

Sample Complete Streets Resolution for Oklahoma Local Governments



Local governments in Oklahoma make decisions about street design and construction, and have multiple tools for improving street safety and accessibility, including policy development. “Complete streets” policies change how decisions about street design are made, ensuring people of all ages and abilities can get around safely and easily by foot, bicycle, public transit, and car.

WHY USE A COMPLETE STREETS POLICY?

Many of our streets are designed primarily for cars, with few features that support safe travel for people walking and bicycling. “Complete streets” policies change how decisions about street design are made, ensuring people of all ages and abilities can get around safely and easily by foot, bicycle, public transit, and car. Complete streets policies are listed as one of the outcomes from G4 in the TSET Healthy Living Program. Refer to the Active Living & Transportation Playbook for more information on complete streets.

In Oklahoma, local governments (such as cities, towns, and counties), as well as the Department of Transportation, make decisions about street design and construction. Local governments, in particular, have multiple tools for improving street safety and accessibility. Policy is one of those tools.

Policies are useful when changes need to apply consistently, over time, in order for a community to achieve its goal. Many public health policies have made healthy environments the norm, such as building codes and zoning regulations that protect us from unsafe or hazardous environments. However, adopting and implementing a policy can be challenging because it requires community support, political will, time, and funding.

Oklahoma communities can use a complete streets policy to create safer, healthier, and more active communities. Throughout the policy development and implementation phases, community partners can help support outreach efforts, organize coalition meetings, facilitate community walk audits, collect data, and evaluate progress.

A policy is

- 1. a written statement that reflects the values and decisions of a public body or private organization;*
- 2. binding and enforceable; and*
- 3. broadly applicable throughout a community, type of institution or space, and/or group of people.*



WHAT IS A RESOLUTION?

A resolution is a policy that is adopted by a legislative body, such as a city council or board of commissioners.

Complete streets resolutions are effective because they set official government policy, which determines implementation steps, establishes a committee, and directs internal government departments.

While resolutions do not become part of a municipal code, they do make the government's intent official. A resolution carries little enforcement power in the event that it is not complied with, but it is procedurally easier to enact than an ordinance¹ (which is a legally binding policy).

Resolutions can effect meaningful policy change if they are action-oriented and contain strong language. A resolution with clear, specific steps is a great tool for communities where community awareness already exists or where successful programs are already in place. An action-oriented resolution directs government agencies, departments, or officials to accomplish specific tasks within a given time period. It also establishes a committee responsible for ensuring all the tasks are accomplished on time. The committee has reporting requirements, and is accountable to the legislative body (e.g., city council) that adopted the resolution.

Resolutions are generally used to do the following:

- *issue commendations*
- *suggest desirable actions for businesses and other nongovernmental organizations that are not legally obligated to follow a resolution's directives*
- > *set official government policy*
- > *direct internal government operations*
- > *establish a task force or committee to study an issue and propose next steps*
- > *accomplish short-term tasks*

The final four actions listed here apply to a complete streets policy.



What Does the Sample Complete Streets Resolution Do?

The National Complete Streets Coalition (NCSC) developed ten elements for an ideal complete streets policy. The sample complete streets resolution provided on page 9 is an action-oriented policy that addresses every element. It also includes elements that the Healthy Living Program identified as important, such as equity. The following is a list of the elements with a brief description of why each matters for a strong complete streets policy (see element 2, “all users,” below).

1. The resolution includes a **vision** outlining how and why the community wants to complete its streets. A strong vision inspires a community to implement the policy.
2. It specifies that the phrase “**all users**” includes people of all abilities and ages who walk, bike, and take transit. The policy must include a clear statement affirming that people who travel on foot or bicycle are legitimate users of the transportation system and equally deserving of safe facilities to accommodate their travel.
3. It applies to both **new and retrofit projects**, as well as all phases of these projects including design, planning, maintenance, and operations. The ideal result of a complete streets policy: all transportation improvements are viewed as opportunities to create safer, more accessible streets for all users.
4. It establishes **clear, accountable exceptions** as well as a specific procedure that requires high-level approval of exceptions. The policy must define the exceptions and outline how senior management, such as the director of public works, approves the exceptions. For example, an exception to the requirement that “all users” be considered is roadways where some users are prohibited by law (e.g., walking on an interstate freeway, driving on a pedestrian mall). Establishing this process within a policy provides clarity to staff charged with implementing the policy and improves transparency and accountability to other agencies and residents.
5. It encourages **street connectivity** and aims to create a comprehensive, integrated, and connected **network** for all modes of travel. An ideal complete streets policy recognizes the need for a connected, integrated network that provides transportation options to all people. Successful complete streets processes recognize that all people should be able to safely and conveniently travel across the network.
6. It is adoptable by **all agencies and jurisdictions** to cover all roads. Because streets are built and maintained by state, county, and local agencies, as well as private developers, the policy must encourage collaboration among partner agencies on complete streets.
7. It directs the use of the **latest and best design** criteria and guidelines while recognizing the need for flexibility in balancing user needs. The policy provides examples of latest and best design criteria, such as the National Association of City Transportation Officials’ *Urban Street Design Guide*.
8. It directs that complete streets solutions will be **sensitive to the context** of the community. An effective Complete Streets policy is responsive to the surrounding community, existing and planned infrastructure, and residents’ current and expected transportation needs. At a minimum, a policy must mention the importance of context sensitivity in decision-making procedures
9. It establishes **performance standards** with measurable outcomes. Communities with complete streets policies can measure success in many ways, from the total miles of bike lanes to the percentage of the sidewalk network completed to the number of people who choose to ride public transportation. Evaluating success is important for accountability, transparency, as well as applying future funding opportunities.



Bike Lane Markings

Safest/Most Comfortable

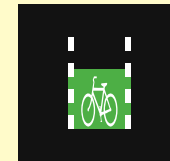
Protected



Buffered

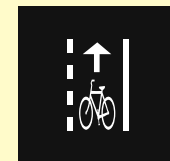


Green

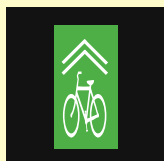


Less Safe/Less Comfortable

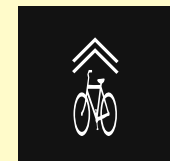
Advisory



Green Shared



Shared



10. It includes specific **next steps** for implementation of the policy. An effective complete streets policy includes implementation steps that revise procedures, regulations, and plans; adopt new or revise existing design guides; offer training opportunities; and develop systems to collect data and measure success. See the National Complete Streets Coalition's *Local Policy Workbook* for more information.
11. It provides language that addresses **equity** by identifying and prioritizing **high-need areas** (including low-income areas, areas around schools where more than half of the students receive free and reduced-price school meals, and areas with high numbers of pedestrian and bicycle collisions). While the policy applies to all neighborhoods, it recognizes that generally, the communities with the worst health outcomes have far fewer parks and open, safe spaces for physical activity and recreation.¹ Streets in lower-income communities, for instance, tend to be more dangerous for people who walk or ride bicycles,² due to an absence of safe infrastructure and inadequate street design.³⁻⁵ Injuries to people walking and bicycling are much more frequent in lower-income neighborhoods than in higher-income areas.²
12. It requires **annual reporting** to a legislative body. Annual reporting helps ensure accountability and transparency regarding the implementation of the policy.
13. It identifies a **lead department**. It is important to establish a lead department or agency to ensure accountability and leadership.

Complete Streets and the Oklahoma State Department of Transportation

The Oklahoma Department of Transportation (ODOT) manages state highway projects as well as federal and state transportation funding programs. The policies within this agency can affect the availability of funding and design flexibility for projects that support biking and walking.

Who to Contact at ODOT

- Bicycle & Pedestrian Coordinator
Jessica Scott
jscott@odot.org
(405) 522-4895
- Transportation Alternatives Program (TAP) Project Managers
Chad Meisenburg Matt VanAuken
cmeisenburg@odot.org mvanauken@odot.org
(405) 521-6781 (405) 522-0990
- Council of Governments TAP Coordination
Laura Cheney Jessica Scott
lcheney@odot.org (information above)
(405) 521-2705
- *ODOT's Safe Routes to School*

State-Level and DOT-Level Complete Streets Policies

Sixteen states have a state-level complete streets policy, including, Hawaii, West Virginia, and Washington. Twenty-four state transportation departments have a complete streets policy directive, including Georgia, Indiana, North Carolina, and Utah. Some states have both a state-level policy and a department-level policy directive, including California, Colorado, Michigan, and Minnesota. In some states, such as Washington, the state health department and the state transportation department closely collaborate on complete streets.



Complete Streets – What’s in a Name?

The term “complete streets” has been used to describe a shift in transportation planning in which all modes of transportation – vehicles, bikes, transit, and feet – are considered in the planning, designing, construction, and maintenance of our transportation system. Complete streets has incorrectly become synonymous with putting a bike lane on every street. In reality, every street in every neighborhood is different – different speed limits, number of travel lanes, land uses, and perceived and real risks – and therefore every street requires different infrastructure to be considered a “complete street.” The type of infrastructure needed for any particular street depends upon the context, which includes the speed of cars, the number of traffic lanes, and the surrounding land uses (e.g., housing, schools, and commercial districts). For this reason, a complete streets approach focuses on changing how decisions about street designs are made, not dictating a one-size-fits-all approach.

For example, a rural road in a small subdivision that experiences minimal vehicle traffic and slow vehicle speeds may not need a bicycle lane or a sidewalk to be considered a complete street. Conversely, a rural road that is a state highway, where the vehicle speeds are in excess of 35 mph, needs a safe, comfortable facility for people to bike and walk. This facility could be as simple as a five-foot-wide shoulder on each side of the roadway.

Because of the confusion that can arise when people think “complete streets” means all streets have a bike lane or a sidewalk, some communities use other phrases. Communities have adopted the term “**livable streets**” or “**safe streets**” to describe this shift from auto-oriented transportation planning to planning for safe, comfortable streets for all people.

Although almost every community that has passed a complete streets policy uses the specific phrase “complete streets,” in some communities other phrases fit the local context better. Here are some examples from communities that are using an alternate phrase for:

Livable Streets (Kansas)

Livable Streets (Kansas City, MO)

Safe and Accessible Streets (Shelby, MT)

Healthy Roads (DuPage County, IL)

The Mid-America Regional Council has useful [fact sheets](#) on livable streets.

Crosswalk Markings

Ladder

Zebra

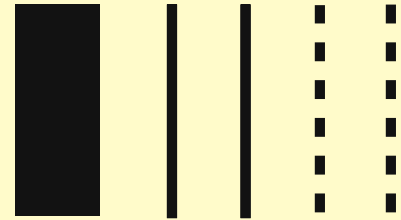
Continental



Solid

Standard

Dashed



What Does a Complete Streets Resolution Look Like in Rural Communities?

The complete streets resolution is appropriate for communities of all shapes and sizes. Though the elements of the policy will be relevant to all communities, implementation of the policy might be streamlined in smaller communities because there are smaller and fewer departments with which to work.

Rural Communities

Complete Streets are not just for urban areas. In fact, 46 percent of Complete Streets policies have been passed in rural communities, small towns, and small suburbs.⁶ Widening main streets, which are also state highways, compromise pedestrian safety,⁷ and can have a negative impact on small-town economies. Complete Streets policies at the local level help communicate the town's goals and priorities to the Oklahoma Department of Transportation (ODOT), which may be responsible for maintaining roads.

Complete Streets may look different in rural communities than they do in urban centers. For example, roads surrounded by agricultural lands may be "complete" simply by providing wide shoulders for safe bicycling and walking. In rural environments, it is especially important to allow design flexibility so that solutions can be context sensitive.

What Is a Complete Streets Committee?

Complete streets policies call for a more collaborative, interdisciplinary, and efficient approach to decision-making about street design. To facilitate this approach, a new complete streets committee should be created, or an existing community committee should take on the responsibilities of managing complete streets implementation. Committees should involve all departments and agencies that affect the streetscape (e.g., planning, public works, transportation, police, fire, parks and recreation, housing, schools, and representation from elected officials).

The sample complete streets resolution establishes a committee to oversee policy implementation. The committee does the following:

- Provides a forum for departmental collaboration
- Ensures each department understands the action(s) for which it is responsible and the timeline for completing those actions
- Monitors departments' progress toward completing their actions
- Recommends priorities for projects and funding
- Helps departments identify ways to overcome challenges
- Synthesizes the information presented by the departments once the actions are completed, and presents the synthesis to the local legislative body
- Advises the local legislative body on further investment and action, including recommendations for short-term, medium-term, and long-term changes to policies, practices, and procedures that will build safe, healthy streets

Communities may already have a committee that can take on the added tasks that a complete streets resolution may require. For example, many communities have a transportation committee or a bicycle and pedestrian advisory committee.

Here are helpful resources for your reference on rural communities that are considering implementing complete streets:

- *A fact sheet about complete streets in rural communities from Smart Growth America.*
- *A web page that describes the benefits of complete streets for rural communities, and provides additional resources from Smart Growth America.*
- *The Rural Active Living Assessment Tools, from Active Living Research, measure the physical, policy, and programmatic active living environments.*



SAMPLE COMPLETE STREETS RESOLUTION CHEATSHEET

Policy language can be confusing. This cheatsheet describes the different parts of the complete streets resolution.

Findings. When adopting a new law or policy, governing bodies often include “findings of fact” that make the case for the legislation. The findings are part of the resolution and legislative record, but usually do not become part of the municipal code. In this resolution, the findings section outlines the need for and benefits of safe, active transportation. It provides facts about active living, active transportation, physical activity, and health in Oklahoma; communities may also add relevant local data.

Exhibit A. This is the policy.

- **Definitions.** This section defines complete street, transportation project, and high-need area for the purpose of the resolution.
- **Complete Streets Requirements.** This section describes key requirements for complete streets.
- **Lead Department.** This section identifies the lead department that will implement the policy.
- **Implementation.** This section describes implementation steps.
- **Exceptions.** This section defines possible exceptions and outlines how exceptions are approved.
- **Performance Measures.** This section describes the data that will be collected annually to measure the success of implementation.
- **Reporting Requirements.** This section describes the annual reporting requirements.

Resolution Translator

The sample complete streets resolution has four key characteristics.

- **WHEREAS statements.** These statements start with the word “whereas” and are found in the findings section of the resolution. These statements use scientific evidence, facts, and local information to explain why the resolution is needed.
- **BE IT RESOLVED statements.** These statements start with the phrase “be it resolved” or a variation of that phrase. These statements explain what the local governing body intends to do to address the issue.
- **Exhibit A.** This section defines and describes the actions that the policy will bring about.
- **COMMENT.** Comment boxes appear throughout the resolution to guide the people drafting the policy. These comments provide additional guidance or information about the text included in the policy. Comments do not appear in the final resolution that goes to the governing body.



A RESOLUTION OF THE [City Council/Board of Supervisors] OF THE [City/County] ADOPTING A COMPLETE STREETS POLICY

WHEREAS, safe, convenient, and accessible transportation for all users is a priority of [City/County];

WHEREAS, the term “Complete Streets” describes a comprehensive, integrated transportation network with infrastructure and design that allow safe and convenient travel along and across streets for all users, including pedestrians, bicyclists, persons with disabilities, motorists, movers of commercial goods, users and operators of public transportation, seniors, children, youth, and families;

WHEREAS, the lack of Complete Streets is dangerous for pedestrians, bicyclists, and public transportation riders,⁸⁻¹⁰ particularly children,¹¹⁻¹³ older adults,¹⁴ and persons with disabilities^{15,16}; on average, a pedestrian was killed every two hours and injured every seven minutes in traffic crashes in 2012¹⁷;

WHEREAS, in 2013, 678 Oklahomans died in traffic collisions – 13 were people biking, 58 were people walking, 34 were children, and 114 were older adults¹⁸;

WHEREAS, 35 percent of Oklahomans live in rural areas¹⁹, where 66 percent of traffic fatalities occur²⁰;

WHEREAS, [add local data on traffic collision fatalities and injuries if desired and available];

COMMENT: Communities are encouraged to partner with local police departments to secure local data and build relationships. For data on collisions in Oklahoma, visit the [Highway Safety Office website](#).

WHEREAS, low-income and moderate-income areas, whether they are located in rural, urban, or suburban communities, are typically the least safe for pedestrians and bicyclists,² especially for children walking and biking to school,²¹ due to long-standing infrastructure disparities³⁻⁵ and a higher concentration of streets with faster-moving and/or higher-volume traffic^{22,23};

WHEREAS, Complete Streets improve public health and safety by reducing the risk of injuries and fatalities from traffic collisions for users of all modes of transportation^{8,9,24-30};

WHEREAS, streets that are designed with the safety and convenience of pedestrians and bicyclists in mind increase the number of people walking and bicycling³¹⁻³³;

WHEREAS, a balanced transportation system where people can easily and safely walk and bicycle to everyday destinations – such as schools, shops, restaurants, businesses, parks, transit, and jobs – enhances neighborhood economic vitality^{26,28,34-38};

WHEREAS, a balanced transportation system where streets are lively with people walking and bicycling to everyday destinations – such as schools, shops, restaurants, businesses, parks, transit, and jobs – enhances livability³⁹⁻⁴¹;

WHEREAS, encouraging people to walk, bicycle, and use public transit saves energy resources, reduces air pollution, and reduces emissions of global warming gases⁴²⁻⁴⁴;

WHEREAS, 32 percent of adults in Oklahoma are obese⁴⁵;

WHEREAS, [add local data on obesity, chronic disease, etc., if desired and available];

COMMENT: For specific county data, reference the “State of the State” County Profiles.

WHEREAS, Complete Streets encourage an active lifestyle by creating opportunities to integrate exercise into daily activities,^{46,47} thereby helping to reduce the risk of obesity and its associated health problems, which include diabetes, heart disease, high blood pressure, high cholesterol, as well as certain cancers, stroke, asthma, and depression⁴⁸⁻⁵²; and

WHEREAS, in light of the foregoing benefits and considerations, [City/County] wishes to improve its commitment to Complete Streets and desires that its streets form a comprehensive and integrated transportation network promoting safe, equitable, and convenient travel for all users while preserving flexibility, recognizing community context, and using the latest and best design guidelines and standards.

COMMENT: This whereas statement is the vision statement for the community. The vision statement should be developed with public engagement. Therefore, each community’s vision statement may use different terms or phrases that fit the context and character of each community.

NOW, THEREFORE, BE IT RESOLVED, by the [City Council/Board of Commissioners] of [City/County], State of Oklahoma, as follows:

1. That the [City/County] adopts the Complete Streets Policy (“Policy”) attached hereto as Exhibit A, and made part of this Resolution.
2. That the next substantive revision of the [City/County]’s Comprehensive Plan [or insert name of comparable local planning document] shall incorporate Complete Streets policies and principles consistent with the Policy.

PASSED AND ADOPTED by the [City Council/Board of Commissioners] of the [City/County], State of Oklahoma, on _____, 20____, by the following vote:

Attachment: Exhibit A

EXHIBIT A

This Complete Streets Policy was adopted by Resolution No. _____ by the [City Council/Board of Commissioners] of the [City/County] on _____, 2____.

COMPLETE STREETS POLICY OF [CITY/COUNTY]

A. DEFINITIONS

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

COMMENT: A person in a wheelchair is a pedestrian. According to Oklahoma statute T. 47 § 11-501.1, "every person operating a wheelchair or motorized wheelchair shall have all of the rights and all of the duties applicable to a pedestrian."

2. "High-Need Area" means (1) any census tract in which the median household income is less than [80%] of the statewide average median based on the most current census tract-level data from the U.S. Census Bureau American Community Survey, (2) any area within two miles of a school in which at least [50%] of the children are eligible to receive free and reduced-price meals under the National School Lunch Program, or (3) any area that has a high number of pedestrian and/or bicycle collisions.

COMMENT: Historically, areas that have high concentrations of low-income populations or communities of color have not benefited from safer street design (e.g., crosswalks, sidewalks, bike lanes, and protected bikeways). To ensure your community is equitably implementing complete streets, high-need areas should be a priority for project implementation.

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

B. COMPLETE STREETS REQUIREMENTS

[City/County] shall work toward developing an integrated and connected multimodal transportation system of Complete Streets that serves all neighborhoods. Toward this end:

1. Every Transportation Project, and every phase of each project (including planning, scoping, funding, design, approval, implementation, and maintenance), by [City/County] shall provide for Complete Streets for all categories of users identified in Section A(1) of this Policy.
2. The [*identify relevant internal departments and agencies by name*] shall routinely work in coordination with each other, any bicycle or pedestrian coordinator, and any relevant advisory committees to create Complete Streets and to ensure consistency with any existing pedestrian/bicycle/multimodal plans [*or insert name of other comparable plans*].
3. Wherever possible, Transportation Projects shall strive to create a network of continuous bicycle- and pedestrian-friendly routes, including routes that connect with transit and allow for convenient access to work, home, commercial areas, and schools.
4. The [*insert names of departments and agencies identified in Section B(2)*] shall coordinate with adjacent jurisdiction(s) and any other relevant public agencies, including [*insert relevant regional/state agencies*], to ensure that, wherever possible, the network of continuous bicycle- and pedestrian-friendly routes identified in Section B(3) extends beyond [City/County]'s boundaries into adjacent jurisdictions.
5. [City/County] shall rely upon the current editions of street design standards and guidelines that promote and support Complete Streets.

COMMENT: Below are examples of street design standards and guidelines that promote and support complete streets [add "as of [date]" when this draft is finalized.

- [Urban Street Design Guide](#) and [Urban Bikeway Design Guide](#) (National Association of City Transportation Officials)
- [Designing Walkable Urban Thoroughfares: A Context Sensitive Approach](#) (Institute of Transportation Engineers and the Congress for the New Urbanism)
- [Pedestrian Safety Guide and Countermeasure Selection System](#) (U.S. Department of Transportation, Federal Highway Administration)
- [Bicycle Safety Guide and Countermeasure Selection System](#) (U.S. Department of Transportation, Federal Highway Administration)
- [Separated Bike Lane Planning and Design Guide](#) (U.S. Department of Transportation, Federal Highway Administration)

EXHIBIT A (Continued)

6. This Policy shall be implemented in all neighborhoods, with particular attention to High-Need Areas.
7. All Complete Streets shall reflect the context and character of the surrounding built and natural environments, and enhance the appearance of such. At the planning stage, [City/County] shall work with local residents, business operators, neighboring jurisdictions, school districts, students, property owners, and other stakeholders who will be directly affected by a Complete Streets project to address any concerns regarding context and character.

C. LEAD DEPARTMENT

The [insert name of lead department or agency (e.g., transportation or planning department) and title of person accountable (e.g., director or bicycle/pedestrian coordinator)] shall lead the implementation of this Policy and coordinate with [insert names of other relevant departments or agencies].

D. IMPLEMENTATION

The following steps shall be taken [immediately upon or within two years of] the effective date of this Policy:

1. All street design standards used in the planning, designing, and implementing phases of Transportation Projects shall be reviewed to ensure they reflect the best available design guidelines for effectively implementing Complete Streets.
2. [Insert names of all relevant departments and agencies] shall incorporate this Policy into relevant internal manuals, checklists, rules, and procedures.
3. [Insert name of lead agency] shall assess whether any municipal and zoning codes, land use plans, or other relevant documents, including the Capital Improvement Program [include all relevant programs, e.g., pavement management program, traffic signal program, tree program, ADA curb ramp program, etc.], conflict with this Policy, and shall submit a report, along with a proposal for addressing any conflicts, to the [City Manager or insert relevant position].
4. [Insert name of lead agency] shall provide training on Complete Streets and the implementation of this Policy to all relevant staff, and develop a plan for providing such training for new hires.

5. [Insert name of lead agency] shall identify all High-Need Areas.
6. [Insert name of lead agency] shall identify an existing process or develop a new process that allows for public participation (including participation by bicycle, pedestrian, and Complete Streets advisory committees) in decision-making concerning the design, planning, and use of streets and roadways covered by this Policy.
7. [City/County] shall actively seek sources of public and private funding to assist in the implementation of this Policy.

E. EXCEPTIONS TO POLICY

1. A specific category of user may be excluded from the requirements of Section B(1) of this Policy only if one or more of the following exceptions apply:
 - a. Use of the roadway is prohibited by law for the category of user (e.g., pedestrians on an interstate freeway, vehicles on a pedestrian mall). In this case, efforts shall be made to accommodate the excluded category of user on a parallel route.
 - b. There is no current or perceived future need to accommodate the category of user (absence of future need may be shown via demographic, school, employment, and public transportation–route data that demonstrate, for example, a low likelihood of bicycle, pedestrian, or transit activity in an area over the next 20 years).
 - c. The cost of accommodating those users would be excessively disproportionate to the current need or future need over the next 20 years.
2. An exception shall be granted only if
 - a. a request for an exception is submitted in writing, with supporting documentation, and made publicly available with a minimum of [30] days allowed for public input; and
 - b. the exception is approved in writing by the [identify governing body, e.g., city council or head of lead agency, e.g., director of the department of public works], and the written approval is made publicly available.

EXHIBIT A (Continued)

F. PERFORMANCE MEASURES

In order to evaluate whether the streets and transportation network are adequately serving each category of users, *[insert names of relevant agencies and departments]* shall collect and report baseline and annual data, including in High-Need Areas, on matters relevant to this Policy, including, without limitation, the following information:

1. Mileage by *[district/neighborhood; high-need areas]* of new and existing bicycle infrastructure (e.g., bicycle lanes, paths, and boulevards)
2. Linear feet *[or mileage]* by *[district/neighborhood; high-need areas]* of new and existing pedestrian infrastructure (e.g., sidewalks, trails)
3. Number by *[district/neighborhood; high-need areas]* of new and existing ADA-compliant curb ramps installed
4. Number by *[district/neighborhood; high-need areas]* of new street trees planted
5. Type and number by *[district/neighborhood; high-need areas]* of pedestrian- and bicycle-friendly signage and landscaping improvements, including street furniture and lighting
6. Bicycle and pedestrian counts, including in High-Need Areas
7. Commute mode percentages by *[district/neighborhood; high-need areas]* as provided by the American Community Survey conducted by the U.S. Census Bureau (e.g., drive alone, carpool, transit, bicycle, walk)
8. The percentage by *[district/neighborhood; high-need areas]* of transit stops accessible via sidewalks and curb ramps
9. The number, locations, and causes of collisions, injuries, and fatalities by each mode of transportation
10. The total number *[or rate]* by *[district/neighborhood; high-need areas]* of children walking or bicycling to school
11. Vehicle Miles Traveled (VMT) or Single Occupancy Vehicle (SOV) trip reduction data as made available by *[insert name of Metropolitan Planning Organization, county, or other relevant governmental body or agency]*.

COMMENT: Depending on local need and capacity, communities may wish to add or subtract performance measures from the best practices listed above. For more information, see [Guidebook for Developing Pedestrian & Bicycle Performance Measures](#), Federal Highway Administration.

G. REPORTING REQUIREMENTS

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

1. baseline and updated performance measures as described in Section F;
2. a summary of
 - a. all Transportation Projects planned or undertaken and their status, including a full list and map, with clear identification of which projects are located in High-Need Areas;
 - b. all exceptions granted pursuant to Section E of this Policy, including identification of exceptions granted in High-Need Areas;
 - c. the progress made in achieving the benchmarks for High-Need Areas developed pursuant to Section D(5);
 - d. updates to street design standards, internal department and agency manuals and procedures, zoning and municipal codes, and land use plans, pursuant to Sections D(1)–D(3);
 - e. all funding acquired for projects that enhance the Complete Streets network; and
 - f. all staff trainings and professional development provided pursuant to Section D(4); and
3. any recommendations for improving implementation of this Policy.

REFERENCES

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