Complete Streets

Background

The phrase "complete streets" was coined by America Bikes in 2003 as it developed a new policy initiative to promote cycling. A variety of groups representing people using transportation systems, and other practitioner organizations were invited to join a newly created Complete Streets Task Force. The task force worked to incorporate elements of complete streets into the 2005 Transportation Reauthorization Act. While not successful, the efforts prompted communities across the US to initiate complete streets policies, with increased numbers of communities adopting such policies in 2008 and 2009. The task force evolved in 2006 to become the Complete Streets Coalition. Founding members included the American Planning Association, AARP, America Bikes, Institute of Transportation Engineers, The Association of Pedestrian and Bicycle Professionals, American Walks, and a number of others.

Complete Streets Defined

Complete Streets are defined as, "A complete street policy ensures that the entire right of way is routinely designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists, and transit riders of all ages and abilities must be able to safely move along and across a complete street." (McCann and Rynne, 2010, p. 3).

Principles of Complete Streets

The complete street concept focuses not just on the individual roadway, but on changing the decision-making and design process so that all users are routinely considered during the planning, designing, building and operating of all roadways. The intent is to change the everyday practice transportation agencies so that every mode should be part of every stage of the design process in just about every road project (Laplante and McCann, 2008).

Benefits

Complete Streets policies have a number of benefits to the community as discussed below: (McCann and Rynne, 2010).

Safety
This was the driving impetus behind the complete streets initiatives. Nearly 5,000 pedestrians and cyclists die, and over 70,000 injured each year on US roads. Complete streets reduce accidents through comprehensive safety improvement. A review FHWA found improved design elements including sidewalks, raised medians, better bus stop placement, traffic calming measures, and treatments for the disabled improved pedestrian safety.

Health
Transportation infrastructure associated with complete streets - such as street connectivity, narrow street widths, sidewalks, bicycle lands, street crossings, street furniture – makes

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walking and cycling more inviting, and encourages increased levels of physical activity. These elements of the built environment directly, and indirectly, affect physical activity, stress, air quality, traffic, access to food, and other risk factors associated with obesity and chronic disease, mental illness, and respiratory illness. Research has consistently found that residents of walkable communities are associated with measurably higher physical activity levels, lower likelihoods of obesity and traffic crash risk, and fewer harmful air pollutants per capita than residents in more automobile-oriented communities (Frank and Kavage, 2008, p15).

The Environment
Walking and cycling are no-emissions form of transportation. Transit is a low emissions mode when several people use the same vehicle to travel. Complete streets are essential to enable Americans to drive less and get around more easily by foot, bike or public transportation. The 2001 National Household Transportation Survey found that 50% of all trips in metropolitan areas are less than 3 miles or less, and 28% of all trips are one mile or less. While trips under a mile should be relatively easy to complete by foot or bike, 65% of those trips are made by car (US Transportation Statistics, 2001). Making short trips inviting, or even possible by walking or cycling can have a positive effect on air quality.

Special Populations
Complete streets provide safe travel options for groups with limited travel options: Children, older adults, people with disabilities and low-income Americans. More children are likely to walk or bike to school with sidewalks, safe street crossings and slower vehicle speeds near schools (Ewing, Schroeer and Greene, 2004). AARP strongly endorses complete streets policies to help older adults age in place (Lynott et al, 2009). Complete streets support transportation needs of both the visually and mobility impaired, and reduces the cost of expensive para-transit or private transportation service alternatives.

Elements of a Complete Streets Policy

A number of transportation professionals conducted a broad-based study of more than 200 written complete streets policies (McCann, et al., 2010). They found that the number of jurisdictions with complete streets policies doubled each year for the previous three years. Almost half (23) states have complete streets policies. Three states (California, Michigan and Minnesota) have passed a state law beginning to require inclusion of Complete Streets in general plan updates.

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

Complete streets can be achieved through a variety of policies: ordinances and resolutions; rewrites of design manuals; inclusion in comprehensive plans; internal policies developed by transportation agencies; executive orders from elected officials, such as Mayors or Governors;

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and policies developed by stakeholders from the community and agency staff that are formally adopted by an elected board of officials.

An analysis of existing complete streets policies determined the most successful policies have the following components (Complete Streets Coalition, 2012):

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

Many Types of Complete Streets

There is no singular design prescription for Complete Streets; each one is unique and responds to its community context. A complete street may include: sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable and accessible public transportation stops, frequent and safe crossing opportunities, median islands, accessible pedestrian signals, curb extensions, narrower travel lanes, roundabouts, and more. A complete street in a rural area will look quite different from a complete street in a highly urban area, but both are designed to balance safety and convenience for everyone using the road. The below photos show the variety of options in creating roads that are safe for all users, regardless of age, ability, or mode of transportation.

Complete Streets Successes

The literature cites the success stories of a number of jurisdictions that have developed and implemented complete streets policies. The City of Jackson, Michigan intended to increase active transportation through an integrated approach to Active Living by Design's community action model. Their effort included a Safe Routes To School, and Complete Streets policies, and saw a vast improvement in physical infrastructure and a related increase in walking and biking in the community (TenBrink, et al., 2009). Garrison and Smith (2010) see complete streets policies, in conjunction with other policies and programs, as positive steps to decreasing traffic related injuries and deaths in North Carolina. Implementation of complete streets policies have resulted in increased safety, and increased private development investment along Hillsborough Street in Raleigh, NC (Burden and Littman, 2011). The APA Planning Advisory Report

(McCann and Rynne, 2010) describes many success stories where complete streets policies were implemented.

Implementing Complete Streets

Over one-third of all Complete Streets policies adopted are expressed through relatively simple resolutions, and approximately one-quarter are laws or ordinances. Internal policies, expressed through top-level departmental objectives, made up about 12% of all policies, and 14% are contained inside planning documents such has comprehensive plans (McCann et al., 2010). Maryland is one of the 23 states with a complete streets policy.

Based on the summaries of several jurisdictions that have implemented complete streets polices, the effort to involve the combined commitment of a number different stakeholders: health department, walking and cycling advocates, elected officials. The principle behind complete street policies is to establish a uniform policy implementation on all streets. Some flexibility is required, however to recognize the variety of streets (urban vs. rural). However, the strongest, and most enduring policies have very controlled flexibility and limited exceptions (McCann et al, 2012).

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COMPLETE STREETS:
POLICY BASICS

The streets of our cities & towns are an important part of our communities. They allow children to get to school & parents to get to work. They bring together neighbors & draw visitors to neighborhood stores. These streets ought to be designed for everyone -- whether young or old, on foot or on bicycle, in a car or in a bus -- but too often they are designed only for speeding cars or creeping traffic jams.

Now, in communities across the country, a movement is growing to complete the streets. States, cities, & towns are asking their planners & engineers to build roads that are safer, more accessible, & easier for everyone. In the process, they are creating better communities for people to live, play, work, & shop.

What are Complete Streets?

Complete Streets are designed & operated to enable safe access for all users: pedestrians, bicyclists, motorists, & public transportation users of all ages & abilities. Complete Streets make it easy to cross the street, walk to shops, & bicycle to work. They allow buses to run on time & make it safe for people to walk to & from train stations.

What are Complete Streets policies?

By adopting a Complete Streets policy, communities direct their transportation planners & engineers to routinely design & operate the entire right of way to enable safe access for all users, regardless of age, ability, or mode of transportation. This means that every transportation project will make the street network better & safer for drivers, transit users, pedestrians, & bicyclists -- making your town a better place to live.

Why do we need Complete Streets policies?

Many of our streets are incomplete.

Incomplete streets -- those designed with only cars in mind -- limit transportation choices by making walking, bicycling, & taking public transportation **inconvenient, unattractive, &, too often, dangerous**. These roadways often lack sidewalks, crosswalks, & space for people to safely ride bicycles. Roads often make no room for public transportation vehicles & riders & few accommodations for people with disabilities.

Americans want mobility.

Recent opinion polls found that **66% of Americans want more transportation options** & the freedom to choose how to get where they need to go. Yet 73% feel they have no choice but to drive as much as they do. This is no surprise, as about one-quarter of walking trips take place on roads without sidewalks or shoulder, & bike lanes are available for only about 5% of bicycle trips. Changing policy so that our transportation system routinely includes the needs of people on foot, public transportation, & bicycles means that people of all ages & abilities will have more options when traveling to work, to school, to the grocery store, & to visit family.

Complete Streets foster strong communities.

Complete streets play an important role in livable communities, where all people -- regardless of age, ability or mode of transportation -- **feel safe & welcome** on the roadways. Complete streets provide benefits to the community in many ways, by improving public health, lowering transportation costs for families, encouraging local business, increasing capacity, & improving mobility for all.

Few states build complete transportation corridors.

In 2000, the US Department of Transportation advised states receiving federal funds that "bicycling & walking facilities will be incorporated into all transportation projects unless exceptional circumstances exist." Unfortunately, fewer than half the states follow this federal guidance. Many highway projects add automobile capacity & increase vehicle speeds, but **do nothing to mitigate the negative impact** this can have on walking, biking, & taking public transportation.

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A comprehensive Complete Streets policy:

- Includes a vision for how & why the community wants to complete its streets.

- Specifies 'all users' to include pedestrians, bicyclists, & transit passengers of all ages & abilities, as well as trucks, buses, & automobiles.

- Applies to both new and retrofit projects, including design, planning, maintenance, & operations, for the entire right of way.

- Makes specific exceptions & sets a clear procedure that requires high-level approval of exceptions.

- Encourages street connectivity & aims to create a comprehensive, integrated, connected network for all modes.

- Is understood by all agencies to cover all roads.

- Directs the use of the latest & best design guidelines while recognizing the need for flexibility in balancing user needs.

- Directs that Complete Streets solutions will complement the context of the community.

- Establishes performance standards with measurable outcomes.

- Includes specific next steps for implementation of the policy.

Implementing Complete Streets

Complete Streets policies end the project-by-project struggle for better facilities by requiring all road construction & improvement projects to begin with evaluating how the street serves all who use it – people of all ages & abilities, whether on foot or on bicycles, riding public transportation, or driving trucks & automobiles.

An effective Complete Streets policy should prompt transportation agencies to:
- Restructure procedures to accommodate all users on every project;
- Develop new design policies & guides;
- Offer training & education opportunities to planners, engineers, project managers, elected officials, & the general public; &
- Institute better ways to measure performance & collect data on how well the streets are serving all users.

How do I write a Complete Streets policy?

Developing a Complete Streets policy means working with your neighbors, elected officials, transportation planners & engineers, transit agencies, and representatives from older adult, public health, disability, environment, & youth organizations. Bringing everyone to the table will build a robust community vision for Complete Streets & foster a broader understanding of why & how transportation decisions are made.

In developing language for each of the 10 elements of a comprehensive policy (listed at left), be sure to refer to the National Complete Streets Coalition's website for more information on each element (www.completestreets.org/policyelements). Check out examples of existing strong policy language in the annual policy analysis report at www.completestreets.org/policyanalysis

The National Complete Streets Coalition offers **interactive full-day workshops** led by national experts to help communities develop a Complete Streets policy that builds on local expertise & implement that policy by identifying ways to change the transportation decision-making process: www.completestreets.org/workshops

Need transportation planning & engineering professionals who are ready to help design & construct complete streets? Our Complete Streets Partner firms can offer the expertise & dedication you need: www.completestreets.org/help

What about the costs of Complete Streets?

Complete Streets are sound financial investments in our communities that provide long-term benefits from investments. An existing transportation budget can incorporate Complete Streets projects with little to no additional funding, accomplished through re-prioritizing projects & allocating funds to projects that improve overall mobility. Many of the ways to create more complete roadways are low cost, fast to implement, and high impact. Building sidewalks striping bike lanes have been shown to create more jobs than traditional car-focused transportation projects.

National Complete Streets Coalition Steering Committee:

AARP · Active Living by Design · Alliance for Biking & Walking · America Bikes · America Walks · American Council of the Blind · American Planning Association · American Public Transportation Association · American Society of Landscape Architects · Association of Pedestrian and Bicycle Professionals · City of Boulder · Institute of Transportation Engineers · League of American Bicyclists · National Association of Area Agencies on Aging · National Association of City Transportation Officials · National Association of REALTORS · National Center for Bicycling and Walking · Ryan Snyder Associates · Safe Route to School National Partnership · Smart Growth America · SvR Design Company · Transportation for America

COMPLETE STREETS
POLICY ANALYSIS 2010

A STORY OF GROWING STRENGTH

National Complete Streets Coalition
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STEERING COMMITTEE

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Active Living By Design
Alliance for Biking & Walking
America Bikes
America Walks
American Council of the Blind
American Planning Association
American Public Transportation Association
American Society Of Landscape Architects
Association Of Pedestrian and Bicycle
 Professionals
City of Boulder

Institute of Transportation Engineers
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EXECUTIVE SUMMARY

In the last few years, dozens of towns, counties, regions, and states looked at their streets and realized they could be something more. These communities joined a growing nationwide movement coalesced around a simple idea: our streets should work for everyone, of all ages and abilities, regardless of how they travel. This simple idea is "Complete Streets."
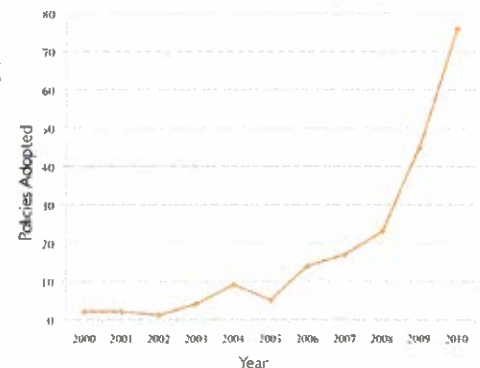
The power of the Complete Streets movement is that it fundamentally redefines what a street is intended to do, what goals a transportation agency is going to meet, and how the community will spend its transportation money. It breaks down the traditional separation of 'highways,' 'transit,' and 'biking/walking,' and instead focuses on the desired outcome of a transportation system that supports safe use of the roadway for everyone, by whatever means they are traveling.

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

Policy Adoption Accelerates

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

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

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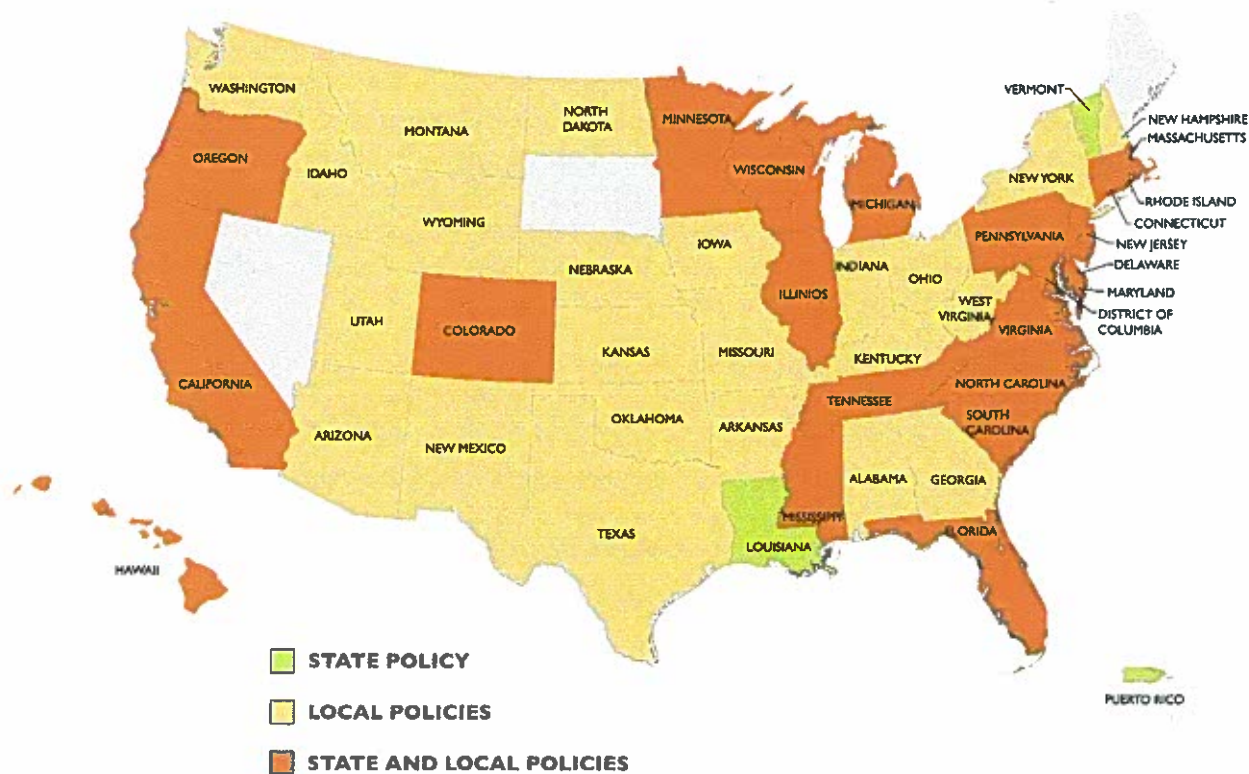

Policies at All Levels

Policies of All Types
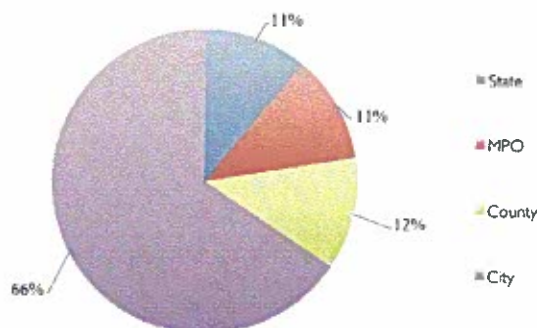
STATE POLICY
LOCAL POLICIES
STATE AND LOCAL POLICIES
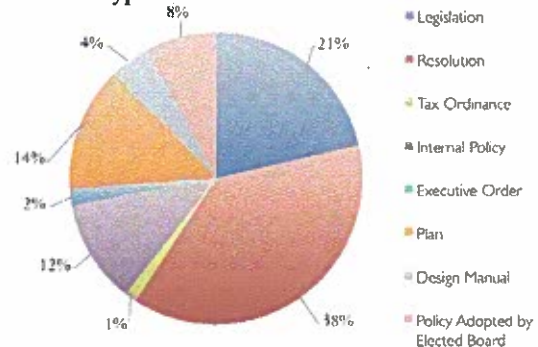
Find specifics on the Complete Streets Atlas: www.completestreets.org/atlas

The Strongest Policies

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

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

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

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

Implications for Future Policy Adoption and Federal Action

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

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

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

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

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

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

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

INTRODUCTION

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

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

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

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

Elements of an Ideal Complete Streets Policy

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

About This Document

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

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

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

1. **To Inspire Adoption of Strong Policies:** We hope this tool will help inspire communities to look toward existing policy language that represents the best of each element. Utilizing this tool, along with other resources on the Coalition website, communities can build local capacity for policy development based on national best practice, while seeking policy language that best fits their region.

2. **To Build a Stronger Movement:** Sharing common experience and best practices is one of the most effective, and most-requested, ways the National Complete Streets Coalition is able to assist communities in their Complete Streets efforts. With this document, every community will have good, real-life examples of Complete Streets policies at their fingertips and every person involved in the movement will be well-equipped to suggest policy language based on current best practices.

3. **To Motivate Implementation:** Written policies have the power to catalyze on-the-ground action, and with good language, can inspire real change within a community's approach to transportation. This document is the first of several tools the Coalition will make available to communities looking to adopt and institutionalize Complete Streets practices. Using these tools, communities can identify opportunities for strong policy and procedure change and begin their path to institutionalizing Complete Streets practices.

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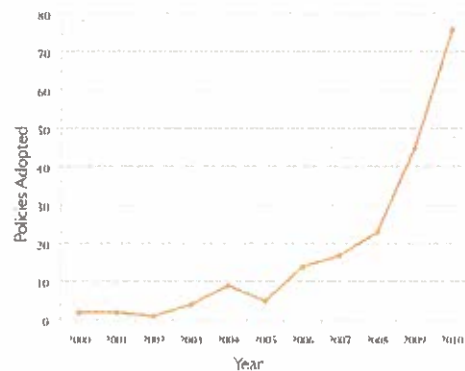
What Is a Complete Streets Policy?

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

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

Policy Adoption Accelerates

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

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

fifth of policies adopted by these smaller jurisdictions. State and regional policies have often encouraged adoption of policies at lower levels of government.
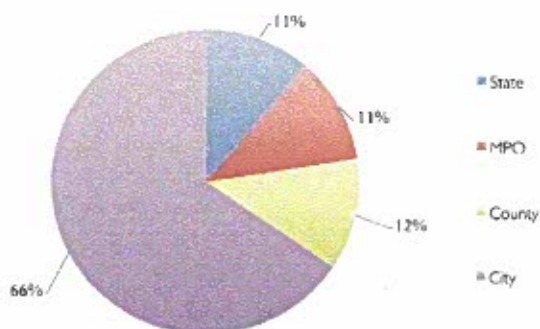
Policy adoption is also remarkably widespread, with at least one policy adopted in 46 states by the end of 2010. Heightened activity is evident in a few states and regions, including Minnesota, Michigan, and California, where a state law is beginning to require inclusion of Complete Streets in general plan updates.
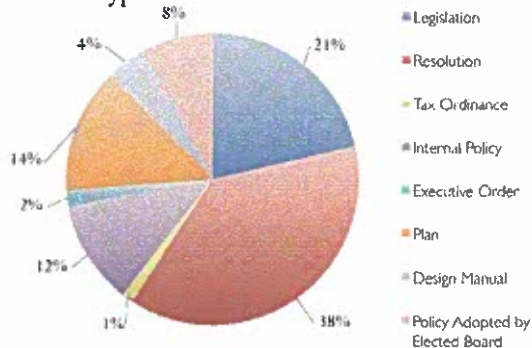
Over one-third of all Complete Streets policies adopted are expressed through relatively simple resolutions, but nearly one-quarter are laws or ordinances. Internal policies, expressed through top-level departmental objectives, made up about 14% of all policies, and 13% are contained inside planning documents such has comprehensive plans.

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

Policies at All Levels

- State — 11%
- MPO — 11%
- County — 12%
- City — 66%

Policies of All Types

- Legislation — 21%
- Resolution — 38%
- Tax Ordinance — 1%
- Internal Policy — 12%
- Executive Order — 2%
- Plan — 14%
- Design Manual — 4%
- Policy Adopted by Elected Board — 8%

Using the Report

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

Analyzing Policy Language

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

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

A Note about Comprehensive Plans and Design Guidance

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

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

From Paper to Practice: Measuring Complete Streets Implementation

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

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

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

Table 1: Points per Policy Element and Weighted Points

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

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Vision

States and communities are adopting Complete Streets policies for many reasons. For example, in Minnesota, many policies were spurred by a desire to improve safety for people walking and bicycling to their destinations and to encourage

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

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

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

Intent

The strongest policies are those that are clear in intent, saying facilities that meet the needs of all types of travelers using the roadway "shall" or "must" be included in transportation projects. The 'strong' label is also applied to policies in which the absolute intent of the policy is obvious and direct, even if they don't use the words "shall" or "must". Over time, this clear statement of intent becomes a guidepost. Clarity of intent and writing

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

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makes it easy for those tasked with implementation to understand the new goals and determine what changes need to be made fulfill the policy's intent. These policies receive the full five points.

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

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

Table 2: Policy Examples, Strong Intent

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

Does 'Strong' Mean 'Litigatable'?

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

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

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

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

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

All Users and Modes

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

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

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

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

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

Table 3: Policy Examples, All Users and Modes

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

Network

To truly enable safe travel by all modes, a network supporting their movement is necessary. An ideal Complete Streets policy recognizes the need for more than one or two "complete" streets, aiming instead for a connected, integrated network that provides transportation options to a resident's many potential destinations. A network approach is essential in balancing the needs of all users. Rather than trying to make each street perfect for every traveler,

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

communities can create an interwoven array of streets that emphasize different modes and provide quality accessibility for everyone. Acknowledging the importance of a network approach earns the full five points. Additional discussion of connectivity in a policy is encouraged.

Jurisdiction

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

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

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

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

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

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

Table 4: Policy Examples, Jurisdiction

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

Phases

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

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

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

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

Table 5: Policy Examples, Phases

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

Exceptions

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

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

"Any exception to applying this Complete Streets Policy to a specific roadway project must be approved by the City Council, with documentation of the reason for the exception.

...Exceptions may be made when:
- The project involves a roadway on which non-motorized use is prohibited by law. In this case, an effort shall be made to accommodate pedestrians and bicyclists elsewhere.
- There is documentation that there is an absence of use by all except motorized users now and would be in the future even if the street were a complete street."

—Missoula, MT

1. Accommodation is not necessary on corridors where specific users are prohibited, such as interstate freeways or pedestrian malls.

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

3. A documented absence of current and future need.

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

1. Transit accommodations are not required where there is no existing or planned transit service.

2. Routine maintenance of the transportation network that does not change the roadway geometry or operations, such as mowing, sweeping, and spot repair.

3. Where a reasonable and equivalent project along the same corridor is already programmed to provide facilities exempted from the project at hand.

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

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

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

Design

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

"...to create a connected network of facilities accommodating each mode of travel that is consistent with and supportive of the local community, recognizing that all streets are different and that the needs of various users will need to be balanced in a flexible manner.

...The City will generally follow accepted or adopted design standards when implementing improvements intended to fulfill this Complete Streets policy but will consider innovative or non-traditional design options where a comparable level of safety for users is present."
—Rochester, MN

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

Context Sensitivity

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

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

Performance Measures

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

"Measure the success of this complete streets policy using the following performance measures:
a. Total miles of on-street bicycle routes defined by streets with clearly marked or signed bicycle accommodation
b. Linear feet of new pedestrian accommodation
c. Number of new curb ramps installed along city streets
d. Number of new street trees planted along city streets"

—Roanoke, VA

Table 7: Policy Examples, Performance Measures

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

Implementation Plans

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

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

—Las Cruces, NM

1. Restructure or revise related procedures, plans, regulations, and other processes to accommodate all users on every project.

2. Develop new design policies and guides or revise existing to reflect the current state of best practices in transportation design. Communities may also elect to adopt national or state-level recognized design guidance.

3. Offer workshops and other training opportunities to planners and engineers so that everyone working on the transportation network understands the importance of the Complete Streets vision and how they can implement in their everyday work.

4. Develop and institute better ways to measure performance and collect data on how well the streets are serving all users.

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

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

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

Table 8: Policy Examples, Implementation Plans

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

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

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

To date, towns outside urban areas represent nearly one in five of all communities adopting Complete Streets policies. And demand for Complete Streets outside of center cities is growing: in 2010 alone, 17 smaller communities passed Complete Streets policies. Some examples are:
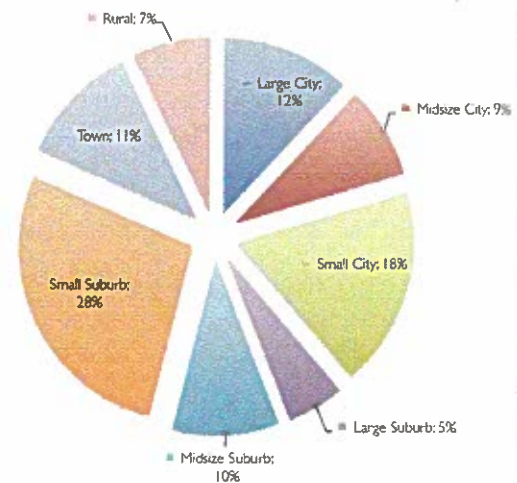
Sedro-Woolley, Washington *(pop. 8,568)* A small town in the North Cascades, Sedro-Woolley has a noted commitment to Complete Streets. City Council created a new section in its municipal code in June 2010 stating that bicycle and pedestrian ways shall be included in transportation projects and noting that such accommodations were not required where there was no identified need or where their cost would be excessively disproportionate. Sedro-Woolley's city engineers are currently retrofitting the Fruitdale/McGarigle arterial road, adding school zone crosswalks, pavement markings, and ADA ramps.

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

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

BRINGING IT ALL TOGETHER: TOP SCORES

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

Table 9: State Laws

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

Table 10: State Department of Transportation Policies

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

Table 11: Metropolitan Planning Organization Policies

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

Table 12: County Ordinances and Resolutions

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

Table 13: Plans, Policies, and Tax Levies

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

Table 14: City Ordinances

Location	Policy	Year	Link
Crystal City, MO	Ordinance	2010	http://www.completestreets.org/webdocs/policy/cs-mo-crystalcity-ordinance.pdf
Herculaneum, MO	Ordinance No. 33-2010	2010	http://www.completestreets.org/webdocs/policy/cs-mo-herculaneum-ordinance.pdf
DeSoto, MO	Bill No. 45-08	2008	http://www.completestreets.org/webdocs/policy/cs-mo-desoto-ordinance.pdf
Seattle, WA	Ordinance No. 122386	2007	http://www.completestreets.org/webdocs/policy/cs-wa-seattle-ordinance.pdf
Airway Heights, WA	Ordinance C-720	2010	http://www.completestreets.org/webdocs/policy/cs-wa-airwayheights-ordinance.pdf

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Table 15: City Resolutions

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

Table 16: City Plans

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

Table 17: City Policies

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

Table 17: Design Guidance, All Levels

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

CONCLUSION

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

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

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

Stronger policies tend to be newer policies.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Existing policy is a common source for new policy.

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

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

METHODOLOGY

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

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

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

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

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

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

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