usdg
Knoxville, TN Regional TPO	Complete Streets Design Guidelines	2009	http://www.knoxtrans.org/plans/complete_streets/guidelines.pdf
San Diego, CA	Street Design Manual	2002	http://www.sandiego.gov/planning/programs/transportation/library/stdesign.shtml

CONCLUSION

Engaging in this process has allowed the Coalition to reflect on policy adoption and development, finding several themes to inform our continued work in this area.

Americans who live in cities and towns, north and south, east and west, have a strong interest in ensuring that transportation investments provide for the safe travel of everyone using the road.

This report demonstrates an enormous effort to use Complete Streets policies to re-orient long-standing transportation policies so to better provide roadways that are safe for everyone and help communities meet a variety of challenges facing them in the 21st century. While opinion polls show that voters want infrastructure investments to create safe streets for their children, we know the commitment runs much deeper. Elected officials, advocates, and transportation practitioners have spent months and even years crafting each of the policies analyzed in this report.

Stronger policies tend to be newer policies.

In a testament to the increased resources available regarding best practice in Complete Streets policy, such as the American Planning Association report *Complete Streets: Best Policy and Implementation Practices*, and ever expanding reach of the Complete Streets movement, most of the top-scoring policies were developed and adopted in 2009 and 2010.

This is partly due to a more encompassing integration of modes expressed in newer policies. Older policies do well with the core of Complete Streets – routine accommodation of pedestrians and bicyclists in transportation projects – but often do not explicitly acknowledge the needs of older adults and people with disabilities or the important role a Complete Streets policy can play in providing better accommodations for public transportation users and vehicles, and balancing those needs with automobiles and commercial vehicles.

Additionally, it is much more common for newer policies to have established next steps in ensuring implementation of the policy's vision. The transportation profession has paid increasing attention to accountability and performance in the past few years, so it is unsurprising that such concerns are reflected in new Complete Streets policies.

States have a leadership role to play in providing guidance on Complete Streets.

State policy provides a template for localities. When policy language is adopted at the state level, it is often mirrored in local documents, as is the case in several New Jersey localities.

State policy adoption is sometimes the prompt municipalities need to take action on their own. Communities may have reservations in pursuing a Complete Streets approach, fearing that without state support, they would be battling for approval on every project. When a state explicitly affirms its support for Complete Streets, and dedicates itself to providing support to localities, local policies multiply. In the months following the signing of a Complete Streets law in Minnesota, towns across the state began working on their own policies, even though the law specifically did not create a mandate for these communities to do so.

On the occasion where state policy has directly incentivized local policy adoption through reprioritizing funding, as is the case in Michigan, communities may respond with their own policies that explicitly state this desire to remain competitive for grants in addition to their general Complete Streets goals.

Localities look to the state to provide examples of policy language, but also how to effectively create Complete Streets. Outreach from the New Jersey and Wisconsin Departments of Transportation have helped not only their district departments, but also locals, understand the more technical and process details to Complete Streets. In California, the cities and counties subject to the changes made to planning

requirements by the 2008 law look to guidance developed by the state Office of Planning and Research (OPR) on how to incorporate Complete Streets into their general plans. Only one Californian community did so before the OPR guidance, but several have begun work since the guidance was released in late 2010.

Encouraging states to take on a leadership role will be vital in providing the support, from policy language to implementation, that localities need to achieve their Complete Streets visions.

Policies at several levels of government can take the burden off any one to accomplish all the process and procedure changes necessary for successful implementation of Complete Streets.

Implementation of Complete Streets can require changes to a number of documents, processes, and mechanisms currently in place. When each level of government works toward the same vision, those changes can be implemented more gradually and with greater regional coordination. Many communities adopting local policies have expressed their support for inclusion of a complete streets policy in the next federal transportation bill that would cover federal transportation investments.

In Sacramento, the city has established new design standards for its streets; the county has a voter-approved tax levy to support construction of Complete Streets; the Metropolitan Planning Organization has provided resources, best practices, and training opportunities to member jurisdictions; the state Department of Transportation applies a Complete Streets approach on state-owned roadways; and the state legislature amended general plan requirements so that all jurisdictions can effectively plan for Complete Streets.

Metropolitan Planning Organizations have an important role, but few are stepping up to it.

To date, most Complete Streets policies at Metropolitan Planning Organizations (MPOs) are included in their long-range plans. However, the effectiveness of such plans to inform and direct development of Complete Streets varies wildly between MPOs, not to mention the effectiveness in bringing localities into the vision. MPOs adopting stand-alone policies that apply to projects funded through their TIPs tend to better meet our policy expectations and provide clarity on a day-to-day basis as projects move through concept, planning, design, and construction.

Existing policy is a common source for new policy.

Communities look to each other for guidance on policy language. Often, jurisdictions will look to their nearest neighbors for insight and inspiration, or to communities nationwide that share a specific trait, such as population size or climate. State policies are often replicated at the local level, and many look to the policy statement included in the Federal Highway Administration's 2000 guidance, Accommodating Bicycle and Pedestrian Travel: A Recommended Approach.

The echoes of other policies are clear in the majority of policies adopted to date, with some tweaks. Making examples of strong policies available will be key in ensuring future policies are compelling and powerful.

METHODOLOGY

The National Complete Streets Coalition designed this analysis to be easily understood to a wide audience, both in outcome of application and in the application itself.

We analyzed all qualifying policies adopted before January 1, 2011 of which we were aware and for which we had confirmed policy language. Two hundred and nineteen policies were analyzed; a few places have adopted more than one policy type, such as Hennepin County, where a resolution was followed by the adoption of a detailed policy later that year.

Each element of an ideal Complete Streets policy, as already established by the Coalition, was given a possible total of 5, where 5 represents fulfillment of that ideal element. See above section for a discussion of how points are awarded. Awarding each element a total of 5 points made it simple to establish benchmarks in each category without drawing unnecessary comparisons between elements.

The Coalition believes that some elements of a policy are more important to establish than others. To reflect this, the tool uses a weighting system so that the points earned per element are then put in context of the overall policy.

The chosen weights began with a staff exercise and discussion around the elements, based on research, case studies conducted for the American Planning Association report, *Complete Streets: Best Policy and Implementation Practices*, experience in policy development, and work with communities across the country. These weights were then adjusted based on feedback from the Coalition's Steering Committee and input from attendees of the Coalition's 2011 Strategy Meeting. We simplified the weights so that they would a) add to a total possible score of 100 and b) would not require any complex mathematical tricks or rounding. We anticipate making changes to this weighting based on continued research into how policy language correlates to implementation.

The identified weight for each element is multiplied by points awarded, then divided by 5 (the highest possible number of points). For example, a policy that addresses bicycling, walking, and public transportation for people of all ages and abilities receives a total of 3 points. Those points are multiplied by 20, the weighting assigned to that policy element, and divided by 5, the highest possible number of points. For this policy element, the policy receives a score of 12 out of a possible 20.

When the scores for every element are summed, the policy will have a score between 0 and 100, with a higher number indicating it is closer to ideal.

COMPLETE STREETS
POLICY ANALYSIS 2010

A STORY OF GROWING STRENGTH

APPENDIX

National Complete Streets Coalition
www.completestreets.org

			intent		all users and modes								network		jurisdiction					phases				
location	policy	year	points	weight	bike/ped	bike/ped/transit	bike/ped/transit + 1	bike/ped/transit + 2	all abilities	all ages	points	weight	points	weight	agency-funded	privately-built	collaborate w/others	points	weight	new construction	new & reconstruction	plus repair, operations, etc.	points	weight
STATE LAW																								
Minnesota	Statutes 174.75	2010	1	1.2	0	0	0	3	1	1	5	20.0	0	0.0	0	0	2	2	3.2	0	3	2	5	12.0
Connecticut	Public Act 09-154	2009	5	6.0	0	0	2	0	1	1	4	16.0	0	0.0	0	3	2	5	8.0	0	3	2	5	12.0
Hawaii	Act 054	2009	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	2	2	3.2	0	3	2	5	12.0
Puerto Rico	Ley 201	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	2	2	3.2	0	3	2	5	12.0
Michigan	Public Act 135	2010	1	1.2	0	0	0	3	1	1	5	20.0	5	2.0	3	0	0	3	4.8	0	3	0	3	7.2
California	Chapter 657, Statutes of 2008	2008	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	0	0	2	2	3.2	0	0	0	0	0.0
Rhode Island	Chapter 31-18-21	1997	3	3.6	0	0	0	0	0	0	0	0.0	0	0.0	3	0	0	3	4.8	0	3	2	5	12.0
Illinois	Public Act 095-065	2007	3	3.6	0	0	0	0	0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Wisconsin	Statutes 1918gr. 84.01	2009	5	6.0	0	0	0	0	0	0	0	0.0	0	0.0	3	0	0	0	4.8	0	3	0	3	7.2
Massachusetts	Chapter 90E	1996	3	3.6	0	0	0	0	0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Colorado	Statutes 43-1-120	2010	5	6.0	0	0	0	0	0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Oregon	Revised Statutes 366.514	1971	5	6.0	0	0	0	0	0	1	1	4.0	0	0.0	3	0	0	3	4.8	0	3	0	3	7.2
Vermont	Chapter 23, Section 2310	2008	5	6.0	0	0	0	0	0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Florida	Statutes 335.065	1984	5	6.0	0	0	0	0	0	0	0	0.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Maryland	Code § 2-602	2000	3	3.6	0	0	0	0	0	0	0	0.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
STATE RESOLUTION																								
South Carolina DOT	Commission Resolution	2003	3	3.6	0	0	0	0	0	0	0	0.0	0	0.0	0	3	0	3	4.8	0	3	2	5	12.0
STATE INTERNAL POLICY																								
New Jersey	Policy No. 703	2009	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	3	0	2	5	8.0	0	3	2	5	12.0
Louisiana	Complete Streets Policy	2010	3	3.6	0	0	2	0	1	1	4	16.0	5	2.0	3	0	2	5	8.0	0	3	2	5	12.0
California	Deputy Directive 54-R1	2008	5	6.0	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	2	3.2	0	3	2	5	12.0
North Carolina	Complete Streets Policy	2009	3	3.6	0	0	2	0	1	1	4	16.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Colorado	Bicycle and Pedestrian Policy	2009	5	6.0	0	0	0	0	0	0	0	0.0	0	0.0	0	0	2	2	3.2	0	3	2	5	12.0
Pennsylvania	Design Manual Appendix J: Bicycle and Pedestrian Checklist	2007	5	6.0	0	1	0	0	1	1	3	12.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Virginia	Policy for Integrating Bicycle and Pedestrian Accommodations	2004	5	6.0	0	0	0	0	1	0	1	4.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Delaware	Executive Order No. 6	2009	1	1.2	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0

exceptions				design				context		measures		implementation							
exceptions	approval process	points	weight	design guidance	flexibility & balance	points	weight	points	weight	points	weight	next steps	oversight or reporting	prioritization changes	points	weight	TOTAL SCORE	location	policy
0	0	0	0.0	3	2	5	4.0	5	8.0	0	0.0	3	1	0	4	16.0	64.4	Minnesota	Statutes 174.75
1	3	4	12.8	0	0	0	0.0	0	0.0	0	0.0	1	1	0	2	8.0	62.8	Connecticut	Public Act 09-154
1	0	1	3.2	0	0	0	0.0	5	8.0	0	0.0	3	1	0	4	16.0	59.6	Hawaii	Act 054
2	0	2	6.4	0	0	0	0.0	0	0.0	0	0.0	3	1	0	4	16.0	54.8	Puerto Rico	Ley 201
1	0	1	3.2	0	0	0	0.0	5	8.0	0	0.0	1	1	0	2	8.0	54.4	Michigan	Public Act 135
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	1	0	0	1	4.0	44.8	California	Chapter 657, Statutes of 2008
1	3	4	12.8	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	33.2	Rhode Island	Chapter 31-18-21
1	3	4	12.8	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	32.4	Illinois	Public Act 095-065
1	3	4	12.8	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	30.8	Wisconsin	Statutes 1918gr. 84.01
1	3	4	12.8	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	28.4	Massachusetts	Chapter 90E
0	3	3	9.6	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	27.6	Colorado	Statutes 43-1-120
1	0	1	3.2	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	25.2	Oregon	Revised Statutes 366.514
2	0	2	6.4	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	24.4	Vermont	Chapter 23, Section 2310
1	0	1	3.2	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	23.2	Florida	Statutes 335.065
0	0	0	0.0	3	2	5	4.0	0	0.0	0	0.0	0	0	0	0	0.0	21.6	Maryland	Code § 2-602
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	20.4	South Carolina DOT	Commission Resolution
1	3	4	12.8	3	0	3	2.4	5	8.0	0	0.0	3	0	1	4	16.0	84.8	New Jersey	Policy No. 703
2	3	5	16.0	3	0	3	2.4	5	8.0	0	0.0	1	0	0	1	4.0	72.0	Louisiana	Complete Streets Policy
2	0	2	6.4	0	2	2	1.6	5	8.0	0	0.0	3	1	0	4	16.0	71.2	California	Deputy Directive 54-R1
2	3	5	16.0	0	2	2	1.6	5	8.0	0	0.0	1	1	0	2	8.0	70.4	North Carolina	Complete Streets Policy
2	3	5	16.0	3	2	5	4.0	5	8.0	0	0.0	3	0	0	3	12.0	61.2	Colorado	Bicycle and Pedestrian Policy
0	3	3	9.6	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	56.8	Pennsylvania	Design Manual Appendix J: Bicycle and Pedestrian Checklist
1	3	4	12.8	3	2	5	4.0	5	8.0	0	0.0	1	0	0	1	4.0	50.8	Virginia	Policy for Integrating Bicycle and Pedestrian Accommodations
0	0	0	0.0	3	2	5	4.0	0	0.0	0	0.0	1	0	0	1	4.0	39.2	Delaware	Executive Order No. 6

			intent		all users and modes								network		jurisdiction					phases				
location	policy	year	points	weight	bike/ped	bike/ped/transit	bike/ped/transit + 1	bike/ped/transit + 2	all abilities	all ages	points	weight	points	weight	agency-funded	privately-built	collaborate w/others	points	weight	new construction	new & reconstruction	plus repair, operations, etc.	points	weight
STATE INTERNAL POLICY, CONT.																								
Tennessee	Bicycle and Pedestrian Policy	2010	5	6.0	0	0	0	0	1	0	1	4.0	5	2.0	0	0	2	2	3.2	0	3	0	3	7.2
Mississippi	Bicycle and Pedestrian Policy	2010	1	1.2	0	0	0	0	1	0	1	4.0	0	0.0	0	0	0	0	0.0	0	3	2	0	12.0
STATE DESIGN GUIDANCE																								
Massachusetts	Project Development and Design Guide	2006	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	3	0	0	3	4.8	0	3	0	3	7.2
METROPOLITAN PLANNING ORGANIZATION RESOLUTION																								
Las Cruces MPO, NM	Resolution 08-10	2008	3	3.6	0	0	2	0	1	0	3	12.0	0	0.0	0	0	2	2	3.2	0	3	2	5	12.0
San Antonio-Bexar County MPO	Resolution Supporting a Complete Streets Policy	2009	1	1.2	0	0	0	3	1	1	5	20.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Region 2 Planning Commission (Jackson, MI)	Resolution	2006	3	3.6	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
METROPOLITAN PLANNING ORGANIZATION POLICY																								
Mid-Ohio Regional Planning Commission (Columbus, OH)	Complete Streets Policy	2010	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	3	0	2	5	8.0	0	3	2	5	12.0
Bloomington/Monroe County MPO (Bloomington, IN)	Complete Streets Policy	2009	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	3	0	0	3	4.8	0	3	0	3	7.2
Fargo-Moorhead Metropolitan Council (Fargo, ND)	Complete Streets Policy	2010	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	3	0	2	5	8.0	0	3	2	5	12.0
Madison County Council of Governments (Anderson, IN)	Complete Streets Policy	2010	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	3	0	0	3	4.8	0	3	0	3	7.2
Northwestern Indiana Regional Planning Commission (Portage, IN)	Complete Streets Guidelines	2010	1	1.2	0	0	2	0	1	0	3	12.0	5	2.0	3	0	2	5	8.0	0	3	2	5	12.0
Bi-State Regional Commission (Quad Cities, IA & IL)	Complete Streets Policy	2008	3	3.6	0	0	0	3	1	0	4	16.0	0	0.0	3	0	0	3	4.8	0	3	2	5	12.0
Northeast Ohio Areawide Coordinating Agency (Cleveland, OH)	Regional Transportation Investment Policy	2003	5	6.0	0	1	0	0	1	0	2	8.0	0	00	3	0	0	3	4.8	0	3	0	3	7.2

exceptions				design				context		measures		implementation							
exceptions	approval process	points	weight	design guidance	flexibility & balance	points	weight	points	weight	points	weight	next steps	oversight or reporting	prioritization changes	points	weight	TOTAL SCORE	location	policy
1	0	1	3.2	3	0	3	2.4	5	8.0	0	0.0	0	0	0	0	0.0	36.0	Tennesee	Bicycle and Pedestrian Policy
2	0	2	6.4	0	0	0	0.0	5	8.0	0	0.0	0	0	0	0	0.0	31.6	Mississippi	Bicycle and Pedestrian Policy
0	0	0	0.0	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	52.0	Massachusetts	Project Development and Design Guide
2	0	2	6.4	0	2	2	1.6	5	8.0	0	0.0	1	0	0	1	4.0	50.8	Las Cruces MPO, NM	Resolution 08-10
0	0	0	0.0	0	0	0	0.0	5	8.0	0	0.0	1	0	0	1	4.0	50.4	San Antonio-Bexar County MPO	Resolution Supporting a Complete Streets Policy
0	0	0	0.0	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	34.0	Region 2 Planning Commission (Jackson, MI)	Resolution
0	3	3	9.6	3	2	5	4.0	5	8.0	0.0	1	1	0	1	2	8.0	77.6	Mid-Ohio Regional Planning Commission (Columbus, OH)	Complete Streets Policy
2	3	5	16.0	3	2	5	4.0	5	8.0	0	0.0	1	0	0	1	4.0	72.0	Bloomington/Monroe County MPO (Bloomington, IN)	Complete Streets Policy
1	0	1	3.2	3	2	5	4.0	5	8.0	0	0.0	1	0	1	2	8.0	68.8	Fargo-Moorhead Metropolitan Council (Fargo, ND)	Complete Streets Policy
2	3	5	16.0	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	68.0	Madison County Council of Governments (Anderson, IN)	Complete Streets Policy
1	0	1	3.2	3	0	3	2.4	5	8.0	0	0.0	0	0	0	0	0.0	48.8	Northwestern Indiana Regional Planning Commission (Portage, IN)	Complete Streets Guidelines
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	0	0	0	0	0.0	46.0	Bi-State Regional Commission (Quad Cities, IA & IL)	Complete Streets Policy
2	0	2	6.4	3	0	3	2.4	5	8.0	0	0.0	0	0	0	0	0.0	42.8	Northeast Ohio Areawide Coordinating Agency (Cleveland, OH)	Regional Transportation Investment Policy

			intent		all users and modes								network		jurisdiction					phases				
location	policy	year	points	weight	bike/ped	bike/ped/transit	bike/ped/transit + 1	bike/ped/transit + 2	all abilities	all ages	points	weight	points	weight	agency-funded	privately-built	collaborate w/others	points	weight	new construction	new & reconstruction	plus repair, operations, etc.	points	weight
METROPOLITAN PLANNING ORGANIZATION POLICY, CONT.																								
Metropolitan Transportation Commission (San Francisco, CA)	Regional Policy for the Accommodation of Non-Motorized Travelers	2006	3	3.6	0	0	0	0	1	0	1	4.0	0	0.0	3	0	0	3	4.8	0	3	0	3	7.2
Community Planning Assocation of Southwest Idaho (Boise, ID)	Complete Streets Policy	2009	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Johnson County Council of Governments (Iowa City, IA)	Complete Streets Policy	2006	5	6.0	0	0	0	0	0	0	0	0.0	0	0.0	3	0	0	3	4.8	0	3	0	3	7.2
METROPOLITAN PLANNING ORGANIZATION PLAN																								
Wilmington Area Planning Council (Wilmington, DE)	Regional Transportation Plan 2030 Update	2007	5	6.0	0	1	0	0	1	0	2	8.0	5	2.0	3	0	0	3	4.8	0	3	2	5	12.0
Madison Area Transportation Planning Board (Madison, WI)	Regional Transportation Plan 2030	2006	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Mid-America Regional Council (Kansas City, MO)	Transportation Outlook 2040	2010	3	3.6	0	0	2	0	0	0	2	8.0	5	2.0	3	0	0	3	4.8	0	3	0	3	7.2
St. Joseph Area Transportation Study Organization (St. Joseph, MO)	Bicycle and Pedestrian Master Plan	2001	5	6.0	0	1	0	0	1	0	2	8.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Capital Area Metropolitan Planning Organization (Austin, TX)	Texas Mobility Plan 2030	2005	3	3.6	0	0	2	0	0	0	2	8.0	5	2.0	3	0	0	3	4.8	0	3	0	3	7.2
East-West Gateway Council (St. Louis , MO)	St. Louis Legacy 2035 Long-Range Plan	2007	1	1.2	0	2	0	0	0	0	2	8.0	0	0.0	3	0	2	5	8.0	0	3	0	3	7.2
Regional Planning Commission of Greater Birmingham, AL	2035 Regional Transportation Plan	2010	3	3.6	0	1	0	0	1	0	2	8.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Florida-Alabama Transportation Planning Organization (Pensacola, FL)	Bicycle & Pedestrian Plan	2010	1	1.2	0	0	0	0	0	0	0	0.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Coastal Region MPO (Savannah, GA)	2035 CORE Connections Framework Mobility Plan	2009	1	1.2	0	1	0	0	0	0	1	4.0	0	0.0	3	0	0	3	4.8	0	3	0	3	7.2
Cheyenne, WY MPO	PlanCheyenne	2006	3	3.6	0	1	0	0	0	0	1	4.0	5	2.0	0	0	0	0	0.0	0	0	0	0	0.0

exceptions				design				context		measures		implementation							
exceptions	approval process	points	weight	design guidance	flexibility & balance	points	weight	points	weight	points	weight	next steps	oversight or reporting	prioritization changes	points	weight	TOTAL SCORE	location	policy
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	3	1	1	5	20.0	39.6	Metropolitan Transportation Commission (San Francisco, CA)	Regional Policy for the Accommodation of Non-Motorized Travelers
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	0	0	0	0	0.0	34.0	Community Planning Assocation of Southwest Idaho (Boise, ID)	Complete Streets Policy
0	0	0	0.0	0	2	2	1.6	0	0.0	0	0.0	0	0	0	0	0.0	19.6	Johnson County Council of Governments (Iowa City, IA)	Complete Streets Policy
2	0	2	6.4	3	2	5	4.0	5	8.0	0	0.0	3	0	0	3	12.0	63.2	Wilmington Area Planning Council (Wilmington, DE)	Regional Transportation Plan 2030 Update
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	1	0	0	1	4.0	48.8	Madison Area Transportation Planning Board (Madison, WI)	Regional Transportation Plan 2030
0	0	0	0.0	3	0	3	2.4	5	8.0	5	4.0	0	0	1	1	4.0	44.0	Mid-America Regional Council (Kansas City, MO)	Transportation Outlook 2040
2	0	2	6.4	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	41.6	St. Joseph Area Transportation Study Organization (St. Joseph, MO)	Bicycle and Pedestrian Master Plan
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	1	0	0	1	4.0	39.2	Capital Area Metropolitan Planning Organization (Austin, TX)	Texas Mobility Plan 2030
0	0	0	0.0	3	0	3	2.4	5	8.0	0	0.0	0	0	1	1	4.0	38.8	East-West Gateway Council (St. Louis , MO)	St. Louis Legacy 2035 Long-Range Plan
1	0	1	3.2	3	0	3	2.4	5	8.0	0	0.0	1	0	0	1	4.0	36.4	Regional Planning Commission of Greater Birmingham, AL	2035 Regional Transportation Plan
0	0	0	0.0	3	0	3	2.4	5	8.0	0	0.0	1	0	0	1	4.0	24.8	Florida-Alabama Transportation Planning Organization (Pensacola, FL)	Bicycle & Pedestrian Plan
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	21.2	Coastal Region MPO (Savannah, GA)	2035 CORE Connections Framework Mobility Plan
0	0	0	0.0	3	0	3	2.4	5	8.0	0	0.0	0	0	0	0	0.0	20.0	Cheyenne, WY MPO	PlanCheyenne

			intent		all users and modes								network		jurisdiction					phases				
location	policy	year	points	weight	bike/ped	bike/ped/transit	bike/ped/transit + 1	bike/ped/transit + 2	all abilities	all ages	points	weight	points	weight	agency-funded	privately-built	collaborate w/others	points	weight	new construction	new & reconstruction	plus repair, operations, etc.	points	weight
METROPOLITAN PLANNING ORGANIZATION DESIGN GUIDANCE																								
Knoxville, TN Regional TPO	Complete Streets Guidelines	2009	5	6.0	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
COUNTY ORDINANCE																								
Salt Lake County, UT	Ordinance No. 1672	2010	5	6.0	0	0	0	3	1	1	5	20.0	0	0.0	0	3	0	3	4.8	0	3	2	5	12.0
Montgomery County, MD	County Code Chapter 49	2007	5	6.0	0	0	0	3	1	0	4	16.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
COUNTY RESOLUTION																								
Lee County, FL	Resolution No. 09-11-13	2009	5	6.0	0	1	0	0	0	0	1	4.0	0	0.0	0	0	2	2	3.2	0	3	2	5	12.0
Dona Ana County, NM	Resolution 09-114	2009	5	6.0	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Monmouth County, NJ	Resolution	2010	3	3.6	0	1	0	0	1	1	3	12.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Kauai, HI	Resolution No. 2010-48 Draft 1	2010	5	6.0	0	0	2	0	1	1	4	16.0	0	0.0	0	0	2	2	3.2	0	3	2	5	12.0
Hennepin County, MN	Resolution No. 09-0058R1	2009	1	1.2	0	0	0	3	1	1	5	20.0	0	0.0	0	0	2	2	3.2	0	3	0	3	7.2
Richland County, SC	Resolution	2009	3	3.6	0	1	0	0	1	0	2	8.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Erie County, NY	Resolution	2008	3	3.6	0	0	2	0	1	1	4	16.0	0	0.0	0	0	2	2	3.2	0	3	0	3	7.2
Jackson County, MI	Resolution	2006	3	3.6	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Spartanburg County, SC	Resolution No. 07-30	2007	3	3.6	0	1	0	0	1	1	3	12.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
La Plata County, CO	Resolution No 2007-33	2007	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Ulster County, NY	Resolution No. 229-09	2009	5	6.0	0	0	0	0	0	0	0	0.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Pierce County, WA	Resolution 2008-86s	2008	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0
DuPage County, IL	Resolution DT-0033-04	2004	1	1.2	0	0	0	0	0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
COUNTY TAX ORDINANCE																								
San Diego County, CA	Transnet Tax Extension	2004	5	6.0	0	0	0	0	1	1	2	8.0	0	0.0	3	0	0	3	4.8	0	3	0	3	7.2
Sacramento County, CA	Ordinance No. STA 04-01	2004	3	3.6	0	0	0	0	1	1	2	8.0	0	0.0	3	0	0	3	4.8	0	3	2	5	12.0
COUNTY POLICY																								
Hennepin County, MN	Complete Streets Policy	2009	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Ada County Highway District, ID	ACHD Complete Streets Policy	2009	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Richland County, SC	Complete Streets Program Goals and Objectives	2010	3	3.6	0	0	2	0	1	1	4	16.0	0	0.0	0	3	2	5	8.0	0	3	0	3	7.2

exceptions				design				context		measures		implementation							
exceptions	approval process	points	weight	design guidance	flexibility & balance	points	weight	points	weight	points	weight	next steps	oversight or reporting	prioritization changes	points	weight	TOTAL SCORE	location	policy
0	0	0	0.0	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	43.2	Knoxville, TN Regional TPO	Complete Streets Guidelines
0	3	3	9.6	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	64.4	Salt Lake County, UT	Ordinance No. 1672
1	0	1	3.2	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	46.4	Montgomery County, MD	County Code Chapter 49
1	3	4	12.8	3	2	5	4.0	5	8.0	0	0.0	3	1	0	4	16.0	66.0	Lee County, FL	Resolution No. 09-11-13
2	0	2	6.4	3	0	3	2.4	5	8.0	0	0.0	3	0	0	3	12.0	64.8	Dona Ana County, NM	Resolution 09-114
1	3	4	12.8	3	0	3	2.4	0	0.0	0	0.0	1	0	0	1	4.0	52.0	Monmouth County, NJ	Resolution
1	0	1	3.2	0	0	0	0.0	0	0.0	0	0.0	1	1	0	2	8.0	48.4	Kauai, HI	Resolution No. 2010-48 Draft 1
0	0	0	0.0	0	2	2	1.6	0	0.0	0	0.0	1	1	0	2	8.0	41.2	Hennepin County, MN	Resolution No. 09-0058R1
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	1	0	0	1	4.0	37.2	Richland County, SC	Resolution
1	0	1	3.2	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	35.6	Erie County, NY	Resolution
0	0	0	0.0	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	34.0	Jackson County, MI	Resolution
0	0	0	0.0	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	30.0	Spartanburg County, SC	Resolution No. 07-30
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	29.2	La Plata County, CO	Resolution No 2007-33
2	0	2	6.4	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	28.8	Ulster County, NY	Resolution No. 229-09
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	21.2	Pierce County, WA	Resolution 2008-86s
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	0	0	0	0	0.0	18.0	DuPage County, IL	Resolution DT-0033-04
2	3	5	16.0	3	0	3	2.4	5	8.0	0	0.0	0	0	0	0	0.0	52.4	San Diego County, CA	Transnet Tax Extension
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	28.4	Sacramento County, CA	Ordinance No. STA 04-01
1	3	4	12.8	3	2	5	4.0	5	8.0	0	0.0	3	1	0	4	16.0	81.6	Hennepin County, MN	Complete Streets Policy
1	3	4	12.8	0	2	2	1.6	5	8.0	0	0.0	0	0	0	0	0.0	62.4	Ada County Highway District, ID	ACHD Complete Streets Policy
0	0	0	0.0	0	0	0	0.0	0	0.0	5	4.0	3	0	0	3	12.0	50.8	Richland County, SC	Complete Streets Program Goals and Objectives

			intent		all users and modes								network		jurisdiction					phases				
location	policy	year	points	weight	bike/ped	bike/ped/transit	bike/ped/transit + 1	bike/ped/transit + 2	all abilities	all ages	points	weight	points	weight	agency-funded	privately-built	collaborate w/others	points	weight	new construction	new & reconstruction	plus repair, operations, etc.	points	weight
COUNTY POLICY, CONT.																								
Cook County, IL	Complete Streets Policy	2009	3	3.6	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Cobb County, GA	Complete Streets Policy	2009	3	3.6	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Marin County, CA	Best Practice Directive for Inclusion of Multi-Modal Elements into Improvement Projects	2007	3	3.6	0	1	0	0	1	0	2	8.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
COUNTY PLAN																								
Washtenaw County, MI	Non-Motorized Plan for Washtenaw County	2006	5	6.0	0	1	0	0	1	0	2	8.0	5	2.0	3	0	2	5	8.0	0	3	0	3	7.2
Arlington County, VA	Master Transportation Plan	2007	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	0	2	2	3.2	0	3	0	3	7.2
Prince George's County, MD	Master Plan of Transportation	2009	5	6.0	0	1	0	0	0	0	1	4.0	0	0.0	0	3	2	5	8.0	0	3	0	3	7.2
CITY ORDINANCE																								
Crystal City, MO	Ordinance	2010	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	3	2	5	8.0	0	3	2	5	12.0
Herculaneum, MO	Ordinance No. 33-2010	2010	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	3	2	5	8.0	0	3	2	5	12.0
DeSoto, MO	Bill No. 45-08	2008	5	6.0	0	0	2	0	1	1	4	16.0	0	0.0	0	3	0	3	4.8	0	3	2	5	12.0
Seattle, WA	Ordinance No. 122386	2007	5	6.0	0	0	0	3	1	0	4	16.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Dexter, MI	Ordinance No. 2010-05	2010	5	6.0	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Airway Heights, WA	Ordinance C-720	2010	1	1.2	0	0	0	3	1	1	5	20.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Ferndale, MI	Ordinance No. 1101	2010	1	1.2	0	0	0	3	1	1	5	20.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Renton, WA	Ordinance No. 5517	2009	5	6.0	0	0	0	3	1	1	5	20.0	0	0.0	0	3	0	3	4.8	0	3	0	3	7.2
Houghton, MI	Ordinance	2010	3	3.6	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Taylor, MI	Ordinance	2010	3	3.6	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Ferguson, MO	Bill Amending Article 1 of Chapter 40 of the Municipal Code	2008	3	3.6	0	0	2	0	1	1	4	16.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
St. Louis, MO	Board Bill No. 7	2010	3	3.6	0	0	2	0	1	1	4	16.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
North Myrtle Beach, SC	Ordinance	2009	5	6.0	0	0	2	0	1	1	4	16.0	5	2.0	0	3	0	3	4.8	0	0	0	0	0.0
Saline, MI	Ordinance No. 731	2010	5	6.0	0	1	0	0	1	1	3	12.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Buffalo, NY	Complete Streets Policy	2008	5	6.0	0	0	2	0	1	0	3	12.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0

exceptions				design				context		measures		implementation							
exceptions	approval process	points	weight	design guidance	flexibility & balance	points	weight	points	weight	points	weight	next steps	oversight or reporting	prioritization changes	points	weight	TOTAL SCORE	location	policy
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	2	0	3	12.0	43.6	Cook County, IL	Complete Streets Policy
0	0	0	0.0	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	34.0	Cobb County, GA	Complete Streets Policy
2	0	2	6.4	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	30.0	Marin County, CA	Best Practice Directive for Inclusion of Multi-Modal Elements into Improvement Projects
2	0	2	6.4	3	0	3	2.4	5	8.0	0	0.0	1	0	0	1	4.0	52.0	Washtenaw County, MI	Non-Motorized Plan for Washtenaw County
0	0	0	0.0	0	2	2	1.6	5	8.0	5	4.0	0	0	0	0	0.0	49.6	Arlington County, VA	Master Transportation Plan
0	0	0	0.0	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	27.6	Prince George's County, MD	Master Plan of Transportation
1	3	4	12.8	0	2	2	1.6	5	8.0	0	0.0	3	0	0	3	12.0	80.0	Crystal City, MO	Ordinance
1	0	1	3.2	0	2	2	1.6	5	8.0	0	0.0	3	1	0	4	16.0	74.4	Herculaneum, MO	Ordinance No. 33-2010
2	0	2	6.4	0	0	0	0.0	5	8.0	0	0.0	1	0	0	1	4.0	57.2	DeSoto, MO	Bill No. 45-08
1	0	1	3.2	0	2	2	1.6	5	8.0	0	0.0	1	0	1	2	8.0	56.8	Seattle, WA	Ordinance No. 122386
1	3	4	12.8	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	56.0	Dexter, MI	Ordinance No. 2010-05
1	3	4	12.8	0	0	0	0.0	5	8.0	0	0.0	1	0	0	1	4.0	55.2	Airway Heights, WA	Ordinance C-720
2	3	5	16.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	55.2	Ferndale, MI	Ordinance No. 1101
1	3	4	12.8	3	2	5	4.0	0	0.0	0	0.0	0	0	0	0	0.0	54.8	Renton, WA	Ordinance No. 5517
1	3	4	12.8	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	53.6	Houghton, MI	Ordinance
1	3	4	12.8	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	53.6	Taylor, MI	Ordinance
1	0	1	3.2	0	0	0	0.0	5	8.0	0	0.0	1	0	0	1	4.0	52.0	Ferguson, MO	Bill Amending Article 1 of Chapter 40 of the Municipal Code
1	0	1	3.2	0	0	0	0.0	5	8.0	0	0.0	1	0	0	1	4.0	52.0	St. Louis, MO	Board Bill No. 7
0	3	3	9.6	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	50.4	North Myrtle Beach, SC	Ordinance
1	3	4	12.8	3	0	3	2.4	0	0.0	0	0.0	1	0	0	1	4.0	49.2	Saline, MI	Ordinance No. 731
1	3	4	12.8	3	0	3	2.4	0	0.0	0	0.0	0	1	0	1	4.0	49.2	Buffalo, NY	Complete Streets Policy

			intent		all users and modes								network		jurisdiction					phases				
location	policy	year	points	weight	bike/ped	bike/ped/transit	bike/ped/transit + 1	bike/ped/transit + 2	all abilities	all ages	points	weight	points	weight	agency-funded	privately-built	collaborate w/others	points	weight	new construction	new & reconstruction	plus repair, operations, etc.	points	weight
CITY ORDINANCE, CONT.																								
Columbia, MO	Ordinance 018097	2004	3	3.6	0	0	0	0	0	0	0	0.0	5	2.0	0	3	0	3	4.8	0	3	2	5	12.0
Salt Lake City, UT	Ordinance No. 4-10	2010	5	6.0	0	0	0	0	1	0	1	4.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
San Francisco, CA	Public Works Code 2.4.13	2008	5	6.0	0	1	0	0	1	0	2	8.0	0	0.0	0	0	2	2	3.2	0	3	2	5	12.0
Lansing, MI	Ordinance No. 1145	2009	1	1.2	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Redmond, WA	Code Chapter 12.06	2007	3	3.6	0	1	0	0	1	0	2	8.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Honolulu, HI	Charter Sections 6-1703, 6-1706	2006	3	3.6	0	1	0	0	0	0	1	4.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Issaquah, WA	Code Chapter 12.10	2007	3	3.6	0	0	0	0	0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
San Francisco, CA	Transit First Policy	1995	3	3.6	0	0	2	0	0	0	2	8.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0
Kirkland, WA	Ordinance No. 4061	2006	5	6.0	0	0	0	0	0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Sedro-Woolley, WA	Ordinance	2010	5	6.0	0	0	0	0	0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Columbus, OH	Ordinance No. 1987-2008	2008	5	6.0	0	0	0	0	0	0	0	0.0	5	2.0	0	3	0	3	4.8	0	0	0	0	0.0
Albert Lea, MN	Subdivison Ordinance Section 129 (t)	2009	1	1.2	0	0	0	0	1	0	1	4.0	5	2.0	0	3	0	3	4.8	0	0	0	0	0.0
CITY RESOLUTION																								
Missoula, MT	Resolution No. 7473	2009	5	6.0	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Lee's Summit, MO	Resolution No. 10-17	2010	1	1.2	0	0	0	3	1	1	5	20.0	5	2.0	0	3	2	5	8.0	0	3	2	5	12.0
Bozeman, MT	Resolution No. 4244	2010	5	6.0	0	0	2	0	1	1	4	16.0	5	2.0	0	3	2	5	8.0	0	3	2	5	12.0
Byron, MN	Resolution	2010	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Stewartville, MN	Resolution 2010-32	2010	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Baltimore, MD	Council Bill 09-0433	2010	5	6.0	0	0	2	0	1	0	3	12.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Netcong, NJ	Resolution 2010-96	2010	1	1.2	0	0	0	3	1	1	5	20.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Helena, MT	Resolution No. 19799	2010	1	1.2	0	0	2	0	1	1	4	16.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Sandpoint, ID	Resolution	2010	5	6.0	0	0	2	0	1	1	4	16.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Red Bank, NJ	Resolution No. 10-195	2010	3	3.6	0	1	0	0	1	1	3	12.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Franklin, PA	Resolution No. 18 of 2010	2010	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	0	2	2	3.2	0	3	0	3	7.2
Mesilla, NM	Resolution 2008-25	2008	1	1.2	0	0	2	0	1	0	3	12.0	0	0.0	0	0	2	2	3.2	0	3	2	5	12.0
Tupelo, MS	Resolution	2010	5	6.0	0	0	0	3	1	0	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0

exceptions				design				context		measures		implementation							
exceptions	approval process	points	weight	design guidance	flexibility & balance	points	weight	points	weight	points	weight	next steps	oversight or reporting	prioritization changes	points	weight	TOTAL SCORE	location	policy
0	3	3	9.6	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	44.0	Columbia, MO	Ordinance 018097
2	3	5	16.0	3	2	5	4.0	0	0.0	0	0.0	0	0	0	0	0.0	44.0	Salt Lake City, UT	Ordinance No. 4-10
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	1	0	2	8.0	37.2	San Francisco, CA	Public Works Code 2.4.13
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	30.4	Lansing, MI	Ordinance No. 1145
1	0	1	3.2	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	24.0	Redmond, WA	Code Chapter 12.06
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	23.6	Honolulu, HI	Charter Sections 6-1703, 6-1706
1	3	4	12.8	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	23.6	Issaquah, WA	Code Chapter 12.10
0	0	0	0.0	0	2	2	1.6	0	0.0	0	0.0	1	0	0	1	4.0	17.2	San Francisco, CA	Transit First Policy
1	0	1	3.2	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	16.4	Kirkland, WA	Ordinance No. 4061
1	0	1	3.2	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	16.4	Sedro-Woolley, WA	Ordinance
0	0	0	0.0	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	15.2	Columbus, OH	Ordinance No. 1987-2008
0	0	0	0.0	0	2	2	1.6	0	0.0	0	0.0	0	0	0	0	0.0	13.6	Albert Lea, MN	Subdivison Ordinance Section 129 (t)
2	3	5	16.0	0	2	2	1.6	5	8.0	0	0.0	3	1	0	4	16.0	75.6	Missoula, MT	Resolution No. 7473
2	3	5	16.0	0	2	2	1.6	5	8.0	0	0.0	1	0	0	1	4.0	72.8	Lee's Summit, MO	Resolution No. 10-17
1	3	4	12.8	0	2	2	1.6	0	0.0	0	0.0	3	0	0	3	12.0	70.4	Bozeman, MT	Resolution No. 4244
1	3	4	12.8	3	2	5	4.0	5	8.0	0	0.0	1	0	0	1	4.0	66.4	Byron, MN	Resolution
1	3	4	12.8	3	2	5	4.0	5	8.0	0	0.0	1	0	0	1	4.0	66.4	Stewartville, MN	Resolution 2010-32
1	3	4	12.8	0	0	0	0.0	0	0.0	5	4.0	3	1	0	4	16.0	62.8	Baltimore, MD	Council Bill 09-0433
1	3	4	12.8	0	0	0	0.0	0	0.0	0	0.0	3	0	0	3	12.0	60.0	Netcong, NJ	Resolution 2010-96
0	0	0	0.0	0	0	0	0.0	0	0.0	5	4.0	3	1	1	5	20.0	58.4	Helena, MT	Resolution No. 19799
1	0	1	3.2	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	54.4	Sandpoint, ID	Resolution
1	3	4	12.8	3	0	3	2.4	0	0.0	0	0.0	1	0	0	1	4.0	52.0	Red Bank, NJ	Resolution No. 10-195
1	0	1	3.2	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	51.2	Franklin, PA	Resolution No. 18 of 2010
2	0	2	6.4	0	2	2	1.6	5	8.0	0	0.0	1	0	0	1	4.0	48.4	Mesilla, NM	Resolution 2008-25
1	0	1	3.2	0	2	2	1.6	5	8.0	0	0.0	0	0	0	0	0.0	46.8	Tupelo, MS	Resolution

			intent		all users and modes								network		jurisdiction					phases				
location	policy	year	points	weight	bike/ped	bike/ped/transit	bike/ped/transit + 1	bike/ped/transit + 2	all abilities	all ages	points	weight	points	weight	agency-funded	privately-built	collaborate w/others	points	weight	new construction	new & reconstruction	plus repair, operations, etc.	points	weight
CITY RESOLUTION, CONT.																								
Hernando, MS	Resolution	2010	5	6.0	0	0	0	3	1	0	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Pascagoula, MS	Resolution	2010	5	6.0	0	0	0	3	1	0	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Columbus, MS	Resolution	2010	5	6.0	0	0	0	3	1	0	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
New Haven, CT	Complete Streets Order	2008	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Orange Beach, AL	Resolution No. 10-097	2010	1	1.2	0	0	0	3	1	0	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Bethlehem, NY	Resolution No. 30	2009	3	3.6	0	0	0	0	0	1	1	4.0	0	0.0	0	0	2	2	3.2	0	3	0	3	7.2
Greenville, SC	Resolution 2008-49	2008	3	3.6	0	1	0	0	1	1	3	12.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Kingston, NY	Resolution	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Brookhaven, NY	Resolution 2010-993	2010	3	3.6	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Gowanda, NY	Resolution	2010	5	6.0	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Cuba, NY	Resolution	2010	5	6.0	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Islip, NY	Resolution	2010	5	6.0	0	0	0	3	1	1	5	20.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Charlottesville, VA	Resolution	2010	5	6.0	0	0	0	3	1	1	5	20.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Emerson, NJ	Resolution	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Anderson, SC	Resolution	2009	3	3.6	0	1	0	0	1	0	2	8.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Independence, MN	Resolution No. 10-0413-03	2010	1	1.2	0	0	0	3	1	1	5	20.0	0	0.0	0	0	2	2	3.2	0	3	0	3	7.2
Elizabethtown, NY	Resolution	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	2	2	3.2	0	3	2	5	12.0
West Windsor, NJ	Resolution 2010-R175	2010	3	3.6	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Lawrence, NJ	Resolution No. 336-10	2010	3	3.6	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Knoxville, TN	Resolution No. 287-09	2009	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Sault Ste. Marie, MI	Resolution	2010	1	1.2	0	0	2	0	1	1	4	16.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Golden, CO	Resolution No. 2059	2010	5	6.0	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Jackson, MI	Resolution	2006	3	3.6	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Hoboken, NJ	Resolution	2010	3	3.6	0	0	0	3	1	1	5	20.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Manistique, MI	Resolution	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Everett, WA	Resolution	2008	1	1.2	0	0	0	3	1	1	5	20.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
St. Paul, MN	Resolution No. 09-213	2009	1	1.2	0	0	0	3	1	1	5	20.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Newport, RI	Resolution No. 2010-130	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2

exceptions				design				context		measures		implementation							
exceptions	approval process	points	weight	design guidance	flexibility & balance	points	weight	points	weight	points	weight	next steps	oversight or reporting	prioritization changes	points	weight	TOTAL SCORE	location	policy
1	0	1	3.2	0	2	2	1.6	5	8.0	0	0.0	0	0	0	0	0.0	46.8	Hernando, MS	Resolution
1	0	1	3.2	0	2	2	1.6	5	8.0	0	0.0	0	0	0	0	0.0	46.8	Pascagoula, MS	Resolution
1	0	1	3.2	0	2	2	1.6	5	8.0	0	0.0	0	0	0	0	0.0	46.8	Columbus, MS	Resolution
0	0	0	0.0	0	2	2	1.6	0	0.0	0	0.0	3	1	0	4	16.0	46.8	New Haven, CT	Complete Streets Order
1	0	1	3.2	0	2	2	1.6	5	8.0	0	0.0	0	0	0	0	0.0	42.0	Orange Beach, AL	Resolution No. 10-097
1	3	4	12.8	3	0	3	2.4	5	8.0	0	0.0	0	0	0	0	0.0	41.2	Bethlehem, NY	Resolution No. 30
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	1	0	0	1	4.0	41.2	Greenville, SC	Resolution 2008-49
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	3	1	0	4	16.0	40.4	Kingston, NY	Resolution
0	0	0	0.0	0	0	0	0.0	5	8.0	0	0.0	0	0	0	0	0.0	39.6	Brookhaven, NY	Resolution 2010-993
1	0	1	3.2	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	39.6	Gowanda, NY	Resolution
1	0	1	3.2	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	39.6	Cuba, NY	Resolution
0	0	0	0.0	0	2	2	1.6	0	0.0	0	0.0	0	0	0	0	0.0	39.6	Islip, NY	Resolution
0	0	0	0.0	0	2	2	1.6	0	0.0	0	0.0	0	0	0	0	0.0	39.6	Charlottesville, VA	Resolution
0	3	3	9.6	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	38.8	Emerson, NJ	Resolution
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	1	0	0	1	4.0	37.2	Anderson, SC	Resolution
0	0	0	0.0	0	2	2	1.6	0	0.0	0	0.0	1	0	0	1	4.0	37.2	Independence, MN	Resolution No. 10-0413-03
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	36.4	Elizabethtown, NY	Resolution
2	0	2	6.4	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	35.2	West Windsor, NJ	Resolution 2010-R175
2	0	2	6.4	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	35.2	Lawrence, NJ	Resolution No. 336-10
0	0	0	0.0	0	2	2	1.6	0	0.0	0	0.0	1	0	0	1	4.0	34.8	Knoxville, TN	Resolution No. 287-09
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	34.4	Sault Ste. Marie, MI	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	34.0	Golden, CO	Resolution No. 2059
0	0	0	0.0	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	34.0	Jackson, MI	Resolution
1	0	1	3.2	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	34.0	Hoboken, NJ	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	33.2	Manistique, MI	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	33.2	Everett, WA	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	32.4	St. Paul, MN	Resolution No. 09-213
0	0	0	0.0	0	0	0	0.0	5	8.0	0	0.0	0	0	0	0	0.0	32.4	Newport, RI	Resolution No. 2010-130

			intent		all users and modes								network		jurisdiction					phases				
location	policy	year	points	weight	bike/ped	bike/ped/transit	bike/ped/transit + 1	bike/ped/transit + 2	all abilities	all ages	points	weight	points	weight	agency-funded	privately-built	collaborate w/others	points	weight	new construction	new & reconstruction	plus repair, operations, etc.	points	weight
CITY RESOLUTION, CONT.																								
Prattville, AL	Resolution	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Hamtramck, MI	Resolution 2010-120	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Mackinaw City, MI	Resolution	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Columbus, OH	Resolution	2008	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Edmond, OK	Resolution No. 11-10	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Morgantown, WV	Resolution	2007	1	1.2	0	0	2	0	0	0	2	8.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Duluth, MN	Resolution No. 10-0218	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	2	2	3.2	0	0	0	0	0.0
Newport, OR	Resolution No. 3508	2010	1	1.2	0	0	0	3	1	1	5	20.0	0	0.0	0	0	2	2	3.2	0	0	0	0	0.0
Montclair, NJ	Resolution No. 233-09	2009	3	3.6	0	0	2	0	1	0	3	12.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Iowa City, IA	Resolution	2007	5	6.0	0	0	2	0	0	0	2	8.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Columbia, SC	Resolution No. R2010-054	2010	3	3.6	0	1	0	0	1	0	2	8.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Miami, FL	Resolution No. 09-00274	2009	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	2	2	3.2	0	0	0	0	0.0
Topeka, KS	Resolution	2009	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Madison, WI	Resolution No. 09-997	2009	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Fairhope, AL	Resolution No. 1570-09	2009	3	3.6	0	0	2	0	0	0	2	8.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Daphne, AL	Resolution No. 2009-111	2009	3	3.6	0	0	2	0	0	0	2	8.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Novato, CA	Resolution	2007	1	1.2	0	1	0	0	1	0	2	8.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Novi, MI	Resolution	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0
Berkley, MI	Resolution 48-10	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0
Spokane, WA	Resolution No. 2010-0018	2010	1	1.2	0	0	2	0	0	0	2	8.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0
Clawson, MI	Resolution	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0
Ross, CA	Resolution No. 1718	2010	1	1.2	0	0	2	0	1	0	3	12.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Fairfax, CA	Resolution No. 2527	2008	1	1.2	0	0	2	0	1	0	3	12.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
San Anselmo, CA	Bicycle Master Plan Appendix B: Complete Streets Resolution	2008	1	1.2	0	0	2	0	1	0	3	12.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Linden, MI	Resolution	2010	1	1.2	0	0	2	0	1	1	4	16.0	0	0.0	0	0	2	2	3.2	0	0	0	0	0.0
Flint, MI	Resolution	2009	1	1.2	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	0	0	0	0.0
Spartanburg, SC	Resolution	2006	1	1.2	0	0	0	0	0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	0	2	2	4.8

exceptions				design				context		measures		implementation							
exceptions	approval process	points	weight	design guidance	flexibility & balance	points	weight	points	weight	points	weight	next steps	oversight or reporting	prioritization changes	points	weight	TOTAL SCORE	location	policy
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	29.2	Prattville, AL	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	29.2	Hamtramck, MI	Resolution 2010-120
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	29.2	Mackinaw City, MI	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	29.2	Columbus, OH	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	29.2	Edmond, OK	Resolution No. 11-10
0	0	0	0.0	0	0	0	0.0	5	8.0	0	0.0	0	0	0	0	0.0	29.2	Morgantown, WV	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	1	0	2	8.0	28.4	Duluth, MN	Resolution No. 10-0218
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	28.4	Newport, OR	Resolution No. 3508
1	0	1	3.2	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	28.0	Montclair, NJ	Resolution No. 233-09
2	0	2	6.4	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	27.6	Iowa City, IA	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	27.6	Columbia, SC	Resolution No. R2010-054
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	24.4	Miami, FL	Resolution No. 09-00274
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	24.4	Topeka, KS	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	24.4	Madison, WI	Resolution No. 09-997
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	23.6	Fairhope, AL	Resolution No. 1570-09
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	23.6	Daphne, AL	Resolution No. 2009-111
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	21.2	Novato, CA	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	21.2	Novi, MI	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	21.2	Berkley, MI	Resolution 48-10
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	3	0	0	3	12.0	21.2	Spokane, WA	Resolution No. 2010-0018
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	1	0	0	1	4.0	21.2	Clawson, MI	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	20.4	Ross, CA	Resolution No. 1718
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	20.4	Fairfax, CA	Resolution No. 2527
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	20.4	San Anselmo, CA	Bicycle Master Plan Appendix B: Complete Streets Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	20.4	Linden, MI	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	19.2	Flint, MI	Resolution
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	6.0	Spartanburg, SC	Resolution

			intent		all users and modes								network		jurisdiction					phases				
location	policy	year	points	weight	bike/ped	bike/ped/transit	bike/ped/transit + 1	bike/ped/transit + 2	all abilities	all ages	points	weight	points	weight	agency-funded	privately-built	collaborate w/others	points	weight	new construction	new & reconstruction	plus repair, operations, etc.	points	weight
CITY TAX LEVY																								
Seattle, WA	Bridging the Gap	2006	5	6.0	0	0	0	3	1	0	4	16.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
CITY POLICY ADOPTED BY ELECTED BOARD																								
Roanoke, VA	Complete Streets Policy	2008	5	6.0	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Big Lake, MN	Resolution No. 2010-74	2010	5	6.0	0	0	2	0	1	1	4	16.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Festus, MO	Resolution No. 3924 1/2	2010	1	1.2	0	0	0	3	1	1	5	20.0	5	2.0	0	3	2	5	8.0	0	3	2	5	12.0
Rochester, MN	Complete Streets Policy	2009	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Babylon, NY	Complete Streets Policy	2010	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Dayton, OH	Livable Streets Policy	2010	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Las Cruces, NM	Resolution 09-301	2009	3	3.6	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Roswell, GA	Resolution 2009-03-10	2009	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	0	2	2	3.2	0	3	0	3	7.2
Rockville, MD	Complete Streets Policy	2009	5	6.0	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Coeur d'Alene, ID	Resolution 09-021	2009	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	0	2	2	3.2	0	3	0	3	7.2
Des Moines, IA	Complete Streets Policy	2008	5	6.0	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
North Little Rock, AR	Resolution No. 74-25	2009	3	3.6	0	0	0	3	1	0	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Concord, NH	Comprehensive Transportation Policy	2010	5	6.0	0	1	0	0	0	0	1	4.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Midland, MI	Complete Streets Policy	2010	3	3.6	0	0	0	0	1	0	1	4.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
CITY INTERNAL POLICY																								
Washington, DC	Departmental Order 06-2010	2010	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Nashville, TN	Executive Order No. 40	2010	3	3.6	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Chicago, IL	Safe Streets for Chicago	2006	5	6.0	0	0	0	3	1	1	5	20.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Salt Lake City, UT	Executive Order on Complete Streets	2007	5	6.0	0	0	0	0	1	0	1	4.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Cascade, IA	Policy Statement	2006	5	6.0	0	0	0	0	1	0	1	4.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2
Philadelphia, PA	Executive Order No. 5-09	2009	3	3.6	0	0	2	0	1	1	4	16.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
CITY PLAN																								
New York City, NY	Sustainable Streets Strategic Plan	2008	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0

exceptions				design				context		measures		implementation							
exceptions	approval process	points	weight	design guidance	flexibility & balance	points	weight	points	weight	points	weight	next steps	oversight or reporting	prioritization changes	points	weight	TOTAL SCORE	location	policy
1	0	1	3.2	0	2	2	1.6	5	8.0	0	0.0	1	1	0	2	8.0	56.8	Seattle, WA	Bridging the Gap
1	3	4	12.8	3	2	5	4.0	5	8.0	5	4.0	3	0	0	3	12.0	76.8	Roanoke, VA	Complete Streets Policy
1	3	4	12.8	3	2	5	4.0	5	8.0	0	0.0	3	0	0	3	12.0	76.0	Big Lake, MN	Resolution No. 2010-74
2	0	2	6.4	0	2	2	1.6	5	8.0	0	0.0	3	1	0	4	16.0	75.2	Festus, MO	Resolution No. 3924 1/2
1	3	4	12.8	3	2	5	4.0	5	8.0	0	0.0	3	0	0	3	12.0	74.4	Rochester, MN	Complete Streets Policy
2	0	2	6.4	3	0	3	2.4	5	8.0	0	0.0	3	0	0	3	12.0	72.0	Babylon, NY	Complete Streets Policy
2	3	5	16.0	3	2	5	4.0	5	8.0	0	0.0	1	0	0	1	4.0	72.0	Dayton, OH	Livable Streets Policy
2	0	2	6.4	3	0	3	2.4	5	8.0	0	0.0	3	0	0	3	12.0	62.4	Las Cruces, NM	Resolution 09-301
2	0	2	6.4	3	2	5	4.0	5	8.0	0	0.0	1	0	0	1	4.0	58.4	Roswell, GA	Resolution 2009-03-10
0	3	3	9.6	3	2	5	4.0	5	8.0	0	0.0	1	0	0	1	4.0	56.8	Rockville, MD	Complete Streets Policy
1	0	1	3.2	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	51.2	Coeur d'Alene, ID	Resolution 09-021
2	0	2	6.4	3	2	5	4.0	0	0.0	0	0.0	0	0	0	0	0.0	39.6	Des Moines, IA	Complete Streets Policy
1	0	1	3.2	3	2	5	4.0	0	0.0	0	0.0	0	0	0	0	0.0	38.8	North Little Rock, AR	Resolution No. 74-25
0	0	0	0.0	0	0	0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	27.2	Concord, NH	Comprehensive Transportation Policy
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	0	0	0	0	0.0	24.4	Midland, MI	Complete Streets Policy
1	3	4	12.8	0	2	2	1.6	5	8.0	0	0.0	1	0	0	1	4.0	66.4	Washington, DC	Departmental Order 06-2010
2	0	2	6.4	0	0	0	0.0	5	8.0	0	0.0	1	0	0	1	4.0	50.0	Nashville, TN	Executive Order No. 40
0	0	0	0.0	0	2	2	1.6	0	0.0	0	0.0	0	0	0	0	0.0	39.6	Chicago, IL	Safe Streets for Chicago
2	3	5	16.0	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	35.6	Salt Lake City, UT	Executive Order on Complete Streets
2	3	5	16.0	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	35.6	Cascade, IA	Policy Statement
0	0	0	0.0	0	2	2	1.6	0	0.0	0	0.0	0	0	0	0	0.0	33.2	Philadelphia, PA	Executive Order No. 5-09
0	0	0	0.0	0	0	0	0.0	0	0.0	5	4.0	3	0	0	3	12.0	59.2	New York City, NY	Sustainable Streets Strategic Plan

			intent		all users and modes								network		jurisdiction					phases				
location	policy	year	points	weight	bike/ped	bike/ped/transit	bike/ped/transit + 1	bike/ped/transit + 2	all abilities	all ages	points	weight	points	weight	agency-funded	privately-built	collaborate w/others	points	weight	new construction	new & reconstruction	plus repair, operations, etc.	points	weight
CITY PLAN, CONT.																								
Fort Collins, CO	Transportation Master Plan	2004	3	3.6	0	0	2	0	1	1	4	16.0	5	2.0	0	0	2	2	3.2	0	3	0	3	7.2
Scottsdale, AZ	Scottsdale Transportation Master Plan	2008	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Champaign, IL	Transportation Master Plan	2008	3	3.6	0	0	2	0	1	0	3	12.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Boulder, CO	Transportation Master Plan	1996	5	6.0	0	0	2	0	0	0	2	8.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Lee's Summit, MO	Lee's Summit 360 Strategic Plan	2009	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Tacoma, WA	Comprehensive Plan Amendment	2008	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Decatur, GA	Community Transportation Plan	2008	5	6.0	0	0	2	0	1	1	4	16.0	5	2.0	0	0	2	2	3.2	0	3	0	3	7.2
Columbus, IN	Thoroughfare Plan	2010	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	3	0	3	4.8	0	3	0	3	7.2
Louisville-Jefferson Metro, KY	Cornerstone 2020 Comprehensive Plan: Complete Streets Ordinance	2008	5	6.0	0	2	0	0	1	0	3	12.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Santa Barbara, CA	Circulation Element to the City General Plan	1998	3	3.6	0	0	2	0	0	0	2	8.0	5	2.0	0	0	2	2	3.2	0	3	0	3	7.2
Bloomington, MN	Alternative Transportation Plan	2008	3	3.6	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Salamanca, NY	Comprehensive Plan: Complete Streets Policy	2010	3	3.6	0	0	2	0	1	1	4	16.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
Colorado Springs, CO	Complete Streets Amendment to the Intermodal Transportation Plan	2005	5	6.0	0	0	0	3	0	0	3	12.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
West Palm Beach, FL	Transportation Element of the Comprehensive Plan	2008	5	6.0	0	0	0	3	0	0	3	12.0	5	2.0	0	0	2	2	3.2	0	3	0	3	7.2
University Place, WA	Comprehensive Plan	2004	3	3.6	0	1	0	0	1	0	2	8.0	5	2.0	0	3	0	3	4.8	0	3	0	3	7.2
Northampton, MA	Comprehensive Municipal Transportation Plan	2005	3	3.6	0	0	0	3	0	0	3	12.0	0	0.0	0	0	0	0	0.0	0	3	2	5	12.0
Hendersonville, TN	Land Use and Transportation Plan	2009	1	1.2	0	0	2	0	1	0	3	12.0	5	2.0	0	0	0	0	0.0	0	0	0	0	0.0

exceptions				design				context		measures		implementation							
exceptions	approval process	points	weight	design guidance	flexibility & balance	points	weight	points	weight	points	weight	next steps	oversight or reporting	prioritization changes	points	weight	TOTAL SCORE	location	policy
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	3	0	1	4	16.0	57.6	Fort Collins, CO	Transportation Master Plan
0	0	0	0.0	3	2	5	4.0	5	8.0	5	4.0	0	0	0	0	0.0	56.0	Scottsdale, AZ	Scottsdale Transportation Master Plan
2	0	2	6.4	3	2	5	4.0	5	8.0	0	0.0	3	0	0	3	12.0	55.2	Champaign, IL	Transportation Master Plan
0	0	0	0.0	3	2	5	4.0	5	8.0	5	4.0	1	0	1	2	8.0	55.2	Boulder, CO	Transportation Master Plan
2	0	2	6.4	0	0	0	0.0	0	0.0	0	0.0	1	1	0	2	8.0	52.0	Lee's Summit, MO	Lee's Summit 360 Strategic Plan
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	1	0	0	1	4.0	51.2	Tacoma, WA	Comprehensive Plan Amendment
0	0	0	0.0	3	2	5	4.0	5	8.0	0	0.0	1	0	0	1	4.0	50.4	Decatur, GA	Community Transportation Plan
0	0	0	0.0	3	0	3	2.4	5	8.0	0	0.0	0	0	0	0	0.0	48.0	Columbus, IN	Thoroughfare Plan
2	0	2	6.4	0	2	2	1.6	5	8.0	0	0.0	0	0	0	0	0.0	48.0	Louisville-Jefferson Metro, KY	Cornerstone 2020 Comprehensive Plan: Complete Streets Ordinance
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	3	0	0	3	12.0	45.6	Santa Barbara, CA	Circulation Element to the City General Plan
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	0	0	0	0	0.0	43.2	Bloomington, MN	Alternative Transportation Plan
2	0	2	6.4	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	42.4	Salamanca, NY	Comprehensive Plan: Complete Streets Policy
1	0	1	3.2	3	0	3	2.4	5	8.0	0	0.0	0	0	0	0	0.0	40.8	Colorado Springs, CO	Complete Streets Amendment to the Intermodal Transportation Plan
0	0	0	0.0	0	0	0	0.0	0	0.0	5	4.0	1	0	0	1	4.0	38.4	West Palm Beach, FL	Transportation Element of the Comprehensive Plan
0	0	0	0.0	0	0	0	0.0	5	8.0	0	0.0	0	0	0	0	0.0	33.6	University Place, WA	Comprehensive Plan
0	0	0	0.0	3	0	3	2.4	0	0.0	0	0.0	0	0	0	0	0.0	30.0	Northampton, MA	Comprehensive Municipal Transportation Plan
0	0	0	0.0	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	27.2	Hendersonville, TN	Land Use and Transportation Plan

			intent		all users and modes								network		jurisdiction					phases				
location	policy	year	points	weight	bike/ped	bike/ped/transit	bike/ped/transit + 1	bike/ped/transit + 2	all abilities	all ages	points	weight	points	weight	agency-funded	privately-built	collaborate w/others	points	weight	new construction	new & reconstruction	plus repair, operations, etc.	points	weight
CITY DESIGN GUIDANCE																								
New Haven, CT	Complete Streets Design Manual	2010	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	0	0	2	2	3.2	0	3	2	5	12.0
Tacoma, WA	Complete Street Guidelines	2009	3	3.6	0	0	0	3	1	1	5	20.0	5	2.0	0	3	0	3	4.8	0	3	2	5	12.0
New York City, NY	Street Design Manual	2009	5	6.0	0	0	0	3	1	1	5	20.0	5	2.0	0	3	0	3	4.8	0	3	2	5	12.0
Louisville-Jefferson Metro, KY	Complete Streets Manual	2007	5	6.0	0	0	2	0	1	0	3	12.0	5	2.0	0	3	0	3	4.8	0	3	2	5	12.0
Charlotte, NC	Urban Street Design Guidelines	2007	5	6.0	0	0	2	0	1	0	3	12.0	5	2.0	0	0	0	0	0.0	0	3	2	5	12.0
San Diego, CA	Street Design Manual	2002	3	3.6	0	0	2	0	1	0	3	12.0	5	2.0	0	3	0	3	4.8	0	3	0	3	7.2
Basalt, CO	Complete Street Design	2005	3	3.6	0	0	2	0	1	0	3	12.0	5	2.0	0	0	0	0	0.0	0	3	0	3	7.2
Sacramento, CA	Sacramento Pedestrian Friendly Street Standards	2004	3	3.6	0	0	0	0	0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	3	0	3	7.2

exceptions				design				context		measures		implementation							
exceptions	approval process	points	weight	design guidance	flexibility & balance	points	weight	points	weight	points	weight	next steps	oversight or reporting	prioritization changes	points	weight	TOTAL SCORE	location	policy
0	0	0	0.0	3	2	5	4.0	5	8.0	5	4.0	1	1	1	3	12.0	71.2	New Haven, CT	Complete Streets Design Manual
0	0	0	0.0	3	2	5	4.0	5	8.0	0	0.0	3	1	0	4	16.0	70.4	Tacoma, WA	Complete Street Guidelines
0	0	0	0.0	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	56.8	New York City, NY	Street Design Manual
2	0	2	6.4	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	55.2	Louisville-Jefferson Metro, KY	Complete Streets Manual
0	0	0	0.0	3	2	5	4.0	5	8.0	5	4.0	1	0	0	1	4.0	52.0	Charlotte, NC	Urban Street Design Guidelines
0	0	0	0.0	3	2	5	4.0	5	8.0	0	0.0	0	0	0	0	0.0	41.6	San Diego, CA	Street Design Manual
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	0	0	0	0	0.0	34.4	Basalt, CO	Complete Street Design
0	0	0	0.0	0	2	2	1.6	5	8.0	0	0.0	1	0	0	1	4.0	24.4	Sacramento, CA	Sacramento Pedestrian Friendly Street Standards

National Complete Streets Coalition
1707 L St NW, Suite 1050 • Washington, DC 20036
202-955-5543 • info@completestreets.org
www.completestreets.org

NATIONAL COMPLETE STREETS COALITION
1707 L ST NW, SUITE 250 • WASHINGTON DC 20036

www.completestreets.org • p: 202-955-5543 • f: 202-955-5592 • e: info@completestreets.org

ELEMENTS OF AN IDEAL COMPLETE STREETS POLICY

Regardless of a policy's form, the National Complete Streets Coalition has identified ten elements of a comprehensive complete streets policy, as discussed below. For examples of strong policy language, see our current chart of selected policies: http://www.completestreets.org/webdocs/policy/cs-chart-samplepolicy.pdf

- Includes a vision for how and why the community wants to complete its streets
- Specifies that 'all users' includes pedestrians, bicyclists and transit passengers of all ages and abilities, as well as trucks, buses and automobiles.
- Encourages street connectivity and aims to create a comprehensive, integrated, connected network for all modes.
- Is adoptable by all agencies to cover all roads.
- Applies to both new and retrofit projects, including design, planning, maintenance, and operations, for the entire right of way.
- Makes any exceptions specific and sets a clear procedure that requires high-level approval of exceptions.
- Directs the use of the latest and best design criteria and guidelines while recognizing the need for flexibility in balancing user needs.
- Directs that complete streets solutions will complement the context of the community.
- Establishes performance standards with measurable outcomes.
- Includes specific next steps for implementation of the policy

Sets a vision

A strong vision can inspire a community to follow through on its complete streets policy. Just as no two policies are alike, visions are not one-size-fits-all either. In the small town of Decatur, GA, the Community Transportation Plan defines their vision as promoting health through physical activity and active transportation. In the City of Chicago, the Department of Transportation focuses on creating streets safe for travel by even the most vulnerable - children, older adults, and those with disabilities.

Specifies all users

A true complete streets policy must apply to everyone traveling along the road. A sidewalk without curb ramps is useless to someone using a wheelchair. A street with an awkwardly placed public transportation stop without safe crossings is dangerous for riders. A fast-moving road with no safe space for cyclists will discourage those who depend on bicycles for transportation. A road with heavy freight traffic must be planned with those vehicles in mind. Older adults and children face particular challenges as they are more likely to be seriously injured or killed along a roadway. Automobiles are an important part of a complete street as well, as any change made to better

accommodate other modes will have an effect on personal vehicles too. In some cases, like the installation of curb bulb-outs, these changes can improve traffic flow and the driving experience.

Creates a network

Complete streets policies should result in the creation of a complete transportation network for all modes of travel. A network approach helps to balance the needs of all users. Instead of trying to make each street perfect for every traveler, communities can create an interwoven array of streets that emphasize different modes and provide quality accessibility for everyone. This can mean creating bicycle boulevards to speed along bicycle travel on certain low-traffic routes; dedicating more travel lanes to bus travel only; or pedestrianizing segments of routes that are already overflowing with people on foot. It is important to provide basic safe access for all users regardless of design strategy and networks should not require some users to take long detours.

All agencies and all roads

Creating complete streets networks is difficult because many agencies control our streets. They are built and maintained by state, county, and local agencies, and private developers often build new roads. Typical complete streets policies cover only one jurisdiction's roadways, which can cause network problems: a bike lane on one side of a bridge disappears on the other because the road is no longer controlled by the agency that built the lane. Another common issue to resolve is inclusion of complete streets elements in sub-division regulations, which govern how private developers build their new streets.

All projects

For many years, multi-modal streets have been treated as 'special projects' requiring extra planning, funding, and effort. The complete streets approach is different. Its intent is to view all transportation improvements as opportunities to create safer, more accessible streets for all users, including pedestrians, cyclists, and public transportation passengers. Under this approach, even small projects can be an opportunity to make meaningful improvements. In repaving projects, for example, an edge stripe can be shifted to create more room for cyclists. In routine work on traffic lights, the timing can be changed to better accommodate pedestrians walking at a slower speed. A strong complete streets policy will integrate complete streets planning into all types of projects, including new construction, reconstruction, rehabilitation, repair, and maintenance.

Exceptions

Making a policy work in the real world requires developing a process to handle exceptions to providing for all modes in each project. The Federal Highway Administration's guidance on accommodating bicycle and pedestrian travel named three exceptions that have become commonly used in complete streets policies: 1) accommodation is not necessary on corridors where non-motorized use is prohibited, such as interstate freeways; 2) cost of accommodation is excessively disproportionate to the need or probable use; 3) a documented absence of current or future need. Many communities have included their own exceptions, such as severe topological constraints. In addition to defining exceptions, there must be a clear process for granting them, where a senior-level department head must approve them. Any exceptions should be kept on record and publicly-available.

Design criteria

Communities adopting a complete streets policy should review their design policies to ensure their ability to accommodate all modes of travel, while still providing flexibility to allow designers to tailor the project to unique circumstances. Some communities will opt to re-write their design manual. Others will refer to existing design guides, such as those issued by AASHTO, state design standards, and the Americans with Disabilities Act Accessibility Guidelines.

Context-sensitive

An effective complete streets policy must be sensitive to the community context. Being clear about this in the initial policy statement can allay fears that the policy will require inappropriately wide

roads in quiet neighborhoods or miles of little-used sidewalks in rural areas. A strong statement about context can help align transportation and land use planning goals, creating livable, strong neighborhoods.

Performance measures

The traditional performance measure for transportation planning has been vehicular Level of Service (LOS) – a measure of automobile congestion. Complete streets planning requires taking a broader look at how the system is serving all users. Communities with complete streets policies can measure success through a number of ways: the miles of on-street bicycle routes created; new linear feet of pedestrian accommodation; changes in the number of people using public transportation, bicycling, or walking (mode shift); number of new street trees; and/or the creation or adoption of a new multi-modal Level of Service standard that better measures the quality of travel experience. The fifth edition of Highway Capacity Manual will include this new way of measuring LOS. Cities like San Francisco and Charlotte have already begun to develop their own.

Implementation

Taking a complete streets policy from paper into practice is not easy, but providing some momentum with specific implementation steps can help. Some policies establish a task force or commission to work toward policy implementation. There are four key steps for successful implementation: 1) Restructure procedures to accommodate all users on every project; 2) Develop new design policies and guides; 3) Offer workshops and other training opportunities to planners and engineers; and 4) Institute better ways to measure performance and collect data on how well the streets are serving all users.