San Bernardino Associated Governments
Complete Streets Strategy

May 2015

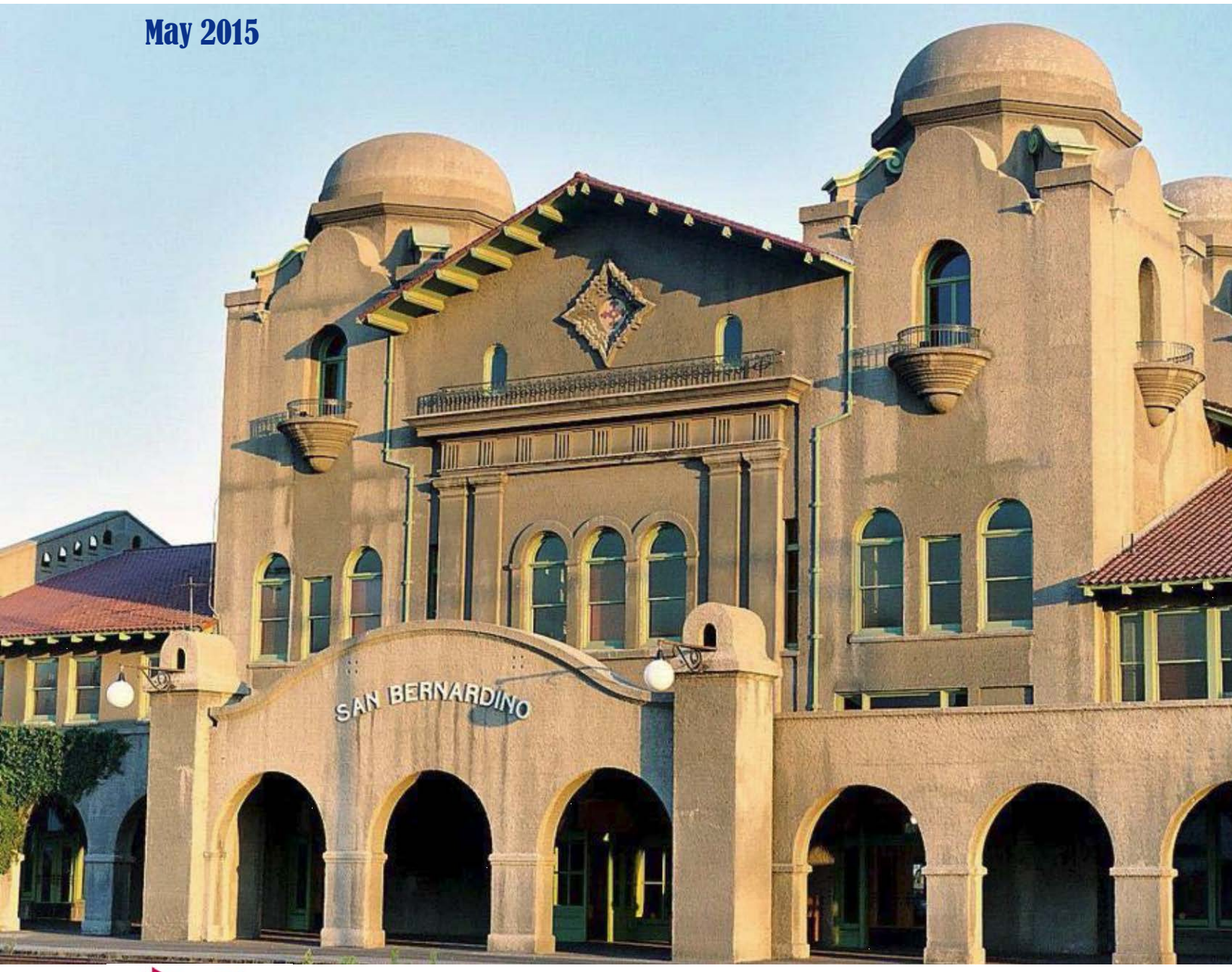

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Table of Contents

Table of Figures

List of Tables

Executive Summary

ES.1 Introduction

Complete Streets are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. The San Bernardino Associated Governments (SANBAG) Complete Streets Strategy aims to help local jurisdictions implement Complete Streets policies and projects in their communities. The Strategy will help jurisdictions comply with Assembly Bill (AB) 1358, also known as the Complete Streets Act of 2008, which requires consideration of complete streets with any substantive revision to general plan circulation elements.

ES.1.1 Overview of Complete Streets Strategy Development Process

The Complete Streets Strategy was developed by Alta Planning + Design and ChangeLab Solutions in coordination with SANBAG. Throughout the planning process, staff presented draft materials to the SANBAG Transportation Technical Advisory Committee (TTAC) four times (September 8, 2014; November 3, 2014; February 2, 2015; and May 4, 2015) and to the Planning and Development Technical Forum (PDTF) on April 22, 2015 to solicit feedback on the draft deliverables.

A needs assessment was prepared to gain a better understanding of existing conditions and perceptions about Complete Streets and SRTS in San Bernardino. An online survey was prepared and disseminated in fall/winter 2014, along with a data request memorandum. Individual emails and phone calls were made to specific jurisdictions to collect information. Appendix A details the results of the Complete Streets jurisdiction survey.

ES.1.2 Complete Streets Strategy Structure

This report provides an overview of Complete Streets principles and statewide requirements, model language for Complete Streets Policies and General Plan, and best practices for integrating Complete Streets efforts with other planning projects. It is intended as an addendum to the San Bernardino County Nonmotorized Transportation Plan (NMTP) and provides additional resources for implementing key recommendations from the NMTP.

The Appendices detail specific background information and language for adopting the recommended approaches. Appendices include:

- Appendix A. San Bernardino Complete Streets Survey Results
- Appendix B. Model Complete Streets Policy Language
- Appendix C. Model Complete Streets Ordinance
- Appendix D. Model Complete Streets General Plan Language
- Appendix E. Complete Streets Resources for San Bernardino County
- Appendix F. Case Studies
- Appendix G. MTC Complete Streets Checklist

ES.1.3 Complete Streets Principles

Complete Streets policies formalize a community's intent to plan, design, and maintain streets so they are safe for users of all ages and abilities, and to be compliant with regulatory mandates. 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.

Chapter Two discusses the National Complete Streets Coalition's ten ideal elements to be included in a comprehensive policy:

- Vision
- All users and modes
- All projects and phases
- Clear, accountable exceptions
- Network
- Jurisdiction
- Design
- Context sensitivity
- Performance measures
- Implementation steps

Appendix B recommends specific language for Model Complete Streets Policy. Appendix C outlines text for a Model Complete Streets Ordinance for jurisdictions, which considers a range of contexts, land uses, and levels of support for Complete Streets.

ES.2 Complete Streets in General Plans

Including Complete Streets language in the General Plan establishes the community's desire for providing transportation options.

ES.2.1 Mandatory Elements

The Office of Planning and Research (OPR)'s *Update to the General Plan Guidelines: Complete Streets and the Circulation Element* outlines the following requirements upon any sustentative revision of the general plan circulation element:

- The circulation element must be modified to **plan for a balanced, multimodal transportation network** that meets the needs of all users of streets, roads, and highways, defined as "bicyclists, children, persons with disabilities, motorists, movers of commercial goods, pedestrians, users of public transportation, and seniors." Networks should also consider pedestrian, bicycle, and transit routes, which may not always be on or along streets, roads, and highways.
- Jurisdictions should provide **safe and convenient travel that is suitable to the rural, suburban, or urban context** of a local general plan. This could include policies and implementation measures for both retrofitting and developing streets to serve multiple modes and the development of multimodal transportation network design standards based on street types.

ES.2.2 Guidance for General Plan Updates

The Office of Planning and Research (OPR)'s *Update to the General Plan Guidelines: Complete Streets and the Circulation Element* includes several directions for jurisdictions:

1. Plan, design, and build complete streets by including consideration of multimodal transportation networks as part of the larger planning framework of the general plan.
2. Ensure that networks allow for all users to effectively travel by motor vehicle, foot, bicycle, and transit to reach key destinations within their community and the larger region.
3. Consider all transportation projects, new and retrofit, as opportunities to improve safety, access, and mobility for all travelers, including pedestrians, bicyclists, and transit.
4. Prioritize project selection and funding to accelerate development of a balanced, multimodal transportation network.

Appendix D presents Model Complete Streets General Plan Language, recommending specific goals, objectives, and policies that can be used to update General Plans in compliance with statewide regulations.

ES.3 Integration of Complete Streets with Other Planning Efforts

Complete Streets principles should be considered in all aspects of arterial network and land use planning. There are five main activities for implementation of Complete Streets policies:

1. **Planning for Implementation**: Assessing current procedures and activities and planning for the full implementation of Complete Streets
2. **Changing Procedure and Process**: Updating documents, plans, processes, and existing funding mechanisms used in transportation decision-making, from scoping to funding, and creating new ones if necessary to include routine accommodate of pedestrians and bicyclists
3. **Reviewing and Updating Design Guidance**: Updating or adopting new design guidance and standards to reflect current best practices in providing multimodal mobility
4. **Offering Training and Educational Opportunities**: Providing ongoing support to transportation professionals, other relevant agency staff, community leaders, and the general public so that they understand the Complete Streets approach, the new processes and partnerships it requires, and the potential new outcomes from the transportation system
5. **Measuring Performance**: Creating or modifying existing metrics to measure success in accommodating all users on the project and network levels

In addition, jurisdictions should communicate the benefits of Complete Streets to the general public as well as staff, to build support for project implementation. Appendix E provides a list of handouts, presentations, and other resources that communities can use to build awareness of and support for Complete Streets among residents, policy makers, public health advocates, planners, and transportation engineers.

Appendix F highlights case studies from Rancho Cucamonga, National City, and Sonoma County, identifying best practices for overcoming challenges to implementing Complete Streets.

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Definitions

Term	Definition
Active Transportation	Any transportation that uses human power – biking, walking, skateboarding, scooting, etc.
Active Transportation Program (ATP)	California statewide program for active transportation, which began in 2014, and consists of federal and state funds. The ATP funds a variety of bicycle and pedestrian projects and programs including Safe Routes to School (SRTS).
Bicycle Facilities	Bicycle infrastructure, including protected bikeways, bike lanes, bike routes, and bike paths.
Bicycle Support Facilities	Bike racks, bicycle lockers, changing rooms, signal detection, and other amenities that support bicycling.
Bicycle Street	A street that prioritizes bicycle transportation over other modes, often designated as a bicycle priority street.
Bike Lane	A painted lane for one-way bicycle travel with a minimum 5 foot width. Defined as a Class II Bikeway by Caltrans.
Bike Route	A street that is designated for shared bicycle and motor vehicle use by placement of bike route signs along the roadway. Note that bicyclists are legally allowed to ride on all roadways in California, whether they are bike routes or not, unless expressly forbid. Defined as a Class III bikeway by Caltrans.
Bicycle and Pedestrian Advisory Committee (BPAC)	Many cities and counties have these committees in place to discuss bicycle and pedestrian planning.
Caltrans	California Department of Transportation
Ciclovía	An open street event that closes the roadway to vehicular traffic so that the community can use the roadway to walk, bike, dance, and play; generally street closures are only for a day.
Class I Bikeway	A Class I bikeway "provides a completely separated right of way for the exclusive use of bicycles and pedestrians with crossflow by motorists minimized" (according to the California Highway Design Manual).
Class II Bikeway (Bike Lane)	A painted lane for one-way bicycle travel with a minimum 5 foot width.
Class III Bikeway	Bicycle route that has signage.
Class IV Bikeway (Cycle Track)	A cycle track is a protected bikeway that includes a physical barrier between bicyclists and motor vehicle traffic. Caltrans is currently creating engineering standards for cycle tracks/protected bike lanes.
Complete Streets	Compete Streets describes roadways that are planned, designed, operated and maintained for safe and convenient access by all users (bicyclists, pedestrians, drivers, transit riders, etc.).
Measure I	Measure I is the half-cent sales tax collected throughout San Bernardino County for transportation improvements. SANBAG administers Measure I revenue and is responsible for determining which projects receive Measure I funding, and ensuring that transportation projects are implemented.
Mode Share	A measurement of the number of trips or percentage of trips that are taken by a given type of transportation. Mode shares include, but are not limited to, bicycling, walking, transit, and driving.

Term	Definition
Multi-Use Path	A paved path with an 8-foot minimum paved width, that is solely for bicycle and pedestrian travel. Defined as a Class I bikeway by Caltrans.
Manual on Uniform Traffic Control Devices (MUTCD)	The "MUTCD" issued from the Federal Highway Administration (FHWA), from which all state MUTCD's follow. The California MUTCD was last updated in 2014. The MUTCD provides uniform standards and specifications for all traffic control devices, including bicycle and pedestrian signage, school zone signage, as well as pavement markings such as bike lane striping, bike lane symbols, shared lane symbols, and school zone markings.
NACTO	National Association of City Transportation Officials
NACTO Urban Street Design Guide	This guide focuses on the design of city streets and other public spaces. It covers the following topics: street design principles and elements, interim design strategies, intersections and design elements, as well as design controls. Several concepts and principles in this guide are also applicable to suburban and rural contexts.
NACTO Urban Bikeway Design Guide	This guide focuses on state-of-the-practice solutions that can help create complete streets that are safe and enjoyable for bicyclists. While this guide is focused on very urban conditions, there are some concepts and principles in this guide are also applicable to suburban and rural contexts.
Pedestrian Amenities	Street furniture, pedestrian-scale lighting, landscaping, and other infrastructure and design elements that support pedestrians and improve the walkability of a street.
Pedestrian Facilities	Pedestrian infrastructure, including sidewalks and paths.
Pedestrian Street	A street that prioritizes bicycle transportation over other modes; may or may not be a pedestrian-only street.
Right-of-way (ROW)	Right-of-way typically refers to the entire street as well as the sidewalk area. When redesigning a roadway the entire ROW is often considered in the redesign. The entire ROW is considered public space.
South Coast Air Quality Management District (SCAQMD)	The South Coast Air Quality Management District is the air pollution control agency for all of Orange County and the urban portions of Los Angeles, Riverside and San Bernardino counties. Some funding opportunities are available for bike/ped projects through SCAQMD.
Sharrows	Shared Roadway Bicycle Markings - A stencil of a bicycle and chevron placed in the middle of the right-hand vehicle lane, typically adjacent to parallel parking. The shared lane marking indicates to bicyclists where they should ride to avoid opening car doors and reminds motorists that bicycles will be riding in the middle of the lane.
Safe Routes to School (SRTS)	Safe Routes to School refers to both a policy and a program that works to increase childhood physical activity by walking and rolling to school. The SRTS program focuses on the five E's: Education, Encouragement, Enforcement, Engineering, and Evaluation.
Statewide Integrated Traffic Records System (SWITRS)	A database of police-reported collisions maintained by the California Highway Patrol.
Transit Street	A street that prioritizes the movement of public transit vehicles over other modes – sometimes referred to as transit priority streets.
Transportation Development Act, Article 3 (TDA3)	Transportation Development Act, Article 3 is a two percent set-aside from TDA funding, which is exclusively reserved for bicycle and pedestrian projects. The TDA3 funds have been made available as matching funds for ATP grant applications.

1.0 Introduction

Complete Streets are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. The San Bernardino Associated Governments (SANBAG) *Complete Streets Strategy* aims to help local jurisdictions implement Complete Streets policies and projects in their communities. The Strategy will help jurisdictions comply with Assembly Bill (AB) 1358, also known as the Complete Streets Act of 2008, which requires consideration of complete streets with any substantive revision to general plan circulation elements.

This report provides an overview of Complete Streets principles and statewide requirements, model language for Complete Streets Policies and General Plan, and best practices for integrating Complete Streets efforts with other planning projects. It is intended as an addendum to the San Bernardino County Nonmotorized Transportation Plan (NMTP) and provides additional resources for implementing key recommendations from the NMTP.

The Appendices detail specific background information and language for adopting the recommended approaches. Appendices include:

- Appendix A. San Bernardino Complete Streets Survey Results presents the complete results of the jurisdictional survey.
- **Appendix B. Model Complete Streets Policy Language** provides recommended policy language that can be adopted by SANBAG or local jurisdictions to support Complete Streets efforts.
- **Appendix C. Model Complete Streets Ordinance** provides recommended language for an ordinance amending the municipal code in support of Complete Streets, considering a range of contexts and land uses.
- **Appendix D. Model Complete Streets General Plan Language** includes specific language for incorporating into a General Plan Update in compliance with statewide regulations.
- **Appendix E. Complete Streets Resources for San Bernardino County** lists key model policies and plans, guidelines and manuals, and guidelines for implementing Complete Streets in rural or small town contexts.
- **Appendix F. Case Studies** highlights experiences from the communities of Rancho Cucamonga, National City, and Solano County as they adopted Complete Streets policies and General Plan language.
- **Appendix G. MTC Complete Streets Checklist** is an example process used in the San Francisco Bay Area to establish a precedent for consideration of all users in transportation projects.

1.1 Goals and Objectives

The draft goals and objectives were presented to the SANBAG Transportation Technical Advisory Committee (TTAC) on September 8, 2014 to solicit input from jurisdictions in San Bernardino County. Final goals of the *Complete Streets Strategy* include:

- Promote active transportation options
- Shift travel from single occupancy vehicles

- Educate the public and jurisdictions about the public health, livability, GHG reduction, and other benefits of active transportation
- Improve connectivity between active transportation and transit networks
- Encourage inter-agency coordination

The project sought opportunities to accomplish these goals throughout the planning process.

1.2 Complete Streets Needs Assessment

At the outset of the planning process, local jurisdictions were asked to participate in a survey to gain a better understanding of existing conditions and perceptions about Complete Streets and Safe Routes to School (SRTS) in San Bernardino. Thirteen jurisdictions completed the jurisdictional survey, providing information about project identification and prioritization, funding, SRTS coordination, and data collection processes. The remainder of this memorandum summarizes key findings from the surveys. Complete results are presented in **Appendix A. San Bernardino Complete Streets Survey Results**. **Table 1** shows which jurisdictions, of those that completed the survey, have active transportation plans or Complete Streets language.

Table 1. Status of Complete Streets and Active Transportation Efforts at Jurisdictions

Jurisdiction	Pedestrian Master Plan	Bicycle Master Plan	Transit Master Plan	Safe Routes to School Plan	Complete Streets Design Guidelines	Street or Site Design Guidelines for School Areas
Adelanto						
Barstow	X	X	X			
Chino	X	X	X	X		
City of Colton		X			X	
City of Victorville		X				
Fontana						
Hesperia	X	X	X		X	
Highland		X		X		
Montclair		X				
Needles						
Omnitrans			X		X	
Ontario				X		
Rialto						
San Bernardino		X				
Twentynine Palms		X				X
Yucaipa		X		X		X

Note: Table includes all jurisdictions that provided responses to the survey.

1.2.1 Strengths

The following strengths were identified, based on the survey:

- There are several local examples of strong Complete Streets policies
    - Rancho Cucamonga has a strong model resolution
    - Several jurisdictions have updated General Plan language and recent active transportation plans (see **Table 1** above)
- Local funding opportunities include:
    - Several jurisdictions successfully applied for California's Active Transportation Program (ATP) Cycle I in 2014 and more are applying to the 2015 Cycle II grant program
    - SANBAG's Measure I has funded projects with bicycle and pedestrian accommodations in Barstow, Fontana, and Twentynine Palms
    - The South Coast Air Quality Management District (SCAQMD) and Mobile Source Air Pollution Reduction Review Committee (MSRC) have funded complete streets projects in Fontana and SRTS projects in Highland
    - California Office of Traffic Safety (OTS) grants have been used in Montclair to correct safety hazards near schools
- Some jurisdictions have groups to review plans and coordinate efforts:
    - Barstow's School District supports the city's SRTS efforts
    - Chino's Transportation Advisory Committee meets with school district, public works staff, and police department
    - Rialto has a Transportation Commission that coordinates Complete Streets efforts

1.2.2 Weaknesses

Existing weaknesses for Complete Streets implementation in the San Bernardino region include

- Many jurisdictions lack or have outdated Bicycle, Pedestrian, Transit and/or SRTS Plans:
    - Cities with Bicycle Master Plans from 2010 or earlier include: Montclair, City of San Bernardino, and Victorville
    - Most cities did not have Pedestrian Master Plans, Transit Master Plans, or Safe Routes to School Plans
- Several jurisdictions' general plans are outdated; cities with General Plans from 2010 or earlier include Chino, Rialto, Hesperia, Montclair, San Bernardino and Victorville
- Lack of data collected to determine project/program impacts
- Several funding opportunities are no longer available:

  - The County of San Bernardino Department of Community Development and Housing has administered RDA funds for constructing bike lanes in Hesperia

1.2.3 Opportunities

Opportunities highlight upcoming efforts where Complete Streets could be considered or integrated into planning processes. Opportunities include:

- Several jurisdictions are working on Bicycle, Pedestrian, Transit and/or SRTS Plans
  - Barstow's updated General Plan is anticipated to be adopted 2015; ATP-funded SRTS/Active Transportation/Complete Streets Plan
  - Chino is developing a Pedestrian and Bicycle Master Plan
  - Rialto is working on a SRTS Plan for the Rialto Unified School District schools in the city
  - Yucaipa's new General Plan update will include Complete Streets
- Jurisdictions agree that safety is a primary priority for implementing Complete Streets projects, enabling staff to leverage public support and funding opportunities for implementation
- Barstow, Fontana, Twentynine Palms, and Yucaipa promote Complete Streets on their City websites

1.2.4 Constraints

Practitioners noted the following constraints to implementing Complete Streets projects in their jurisdictions:

- Lack of funding opportunities or sustainable funding sources for planning efforts or developing projects
- Costs can be prohibitive, particularly ADA requirements
- Lack of staff training and lack of public support were identified as primary barriers to implementing Complete Streets projects

This Strategy seeks to overcome these constraints by identifying ways of incorporating Complete Streets thinking in all planning processes and funding opportunities, and by highlighting key opportunities for low-cost improvements, such as striping bike lanes.

1.3 Goals and Objectives

The goals of the Countywide Complete Streets Strategy are to:

1. Promote active transportation options
2. Shift travel from single occupancy vehicles
3. Educate the public and jurisdictions about the public health, livability, greenhouse gas (GHG) reduction, and other benefits of active transportation
4. Improve connectivity between active transportation and transit networks
5. Encourage inter-agency coordination

Project goals were presented to the Transportation Technical Advisory Committee (TTAC) on September 8, 2014.

1.4 Complete Streets Principles[i]

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 and be compliant with regulatory mandates. 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.

The National Complete Streets Coalition promotes a comprehensive policy that includes ten ideal elements. These elements are necessary for a strong policy, which may take the form of resolution, ordinance, and/or language included in any element of the General Plan (e.g. *Circulation Element, Land Use Element).*

- **Vision:** The policy establishes a motivating vision for why the community wants to develop Complete Streets: for improved safety, better health, increased efficiency, convenience of choices or other reasons.
- **All users and modes:** The policy specifies that "all modes" includes walking, bicycling, riding public transportation, driving trucks, buses, and automobiles and "all users" includes people of all ages and abilities.
- **All projects and phases:** All types of transportation projects are subject to the policy, including design, planning, construction, maintenance, and operations of new and existing streets and facilities.
- **Clear, accountable exceptions:** Any exceptions to the policy are specified and approved by a high-level official.
- **Network:** The policy recognizes the need to create a comprehensive, integrated and connected network for all modes and encourages street connectivity.
- **Jurisdiction:** All other agencies that govern transportation activities can clearly understand the policy's application and may be involved in the process as appropriate.
- **Design:** The policy recommends use of the latest and best design criteria and guidelines, while recognizing the need for design flexibility to balance user needs in context.
- **Context sensitivity:** The current and planned context (buildings, land use and transportation needs) is considered when planning and designing transportation solutions.

- **Performance measures:** The policy includes performance standards with measurable outcomes.
- **Implementation steps:** Specific next steps for implementing the policy are described.

Appendix B. Model Complete Streets Policy Language provides examples of how each of these principles is implemented in select California cities, using examples local to the San Bernardino region where available as well as model policy language that could be adopted by local jurisdictions.

Appendix C. Model Complete Streets Ordinance provides recommended language for an ordinance amending the municipal code in support of Complete Streets, considering a range of contexts and land uses, as well as different levels of support for Complete Streets.

Notes

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[i] Smart Growth America, The Best Complete Streets Policies of 2014. *www.smartgrowthamerica.org/documents/best-complete-streets-policies-of-2014.pdf*

2.0 Complete Streets in General Plans

2.1 Introduction

Including Complete Streets language in the General Plan establishes the community's desire for providing transportation options. The specific text can provide instructions for streamlining implementation, reducing administrative overhead by specifying when multimodal needs should be considered.

2.2 California State Requirements

Assembly Bill (AB) 1358, also known as the Complete Streets Act of 2008 requires consideration of complete streets with any substantive revision to general plan circulation elements. Specific requirements include:

- Commencing January 1, 2011, upon any substantive revision of the circulation element, the legislative body shall modify the circulation element to plan for **a balanced, multimodal transportation network that meets the needs of all users of streets, roads, and highways for safe and convenient travel in a manner that is suitable to the rural, suburban, or urban context of the general plan.**
- "Users of streets, roads, and highways" means bicyclists, children, persons with disabilities, motorists, movers of commercial goods, pedestrians, users of public transportation, and seniors.

2.3 Mandatory Elements

The Office of Planning and Research (OPR)'s *Update to the General Plan Guidelines: Complete Streets and the Circulation Element* outlines the following requirements:

- The circulation element must be modified to **plan for a balanced, multimodal transportation network** that meets the needs of all users of streets, roads, and highways, defined as "bicyclists, children, persons with disabilities, motorists, movers of commercial goods, pedestrians, users of public transportation, and seniors." Networks should also consider pedestrian, bicycle, and transit routes, which may not always be on or along streets, roads, and highways.
- Secondly, the statute requires that jurisdictions provide **safe and convenient travel that is suitable to the rural, suburban, or urban context** of a local general plan. This could include policies and implementation measures for both retrofitting and developing streets to serve multiple modes and the development of multimodal transportation network design standards based on street types.

2.4 Guidance for General Plan Updates

The Office of Planning and Research (OPR)'s *Update to the General Plan Guidelines: Complete Streets and the Circulation Element* includes several directions for jurisdictions:

1. Plan, design, and build complete streets by including consideration of multimodal transportation networks as part of the larger planning framework of the general plan.
2. Ensure that networks allow for all users to effectively travel by motor vehicle, foot, bicycle, and transit to reach key destinations within their community and the larger region.
3. Consider all transportation projects, new and retrofit, as opportunities to improve safety, access, and mobility for all travelers, including pedestrians, bicyclists, and transit.
4. Prioritize project selection and funding to accelerate development of a balanced, multimodal transportation network.

Complying with state requirements can increase the likelihood of funding for local projects, and maybe more likely to take advantage of CEQA exemption and streamlining included in SB 375.

Including Complete Streets policies into other General Plan elements improves integration and internal consistency. The OPR states, "Multimodal transportation policies should link transportation planning and land use planning to support effective multimodal transportation networks that connect people with desired destinations." Below are some examples of policies that can be used to support Complete Streets initiatives.

Table 2. Sample Policies for General Plan Non-Transportation Elements

Section	Sample Policies
Land Use Elements	• Land use patterns and decisions encourage multi-modal choices. • Neighborhoods' physical layout and land use mix promote multiple modes to access destinations.
Public Facilities/Capital Improvements Elements	• Provide children with safe and appealing opportunities for walking and bicycling to school.
Open Space or Parks and Recreation Elements	• Increase use of parks and open space for physical activity and encourage residents to access parks by multiple modes.
Community Health Elements	• Ensure that residents of **all ages and income levels** can walk and bicycle to meet their daily needs. • Reduce **asthma levels**, **social isolation**, **violent street crime** incidents, and the severity and number of **pedestrian and bicycling collisions** by decreasing vehicular traffic and increasing pedestrian activity.

Appendix D. Model Complete Streets General Plan Language recommends specific goals, objectives, and policies that can be used to update General Plans in compliance with statewide regulations.

3.0 Integration of Complete Streets with Other Planning Efforts

Policies and General Plan amendments are just the beginning; institutional changes should consider Complete Streets principles in all aspects of arterial network and land use planning. This chapter discusses ways of integrating Complete Streets policies into existing planning efforts, to minimize the burden of adopting these principles and to successfully implement the policies.

The National Complete Streets Coalition lays out five categories of activities for implementation of Complete Streets policies:[ii]

1. **Planning for Implementation**: Assessing current procedures and activities and planning for the full implementation of Complete Streets
2. **Changing Procedure and Process**: Updating documents, plans, and processes used in transportation decision-making, from scoping to funding, and creating new ones if necessary
3. **Reviewing and Updating Design Guidance**: Updating or adopting new design guidance and standards to reflect current best practices in providing multimodal mobility
4. **Offering Training and Educational Opportunities**: Providing ongoing support to transportation professionals, other relevant agency staff, community leaders, and the general public so that they understand the Complete Streets approach, the new processes and partnerships it requires, and the potential new outcomes from the transportation system
5. **Measuring Performance**: Creating or modifying existing metrics to measure success in accommodating all users on the project and network levels

In addition, jurisdictions should communicate the benefits of Complete Streets to the general public as well as staff, to build support for project implementation.

3.1 Plan for Implementation

Complete Streets plans benefit from coordination between several agencies and organizations, both within and outside of the City, including:

1. **Planning** – development of a network for all modes, with consideration for connections between modes and minimizing conflicts.
2. **Zoning** – promoting development that provides jobs and services within close proximity to housing, which enables shorter walking and bicycling trips, and requiring that development contribute to building complete streets.
3. **Public Works** – consideration of all modes when designing or redesigning roadways, such as restriping a road for a bike lane during a resurfacing project to minimize costs.
4. **Public Health** – awareness of the benefits of Complete Streets and impacts of shifting drive alone trips to walking and bicycling, as well as analysis of where interventions are most necessary, due to air quality, obesity, and other factors.
5. **Neighborhood Traffic Calming Programs** –establish safe and comfortable walking and bicycling routes such as bicycle boulevards and promoting walkable downtowns to spur economic development.

6. **Transit Agencies** – provide "last mile" walking and bicycling access to transit expands the catchment area and boosts ridership, while transit options enable longer trips without a car.
7. **Environmental/Green Streets Agencies** – leverage taxpayer dollars by prioritizing roadway improvements in locations in need of bicycle, pedestrian, or transit improvements.
8. **Historical Preservation Agencies** –opportunities may exist for retrofitting bridges or roads with bike lanes or shoulders as part of historical preservation projects.
9. **Safety Campaigns/Safe Routes to School** – leverage funding for safety campaigns by prioritizing bicycle and pedestrian improvements within two miles of schools, which serve neighborhoods as well as school communities.

In addition to the agencies and organizations listed above, a Bicycle/Pedestrian Advisory Committee involving members of the public and the business community can help identify projects with wide public support and help promote the jurisdictions' Complete Streets efforts throughout the community.

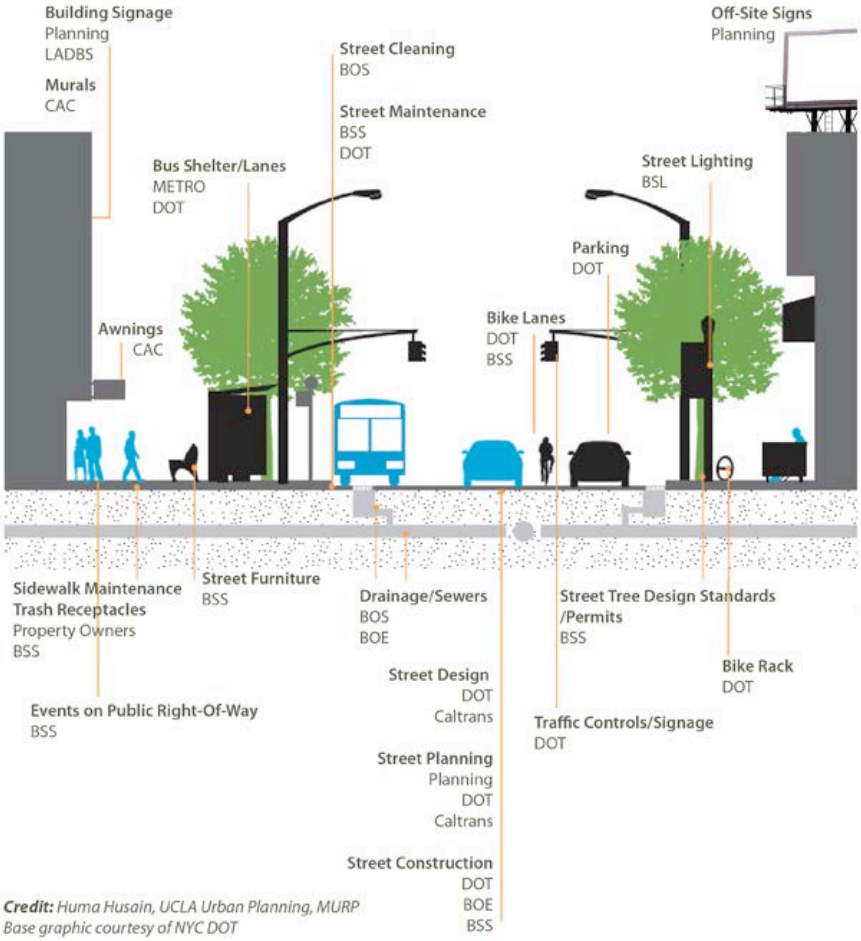


Figure 3-1. Inter-jurisdictional coordination for development of Complete Streets

3.1.1 Recommendation for SANBAG and Local Jurisdictions

At the regional level, SANBAG's existing San Bernardino County Active Transportation Network (SBCATN) would be an ideal group to take leadership of complete streets implementation. Members of the SBCATN include cities, agencies, and local organizations that have an interest in promoting walking and bicycling for transportation in the San Bernardino region. Managed by SANBAG and the National Safe Routes to School Coalition, the group can provide valuable feedback on proposed projects and processes to ensure that Complete Streets policies are being implemented throughout San Bernardino.

Individual jurisdictions should convene a Working Group or Advisory Committee comprised of representatives from the above agencies, or work with an existing committee that could expand its activities to also consider Complete Streets issues.

The future Complete Streets Working Groups would be tasked with implementing the recommendations from the *Complete Streets Strategy*, *San Bernardino County Non-Motorized Transportation Plan* and local transportation plans, as well as coordinating with Omnitrans to provide integrated transit plans. The group can organize technical training sessions, promote counts and performance measures, and identify projects that could be considered to be good Complete Streets projects to implement in coordination with the local jurisdictions.

Specific lower-cost projects that support active transportation for local jurisdictions that can help initiate efforts and build public support and awareness of Complete Streets concepts include:

1. **Pedestrian signal improvements** include countdown signal heads, audible signals, and leading pedestrian intervals, which reduce the likelihood that a pedestrian will be caught in the crosswalk when the opposing traffic gets a green light, and can reduce the incidence of pedestrian injuries at an intersection.[iii] Cities should upgrade all signals as they are replaced and adjust signal timing to provide a longer walking phase to accommodate slower pedestrians, particularly at locations where seniors, children, or people with disabilities may be present.
2. **Bicycle signal detection** at actuated traffic signals permits bicyclists to trigger a green light, even when no motor vehicle is present. California Assembly Bill 1581 (clarified by Caltrans Policy Directive 09-06) requires all new and replacement actuated traffic signals to detect bicyclists and to provide sufficient time for a bicyclist to clear an intersection from a standing start.[iv] Cities should ensure that all signals have functioning bicycle detection and signal timing sufficient to allow bicyclists to clear the intersection. Where bicyclists are required to wait over a loop detector to request a green light, a bicycle stencil should be painted on the roadway to indicate proper positioning.
3. **Bicycle-friendly drainage grates** sometimes have linear parallel bars spread wide enough for a bicycle tire to become caught, causing the rider to tumble over the handlebars and sustain potentially serious injuries. Cities should require that all new drainage grates be bicycle-friendly, including grates that have horizontal slats on them so that bicycle tires do not fall through the vertical slats.
4. **Wayfinding signs** enable people to navigate through public and private space and can enhance the bicycling and walking experience to help make trips safe and easy. Cities should consider pedestrian signage programs within pedestrian priority zones that provide information on direct and safe routes between key origins and destinations, and where it is possible to cross streets and railroad tracks, access buildings, connect to

public transit, and find community facilities such as public bathrooms. Cities should also consider installing destination signs on all bikeway, to define established bike routes.

5. **Bike parking** enables bicyclists to make their trip with the expectation of having a place to securely store their bicycle at their destination. Cities should provide short- and long-term bicycle parking in public spaces based on land uses. See the Association of Pedestrian and Bicycle Professionals (APBP)'s Bicycle Parking Guidelines[v] and ChangeLab Solutions' bike parking model policy[vi] for more information.
6. **Maintenance** including sweeping bike lanes and sidewalks, patching pavement, and sidewalk repair can make a big difference for people walking and bicycling. Cities should prioritize sweeping on streets with major bicycle routes, regularly maintain pavement in bike lanes, repair or replace signs as needed, and trim vegetation to maintain sign visibility, particularly along school routes.
7. **Retrofitting streets for bike lanes** during reconstruction or repaving can be an inexpensive option for implementing bike lanes. Streets may accommodate bike lanes by narrowing travel lanes to 10 or 11 feet, removing a travel lane in each direction (sometimes replacing with a center turn lane/median and bike lanes), removing parking, or paving shoulders. Cities should consider adding bike lanes whenever restriping or reconstructing a road identified as a future bike route.
8. **Transit stop enhancements** encourage transit use as a successful transportation alternative. Enhancements may include a larger landing pad, benches, shelter, schedule or arrival times display, garbage container, and pedestrian-scale lighting. Curb extensions place waiting passengers further into the roadway, improving visibility, and minimizing travel time as buses remain in the travel lane while boarding. Far-side stops, or moving the stop after the intersection, enable pedestrians to cross behind the bus to remain visible to oncoming motorists and can allow buses to take advantage of gaps in traffic. Transit signal priority can extend the green phase to reduce bus headways. Cities should prioritize pedestrian improvements at transit stops.
9. **Signal progression** involves timing coordinated signals to reduce vehicular speeds; 12-14 mph is preferred in pedestrian/bicycle areas. Cities should consider signal progression as a low-cost improvement for pedestrians, bicyclists, and transit vehicles.
10. **Projects that cross jurisdictional boundaries** are particularly important for continuity for bicyclists and transit users. High-priority

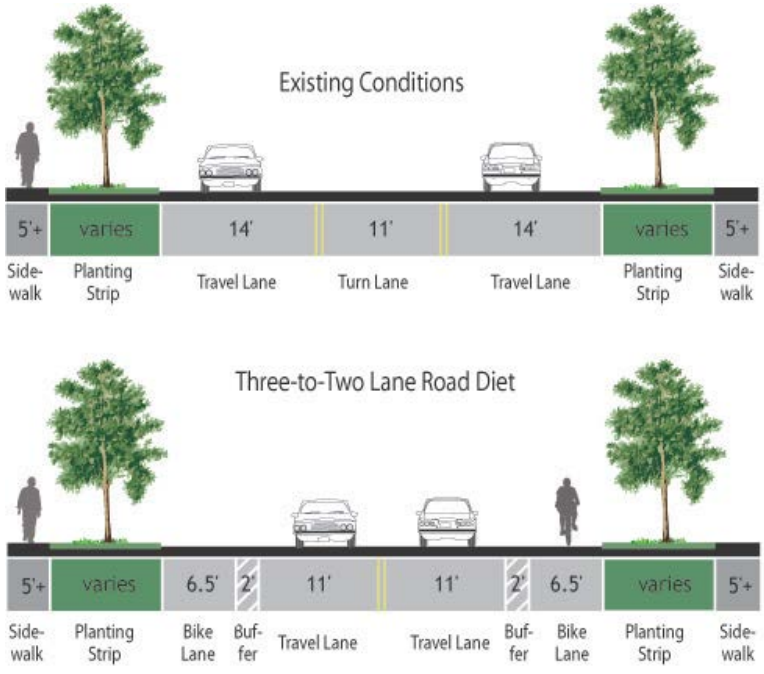


Figure 3-2. Three-to-Two Lane Road Diet Example

projects as identified in the NMTP are often longer corridors that serve multiple jurisdictions and provide connections to regional destinations and cervices. Cities should work with SANBAG and adjoining jurisdictions to develop these projects and consider applying for grant funding for implementation.

11. **Highway relinquishment** transfers state highway ownership from Caltrans to the local jurisdiction, where the road acts as a main street. This allows local agencies to assume the administration, planning, design, construction, maintenance, and operations of the facility, enabling additional design flexibility for accommodating bicyclists, pedestrians, and transit vehicles. Authority for the California Transportation Commission (CTC) to relinquish is given in Streets and Highways Code, Section 73 and discussed in Chapters 13 and 25 of the PDPM and in Chapter 6 of the "Right of Way Manual."

Sample Policy: Baldwin Park Administrative Policy (2011)

Advisory Group. The City will establish an inter-departmental advisory committee to oversee the implementation of this policy. The committee will include members of Public Works, Community Development, Recreation and Community Services, and the Police Departments from the City of Baldwin Park. The committee may include representatives from the Los Angeles County Metropolitan Transportation Authority, representatives from the bicycling, disabled, youth and elderly communities and other advocacy organizations, as relevant. This committee will meet quarterly and provide a written report to the City Council evaluating the City's progress and advise on implementation.

Coordination. The City will utilize inter-department project coordination to promote the most responsible and efficient use of fiscal resources for activities that occur within the public right of way.

3.2 Change Procedures and Processes

Complete Streets principles do not require accommodating every mode on every roadway. Instead, a system of walking, biking, transit, and automobile networks should be defined, which will provide safe and convenient access for different users to get around. Locations where users shift between networks are key nodes in the system, including transit stations, parking areas, and others. The decision-making process to determine which streets should be prioritized for walking, bicycling, transit use, passenger vehicles, and/or freight is critical to the success of a Complete Streets policy. The Working Group described in the previous section can provide oversight for determining exemptions.

This also includes reviewing rules, procedures, and habits at jurisdictions to: 1) remove barriers to Complete Streets implementation and 2) promote coordination and practices that foster consideration of all users. This may extend to maintenance and operations procedures, identifying opportunities to develop bicycle/pedestrian projects as part of roadway repaving projects, and reviewing the transportation project selection and prioritization processes. For example, adding transit service may increase the number of people who can travel on a corridor, while bike routes can provide first/last-mile access to transit, which increases ridership and makes a route more viable. SANBAG and the SBCATN can consider the potential of implementing a Complete Streets approach to utilizing Measure I funds to fund more projects that accommodate bicycle and pedestrian transportation. This could take the form of a review

process of projects being considered for funding, which would provide oversight for proposed projects and identify opportunities for completing priority projects from San Bernardino's Non-Motorized Transportation Plan.

Finally, jurisdictions should comply with Caltrans CEQA requirements for Level of Service (LOS) and alternatives. Senate Bill 743 states that the:

1. …[The] criteria for determining the significance of transportation impacts of projects within transit priority areas... shall promote the reduction of greenhouse gas emissions, the development of multimodal transportation networks, and a diversity of land uses.
2. … automobile delay, as described solely by level of service or similar measures of vehicular capacity or traffic congestion shall not be considered a significant impact on the environment pursuant to this division…
3. This subdivision does not relieve a public agency of the requirement to analyze a project's potentially significant transportation impacts related to air quality, noise, safety, or any other impact associated with transportation.

While the requirements are still in development, information is available at: www.opr.ca.gov/s_sb743.php.

Public Works staff should be trained on best practices for facility design and can identify opportunities to improve a roadway, such as with striped bike lanes.

More recent designs, like this buffered bike lane in Redwood City, can significantly improve the bicycling environment while minimizing expenses.

3.2.1 Recommendation for SANBAG and Local Jurisdictions

As Complete Streets strategies are being implemented in the future, SANBAG and San Bernardino jurisdictions could consider prioritizing multimodal projects 1) by awarding points or setting aside funding for multimodal projects in project selection criteria, 2) by prioritizing projects in the capital improvement program (CIP) or transportation improvement program (TIP), and 3) by prioritizing projects that close gaps in the multimodal networks. In particular, prioritizing treatments that consider appropriate facility types for the destination can ensure accommodating different types of users (i.e. separated bikeways for school access or wider sidewalks in commercial areas).

San Bernardino jurisdictions should also prioritize multimodal improvements that can be developed in coordination with other planned projects, such as Omnitrans prioritized pedestrian access improvements within a half-mile of West Valley Connector Corridor stations and implementing bike lanes during repaving projects.

The SANBAG SRTS Inventory Phase II will identify and prioritize specific SRTS improvements within each jurisdiction via walk audits, previously-

planned project lists, and considering lower-cost opportunities that are supported by the public to initiate efforts and build public support and awareness of Complete Streets concepts. These projects should be incorporated into the General Plan update and infrastructure planning processes and be prioritized for future grant applications.

Project evaluation criteria should consider available funding and financing options that may strengthen particular projects and result in early implementation. Grants available for funding Complete Streets projects include:

- California Active Transportation Program (ATP)
- Caltrans Environmental Justice grants and Community Based Transportation Plan (planning only)
- South Coast Air Quality Management District (SCAQMD) and Mobile Source Air Pollution Reduction Review Committee (MSRC)
- Federal Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant Program

SANBAG is actively supporting local jurisdictions seeking to implement Complete Streets projects by providing technical support for grant applications, offering funding for ATP matching funds through TDA Article 3, and through regional planning efforts such as this *Complete Streets Strategy*.

Sample Text for Grant Applications

The following text can be used for grant applications, such as the ATP, to communicate the region's commitment to and support of Complete Streets concepts:

> The San Bernardino Associated Governments (SANBAG) have established their commitment to Complete Streets and active transportation through multiple planning efforts, including the 2014 *San Bernardino County Nonmotorized Transportation Plan* (NMTP) and 2015 *Complete Streets Strategy*. The *Complete Streets Strategy* effort was coordinated with member jurisdictions, with feedback from the SANBAG Transportation Technical Advisory Committee (TTAC) and Planning Directors Technical Forum (PDTF). The Needs Assessment involved a jurisdiction survey and individual outreach to determine the state of Complete Streets and opportunities for implementation.
>
> The *Complete Streets Strategy* recommends implementing Complete Streets with early-action steps as defined in Section 3.1.1. The [*grant name*] aligns with these implementation steps by [*specific discussion of how grant implements the Complete Streets Strategy*].

Sample Policy: Baldwin Park Administrative Policy (2011)

Revisions to Existing Plans and Policies. The City of Baldwin Park will incorporate Complete Streets principles into: the City's Circulation Element, Transportation Strategic Plan, Transit

Plan, Traffic Safety Master Plan, Specific Plans, Urban Design Element; and other plans, manuals, rules, regulations and programs.

Other Plans. The City will prepare, implement, and maintain a Bicycle Transportation Plan, a Pedestrian Transportation Plan, a Safe Routes to School Plan, an Americans with Disabilities Act Transition Plan, and a Street Tree and Landscape Master Plan.

Capital Improvement Project Prioritization. The City will reevaluate Capital Improvement Projects prioritization to encourage implementation of bicycle, pedestrian, and transit improvements.

Inventory. The City will maintain a comprehensive inventory of the pedestrian and bicycling facility infrastructure integrated with the City's database and will prioritize projects to eliminate gaps in the sidewalk and bikeways networks.

Sample Policy: Citrus Heights, CA General Plan (2011)

*Improve the existing street network to **minimize travel times** and **improve mobility** for transit, bicycle, and walking trips between new projects and surrounding land uses to reduce vehicle trips.*

Sample Approach: San Francisco Bay Area's Metropolitan Transportation Commission's Complete Streets Checklist

A Complete Streets Checklist can be used to gauge whether a project appropriately considers all modes. This process can require public involvement or consideration from a Bicycle/Pedestrian Advisory Committee to help integrate users as appropriate from an early stage in the project cycle. The San Francisco Bay Area's Metropolitan Transportation Commission (MTC) had a two-page Complete Streets Checklist, which takes about a half-hour to complete. All projects are required to have a completed checklist for funding consideration. The Checklist is included in **Appendix F**.

3.3 Offer Training and Educational Opportunities

Complete Streets implementation will only be successful if local jurisdiction Public Works, planning, engineering, and other agency staff are aware of the best practices for designing and constructing facilities to accommodate bicyclists and pedestrians. These workshops should emphasize the importance of Complete Streets and benefits to the community, including reduced congestion, improved air quality, public health benefits, and livability benefits.

3.3.1 Recommendation for SANBAG and Local Jurisdictions

SANBAG should host a technical workshop with local jurisdiction staff to discuss specific Complete Streets design guidelines and resources, including consideration of land use context and accommodation of different modes. The workshop should focus on low-cost and publicly-supported treatments such as bike lanes, shoulder walkways, and signs, as well as higher-cost treatments such as separated multi-use trails that have been successful in similar contexts.

In addition, SANBAG could establish a speaker series on topics related to Complete Streets implementation. A webinar would work well for enabling participation from more remote areas of the region. A travel budget or stipend could alternatively help jurisdiction staff attend trainings, such as the Portland State University's Initiative for Bicycle & Pedestrian Innovation (IBPI)'s courses on bicyle planning. Information availbale online: www.pdx.edu/ibpi/for-practitioners.

Sample Policy: Baldwin Park Administrative Policy (2011)

Staff Training. The City will train pertinent City staff on the content of the Complete Streets principles and best practices for implementing the policy.

3.4 Review and Update Design Guidance

Design review can be an important step for considering all modes in a project. Land use and roadway context, street classification, and community goals and priorities determine which users should be accommodated on a specific roadway, as well as guiding design best practices. A compendium of Complete Streets Resources has been prepared for San Bernardino County, which identifies key design manuals and guidelines to assist in developing streets that accommodate all users. The resources are listed in Appendix E. Complete Streets Resources for San Bernardino County.

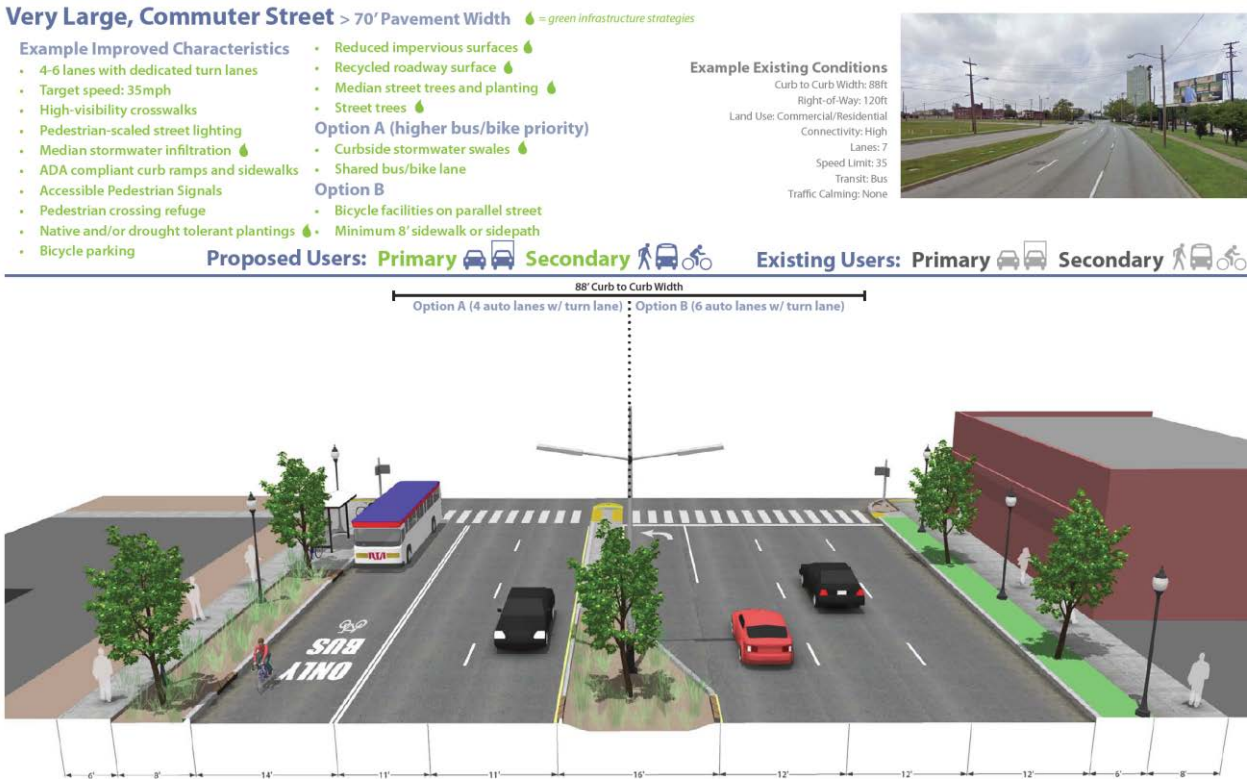
Defining context-sensitive typologies or functional classifications of roadways would be of particular value to jurisdictions in the San Bernardino region. SANBAG could develop sample cross-sections that consider degree of urbanization, adjacent land uses, and accommodating a range of modes. The typologies could discuss appropriate Complete Streets improvements for more rural cross-sections, including rural main streets and urban fringe areas along major highways. Transit or bicycle priority corridor overlays could define greater levels of accommodation for those users on designated streets. See the example cross-section below from the *Cleveland Complete and Green Streets Typologies Plan*).

3.4.1 Recommendation for SANBAG and Local Jurisdictions

SANBAG and member jurisdictions should consider the Complete Streets Resources when updating design manuals, changes to subdivision codes, and changes to procedures. Jurisdictions may consider adopting outside guidance to minimize the staff responsibility for developing and keeping up-to-date independent design guidance. Jurisdictions may also consider adopting new street typologies that integrate streets that serve people walking, bicycling, and using transit in addition to automobiles.

Sample Policy: Baldwin Park Administrative Policy (2011)

Street Manual. The City will create and adopt a Complete Streets Design Manual to support implementation of this policy.



Resources such as the *Cleveland Complete and Green Streets Typologies Plan* (2013) identify ways of accommodating specific users in different street typologies and contexts.

3.5 Measure Performance

Performance measures communicate the impacts of projects and policies to staff and the public. These can include a variety of data:

1. Counts of vehicles, bicyclists, pedestrians, and transit boardings/alightings
2. Inventory of existing and developed facilities, including miles of sidewalks and bikeways, bicycle parking racks, pedestrian amenities, number of transit routes, percent of transit stops accessible via sidewalks and curb ramps, miles of repaved roadways, etc.
3. Public surveys and travel diaries that indicate public perceptions of changes and barriers to alternative modes of transportation
4. Safety measures, based on changes in crash rates
5. Safe Routes to School hand tallies and parent surveys to track school commuting over time
6. Public health data, including obesity, air quality, and physical activity

This information can be collated into an annual benchmarking report to share with elected officials and the general public to indicate the progress being made and impacts.

3.5.1 Recommendation for SANBAG and Local Jurisdictions

SANBAG, member jurisdictions, and Omitrans should regularly collect count data and other data as feasible (ideally on an annual basis, but every three years at a minimum). Data to

collect at the regional level includes vehicle miles traveled (VMT) and transportation demand modeling predictions, origin-destination surveys, transit use, and growth projections. At the local level, collect traffic, bicycle, and pedestrian counts, user opinion surveys, and track miles of roadways, bicycle facilities, and sidewalks. The National Bicycle and Pedestrian Documentation Project provides guidance for counting non-motorized users. The SRTS Inventory will recommend specific measurement strategies for school transportation and related SRTS efforts.

SANBAG is partnering with SCAG to start collecting data for regional modeling purposes. This effort will complement local efforts as well as related data collection efforts, such as SRTS and public health data.

Sample Policy: San Jose Bike Plan 2020 Goals

- Expand bikeway network from 250 to 500 miles
- Increase bike trips from 1% to 5%
- Reduce bike collision rate by 50%
- Add 5,000 bike parking spaces
- Achieve “Gold” bike-friendly community ranking

Sample Policy: San Mateo Pedestrian Plan Goals

Goal	Performance Measure
Goal 1: Mobility. Increase and improve pedestrian access to employment centers, transit, community destinations and recreation across the City of San Mateo for all ages and abilities.	Measure 1. A: Increase the mode share of bicycle and pedestrian travel to 30% for trips one mile or less by 2020. Measure 1.B: Develop and implement an annual evaluation program to count and survey the community on pedestrian facilities and programs by 2017.
Goal 2: Safety. Improve pedestrian safety through the design and maintenance of sidewalks, streets, intersections, and other roadway improvements such as signage and lighting, and landscaping; as well as best practice programs to enhance and improve the overall pedestrian safety.	Measure 2.A: Reduce the number of pedestrian related collisions, injuries and fatalities by 50 percent from 2010 levels by 2020.
Goal 3: Infrastructure and Support Facilities. Maintain and improve the quality, operation and integrity of the pedestrian network infrastructure that allows for convenient and direct connections throughout San Mateo. Increase the number of high quality support facilities to complement the network and create public pedestrian environments that are attractive, functional and accessible to all people.	Measure 3.A: Provide routine maintenance of pedestrian network facilities, as funding and priorities allow. Measure 3.B: Develop and administer a Pedestrian Service Request Form Program by 2017.
Goal 4: Programs. Increase awareness of the value of pedestrian travel for commute and non-commute trips through encouragement, education, enforcement and evaluation programs that support walking.	Measure 4.A: Establish a Safe Routes to School Program by 2017. Measure 4.B: Establish an Encouraging Seniors Program by 2017.

Goal	Performance Measure
Goal 5: Equity. Improve pedestrian accessibility for all residents through equity in public engagement, service delivery and capital investments.	Measure 5. A: Implement pedestrian projects providing access to local services, schools and transit identified in the North Central San Mateo Community-Based Transportation Plan by 2017.
Goal 6: Implementation. Implement the Pedestrian Plan over the next 20 years.	Measure 6.A: Implement this Plan's priority projects by 2017.

3.6 Communicate the Benefits

Appendix E. Complete Streets Resources for San Bernardino County lists a variety of handouts, presentations, and other resources that communities can use to build awareness of and support for Complete Streets among residents, policy makers, public health advocates, planners, and transportation engineers.

Appendix F. Case Studies highlights three case studies in communities that have adopted Complete Streets policies. Examples from Rancho Cucamonga, National City, and Sonoma County indicate best practices for overcoming challenges to implementing Complete Streets.

Notes

[ii] More information available at: www.smartgrowthamerica.org/complete-streets/implementation
[iii] Markowitz, F., Sciortino, S., Fleck, J., Yee, B. (2006). Pedestrian Countdown Signals: Experience with an Extensive Pilot Installation. Institute of Transportation Engineers http://www.popcenter.org/problems/pedestrian_injuries/PDFs/Markowitz_etal_2006.pdf
[iv] California Department of Transportation (2009). Transportation Operations Policy Directive 09-06. http://www.dot.ca.gov/hq/construc/CPDirectives/Attachment5_Traffic_Ops_Policy_Directive_09-06.pdf
[v] Association of Pedestrian and Bicycle Professionals. Bicycle Parking Guidelines. http://www.apbp.org/?page=publications
[vi] ChangeLab Solutions. Making a Place for Bicycles in California: A Bicycle Parking California Model Ordinance. http://changelabsolutions.org/publications/CA-bike-parking

Appendix A. San Bernardino Complete Streets Survey Results

A.1 Data Collection

The survey was administered online via SurveyMonkey beginning in September 2014. Responses were solicited by the Project Team (SANBAG and Alta Planning + Design staff), who presented preliminary findings and requested participation at the SANBAG TTAC meeting. Alta staff followed up via email and then by phone with jurisdictions that had not provided information. Alta supplied a data request memorandum, which specified datasets staff were collecting for analysis.

A.2 Results

Twenty-two responses were collected from the jurisdictional survey. Eight of these were incomplete responses, where fewer than 25 percent of the survey had been completed, and were disqualified from the analysis. Two respondents were representing the City of Fontana, and one did not disclose their jurisdiction. The 12 named jurisdictions included in the survey are:

- City of Barstow
- City of Chino
- City of Fontana
- City of Hesperia
- City of Montclair
- City of Needles
- City of Ontario
- City of San Bernardino
- City of Twentynine Palms
- City of Victorville
- City of Yucaipa
- Omnitrans

The individuals who completed the survey held positions including Public Works Directors, Engineers, Planners, and Transportation Managers.

A.2.1 Plans and Policies

Every responding jurisdiction except Fontana and Needles has adopted at least one plan relevant to Complete Streets or SRTS. Shown in **Figure A-1**, 10 of the 13 jurisdictions have Bicycle Master Plans, 9 have General Plan language, and 4 or fewer have other related plans.

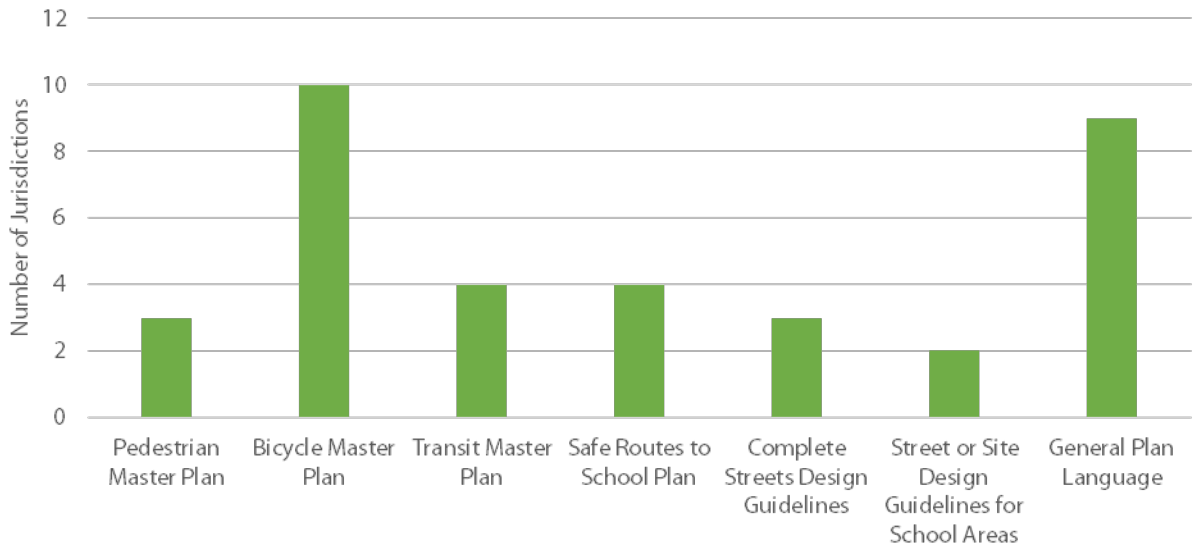


Figure A-1. Complete Streets and SRTS Plans

Several jurisdictions are currently working on Bicycle, Pedestrian, Transit, and/or SRTS plans, including Barstow, Chino, Rialto, and Yucaipa. Others noted that their existing plans are out of date, such as the City of Montclair's Bicycle Master Plan, which was developed in the 1980's.

No responding jurisdictions have adopted Complete Streets policy resolutions or ordinances, or SRTS policies or ordinances. However, five jurisidictions have school wellness policies that include active transportation. Adelanto, Hesperia, and Ontario have Complete Streets language in their General Plans, while Colton and Hesperia have Complete Streets design standards (Figure A-2). In addition, Rialto's current General Plan update will include a Complete Streets Plan.

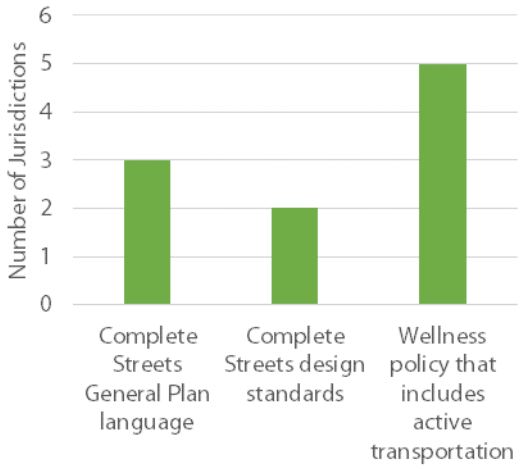


Figure A-2. Complete Streets and SRTS Supportive Policies

While no jurisdiction reported having a Bicycle or Pedestrian Advisory Committee or a SRTS Task Force, Chino staff noted that their Transportation Advisory Committee meets with school district, public works staff, and the police department, while the City of Rialto has a Transportation Commission that supports Complete Streets and SRTS efforts.

A.2.2 Funding Sources

Most of the jurisdictions surveyed reported no dedicated funding sources for SRTS or other bicycle and pedestrian projects. Some jurisdictions noted they are responsible for the planning work related to Safe Routes to School projects, implying they have not sought funding for implementation. Others reported winning grants from state or federal programs, including California's new Active Transportation Program (ATP) and Air Quality Management District

(AQMD) funds. Hesperia has used Redevelopment Agency (RDA) funds to construct Class II bike lanes.

Ten respondents reported their jurisdiction has received a SRTS grant, some for multiple years and projects. Eleven responded that they had previously applied unsuccessfully, for a wide variety of projects. Hesperia noted an insufficient local match on one application. Many other jurisdictions reported they applied multiple times across multiple years, with no success. Other funding mechanisms specifically for SRTS projects include Office of Transportation Safety (OTS) grants to correct safety hazards in school areas.

A.2.3 Identification, Prioritization, & Implementation of Infrastructure Projects

Four survey respondents reported their jurisdiction has a process in place for identifying and prioritizing potential infrastructure improvements. Fontana and Yucaipa reported prioritizing projects near schools, while Omnitrans prioritizes improvements at bus stops that have poor accessibility and high ridership. The second respondent from Fontana also noted that projects are prioritized according to grant application criteria, in order to select those projects which are likely to be awarded funding. The respondent from Barstow noted that their engineering division considers ways to address SRTS and Complete Streets in conjunction with Capital Improvement Projects, and is currently conducting a study to identify potential projects.

Current priority projects, according to survey respondents, include transit stop improvements, ADA ramp upgrades, sidewalks near schools of all levels, pedestrian paseos, and traffic signal improvements. Prioritization in the surveyed jurisdictions is based on a number of factors, including public input, collision data, proximity to schools, connectivity to existing networks, transit ridership, and funding competitiveness.

When asked to rank their priorities in implementing Complete Streets and Safe Routes to School projects, respondents overwhelmingly indicated that safety was the most important factor. Other high-scored factors include providing transportation options and promoting active living, shown in **Figure A-3**.

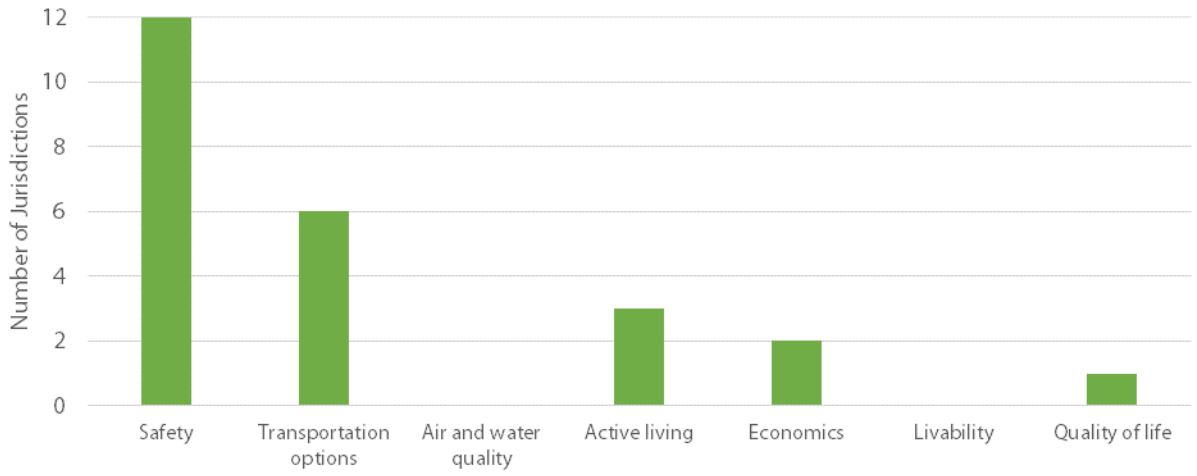


Figure A-3. Jurisdictions' Priorities for Implementing Complete Streets Improvements

(first and second priorities shown)

Seven jurisdictions reported implementing at least one Complete Streets or Safe Routes to School project within the last three years. Recent projects are outlined in Table 3 below, as reported by respondents.

Table 3: Recent Infrastructure Projects Implemented

Jurisdiction	Recent Projects Implemented
Barstow	• School travel infrastructure
Chino	• Sidewalk gap closure • Bicycle and pedestrian infrastructure • ADA ramp improvements • Lighted crosswalks at school crossings • Speed feedback signs
Fontana	• Traffic signal improvements
Omnitrans	• ADA accessibility improvements • Sidewalk reconstruction
San Bernardino	• Bus only lanes
Yucaipa	• School zone pedestrian improvements

The lack of sustainable funding sources with the most frequently-noted barrier to implementing Complete Streets projects. Shown in **Figure A-4**, respondents were evenly split among the other responses, with the exception that no respondent cited lack of political support as a barrier. Omnitrans staff also noted a lack of engineering standards, as well as the lack of public stakeholder input into engineering projects (particularly pinch points such as freeway overpasses, underpasses, and bridges) as being major barriers to the development of Complete Streets projects.

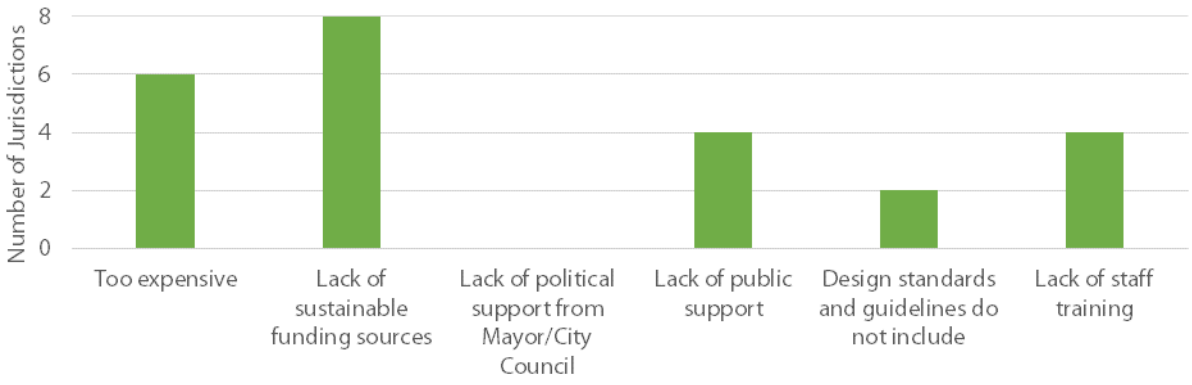


Figure A-4. Barriers to Implementing Complete Streets Improvements

Most jurisdictions reported no current programs to communicate information about new Complete Streets and SRTS improvements to the public. Only four reported including information on the City website, three use brochures or other printed material, and one respondent reported using a newsletter to distribute information.

A.2.4 Data Collection

Only four of the thirteen surveyed jurisdictions reported any data collection efforts. Victorville and Fontana were not specific in their responses. Yucaipa has conducted intermittent bicycle and pedestrian counts at various locations for SRTS projects, and Barstow has collected user surveys and transit ridership data.

A.2.5 SRTS Programs

Chino, Barstow, Fontana, Highland, and Yucaipa staff report that they administer, fund, or coordinate non-infrastructure SRTS programs in their communities.

The City of Hesperia, using state, federal, Mobile Source Air Pollution Reduction Review Committee (MSRC), and Healthy Communities funding assistance, provides SRTS program implementation guidance and support to all eight elementary schools within city boundaries. Yucaipa has a Crossing Guard Program. Highland noted that the City's SRTS Coordinator and Consultant Engineers have developed a program relationship with School District Officials, School Principals and Staff, Safety Officers, Traffic Officers, and parents to identify school pedestrian needs, safety concerns, and mitigation measures.

Staff from Montclair noted that schools are not required to comply with local building codes, planning review processes, or other processes to consider the local transportation access. The City is responsible for providing sidewalks, crossing guards, or other infrastructure considerations.

Chino, Barstow, Needles, and Yucaipa have one full-time person who works on SRTS efforts, while Fontana, Highland, Montclair, and Twentynine Palms have staff half-time or less working on these issues.

A few jurisdictions noted advocacy or non-profit groups that work on SRTS programs. Area Chambers of Commerce, Local Bicycle Clubs, Area Businesses, Local Newspaper, Local Governments, County Health Department, and the Highland Police Department have all come together to promote the SRTS Programs and to host healthy pedestrian activities and safety education. The Yucaipa Trails and Open Space Committee Ride Yourself Fit Bicycle Club also worked on related activities.

Barriers to implementing SRTS programs reported by survey respondents include:

- Lack of funding
- Lack of community support
- Lack of coordination from the school districts
- Lack of proactive attitudes from the schools.
- Liability concerns of volunteers and participants
- Unsuccessful grant applications, due to lack of staff time to prepare winning applications as well as projects not competing well
- Minimal direction on priorities
- Inconsistent funding opportunities that make a dedicated staff person difficult
- Lack of advocacy or non-profit groups

This SANBAG Complete Streets Strategy seeks to overcome these barriers by providing clear direction on priorities, establishing a SRTS working group to promote and coordinate SRTS efforts, and identify funding opportunities for SRTS programs and projects.

Appendix B. Model Complete Streets Policy Language

The following Complete Streets policy language outlines the ten policy areas that should be covered in a Complete Streets ordinance, resolution, or General Plan language. Sample policy language is provided for jurisdictions to consider adopting language in support of Complete Streets efforts.

1. Vision

The policy establishes a motivating vision for why the community wants to Complete Streets: for improved safety, better health, increased efficiency and access, improved air quality, convenience of choices or other reasons.

City of Colton, Mobility Element, General Plan, 2013

Colton will accommodate circulation and mobility options beyond the automobile. In all infrastructure and development planning decisions, we will:

- Provide for the integration of automobiles, transit, bicycles, and pedestrians within our established street network using the Complete Street system,
- Provide greater connectivity and reduce congestion on our street network,
- Promote efficient and high-quality transit use, including bus rapid transit routes and Metrolink stations in Colton, and
- Accommodate freight train operations that serve businesses in the City while striving to protect residential neighborhoods from the impacts of rail operations.

City of Emeryville, Transportation Element, General Plan, 2009

The General Plan recognizes that an efficient multi-modal transportation plan, coupled with wise land use planning, is essential to improving quality of life, supporting economic vitality, and reducing greenhouse gas emissions. The Transportation Element seeks to create a well-connected transportation network that accommodates cars, public transit, walking, and biking.

COMPLETE STREETS

To further the goal of optimizing travel by all modes, this General Plan incorporates the concept of "Complete Streets." Complete Streets are designed and operated to enable safe, attractive and comfortable access and travel for all users. Pedestrians, bicyclists, motorists and public transit users of all ages and abilities are able to safely and comfortably move along and across a complete street. Complete Streets also create a sense of place and improve social interaction, while generally improving the values of adjacent property. The Governor signed into law the California Complete Streets Act of 2008 (AB 1358) in September 2008, requiring that General Plans develop a plan for a multi-modal transportation system. This Transportation Element outlines the City's policy for Complete Streets.

2. All Users and Modes

A strong Complete Streets policy specifies that "all modes" includes walking, bicycling, riding public transportation, driving trucks, buses and automobiles and "all users" includes people of all ages and abilities.

City of Rancho Cucamonga, Community Mobility Element, General Plan, 2010

Goal CM-1: Provide an integrated and balanced multi-modal transportation network of Complete Streets to meet the needs of all users and transportation modes.

Policy CM-1.2: Provide an integrated network of roadways that provides for convenient automobile, transit, bicycle, and pedestrian circulation movement around the City.

City of Colton, Mobility Element, General Plan, 2013

Policy M-1.1: Provide for the needs of drivers, public transportation vehicles and patrons, bicyclists, and pedestrians of all ages and abilities in planning, programming, design, construction, reconstruction, retrofit, operations, and maintenance activities of all streets.

City of Emeryville, Transportation, General Plan, 2009

OVERALL CIRCULATION SYSTEM

T-P-2 The design, construction, operation, and maintenance of city streets shall be based on a "complete streets" concept that enables safe, comfortable, and attractive access and travel for pedestrians, bicyclists, motorists, and transit users of all ages and abilities.

3. All Projects and Phases

All types of transportation projects are subject to the Complete Streets policy, including design, planning, construction, maintenance, and operations of new and existing streets and facilities.

City of Colton, Mobility Element, General Plan, 2013

Policy M-1.3: View all transportation improvements as opportunities to improve safety, access, and mobility for all travelers in Colton. Recognize bicycle, pedestrian, and transit modes as integral elements of the transportation system.

City of Colton, Mobility Element, General Plan, 2013

Policy M-2.14: Require that all new subdivision projects provide sidewalks on both sides of the street, except for subdivisions that create residential lots that are one acre or larger in size.

4. Clear, Accountable Exceptions

Any exceptions to the Complete Streets policy are specified and approved by a high-level official.

Model Language

Exceptions to applying Complete Streets principles to a specific project may be allowed given that the use of the roadway is prohibited by law for a category of users (e.g. pedestrians on an interstate freeway), cost would be excessively disproportionate to the current and future need,

or that there is an absence of both current and future need to accommodate users. Exceptions, if granted, shall be approved in writing by the [identify governing body, e.g. City Council, or head of lead agency, e.g. Director of Public Works Department], and made publicly available.

5. Network

A strong Complete Streets policy recognizes the need to create a comprehensive, integrated and connected network for all modes and encourages street connectivity.

City of Emeryville, Transportation, General Plan, 2009

OVERALL CIRCULATION SYSTEM

T-P-2 The design, construction, operation, and maintenance of city streets shall be based on a "complete streets" concept that enables safe, comfortable, and attractive access and travel for pedestrians, bicyclists, motorists, and transit users of all ages and abilities.

City of Rancho Cucamonga, Community Mobility Element, General Plan, 2010

Goal CM-3: Provide a transportation system that includes connected transit, bicycle, and pedestrian networks.

Policy CM-3.10: Continue to complete the installation of sidewalks and require new development to provide sidewalks.

Policy CM-3.11: Continue to require pedestrian amenities on sidewalks on major streets that are key pedestrian routes, including the provision of benches, shade trees, and trash cans.

Policy CM-3.15: Coordinate the provision of the non-motorized networks (bicycle and pedestrian) with adjacent jurisdictions to maximize sub-regional connectivity.

City of Colton, Mobility Element, General Plan, 2013

Policy M-2.6: Develop and maintain a citywide comprehensive bicycle network of off-street bike paths, on-street bike lanes, and bike streets to provide connections between neighborhoods, schools, parks, civic center/facilities, recreational facilities, and major commercial centers

County of Sonoma, Circulation and Transit Element, General Plan, 2008

Objective CT-3.8: Increase the safety, convenience, and comfort of all pedestrians and bicyclists, by eliminating the potential obstacles to this mode choice that is associated with the lack of continuous and well-connected pedestrian walkways and bicycle facilities, and the lack of safe crossing facilities, especially focusing on short trips that could result in a decrease in automobile travel.

City of National City, Circulation Element, General Plan, 2011

Policy C-2.1: Develop and maintain an interconnected, grid- or modified grid-based transportation system that sustains a variety of multi-modal transportation facilities

Policy C-1.2: Require new development to provide and enhance connectivity to existing transportation facilities via the provision of key roadway connections, sidewalks, and bicycle facilities.

Policy C-1.3: Require new development and redevelopment to provide good internal circulation facilities that meets the needs of walkers, bicyclists, children, seniors, and persons with disabilities.

Policy C-8.8: Provide a continuous pedestrian network within and between neighborhoods to facilitate pedestrian travel free from major impediments and obstacles.

Policy C-9.1: Expand and improve the bikeway system and facilities by establishing bike lanes, separated paths, and bicycle storage facilities at major destinations.

Note: Relaxing Level of Service (LOS) requirements on roads greatly assists safer roads for non-automobile users. Some communities are starting to move away from LOS (including the State of California as seen under Senate Bill 743).

City of Emeryville, Transportation Element, General Plan, 2009

Historically roadway and intersection operations were described from the vehicle driver perspective using the term "Level of Service" (LOS). Level of Service represents a qualitative description of the traffic operations experienced by the driver at the intersection. It ranges from LOS "A", with no congestion and little delay, to LOS "F", with excessive congestion and delays. LOS uses quantifiable traffic measures such as average speed and intersection delay to determine driver satisfaction. LOS ratings are derived from the peak 15 minutes during the commute hours of the day.

6. Jurisdiction

All other agencies that govern transportation activities can clearly understand the policy's application and may be involved in the process as appropriate.

County of Sonoma, Circulation and Transit Element, General Plan, 2008

Policy CT-3c: The Sonoma County Bicycle and Pedestrian Advisory Committee (BPAC) shall be responsible for advising the Board of Supervisors, Planning Commission, Board of Zoning Adjustments, Project Review Advisory Committee, and County staff on the ongoing planning and coordination of the County's bicycle and pedestrian transportation network.

Sample Policies

Require all relevant city departments to work together and approach every project, program, and practice that affects the transportation network, or occurs in the right-of-way, as an opportunity to make travel safe, comfortable, and convenient for all categories of users.

Require relevant advisory committees (e.g. Bicyclist and Pedestrian Advisory Committee) to be included in the early phases of road projects so that necessary design changes can be made.

7. Design

A strong Complete Streets policy recommends use of the latest and best design criteria and guidelines, while recognizing the need for flexibility to balance user needs.

City of Rancho Cucamonga, Community Mobility Element, General Plan, 2010

Policy CM-1.5: Implement street design standards. Modified standards may be applied where appropriate on arterial corridors relating to transit, bicycle facilities, sidewalks, and on-street

Complete Streets in rural areas may rely on paint and signage, rather than curb and sidewalk.

parking to be context sensitive to adjacent land uses and districts, and to all roadway users, including transit, bicycles, and pedestrians.

City of National City, Circulation Element, General Plan, 2011

Policy C-1.4: Require new development and redevelopment to apply universal design standards.

County of Sonoma, Circulation and Transit Element, General Plan, 2008

Policy CT-3ff: Provide adequate bicycle parking as part of all new school, public transit stops, public facilities, and commercial, industrial, and retail development following standards established in adopted Bikeways Plan.

Sample Policies

Require all relevant city departments to utilize the most up-to-date best practice street design guidelines (e.g. NACTO Urban Street Guide, NACTO Urban Bikeway Design Guide, ITE/CNU Designing Walkable Urban Thoroughfares, FHWA Pedestrian Safety Guide and Countermeasure Selection System).

Require all internal design guidelines be updated on a regular basis to incorporate best practices according to Complete Streets principles.

8. Context Sensitivity

The current and planned context—buildings, land use and transportation needs—is considered in planning and design solutions for transportation projects.

City of Rancho Cucamonga, Community Mobility Element, General Plan, 2010

Policy CM-1.5: Implement street design standards. Modified standards may be applied where appropriate on arterial corridors relating to transit, bicycle facilities, sidewalks, and on-street parking to be context sensitive to adjacent land uses and districts, and to all roadway users, including transit, bicycles, and pedestrians.

City of Colton, Mobility Element, General Plan, 2013

Policy M-2.8: Add bicycle amenities and facilities to new projects and at existing activity centers.

Policy M-2.9: Condition discretionary projects to require bicycle amenities such as bike racks and secure storage areas.

Policy M-2.10: Provide pedestrian amenities such as benches, shade trees, and refuse cans on sidewalks along streets that are key pedestrian routes.

City of Hesperia, Circulation Element, General Plan, 2010

Policy M-2.10: Where feasible, create opportunities for horseback riding, hiking, jogging, running, walking and bicycling through the establishment of interconnected trail systems throughout the community accessing parks, recreational facilities, scenic areas and areas of interest.

City of National City, Circulation Element, General Plan, 2011

Policy C-2.6: Enhance the quality of life in the City's neighborhoods and minimize impacts on schools, hospitals, convalescent homes and other sensitive facilities through the implementation of traffic calming measures in these areas to reduce vehicle speeds and discourage cut-through traffic.

Policy C-2.8: Implement road diets, where appropriate, as a means to improve safety, increase efficiency of pick-up and drop-off operations at schools, and provide greater separation between pedestrians and vehicles.

Policy C-2.10: Consider glorietas [roundabouts] as an intersection traffic control option, where feasible and appropriate.

Policy C-8.3: Identify and implement necessary pedestrian improvements with special emphasis on providing safe access to schools, parks, community and recreation centers shopping districts, and other appropriate facilities.

County of Sonoma, Circulation and Transit Element, General Plan, 2008

Policy CT-3p: Use the following recommendations for design, striping and signage at freeway interchanges:

- Design ramp intersections with local roads with 90-degree intersections rather than free flowing ramps with high speed connections.
- Restrict local road speed to 35 mph or less through the interchange.
- Decrease the radii of ramp intersections such that right hand turn speeds are reduced to 25 mph or less.
- Control off-ramp traffic with stop sign or traffic signal, or roundabouts as appropriate for each intersection.

Policy CT-3pp: Require pedestrian-oriented street design in Urban Service Areas and unincorporated communities.

Policy CT-3vv: Provide high-visibility crosswalk marking at all intersections in Urban Service Areas, and wherever feasible countywide. Wherever possible, avoid mid-block pedestrian crossings, and where mid-block crossings are necessary, install signalization, refuge islands and signage warning vehicles to stop for pedestrians and watch for cyclists.

Policy CT-3bbb: Encourage school districts to participate in providing safe bicycle and pedestrian connections that serve students from surrounding neighborhoods when constructing or improving schools. Encourage school districts to provide secure bicycle parking areas for students, faculty, and staff. Require private schools to provide continuous pedestrian pathways and bicycle facilities from adjacent residential communities to the school grounds.

9. Performance Measures

A strong Complete Streets policy includes performance standards with measurable outcomes.

County of Sonoma, Circulation and Transit Element, General Plan, 2008

Policy CT-1t: Collect and analyze bicycle, pedestrian, and transit trip data by establishing routine collection of alternative trip information on collector and arterial roadways and require such information be provided as part of project traffic studies.

Policy CT-3f: Regional Parks and TPW shall be responsible for periodically collecting bicycle and pedestrian counts at locations shown in the Bikeways Plan County Location table per current Metropolitan Transportation Commission standards. The BPAC, in consultation with Regional Parks and TPW, shall review this data annually to determine effectiveness in applying such data for County improvement projects and update the count locations as needed.

Policy CT-3mm: Collect bicycle and pedestrian accident data in the unincorporated areas on an annual basis. The BPAC shall review this data and identify high risk areas, prioritizing improvements, or additional needs for future accident data collection.*

Objective CT-3.6: Reduce bicycle and pedestrian accidents per mile traveled by at least 2% per year.*

**[It is now standard practice to use "collisions" instead of "accidents".]*

10. Implementation Steps

A strong Complete Streets identifies and describes specific next steps for implementation.

County of Sonoma, Circulation and Transit Element, General Plan, 2008

Policy CT-3s: Refer the following projects to the BPAC to review consistency with the Bikeways Plan and to evaluate potential for creating hazards or barriers to walking or bicycling:

1. Road widening projects
2. Road capacity improvement projects.
3. Resurfacing, restoration, and/or rehabilitation of roads with existing or proposed Class II or Class III bikeways.
4. Resurfacing, restoration, and/or rehabilitation of roads that include the installation of rumble strips, AC berms or similar barriers, and/or roadway dots in the shoulder area.
5. Traffic calming improvements.
6. Discretionary projects adjacent to existing or proposed Class I bikeways and/or roads with existing or proposed Class II or Class III bikeways.
7. Discretionary projects anticipated to be conditioned with roadway improvements along existing or proposed Class I, II or III bikeways.

Policy CT-3t: Require that bikeway improvements be included as part of all road improvement projects along road segments with existing or proposed bikeways.

City of Colton, Mobility Element, General Plan, 2013

Policy M-1.3: Require all new nonresidential, mixed -use, and large- scale re development projects, through the development review process, to include public transit, bicycle, and pedestrian facilities.

Policy M-2.12: Develop a prioritization program that lists sidewalks that are missing and the level of importance of replacing the missing sidewalks.

City of National City, Circulation Element, General Plan, 2011

Policy C-8.2: Require new development and redevelopment to incorporate pedestrian-oriented street designs that provide a pleasant environment for walking.

Policy C-9.2: Require new development and redevelopment to provide safe, secure bicycle parking facilities.

Policy C-9.3: Require new development and redevelopment to provide connections to existing and proposed bicycle routes, where appropriate.

Appendix C. Model Complete Streets Ordinance

An Ordinance of the [*City/County of* _____Amending the [*City/County*] Municipal Code.

The [*Municipality*] does ordain as follows:

SECTION I. Findings.

The [*City/County*] hereby finds and declares as follows:

(a) Safe, convenient, and accessible transportation for all users is a priority of [*City/County*].

(b) The term "Complete Streets" describes a comprehensive, integrated transportation network with infrastructure and design that allows safe and convenient travel along and across streets for all users, including pedestrians, bicyclists, persons with disabilities, motorists, movers of commercial goods, users and operators of public transportation, seniors, children, youth, and families.

(c) The lack of Complete Streets can be dangerous for pedestrians, bicyclists, and public transportation riders[vii], particularly children[viii], older adults[ix], and persons with disabilities.[x] In the United States, on average, a pedestrian was killed every two hours and injured every seven minutes in traffic crashes in 2012.[xi] [A*dd local data on traffic injuries if desired and available*];

(d) Low to moderate income areas, whether they be located in rural or urban communities, are typically the least safe for pedestrians and bicyclists, especially for children walking and biking to school,[xii] due to long-standing infrastructure disparities[xiii] and a higher concentration of streets with faster moving and/or higher volume traffic; [xiv]

(e) Complete Streets improve public health and safety by reducing the risk of traffic collisions and the risk of injuries and fatalities for users of all modes of transportation;[xv] increase the number of people walking and bicycling to everyday destinations such as schools, shops and restaurants, businesses, parks, transit, and jobs;[xvi] which in turn enhances neighborhood economic vitality[xvii] and livability;[xviii] [A*dd local data on local obesity, chronic disease, etc. if desired and available*];

(f) Complete Streets encourage an active lifestyle by creating opportunities to integrate exercise into daily activities[xix], thereby helping to reduce the risk of obesity among adults and children and all of its associated health problems, which include chronic diseases such as diabetes, heart disease, high blood pressure, high cholesterol, as well as certain cancers, stroke, asthma, and depression;[xx]

(g) By enacting this ordinance, [*City/County legislators*] establish as [*City/County*] policy to develop a comprehensive, integrated, and connected multimodal transportation system of Complete Streets that promote safe, equitable, and convenient travel for all users and serve all neighborhoods.

COMMENT: Cities and counties often include in new legislation "findings" of fact that support the purposes of the legislation. The findings section is part of the ordinance and legislative record, but it usually does not become codified in the municipal codes. The findings contain factual information supporting the need for the law – in this case, documenting the need for and benefits of the ordinance. A city or county may select findings from this list to include in their legislation, along with additional findings addressing the specific conditions in the particular community

SECTION II. Municipal Code Amendments

[*Chapter*] of the [*City/County*] Municipal Code is hereby amended to read as follows:

Section 1. Purpose. The purpose of this [*chapter*] is to establish the policy of the [*City/County*] to develop a comprehensive, integrated, and connected multimodal transportation system of Complete Streets that promote safe, equitable, and convenient travel for all users and serve all neighborhoods.

COMMENT: This ordinance supports Assembly Bill 1358, Complete Streets Act, which impacts general plans by adding the following language to Government Code Section 65302(b)(2)(A) and (B):

(A) Commencing January 1, 2011, upon any substantial revision of the circulation element, the legislative body shall modify the circulation element to plan for a balanced, multimodal transportation network that meets the needs of all users of the streets, roads, and highways for safe and convenient travel in a manner that is suitable to the rural, suburban, or urban context of the general plan.

(B) For the purposes of this paragraph, "users of streets, roads, and highways" means bicyclists, children, persons with disabilities, motorists, movers of commercial goods, pedestrians, users of public transportation, and seniors.

Section 2. Definitions. The following words and phrases, whenever used in this [*Chapter*], shall have the meanings defined in this section:

(a) "Complete Street" means a street or roadway that allows safe and convenient travel by pedestrians, bicyclists, people with disabilities, motorists, movers of commercial goods, users and operators of public transportation, seniors, children, youth, and families [*insert other significant local users if desired, e.g. drivers of agricultural vehicles, emergency vehicles, or freight*].

(b) "High Need Area" means (1) any census tract in which the median household income is less than [80%] of the statewide average median based on the most current census tract level data from the U.S. Census Bureau American Community Survey, (2), any area within two miles of a school in which at least [75%] of the children are eligible to receive free and reduced price meals under the National School Lunch Program, or (3) any area that has a high number of pedestrian and/or bicycle collisions.

(c) "Transportation Project" means any project, program, or practice that affects the transportation network or occurs in the public right-of-way including any construction, reconstruction, retrofit, signalization operations, resurfacing, restriping, rehabilitation, maintenance (excluding routine maintenance that does not change the roadway geometry or operations, such as mowing, sweeping, and spot repair), operations, alteration, or a repair of any public and private street or roadway within [*City/County*] (including alleys, bridges, frontage roads, and other elements of the transportation system).

Section 3. Lead Department. The [*insert name of lead department or agency (e.g. Transportation or Planning Department) and title of person accountable (e.g. Director or Bicycle/Pedestrian Coordinator)*] shall lead the implementation of this [*Chapter*] and coordinate with [*insert name of other relevant departments or agencies*].

COMMENT: In some rural areas, the lead agency/department may be the San Bernardino County Department of Public Works.

Section 4. Complete Streets Requirements. It shall be the policy of the [*City/County*] to develop a comprehensive, integrated, and connected multimodal transportation system of Complete Streets that promote safe, equitable, and convenient travel for all users and serve all neighborhoods.

(a) Requirements for Transportation Projects.

(1) Every [*City/County*] Transportation Project, and phase of that Project (including planning, scoping, funding, design, approval, and implementation) shall provide for Complete Streets.

(2) The [*lead department or agency*] shall routinely coordinate with [*identify relevant internal departments and agencies by name, any Bicycle or Pedestrian Coordinator, list relevant external governmental entities, and advisory committees such as a bicycle and pedestrian advisory committee]*, to implement this Chapter and ensure consistency with any existing Pedestrian/Bicycle/Multi-Modal Plans [*or insert name of other comparable plans*].

COMMENT: Some rural communities and small towns may not have a transportation plan that focuses on active transportation (bicycle and pedestrian uses). In these communities, SANBAG's *Countywide Non-motorized Transportation* Plan and/or the *San Bernardino County Transportation Plan* may need to be consulted.

Likewise, rural communities and small towns may not have a Bicycle and Pedestrian Advisory Committee (BPAC). In this case, another advisory committee, such as a transportation advisory committee, may be used in consultation and coordination of all transportation projects, including those that affect people bicycling and walking. If a broader advisory committee is used, it is best practice to appoint one committee member who focuses on bicycle and pedestrian issues.

(3) The goal of the [*City/County*] is for each Transportation Project to be part of a network of continuous bicycle and pedestrian friendly routes, including routes that connect with transit, that allow for convenient access to work, home, commercial areas, and schools.

(4) Complete Streets shall reflect the context and character of the surrounding built and natural environments, and enhance the appearance of such. At the planning stage, [*City/County*] shall work with local residents, business operators, neighboring jurisdictions, including school districts, students, property owners, and other stakeholders who will be directly affected by a Transportation Project, to address any concerns regarding context and character.

(5) [*City/County*] shall rely upon the current editions of street design standards and guidelines that promote and support Complete Streets.

COMMENT: Current examples of street design standards and guidelines that promote and support Complete Streets as of March 2015 are:

- *Urban Street Design Guide* and *Urban Bikeway Design Guide* (National Association of City Transportation Officials)
- *Designing Walkable Urban Thoroughfares: A context sensitive approach* (Institute of Transportation Engineers/Congress for the New Urbanism)
- *Pedestrian Safety Guide and Countermeasure Selection System* (U.S. Dep't of Transportation, Federal Highway Administration)
- *Bicycle Safety Guide and Countermeasure Selection System* (U.S. Dep't of Transportation, Federal Highway Administration)

Also see Appendix E. Complete Streets Resources for San Bernardino County for additional context-sensitive design guideline manuals.

(b) In order to fully implement this [Chapter], the following shall occur no later than [6 months] from the effective date of this [Chapter]:

(1) [*City Attorney/County Counsel*] shall review for consistency with this Chapter the [*City/County*] general plan and planning and zoning codes and submit recommendations for suggested amendments to the [*Mayor, City Manager or insert relevant position*].

(2) [*Name of relevant department(s)*] shall review and modify all street design standards used in the planning, designing, and implementing phases of Transportation Projects to ensure that they reflect the best available design guidelines for effectively implementing Complete Streets.

(3) [N*ames of all relevant departments and agencies*] shall incorporate the requirements of this [*Chapter*] into relevant internal manuals, checklists, rules and procedures as appropriate.

(4) [L*ead agency*] shall ensure that all necessary employees and officials receive training to understand the requirements of and how to implement this Chapter.

(5) *[Lead agency*] shall identify all High Need Areas and develop benchmarks to ensure that Complete Streets are implemented in such areas consistent with their need.

(6) [L*ead agency*] shall actively seek sources for public and private funding to assist in the implementation of this [*Chapter*].

COMMENT: In particular, all communities should actively seek funding from the California Active Transportation Program (ATP). The approximately $360 million statewide available for Cycle 2 of the ATP are for fiscal years 16/17, 17/18 and 18/19. Applicable projects include any bicycle and/or pedestrian infrastructure project that is construction-ready (no funds will be programmed to a project that does not already have a project study report or equivalent), any bicycle and/or pedestrian non-infrastructure project (e.g. Safe Routes to School), or development of a community-wide plan for active transportation in a predominantly disadvantaged community.

For more information, see: http://www.catc.ca.gov/programs/ATP.htm

Section 6. Exemption from Complete Streets Requirements.

(a) The [*identify governing body, e.g. City Council or head of lead agency, e.g. Director of the Department of Public Works*] may exempt, in writing, a Transportation Project from the Complete Streets requirements of this [Chapter] for a specific category of user, including pedestrians, bicyclists, motorists, movers of commercial goods, users and operators of public transportation, [*insert other significant local users if desired, e.g. drivers of agricultural vehicles, emergency vehicles, or freight*], on the following grounds:

(1) Use of the roadway is prohibited by law for the type of user (e.g. pedestrians on an interstate freeway, vehicles on a pedestrian mall). In this case, efforts shall be made to accommodate the excluded category of user on a parallel route;

(2) There is an absence of both a current and future need to accommodate the type of user (absence of future need may be shown via demographic, school, employment, and public transportation route data that demonstrate, for example, a low likelihood of bicycle, pedestrian, or transit activity in an area over the next 20 years); or

(3) The cost would be excessively disproportionate to the current need or future need over the next 20 years.

(b) A request for an exemption must be made in writing, with supporting documentation, and made available to the public a minimum of [*30*] days before the exemption is granted to allow for written public comment.

COMMENT: Section 6(b) should be implemented consistent with the Ralph M. Brown Act (California Government Code 54950), that guarantees the public's right to attend and participate in meetings of local legislative bodies. See guidelines about Open Meetings for Local Legislative Bodies online here: http://ag.ca.gov/publications/2003_Intro_BrownAct.pdf.

Section 7. Performance Measures and Reporting Requirements.

(a) In order to evaluate whether the streets and transportation network are adequately serving each category of users, [*lead agency*] shall collect baseline and annual data on matters relevant to this Policy, including without limitation:

(1) Mileage by [*district/neighborhood*] of new bicycle infrastructure (e.g. bicycle lanes, paths and boulevards) installed;

(2) Mileage [*or linear feet*] by [*district/neighborhood*] of new pedestrian infrastructure (e.g. sidewalks, trails, etc.) installed;

(3) Number by [*district/neighborhood*] of new curb ramps installed;

(4) Number by [*district/neighborhood*] of new street trees planted and removed;

(5) Type and number by [*district/neighborhood*] of pedestrian and bicycle friendly signage installed;

(6) Type and location by [*district/neighborhood*] of landscaping improvements, including street furniture and lighting;

(7) Bicycle and pedestrian counts by [*district/neighborhood*] as described by the National Bicycle and Pedestrian Documentation Project;

COMMENT: In rural areas and small towns, this task may be managed by the San Bernardino County Department of Public Works, San Bernardino Associated Governments, Southern California Association of Governments, or by a community-based organization such as a bicycle coalition.

(8) Commute mode percentages [*district/neighborhood*], as provided by the American Community Survey conducted by the U.S. Census Bureau (e.g. drive alone, carpool, transit, bicycle, walk);

COMMENT: In communities where the population is less than 65,000, this data is only available in the five-year data set*. The five-year data set is updated yearly, such that the most recent data set is for the years 2013-2009.

*Note: Currently, the Census Bureau is requesting to discontinue the 3-year data set, which included communities of 20,000 or more. If approved, there will only be two data sets: the 1-year data set and the 5-year data set. The 1-year data set will include communities of 65,000 or more, and the 5-year data set will include communities of all sizes.

(9) By [*district/neighborhood*], the percentage of transit stops accessible via sidewalks and curb ramps;

(10) The number, locations and cause of collisions, injuries, and fatalities by mode of transportation;

COMMENT: In California, this data can be collected from the Statewide Integrated Traffic Records System (SWITRS) database managed by the California Highway Patrol. The easiest way to collect this information is from the Transportation Injury Mapping System (TIMS) database, which is managed by Safe Transportation Research and Education Center (SafeTREC) at the University of California at Berkeley.

(11) The number [*or rate of*] by [*district/neighborhood*], of children walking or bicycling to school; and

(12) Vehicle Miles Traveled (VMT) or Single Occupancy Vehicle (SOV) trip reduction

(b) One year from the effective date of this [Chapter], and annually thereafter, the [*lead agency*] shall submit a report to the [*insert name of governing body, e.g., city council*] on the progress made in implementing this Policy that includes, at a minimum, the following:

(1) The annual performance measures as described in subsection (a);

(2) A summary of: (a) all Transportation Projects planned or undertaken and their status, including a full list and map, with clear identification of which projects are located in High Need Areas, (b) all exceptions granted pursuant to Section 6 of this [*Chapter*], including identification of exceptions granted in High Need Areas, (c) the progress made in achieving the benchmarks for High Need Areas developed pursuant to Section D(5), (d) a description of amendments made to street design standards, internal department and agency manuals and procedures, zoning and municipal codes, and land use plans, pursuant to Section 4(b); (e) all funding acquired for projects that enhance the Complete Street network, (f) all staff trainings and professional development provided; and

(3) Any recommendations for improving the implementation of this [*Chapter*].

[vii] Health Resources in Action. *Public Health Impact: Community Speed Reduction*. Boston, MA; 2013. http://www.hria.org/uploads/catalogerfiles/2013-speed-reduction-resources/ImpactBrief_120313.pdf. New York City Department of Transportation. *Making Safer Streets*. New York, NY; 2013. http://www.nyc.gov/html/dot/downloads/pdf/dot-making-safer-streets.pdf.

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Appendix D. Model Complete Streets General Plan Language

The following language is recommended for communities to adopt into their General Plans. This language uses the traditional planning "goal-objective-policy" model. Some communities do not use objectives, but rather focus on goals and policies in the framework of their General Plan. The following model language is not meant to be exhaustive, but rather represent a range of examples of complete streets language.

D.1 Model Language for Circulation Elements

Many circulation elements specify that automobile level of service should be used to assess the impacts of land use and transportation projects. Automobile LOS generally fails to capture impacts to other modes, and decisions or mitigation measures aimed at protecting automobile LOS frequently lead to promoting automobile throughput at the expense of other modes. Senate Bill 743 specifies that LOS and related vehicle congestion metrics will be replaced as transportation analysis metrics in CEQA; however, use of LOS for non-CEQA planning and development approval purposes remains a local decision.

1. Vision

Goal T1. The [*Jurisdiction*] shall design, build, operate and maintain a balanced, multi-modal transportation system that supports healthy, active living, promotes transportation options through greater mobility and access, increases community safety, reduces environmental impact, mitigates climate change, and supports greater social interaction and community identity by providing safe and convenient travel along and across streets through a comprehensive, integrated transportation network for pedestrians, bicyclists, public transportation riders and drivers, [*insert other significant local users if desired, e.g. drivers of agricultural vehicles, emergency vehicles, freight, etc.*] and people of all ages and abilities, including children, youth, families, older adults, and individuals with disabilities.

2. All Users and Modes

Goal T2. Provide a comprehensive, balanced transportation system that is safe and convenient for all users and all modes, such as people walking, biking, taking transit, driving, and moving freight [*include others that pertain to your community*], especially the most vulnerable such as children, youth, older adults, and people with disabilities.

Objective T2.1 Integrate Complete Streets principles into street design guidelines, standards, and other construction guides to create a safe and comfortable environment for all users and all modes, especially people walking, biking, and using transit, and of all ages and abilities.

Policy T2.1.1 All streets will be designed, constructed, operated, and maintained by Complete Streets principles, which enables safe, comfortable, and attractive

access and travel for people of all ages and abilities who are walking, biking, taking transit, driving, and moving freight.

Policy T2.1.2 Require all sidewalks, crosswalks, transit facilities, and other aspects of the transportation right of way are compliant with the Americans with Disabilities Act, and meet the needs of people with different types of disabilities, including but not limited to mobility, vision and hearing impairments.

3. All Projects and Phases

Goal T3. Improve transportation options by requiring that all street projects and all phases of street projects include Complete Streets principles.

Objective T3.1 Incorporate Complete Streets practices in all aspects of street projects so that it is institutionalized as a routine part of [*Jurisdiction's*] everyday operations.

Policy T3.1.1 In all street projects, include infrastructure that improves transportation options for everyone, especially those who walk, bike, and take transit.

Policy T3.1.2 Incorporate multimodal infrastructure into all construction, reconstruction, retrofit, maintenance, alteration, resurfacing, restriping, signalization operations, and repair of streets, bridges, and other portions of the transportation network.

Policy T3.1.3 Require sidewalks to be built and maintained on both sides of all streets.

4. Clear, Accountable Exceptions

Goal T4. Improve internal processes to require a clear, accountable exceptions process with regard to applying Complete Streets principles to all streets.

Objective T4.1 Create a clear process for exceptions with regard to applying Complete Streets principles onto all streets.

Policy T4.1.1 Allow exclusion of such infrastructure from street projects only upon approval by [*City Manager, City Council, Director of Public Works, or similarly high-level decision-maker*], and only where documentation and supporting data indicate one of the following bases for the exemption:
(a) use by non-motorized users is prohibited by law;
(b) the cost would be excessively disproportionate to the need or probable future use over the long term (detailed information must be provided to decision-making body);
(c) there is an absence of current and future need (detailed information must be provided to decision-making body); or
(d) inclusion of such infrastructure would be unreasonable or inappropriate in light of the scope of the project.

5. Network

Goal T5. Improve the multi-functional street network so that it ensures the safe, comfortable, and efficient movement of people, goods, and services to support a high quality of life and economic vitality.

Objective T5.1 Plan, develop and maintain a comprehensive, connected and convenient multi-modal transportation network.

- Policy T5.1.1 Develop a long-term plan for a complete, connected network for people walking and biking that meets the needs of users of all ages and abilities, especially the most vulnerable such as children, youth, families, older adults, people of color, low-income areas, and people with disabilities.
- Policy T5.1.2 Create a transportation network for each user type (e.g. bicycle streets, pedestrians streets, transit streets, etc.) with routes that will enable safe, healthy, interconnected, direct, continuous and efficient travel.
- Policy T5.1.3 Identify necessary improvements to implement the multi-modal network, and prioritize intersections, corridors, areas, or neighborhoods with the greatest need based on existing inequities, high traffic collisions, or other safety measure.
- Policy T5.1.4 Ensure that the networks provide ready access to healthy sources of nutrition.
- Policy T5.1.5 Explore the use of easements, restored stream corridors, and railroad rights-of-way to provide safe, comfortable connections for bicycle, pedestrian, and public transportation facilities.

ObjectiveT5.2 Ensure that public transportation is an interconnected part of the overall transportation network.

- Policy T5.2.1 Partner with [*local transit agency*] to enhance and expand public transportation services and infrastructure throughout [*Jurisdiction*] and the surrounding region; encourage the development of a public transportation system that increases personal mobility and travel choices, conserves energy resources, preserves air quality, promotes health and access to health-promoting resources, and fosters economic growth.
- Policy T5.2.2 Work with [*local transit agency*] to provide easy access to grocery stores, schools, health facilities, and other necessary destinations and services, by public transportation, especially for transit-dependent populations, including children, youth, older adults, people with disabilities, and low-income.
- Policy T5.2.3 Collaborate with [*local transit agency*] to incorporate infrastructure to assist users in employing multiple means of transportation in a single trip in order to increase transportation access and flexibility; examples include, but are not limited to, provisions for bicycle access on public transportation, secure bicycle racks at transit stops, access via public transportation to trails and recreational locations, and similar locations.
- Policy T5.2.4 Work with [*local transit agency*] to ensure that public transportation facilities and vehicles are fully accessible to people with disabilities.

Objective T5.3 Ensure that the pedestrian circulation system to provide for efficient, pleasant, and safe movement.

Policy T5.3.1 Create safe and accessible pedestrian routes to public transportation stops; relocate stops if safe routes are not feasible at current location.

Policy T5.3.2 Widen sidewalks where intensive commercial, recreational, or institutional activity is present, sidewalks are congested, where sidewalks are less than adequately wide to provide appropriate pedestrian amenities, or where residential densities are high.

Policy T5.3.3 Ensure convenient and safe pedestrian crossings by minimizing the distance pedestrians must walk to cross a street.

Policy T5.3.4 Create a citywide pedestrian street classification system or identify pedestrian priority streets where pedestrian safety and comfort supersedes other modes of travel.

Objective T5.4 Ensure that the circulation system for people biking that provides for a range of comfort levels and abilities, such as buffered bike lanes, protected bike lanes, and separated bike paths.

Policy 5.4.1 Create a citywide bicycle street classification system or identify bicycle priority streets where bicycle safety and comfort supersedes other modes of travel.

Policy T5.4.2 Create a hierarchy for using different types of bicycle infrastructure for different types of streets.

Policy T5.4.2 Develop safe and comfortable bicycle routes to public transportation stops, and require bike parking facilities at major bus stops/hubs.

6. Jurisdiction

Goal T6. Improve coordination with all [*departments/agencies*], as well as neighboring cities, counties and the larger region.

Objective T6.1 Coordinate all aspects of the transportation system with all departments including, but not limited to, [*list all pertinent departments such as Planning Department, Public Works Department, Housing Department, etc.*].

Policy T6.1.1 Require coordination among agencies and departments to develop joint prioritization, capital planning and programming, and implementation of street improvement projects and programs.

Policy T6.1.2 In collaboration with [*neighboring city/county governments, regional agencies, Caltrans, etc*.] integrate bicycle, pedestrian, and public transportation facility planning into regional and local transportation planning programs and agencies to encourage connectivity between jurisdictions.

Policy T6.1.3 Collaborate with schools, senior centers, advocacy groups, public safety departments, and [*insert other specific departments*] to provide community education about safe travel for everyone, especially the most vulnerable such as children, youth, older adults, people with disabilities, and those walking, biking and taking transit.

Policy T6.1.4 Collaborate with schools, senior centers, advocacy groups, public safety departments, and [*insert other specific departments*] to provide community educational/encouragement events, such as family bike education

workshops, women-focused bicycle workshops, ciclovia and other open streets type events.

Policy T6.1.5 Collaborate with [*local transit agency*] to relocate stops due to identified safety and/or connectivity issues for people walking and biking to connect with transit.

7. Design

Goal T7. Improve multi-modal street design for the safety and comfort of all users, especially people who are walking, biking and taking transit.

Objective T7.1 Endorse and use the best practice street design guidelines such as: National Association of City Transportation Officials (NACTO) Urban Design Guide, National Association of City Transportation Officials (NACTO) Urban Bikeway Design Guide, and the Institute of Transportation Engineers (ITE) Designing Urban Walkable Thoroughfares.

Policy T7.1.1 Develop or revise street standards and design manuals, including cross-section templates and design treatment details, to ensure that standards support and do not impede the implementation of Complete Streets; coordinate with related policy documents *[e.g. Bicycle Master Plan, Pedestrian Master Plan, etc*.].

Policy T7.1.2 Create a citywide policy to establish vehicle lane widths to 10 feet; some exceptions may require a wider lane, such as high transit corridors.

Policy T7.1.3 Prioritize incorporation of street design features and techniques that promote safe and comfortable travel by people walking, biking, and riding transit, such as well-marked crosswalks with audio/visual warnings, leading pedestrian interval at signals, traffic calming circles, narrow vehicle lanes, planted medians, dedicated transit lanes, transit priority signalization, transit bulb outs, road diets, and physical buffers and separations between vehicular traffic and other users.

Policy T7.1.4 Ensure use of features that improve the comfort and safety of users by providing pedestrian-oriented signs, pedestrian-scale lighting, trees and other greenery, benches and other street furniture, bicycle parking facilities, and comfortable and attractive public transportation facilities.

Policy T7.1.5 Encourage transit-oriented development that provides reduced parking requirements along with public transportation in close proximity to employment, housing, schools, retailers, and other services and amenities.

Policy T7.1.6 Identify physical improvements that would make bicycle and pedestrian travel safer along current major bicycling and walking routes and the proposed future network, prioritizing routes to and from schools, senior centers, health care centers, and other critical community services.

Policy T7.1.7 Create, [*or enhance*], a bicycle parking policy which requires indoor bicycle parking for all parking garages, and for office/commercial buildings of [x] size [*or by (x) number of employees per building*).

Policy T7.1.8 Prioritize safety improvements for pedestrian travel and crossings within a half-mile of all schools and parks.

Policy T7.1.9 Require sidewalks to be built and maintained on both sides of all streets.

Policy T7.1.10 Ensure safe pedestrian crossings at signalized intersections by providing sufficient time for pedestrians to cross streets and/or using a leading pedestrian interval.

Policy T7.1.11 Implement the provisions of the Americans with Disabilities Act and the jurisdiction's curb ramp program to improve pedestrian access for all people.

Policy T7.1.12 Develop design guidelines for pedestrian improvements in pedestrian-oriented districts or pedestrian streets.

Policy T7.1.13 Establish a policy barring the use of demand-activated traffic signals on any well-used pedestrian street.

Policy T7.1.14 Reduce surface water runoff by reducing the amount of impervious surfaces on streets, and by including green street design techniques such as rain gardens when constructing new streets, resurfacing projects, or any project that reconstructs the roadway.

Objective T7.2 Consider the street and sidewalk area as an important element in the open space system.

Policy T7.2.1 Plant and maintain trees and other vegetation to provide a healthy, safe, attractive and comfortable walking environment.

8. Context Sensitivity

Goal T8. Improve multi-modal transportation through context sensitive solutions, especially for people walking, biking, and using transit.

Objective T8.1 Establish a street hierarchy system in which the function and design of each street are consistent with the character and use of adjacent land uses.

Policy T8.1.1 Provide safe, comfortable parallel routes accessible to bicycles, where bicycles are prohibited on roadway segments (such as freeways).

Policy T8.1.2 Maintain and improve transit streets, or transit priority streets, to make transit more attractive and viable as a primary means of travel.

Policy T8.1.3 Conduct a feasibility study on creating dedicated bus lanes to expedite travel times and improve transit reliability.

Policy T8.1.4 Implement or improve technology to share real-time transit data with transit users both through mobile technologies to the user's device, and through display data at all transit shelters.

Policy T8.1.5 Design streets for a level of traffic that serves adjacent land uses, but will not cause a detrimental impact on these uses, nor eliminate the efficient and safe movement of transit vehicles and bicycles.

Policy T8.1.6 Mitigate and reduce the impacts of automobile traffic in and around parks.

Policy T8.1.7 On rural roads, provide sufficient space for people walking and biking by utilizing a wide shoulder on both sides of the road.

Policy T8.1.8 On rural roads, provide sufficient signage for people walking and biking by utilizing any of the following: "Bicycle Warning sign" MUTCD signage

designation W11-1; “Bicycle Permitted sign”, MUTCD signage designation D11-1a; “Pedestrians Permitted sign”, MUTCD signage designation D11-2; “Equestrians Permitted sign”, MUTCD signage designation D11-4; or “Bicycle Route sign”, MUTCD signage designation D11-1.

Policy T8.1.9 On rural roads where there is low traffic, and it is not feasible to add a bike lane, provide signage to inform drivers of potential slow moving vehicles, such as bicycles (e.g. “Bicycles May Use Full Lane”, MUTCD signage designation R4-11; “Bicycle Warning sign” MUTCD signage designation W11-1; “Bicycle Permitted sign”, MUTCD signage designation D11-1a; or “Bicycle Route sign”, MUTCD signage designation D11-1).

Objective T8.2 Encourage alternatives to the automobile and reduce traffic levels on residential streets that suffer from excessive traffic through the management of transportation systems and facilities.

Policy T8.2.1 Discourage excessive automobile traffic on residential streets by incorporating traffic-calming treatments.

Policy T8.2.2 Consider partial closure of certain residential streets to automobile traffic where the nature and level of automobile traffic impairs livability and safety.

Policy T8.2.3 Partially or wholly close certain streets not required as traffic carriers to be used as open space, or as a priority street for people walking and biking.

9. Performance Measures

Goal T9. Decrease traffic fatalities and major injuries to zero on [*Jurisdiction*] streets by [*2025*].

Objective T9.1 Develop and employ methods of measuring the performance and safety of the [*Jurisdiction’s*] transportation system that responds to multiple modes.

Policy T9.1.1 Establish and require yearly reports to [x] on performance standards with measurable outcomes to assess safety, functionality, behavior change, equity, and use by each category of user; include goals such as: increase mileage of protected bikeways by [x] miles per year; increase mileage of on-street bike lanes by [x] miles per year; upgrade [x] miles per year of standard bike lanes into enhanced bike lanes by adding buffer zones, green paint and similar safety enhancements; complete [x] miles of new sidewalks per year; install [x] ADA curb ramps per year; increase percent of all trips being done by people biking; increase percent of all trips being done by people walking; decrease percent of all trips being done by people driving alone; decrease per capita vehicle miles traveled by [x] percent per year; decrease all traffic fatalities and major injuries to zero by [2025].

Policy T9.1.2 Track collision data and identify intersections, corridors, and other locations where collisions have occurred or that present safety challenges for people walking, biking, or taking transit; consider gathering additional data through methods such as walkability and bikeability audits, as well as bicycle and pedestrian counts.

Policy T9.1.3 Identify funding mechanisms and implementation strategies for multi-modal safety improvements, and prioritize modifications to high collision intersections, corridors, and locations.

Policy T9.1.4 Consider the transportation system performance measurements in all decisions for projects that affect the transportation system.

10. Implementation

Goal T10. Improve and change internal processes to implement a variety of multi-modal projects for the safety and comfort of all transportation users.

Objective T10.1 Ensure internal processes that support implementing Complete Streets by requiring an open, inclusive decision-making process.

Policy T10.1.1 Establish an ongoing advisory committee/commission [*e.g. Bicyclist and Pedestrian Advisory Committee (BPAC), Complete Streets Advisory Committee, etc*.], and require yearly reports from this committee to the City Council/Board of Supervisors.

Policy T10.1.2 Require all road projects to be reviewed by the advisory committee (Bicyclist and Pedestrian Advisory Committee (BPAC), Complete Streets Advisory Committee, etc.) for consistency with existing plans, policies, and programs.

Policy T10.1.3 Require public participation in community decisions concerning the demand analysis, preferred route network, and street design and use to ensure that such decisions:
(a) result in streets that meet the needs of all people; and
(b) are responsive to needs of individuals and groups whom are pedestrians, bicyclists, transit riders, children, youth, people with disabilities, older adults, families, low-income communities, communities of color, and other distinct groups.

Policy T10.1.4 Conduct a demand analysis for each category of user, mapping locations that are already oriented to each mode of travel and include latent demand.

Policy T10.1.5 Establish processes to coordinate future bicycle, pedestrian, and/or transit safety improvement projects so that they are considered during the reconstruction of streets, development projects, utility projects, as well as through existing funding streams.

Policy T10.1.6 Restructure and revise the zoning and subdivision codes, and other plans, laws, procedures, rules, regulations, guidelines, programs, templates, and design manuals, including [*insert other key documents by name*], in order to integrate, accommodate, and balance the needs of all users in all street projects on public and private streets.

Policy T10.1.7 Assess current requirements with regard to road width and turning radii in order to determine the narrowest vehicle lane width and tightest corner radii that safely balance other needs; adjust design guidelines and templates to reflect ideal widths and radii.

Policy T10.1.8 Provide training to agency personnel [*planners, engineers, etc*.] and consulting firms on Complete Streets principles and any and all policies and procedures on integrating multi-modal infrastructure into all street designs.

Policy T10.1.9 Develop funding strategies for addressing additional needs (e.g. bicyclist/pedestrian access to transit); actively pursue funding from federal, state, regional, local and other resources.

Policy T10.1.10 Impose development impact fee, use fee, and dedication requirements on new development to fund multimodal transportation.

Policy T10.1.11 Change transportation investment criteria to ensure that existing transportation funds are available for infrastructure that benefits people walking, biking and taking transit.

Policy T10.1.12 Identify, or establish, new/additional funding streams and implementation strategies to retrofit existing streets to include infrastructure that benefits people walking, biking and taking transit.

Policy T10.1.13 Police departments should engage in additional enforcement actions in strategic locations, such as high collision locations, and focus on the most dangerous driver behaviors: speeding, running red lights/stop signs, turning violations, and violating pedestrian right-of-way (e.g. not yielding to pedestrians in crosswalks).

Policy T10.1.14 Develop a checklist for development and redevelopment projects, to ensure the inclusion of infrastructure that provides for safe travel for all users, especially for people walking, biking and taking transit.

Policy T10.1.15 Require a transportation demand management/commuter benefits program to encourage residents and employees to walk, bicycle, use public transportation, or carpool.

Policy T10.1.16 Partner with [local transit agency] to collect data and establish performance standards related to travel time, headways, travel training education programs, and similar programs.

Policy T10.1.17 Focus on bicycle and pedestrian connections with transit stops/hubs, especially first and last mile connections.

Policy T10.1.18 Develop a pedestrian crossings policy to create a transparent decision-making policy, including matters such as where to place crosswalks, and when to use enhanced crossing treatments.

Policy T10.1.19 Apply for and maintain bicycle-friendly community status through the League of American Bicyclists.

Policy T10.1.20 Apply for and maintain walk-friendly community status through the Pedestrian and Bicycle Information Center.

Policy T10.1.21 Conduct a [*citywide, townwide, countywide*] sidewalk [*audit or assessment*] to collect data on all sidewalks including locations where there are missing segments, damaged segments, and other information about the condition of existing sidewalks.

Policy T10.1.22 Prioritize investment in transit, bicycle and/or pedestrian infrastructure and services over investment in highway development and other automobile-oriented facilities.

Policy T10.1.23 Encourage development that efficiently coordinates land use with transit service, requiring that developers address transit concerns as well as mitigate traffic problems.

Policy T10.1.24 Conduct health impact assessments when designing streets or undertaking policymaking with regard to public infrastructure and development, in order to understand and address public health implications of actions in this realm.

D.2 Model Complete Streets Language for Other Elements

. The below sections demonstrate model language for other General Plan elements, such as: Land Use, Housing, Open Space, Conservation, and Health. These model goals, objectives and policies rather represent a range of examples of complete streets language.

1. Land Use

GOAL LU1. Ensure that land use patterns and decisions encourage walking, bicycling, and using public transit as safe and convenient choice.

Objective LU1.1 Plan, design, and create complete neighborhoods whose physical layout and land use mix promote walking, bicycling, and using public transit as a means of accessing food, retail, employment, education, childcare, recreation, and other services.

Policy LU1.1.1 Encourage mixed-use development to allow siting of residential, retail, office, recreational, and educational facilities within close proximity to each other to encourage walking and bicycling as a routine part of everyday life.

Policy LU1.1.2 Maximize the proportion of residences within [*a quarter*-] mile of uses like parks, schools, grocery stores, retailers, employment, public transportation, and other community services.

Policy LU1.1.3 Encourage transit-oriented development that provides public transportation in close proximity to employment, housing, schools, retailers, and other services and amenities.

Policy LU1.1.4 Promote infill development and redevelopment; new construction should occur in a compact form in developed locations whenever feasible.

Policy LU1.1.5 Encourage the creation of high-quality areas for people, such as plazas, squares, parks, parklets and rooftop gardens; explore creation of shared streets.

Policy LU1.1.6 Require safe, comfortable and convenient features that make walking, bicycling and using public transit convenient and easy in new or renovated development.

Policy LU1.1.7 Create, or enhance, a bicycle parking policy which requires indoor bicycle parking for all parking garages, and for office/commercial buildings of [x] size (*or by [x] number of employees per building*).

Policy LU1.1.8 Require transportation demand management strategies in development plans.

Policy LU1.1.9 Impose development impact fee, use fee, and dedication requirements on new development to fund multimodal transportation.

Policy LU1.1.10 Conduct health impact assessments when designing streets or undertaking policymaking with regard to public infrastructure and development, in order to understand and address public health implications of actions in this realm.

Objective LU1.2 Require street design that creates public space that is safe and welcoming for people walking.

Policy LU1.2.1 Encourage street-oriented buildings; locate parking lots, if provided, in rear of retail and business centers.

Policy LU1.2.2 Provide pedestrian-scale lighting.

Policy LU1.2.3 Encourage a high proportion of streets where building façades have abundant windows and entrances facing the street.

Policy LU1.2.4 Encourage ground-level business uses that support pedestrian activity, such as retail, restaurants, and services.

Policy LU1.2.5 Reduce the proportion of street frontages and rights of way lined by parking lots, blank walls, or empty lots.

Policy LU1.2.6 Require creation of a pedestrian path from the street to the entrance where parking lots are located between commercial buildings and streets.

Policy LU1.2.7 Require building entrances to be oriented to the street.

Policy LU1.2.8 Enhance street connectivity for people walking.

Objective LU1.3 Require street design that creates a safe, comfortable environment for people biking.

Policy LU1.3.1 Provide secure bicycle parking in new governmental, commercial, and residential developments.

Policy LU1.3.2 Provide secure bicycle parking at existing city buildings and facilities and encourage bicycle parking in existing commercial and residential buildings.

Policy LU1.3.3 Provide parking facilities that are safe, secure, and convenient.

Policy LU1.3.4 Provide bicycle parking at all major transit terminals.

Policy LU1.3.5 Provide bicycle parking at major recreational facilities and at all large sports, cultural, or other heavily attended events.

Policy LU1.3.6 Accommodate bicycles in the design and selection of traffic control facilities.

Policy LU1.3.7 Make bicycle route information readily available and encourage increased use of bicycle transportation.

Policy LU1.3.8 Maintain a presumption against the use of demand-activated traffic signals on designated bicycle routes.

Policy LU1.3.9 Expand and improve access for bicycles on streets and develop a well-marked, comprehensive system of bicycle routes.

2. Housing

Goal H1. Increase physical activity opportunities through green and healthy housing development.

Objective H1.1 Promote physical activity by incorporating active design guidelines in housing and mixed-use development.

Policy H1.1.1 Encourage the development of housing in close proximity to transit, parks, and services, and encourage site and building design that includes social spaces, emphasizes transit access, provides bicycle parking, and features a strong interface with the street.

Policy H1.1.2 Review design guidelines and identify opportunities to amend standards to promote high quality open space and community interactions, such as requirement of a community multipurpose room in larger residential development projects, mailbox locations that encourage social interactions, open spaces that engage with community spaces and the street, porches or decks that face the street or courtyards, and the design of individual units that promotes interaction with the street and common spaces.

Policy H1.1.3 Support property retrofits that reduce the city's carbon footprint through energy conservation, waste reduction, and transportation access measures.

Policy H1.1.4 Disseminate information on retrofit assistance programs, solar energy rebates, and alternative transportation programs and facilities, such as transit passes, bicycle parking, and car-sharing pods.

Policy H1.1.5 Support new housing projects, especially affordable housing, where households can easily rely on public transit, walking and bicycling for the majority of daily trips.

Policy H1.1.6 Support healthy development that locates new housing close to jobs and transit.

Policy H1.1.7 Promote sustainable land use patterns that integrate housing with transportation to increase transit, pedestrian and bicycle mode share.

3. Open Space

(Note: may also include: Parks, Recreation, Public Facilities)

Goal OS1. Increase access to parks and open space for physical activity and encourage residents to access parks by walking, bicycling, or public transportation

Objective OS1.1 Ensure safe routes to parks and open space.

Policy OS1.1.1 Encourage the development of parks and open space with a network of safe and convenient walking and bicycle routes, including routes that access other key destinations, such as schools and health care facilities.

Policy OS1.1.2 Implement traffic calming measures near parks.

Policy OS1.1.3 Improve intersections near parks to create safe, convenient routes by providing high visibility crosswalks, accessible crosswalks, and ample time to cross the street.

Policy OS1.1.4 Collaborate with [public transit agency] to improve connections to trails, parks, and other recreational locations.

Policy OS1.1.5 Ensure that all parks and open space can be reached by safe routes for bicycling, walking, and using public transit.

Policy OS1.1.6 Require bicycle parking at all trails, parks, and open spaces.

Policy OS1.1.7 Increase park/green space acreage so that all residents are within a 10-minute walk to a park or green space.

Policy OS1.1.8 Partially or wholly close certain streets not required as traffic carriers to be used as open space, or as a priority street for people walking and biking.

Policy OS1.1.9 Establish an Open Streets program to close certain streets on specific days to be used as open space for the enjoyment of the community by providing space for people to walk, bike, dance, play, listen to music, eat, as well as any other programmed activity.

Goal OS2. Increase children's physical activity to benefit their short- and long-term health and improve their ability to learn.

Objective OS2.1 Provide children with safe and appealing opportunities for walking and bicycling to school in order to decrease rush hour traffic and fossil fuel consumption, encourage exercise and healthy living habits in children, and reduce the risk of injury to children through traffic collisions near schools.

Policy OS2.1.1 Prioritize safety and street improvements within one-mile of all schools.

Policy OS2.1.2 Conduct walkability and bikeability audits along routes to school to identify opportunities and needs for infrastructure improvements.

Policy OS2.1.3 Work with [*School District(s)*] to create a walking and biking map for each school.

Policy OS2.1.4 Require all speed limits within a half-mile of all schools to be less than 25 mph.

Policy OS2.1.5 Work with [*School District(s)*] to assess traffic speeds, volumes, and vehicle types around schools.

Policy OS2.1.6 Work with [*School District(s)*] to implement traffic calming in areas within a half-mile of schools where indicated by speed and volume.

Policy OS2.1.7 Work with [*School District(s)*] to support Safe Routes to School encouragement programs such as Walk and Bike to School Days, as well as "Walking School Bus"/"Bike Train".

Policy OS2.1.8 Work with [*School District(s)*] to gather baseline data on attitudes about and levels of walking and bicycling to school, through student tallies and parent surveys.

Policy OS2.1.9 Work with [*School District(s)*] to encourage educational programs that teach students safe walking and bicycling behaviors, and educate parents/guardians and drivers in the community about the importance of safe driving.

Policy OS2.1.10 Work with law enforcement to enforce speed limits and traffic laws, assist in ensuring safe crossings, and promote safe travel behavior around the schools.

Policy OS2.1.11 Encourage parents to get children to school through alternative travel such as walking, bicycling and taking public transit/school bus.

Policy OS2.1.12 Work with [*School District(s)*] to improve transportation safety around schools, including drop-off and pickup zones, as well as locations where interactions occur between pedestrians, bicyclists, automobiles, and buses.

Policy OS2.1.13 Work with [*School District(s)*] to locate and design new and remodeled schools to be easily accessible by foot or bicycle for the largest number of students possible by locating new schools in or near neighborhoods where

students live, providing safe and secure bicycle parking within school facilities, and allowing convenient access to schools from public streets.

Policy OS2.1.14 Pursue shared use agreements with [School District(s)] to allow school fields to be available for public use outside of school hours.

Policy OS2.1.15 Work with [*School District(s)*] to jointly apply for infrastructure/non-infrastructure funding for projects associated to Safe Routes to School programs, such as the California Active Transportation Program (ATP).

Policy OS2.1.16 Establish a Safe Routes to School Task Force / Committee that includes engineers, planners, elected officials, public health professionals, school administrators, law enforcement, parents, and community members.

4. Health

Goal HE1. Improve health, safety, and mental wellbeing of residents by creating convenient and safe opportunities for physical activity within a half mile of all residences.

Objective HE1.1 Ensure that residents of all ages and income levels have safe and convenient facilities to walk and bicycle to meet their daily needs.

Policy HE1.1.1 Improve bicycle, pedestrian, and public transportation access to residential areas, educational and childcare facilities, employment centers, grocery stores, retail centers, recreational areas, historic sites, hospitals and clinics, and other destinations that support health and wellbeing.

Policy HE1.1.2 Provide comfortable environments and destinations for walking and bicycling to integrate physical activity into daily routines.

Objective HE1.2 Plan for and create complete, healthy neighborhoods that support a mix of land uses, services, and amenities.

Policy HE1.2.1 Promote attractive, safe, and walkable areas that are designed and constructed to be walk-friendly including features such as short blocks, wide sidewalks, tree-shaded streets, and buildings that define attractive spaces and are oriented to streets.

Policy HE1.2.2 Support planning and development that reduces automobile dependency and facilitate reduced parking requirements where possible in permitting new development.

Policy HE1.2.3 Promote clear sidewalk, path and trail connectivity in all neighborhoods with appropriate support of residents.

Policy HE1.2.4 Promote the implementation of complete streets infrastructure in all street improvements.

Policy HE1.2.5 Develop a pedestrian and bicycle network that enables active travel for both transportation and recreation.

Policy HE1.2.6 Promote planning and funding efforts to create a safe, comfortable and convenient circulation system for people walking.

Policy HE1.2.7 Support a network of bicycle facilities that safely facilitates bicycling for people biking to commute, shop, and recreate.

Policy HE1.2.8 Promote awareness and understanding of people walking and biking as vulnerable road users to improve safety on roadways, particularly children, youth, families and older adults.

Policy HE1.2.9 Encourage public and private development projects to provide sufficient bicycle parking and amenities such as showers and locker facilities.

Policy HE1.2.11 Promote comprehensive bicycle and pedestrian way-finding signage and information system for the most-used trails, paths, streets and corridors connecting major destinations and places of interest.

Policy HE1.2.12 Promote walking, biking, and using public transit by youth through collaboration with appropriate partners and stakeholders, including but not limited to Safe Routes to School.

Policy HE1.2.13 Enhance the public transit system so that it is balanced, innovative and Policy equitable.

Policy HE1.2.14 Support the installation of public transit amenities, including shelters, benches, real-time information, lighting, and bicycle parking.

Policy HE1.2.15 Encourage shared-use agreements between [Jurisdiction] and school districts to allow for community recreation needs after school hours.

Policy HE1.2.16 Encourage development of new parks, plazas, gardens, trails and paths, and open space amenities.

Policy HE1.2.17 Enhance programs in cities, school districts, other agencies, and workplaces that promote physical activity and wellness at all ages and physical abilities.

Policy HE1.2.18 Promote the expansion of innovative programs for active use and appreciation of parks and other recreation facilities, through parks and recreation departments, local agencies, and non-governmental partners.

Policy HE1.2.19 Promote and support the development of programs that encourage underserved communities and people with health issues to use parks and recreational facilities.

Policy HE1.2.20 Encourage school district activities and related programs that support physical activity and wellness.

Policy HE1.2.21 Promote multiple uses within parks for both active and passive recreational pursuits, including fitness classes, recreation, arts and cultural events, community gardening, and environmental conservation and appreciation.

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Appendix E. Complete Streets Resources for San Bernardino County

Complete Streets are streets for everyone. Pedestrians, bicyclists, motorists, and public transportation users of all ages and abilities are able to safely move along and across a complete street. Complete Streets make active, healthy living easier as they provide opportunities for increased physical activity by incorporating features that promote regular walking, cycling, and transit use into just about every street. Complete Streets are economically smart: they help save critical municipal dollars, reduce household travel costs, and grow the local tax base.

This appendix identifies resources for Complete Streets education and awareness building, policy development, and implementation.

E.1 General Complete Streets Information

- National Complete Streets Coalition Resources www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/resources
- UCLA Institute of Transportation Studies www.lewis.ucla.edu/completestreets/
- American Planning Association Complete Streets Resource List www.planning.org/research/streets/resources.htm

E.2 Model and Sample Policies/ Plans

- Complete Streets: Policy Basics, National Complete Streets Coalition http://www.smartgrowthamerica.org/documents/cs/cs-brochure-policy.pdf
- Presentation: Complete Streets Policy Development, National Complete Streets Coalition http://www.smartgrowthamerica.org/documents/cs/resources/cs-policy.pptx

E.2.1 Model Language and Guidance

- Update to the General Plan Guidelines: Complete Streets and the Circulation Element, Governor's Office of Planning and Research www.opr.ca.gov/docs/Update_GP_Guidelines_Complete_Streets.pdf
- Model Complete Streets Ordinances, Resolutions, and General Plan Policies, ChangeLab Solutions http://changelabsolutions.org/childhood-obesity/complete-streets
- Complete Streets Local Policy Workbook, Smart Growth America www.smartgrowthamerica.org/documents/cs-local-policy-workbook.pdf

E.2.2 Sample Policies

- National Complete Streets Coalition, The Best Complete Streets Policies of 2013 www.smartgrowthamerica.org/documents/best-complete-streets-policies-of-2013.pdf
- Complete Streets Policy, Rancho Cucamonga, CA (#10 policy from 2012, National Complete Streets Coalition) www.cityofrc.us/documents/857.pdf
- Complete Streets Policy, Hermosa Beach, CA (#1 policy from 2012, National Complete Streets Coalition) www.smartgrowthamerica.org/documents/cs/policy/cs-ca-hermosabeach-policy.pdf
- Complete Streets Policy, Huntington Park, CA (#2 policy from 2012, National Complete Streets Coalition) www.smartgrowthamerica.org/documents/cs/policy/cs-ca-huntingtonpark-policy.pdf
- Complete Streets Policy, Oakland, CA www2.oaklandnet.com/oakca1/groups/pwa/documents/marketingmaterial/oak039959.pdf
- Complete Streets Policy, Hayward, CA www.smartgrowthamerica.org/documents/cs/policy/cs-ca-hayward-policy.pdf
- Complete Streets Policy, Livermore, CA www.cityoflivermore.net/documents/CompStreetReso_red.pdf
- Complete Streets Policy, Austin, TX www.austintexas.gov/department/complete-streets
- San Francisco Better Streets Plan, SF Planning Department www.sf-planning.org/ftp/BetterStreets/index.htm ; www.sfbetterstreets.org/why-better-streets/designing-complete-streets/
- Boston Complete Streets, Boston Transportation Department www.bostoncompletestreets.org/

E.2.3 Complete Street Implementation Guidelines

- Complete Streets: Best Policy and Implementation Practices, American Planning Association http://www.smartgrowthamerica.org/documents/cs/resources/cs-bestpractices-chapter5.pdf
- Making a Place for Bicycles: Using Bicycle Parking Laws to Support Health, Business, and the Environment, ChangeLab Solutions http://changelabsolutions.org/sites/default/files/CA_BikeParking_FactSht_FINAL_9-2012.pdf
- Complete Streets Implementation Resources, Alameda County Transportation Commission www.alamedactc.org/app_pages/view/11642

E.3 Complete Streets Design Guidelines and Manuals

E.3.1 General Complete Streets Guidelines

- Complete Streets Manual, City of Los Angeles, Chapter 9 of the Mobility Plan www.planning.lacity.org/Cwd/GnlPln/MobiltyElement/Text/CompStManual.pdf
- Model Design Manual for Living Streets, Los Angeles County www.modelstreetdesignmanual.com/download.html
- Complete Streets Resource Toolkit, Sacramento Area Council of Governments www.sacog.org/complete-streets/toolkit/START.html

- New York City Street Design Manual, NYCDOT www.nyc.gov/html/dot/html/pedestrians/streetdesignmanual.shtml
- Philadelphia Complete Streets Design Handbook, Mayor's Office of Transportation and Utilities www.philadelphiastreets.com/pdf/cs-handbook_2013.pdf
- Pierce County Complete Streets Guide, Tacoma-Pierce County Health Department https://www.tpchd.org/files/library/dd3e736c065c3b00.pdf
- Complete Streets Implementation Resource Guide, Minnesota Department of Transportation www.dot.state.mn.us/research/TS/2013/2013RIC02.pdf
- Complete Streets, U.S. DOT www.contextsensitivesolutions.org/content/topics/what_is_css/changing-society-communities/complete-streets/
- Urban Street Design Guide, National Association of City Transportation Officials (NACTO) www.nyc.gov/html/dot/downloads/pdf/2012-nacto-urban-street-design-guide.pdf

E.3.2 Pedestrian- and Bicycle-Specific Guidelines

- Complete Intersections: A Guide to Reconstructing Intersections and Interchanges for Bicyclists and Pedestrians, California Department of Transportation www.dot.ca.gov/hq/traffops/survey/pedestrian/Complete-Intersections-A-Guide-to-Reconstructing-Intersections-and-Interchanges-for-Bicyclists-and-Pedestirans.pdf
- Planning Complete Streets for an Aging America, AARP http://assets.aarp.org/rgcenter/ppi/liv-com/2009-12-streets.pdf
- Designing Walkable Urban Thoroughfares, Congress for the New Urbanism http://www.cnu.org/streets
- Urban Bikeway Design Guide, National Association of City Transportation Officials (NACTO) http://nacto.org/cities-for-cycling/design-guide/
- PEDSAFE, U.S. DOT www.pedbikesafe.org/PEDSAFE/
- BIKESAFE, U.S. DOT www.pedbikesafe.org/BIKESAFE/index.cfm

E.3.3 Rural/Small Town Guidelines

- Rural Areas and Small Towns, National Complete Streets Coalition www.smartgrowthamerica.org/complete-streets/implementation/factsheets/rural-areas-and-small-towns/
- Complete Streets Work in Rural Communities, National Complete Streets Coalition www.smartgrowthamerica.org/documents/cs/factsheets/cs-rural.pdf
- Implementing Complete Streets: Rural Communities and Small Towns, National Complete Streets Coalition www.smartgrowthamerica.org/documents/cs/factsheets/cs-rural-2.pdf
- NCHRP Synthesis 412 Speed Reduction Techniques for Rural High-to-Low Speed Transitions, Federal Highway Administration http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_syn_412.pdf
- NCHRP Report 582 Best Practices to Enhance the Transportation–Land Use Connection in the Rural United States, Federal Highway Administration http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_737.pdf

- Washington's Complete Streets & Main Street Highways Program - Case Studies & Practice Resource, Washington State Department of Transportation http://www.wsdot.wa.gov/research/reports/fullreports/780.1.pdf
- Traffic Calming on Main Roads Through Rural Communities, Federal Highway Administration http://www.fhwa.dot.gov/publications/research/safety/08067/08067.pdf
- Main Street, California: A Guide for Improving Community and Transportation Vitality, California Department of Transportation http://www.dot.ca.gov/hq/LandArch/mainstreet/main_street_3rd_edition.pdf
- Main Street… when a highway runs through it: a Handbook for Oregon Communities, Oregon Department of Transportation http://www.oregon.gov/odot/hwy/bikeped/docs/mainstreethandbook.pdf
- Evaluation of Gateway and Low-Cost Traffic-Calming Treatments for Major Routes in Small Rural Communities, Iowa Department of Transportation http://www.ctre.iastate.edu/reports/traffic-calming-rural.pdf

E.4 Benefits of Complete Streets

E.4.1 General Complete Streets Information

- Complete Streets: Fundamentals, National Complete Streets Coalition http://www.smartgrowthamerica.org/documents/cs/cs-brochure-features.pdf
- What are Complete Streets?, ChangeLab Solutions http://changelabsolutions.org/sites/default/files/CompleteSts_FactSht_20141106.pdf
- Complete Streets Work in Rural Communities, National Complete Streets Coalition http://www.smartgrowthamerica.org/documents/cs/factsheets/cs-rural.pdf
- Complete Streets Talking Points, Public Health Law and Policy http://changelabsolutions.org/sites/default/files/documents/PHLP_CompleteSts.pdf
- Presentation: The Many Benefits of Complete Streets, National Complete Streets Coalition http://www.smartgrowthamerica.org/documents/cs/resources/cs-benefits.pptx
- Why are Complete Streets a Smart Investment?, ChangeLab Solutions – see following
- The Benefits of Complete Streets, ChangeLab Solutions – see following
- Calles Completas: Complete Streets in Spanish, National Complete Streets Coalition http://www.smartgrowthamerica.org/complete-streets/espanol/

E.4.2 Benefits of Pedestrian and Bicycle Friendly Communities

- Let's Ride! 4 Requirements for a Bikeable Community, ChangeLab Solutions http://changelabsolutions.org/sites/default/files/Lets_Ride_4-requirements-infographic-FINAL-20130808_0.pdf
- Making Streets Welcoming for Walking: This our fact sheet specifically on walking. It discusses safety, convenience and comfort. It's also not a 1-

pager. http://changelabsolutions.org/sites/default/files/Streets-Welcome-for-Walking_FINAL_20131206_0.pdf

E.4.3 Traffic Safety Facts

- Traffic Safety Facts, Urban/Rural Comparison (2012), National Highway Traffic Safety Administration http://www-nrd.nhtsa.dot.gov/Pubs/812050.pdf
- Traffic Safety Facts, Pedestrians (2012), National Highway Traffic Safety Administration, http://www-nrd.nhtsa.dot.gov/Pubs/812124.pdf
- Traffic Safety Facts, Bicyclists (2012), National Highway Traffic Safety Administration http://www-nrd.nhtsa.dot.gov/Pubs/812018.pdf
- Traffic Safety Facts, Children (2012), National Highway Traffic Safety Administration http://www-nrd.nhtsa.dot.gov/Pubs/812011.pdf
- Traffic Safety Facts, Quick Facts (2012), National Highway Traffic Safety Administration http://www-nrd.nhtsa.dot.gov/Pubs/812006.pdf

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ChangeLab Solutions
Law & policy innovation for the common good.

WHY ARE COMPLETE STREETS A SMART INVESTMENT?

Employment Creation

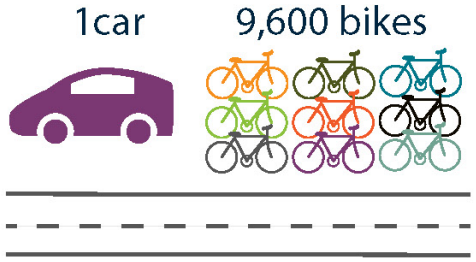
$1Million

...creates **11.4 jobs** for bicycle infrastructure projects

...creates **7.8 jobs** for traditional road projects

Street Repair

1 car damages the road as much as 9,600 bicycles.



Home Values

The City of San Mateo reviewed several studies for the Bicycle Master Plan and found that home prices near trails are higher than home prices farther away.

Merchant Attitudes

64%

...of merchants reported that bike lanes had a *positive* impact on their business.

...of merchants also expressed a willingness to *support* other kinds of traffic calming measures.

(according to a SF State study)

Consumer Spending

Mode of transportation:	$ spent weekly in Polk Street Stores:
	$130.12
	$122.62
	$90.12
	$82.02

(from San Francisco MTA Polk Street Study)

Each square meter of bicycle parking generates $31 per hour, whereas each square meter of car parking generates only $6 per hour.

Bike Infrastructure

A cost-benefit analysis indicates that every dollar spent on bicycle networks yields **$4-$5 in benefits** (including, security, health effects, and reduced costs of motorized traffic).

Job & Community Access

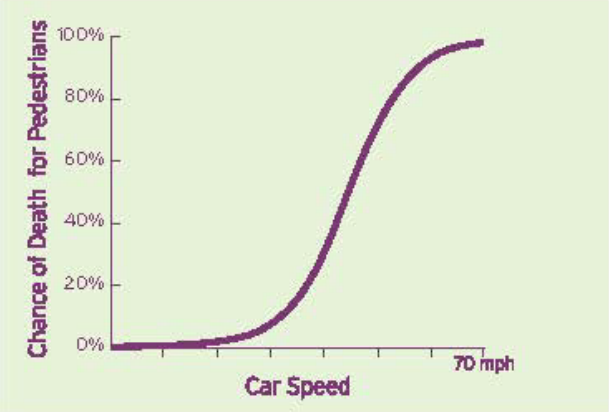
Pedestrian and bicycle pathways around transit stops increase the opportunity for multimodal travel, healthier communities and a stronger economy.

ChangeLab Solutions
Law & policy innovation for the common good.

THE BENEFITS OF COMPLETE STREETS

SAFETY

The Federal Highway Administration has found measurable improvements to pedestrian safety through a focus on "Complete Streets." This approach ensures that safe, comfortable facilities are provided using a variety of street design elements, such as sidewalks, bike lanes, raised medians, better bus stop placement, traffic-calming measures, and designing for people with disabilities. Bicycle safety studies show that the addition of well-designed, on-road bicycle lanes reduces the incidence of collisions by approximately 50%.



MENTAL HEALTH

Physical activity (i.e. bicycling or walking) is linked to higher cognitive functioning and greater emotional well-being, and can help prevent mental health disorders.

$ ECONOMIC HEALTH

Multiple studies show that people who visit shopping districts by bicycle spend more on a weekly basis than those who visit such districts by car.

Creating streets that are safe, inviting and comfortable is a major goal of this project. Photo by Urban Advantage.

PHYSICAL ACTIVITY

- Adults who bicycle enjoy lower weight and blood pressure, and are less likely to become diabetic.
- Bicycling supports long-term health too – adolescents who bicycle are 48% less likely to be overweight as adults.
- Researchers in the San Francisco Bay Area found that increasing the median minutes of daily walking and bicycling from 4 to 22 minutes has the potential to decrease greenhouse gas emissions by 14% and the burden of cardiovascular disease and diabetes by 14%.
- For each hour walked per day, people are about 5% less likely to be obese.
- Almost 1/3 of Americans who commute to work via public transit meet their daily requirements for physical activity (30 or more minutes per day) by walking as part of their daily life, including to and from the transit stop.

Appendix F. Case Studies

Rancho Cucamonga Case Study

Approach

In 2010, Rancho Cucamonga adopted their General Plan, which contains strong supportive language for Complete Streets. To solidify a Complete Streets agenda and outline specific next steps, the City then developed a standalone Complete Streets Policy (city ordinance No. 857), which was adopted in 2012 and focuses on implementation activities. The policy reads:

> *The City will make Complete Streets practices a routine part of everyday operations, approach every transportation project and program as an opportunity to improve public and private Streets and the transportation network for all Users, and work in coordination with other departments, agencies, and jurisdictions to achieve Complete Streets.*

Unlike the less-restrictive Complete Streets language in the General Plan, the policy specifically includes performance measures and plans for implementation. The policy requires several implementation steps:

1. The formation of an **advisory group**
2. An evaluation of the Capital Improvement Project **prioritization**
3. Interdepartmental project **coordination**
4. A specific process for **exemptions**, which must be approved by the City Engineer based on a) prohibited uses, b) excessively disproportionate costs to need or probable future use, c) absence of current or future need, and d) significant adverse impacts outweigh positive impacts
5. **Implementation** of Complete Streets with planned pavement resurfacing, restriping, or signalization operations work

The City's policy was honored as one of the nation's top 10 Complete Streets policies in *The Best Complete Streets Policies of 2012* yearly policy review by the National Complete Streets Coalition.

Overcoming Challenges

Rancho Cucamonga's Complete Streets effort was multi-departmental. The City Manager's Office led the planning and implementation processes, but the City's Planning Department was instrumental in developing specific language for the policy. In drafting the policy, City staff wanted to ensure that the projects and budget outlined were achievable. They also tried to capture many of the activities that were already happening in the City.

Best Practices: Complete Streets in the General Plan

Goal CM-1: Provide an integrated a balanced multi-modal transportation network of Complete Streets to meet the needs of all users and transportation modes.

Policy CM-1.5: Implement street design standards. Modified standards may be applied where appropriate on arterial corridors relating to transit, bicycle facilities, sidewalks, and on-street parking to be context sensitive to adjacent land uses and districts, and to all roadway users, including transit, bicycles, and pedestrians.

Goal CM-3: Provide a transportation system that includes connected transit, bicycle, and pedestrian networks.

Policy CM-3.7: Continue to develop and maintain a citywide bicycle network of off-street bike paths, on-street bike lanes, and bike streets to provide connections between neighborhoods, schools, parks, civic center/facilities, recreational facilities, and major commercial centers.

City of Rancho Cucamonga's General Plan:

www.cityofrc.us/cityhall/planning/genplan.asp

National City Case Study

Approach

Just south of San Diego, National City has 60,000 residents. The City updated their General Plan in 2011. Leading up to the update, the City Council, Mayor, City Manager's office staff, and planning and engineering staff have been growing their commitment to making Complete Streets a reality. As a member of the Board of Directors for the San Diego Association of Governments, the National City Mayor was particularly involved in the planning, fundraising, and development processes. His leadership has been integral to the success of Complete Streets in National City.

The updated General Plan includes supportive language for Complete Streets and is anchored by five guiding principles: Smart Growth, Quality of Life, Health and Safety, Education, and Economic Development. The Plan outlines specific "Community Corridors;" National City's most substantial Complete Streets projects, where safety, livability, and ease of movement for pedestrians and bicyclists are prioritized. The City also adopted their first-ever Bicycle Master Plan in 2011 and built five miles of new bicycle facilities between 2011 and 2014. To make biking safer and easier, National City incorporated innovative safety measures, including green-painted bicycle boxes at signalized intersections and reverse angle parking.

Overcoming Challenges

While City leadership has championed Complete Streets, they needed the entire community's support to make real changes to their streets and transportation systems. The City had to devise a strategy for outreach and education to communicate to residents the benefits and needs for building complete streets.

Public participation throughout the General Plan process was critical to building a broad base of support for Complete Streets. National City had more than 21 outreach events which reached numerous stakeholders, including public workshops, City Council meetings, and school assemblies, residents, and elementary school students. The public participation process enabled residents to learn together while working to improve their community. Soon after the planning processes were completed, the City, with the Mayor's help, aggressively sought out active transportation funding to build their projects. And throughout the planning process, staff kept an eye toward implementation, which ensured that the projects being developed were practical and realistic.

Best Practices: Complete Streets in the General Plan

Policy C-1.2: **Require** new development to provide and enhance connectivity to existing transportation facilities via the provision of key roadway connections, sidewalks, and bicycle facilities.

Policy C-1.3: **Require** new development and redevelopment to provide good internal circulation facilities that meets the needs of walkers, bicyclists, children, seniors, and persons with disabilities.

Goal C-8: A universally accessible, safe, and convenient pedestrian system that encourages walking.

Policy C-8.2: **Require** new development and redevelopment to incorporate pedestrian-oriented street designs that provide a pleasant environment for walking.

Goal C-9: A safe, comprehensive and integrated bikeway system that encourages bicycling.

Policy C-9.2: **Require** new development and redevelopment to provide safe, secure bicycle parking facilities.

Policy C-9.3: **Require** new development and redevelopment to provide connections to existing and proposed bicycle routes, where appropriate.

National City General Plan:

www.nationalcityca.gov/index.aspx?page=549

Sonoma County Case Study

Approach

Sonoma County is a rural/suburban county an hour north of San Francisco. Private automobile is the predominant means of travel, but bicycling for transportation is rapidly increasing (a 104% increase from 2010 to 2012). In 2008, Sonoma County adopted a General Plan with a Circulation Element that includes Complete Streets supportive language, formalizing the County's commitment to those principles:

> ***Policy CT-3s:*** *Refer the following projects to the BPAC [Bicycle and Pedestrian Advisory Committee] to review consistency with the Bikeways Plan and to evaluate potential for creating hazards or barriers to walking or bicycling: (1) Road widening projects; (2) Road capacity improvement projects; (3) Resurfacing, restoration, and/or rehabilitation of roads with existing or proposed Class II or Class III bikeways; (4) Resurfacing, restoration, and/or rehabilitation of roads that include the installation of rumble strips, AC berms or similar barriers, and/or roadway dots in the shoulder area; […].*

This policy requires the Bicycle and Pedestrian Advisory Committee to review all new major road projects, which enables the County to routinely consider complete streets infrastructure.

Overcoming Challenges

A challenge for Sonoma County has been to institutionalize and implement policies in their General Plan and Bicycle and Pedestrian Master Plan. Previously, there was no formal, institutionalized process of including the expertise of the County Bicycle and Pedestrian Advisory Committee in roadway improvement project decisions.

Collaboration has been key to the successful institutionalization and implementation of this policy. New staff at Transportation & Public Works Department, dedicated individuals at Permit & Resource Management Department, an engaged Bicycle and Pedestrian Advisory Committee, and strong local advocacy leaders have all been involved in planning and implementation. These groups hold each other accountable so that projects are completed. Additionally, by making comprehensive and far-reaching policies, Sonoma County has accomplished different Complete Streets projects such as completing 25 miles of new bicycle lanes on unincorporated county roads between 2010 and 2014.

Best Practices: Complete Streets in the General Plan

Goal CT-1: Establish a viable transportation alternative to the automobile for residents of Sonoma County through a safe and convenient bicycle and pedestrian transportation network, well integrated with transit, that will reduce greenhouse gas emissions, increase outdoor recreational opportunities, and improve public health.

Objective CT-3.1: Design, construct and maintain a comprehensive Bikeways Network that links the County's cities, unincorporated communities, and other major activity centers including, but not limited to, schools, public facilities, commercial centers, recreational areas and employment centers.

Policy CM-3.7: Continue to develop and maintain a citywide bicycle network of off-street bike paths, on-street bike lanes, and bike streets to provide connections between neighborhoods, schools, parks, civic center/facilities, recreational facilities, and major commercial centers

Sonoma County General Plan 2020:

www.sonoma-county.org/PRMD/gp2020/index.htm

Appendix G. MTC Complete Streets Checklist

COMPLETE STREETS CHECKLIST

Project title:
County:
Jurisdiction/agency:
Project location:
Contact name:
Contact phone:
Contact e-mail:

Preamble

Recent federal, state and regional policies call for the routine consideration of bicyclists and pedestrians in the planning, design and construction of all transportation projects. These policies—known as "Routine Accommodation" guidelines—are included in the federal surface transportation act (SAFETEA-LU), Caltrans Deputy Directive 64, and MTC Resolution 3765, which calls for the creation of this checklist.

In accordance with MTC Resolution 3765, agencies applying for regional transportation funds must complete this checklist to document how the needs of bicyclists *and* pedestrians were considered in the process of planning and/or designing the project for which funds are being requested. For projects that do not accommodate bicyclists *and* pedestrians, project sponsors must document why not. According to the resolution, the checklist is intended for use on projects at their earliest conception or design phase.

This guidance pertains to transportation projects that could in any way impact bicycle and/or pedestrian use, whether or not the proposed project is designed to accommodate either or both modes. Projects that do not affect the public right-of-way, such as bus-washers and emergency communications equipment, are exempt from completing the checklist.

I. Existing Conditions

❶ PROJECT AREA

a. What accommodations for bicycles and pedestrians are included on the current facility and on facilities that it intersects or crosses?

b. If there are no existing pedestrian or bicycle facilities, how far from the proposed project are the closest parallel bikeways and walkways?

c. Please describe any particular pedestrian or bicycle uses or needs along the project corridor which you have observed or of which you have been informed.

d. What existing challenges could the proposed project address for bicycle and pedestrian travel in the vicinity of the proposed project?

❷ DEMAND

What trip generators (existing and future) are in the vicinity of the proposed project that might attract walking or bicycling customers, employees, students, visitors or others?

❸ COLLISIONS

In the project design, have you considered collisions involving bicyclists and pedestrians along the route of the facility? If so, what resources have you consulted?

II. Plans, Policies and Process

❹ Plans

a. Do any adopted plans call for the development of bicycle or pedestrian facilities on, crossing or adjacent to the proposed facility/project? If yes, list the applicable plan(s).

b. Is the proposed project consistent with these plans?

❺ Policies, Design Standards & Guidelines

a. Are there any local, statewide or federal *policies* that call for incorporating bicycle and/or pedestrian facilities into this project? If so, have these policies been followed?

b. If this project includes a bicycle and/or pedestrian facility, have all applicable *design standards* or *guidelines* been followed?

❻ Review

If there have been BPAC, stakeholder and/or public meetings at which the proposed project has been discussed, what comments have been made regarding bicycle and pedestrian accommodations?

III. The Project

❼ Project Scope

What accommodations, if any, are included for bicyclists and pedestrians in the proposed project design?

❽ Hindering Bicyclists/Pedestrians

a. Will the proposed project remove an existing bicycle or pedestrian facility or block or hinder bicycle or pedestrian movement? If yes, please describe situation in detail.

b. If the proposed project does not incorporate both bicycle and pedestrian facilities, or if the proposed project would hinder bicycle or pedestrian travel, list reasons why the project is being proposed as designed.

- Cost (What would be the cost of the bicycle and/or pedestrian facility and the proportion of the total project cost?)
- Right-of-way (Did an analysis lead to this conclusion?)
- Other (Please explain.)

❾ Construction Period

How will access for bicyclists and pedestrians be maintained during project construction?

❿ Ongoing Maintenance

What agency will be responsible for ongoing maintenance of the facility and how will this be budgeted?