

## Case Study Finder

For more information on many of the communities mentioned in this book, please refer to the full case studies listed below in **bold**. Case studies for other communities pursuing complete streets solutions are listed in plain text. The capital letters indicate the source, with full source information at the end of the list. Those in sources B through E are case studies that the author wrote or edited.

Atlanta Regional Commission: H  
 Ann Arbor, MI: F  
**Arlington County, VA: E, F, G**  
**Baldwin Park, CA: D**  
 Boise, ID: F  
**Boston, MA: B, E**  
**Boulder, CO: E**  
**California DOT: C**  
**Charlotte, NC: E, F, E, G, K**  
**Chicago, IL: E**  
**Cleveland, OH: M**  
**Colorado Springs, CO: E**  
 Columbia, MO: E  
**Columbus, OH: E**  
 Davis, CA: D  
**Decatur, GA: A, E**  
 East-West Gateway COG, St. Louis, MO: E  
**Florida DOT: E**  
 Fort Collins, CO: E  
**Hawaii DOT: C**  
 Hoboken, NJ: F  
**Kansas City, MO: G**  
**Kauai County, HI: B**  
 Kirkland, WA: E  
**La Crosse, WI: B**  
**Lancaster, CA: D**  
**Los Angeles, CA: F**  
**Louisville, KY: B, E**  
**Massachusetts DOT: C, E, I**

**Minneapolis, MN: E**  
**Minnesota DOT: C, G, H, I**  
**Nashville, TN: A, B, J**  
**New Haven, CT: E**  
**New Jersey DOT: C, G, H**  
**New York City: E, F, G, K**  
**North Carolina DOT: H**  
 Olympia, WA: E  
**Oregon DOT: E, H**  
 Pennsylvania DOT: E, G, H  
 Pierce County, WA: E  
**Portland, OR: A**  
 Redmond, WA: E, K  
 Roanoke, VA: E  
**Rochester, MN: B, E**  
**Sacramento, CA: D, E, K**  
**San Diego County/City, CA: B, D, E, F, J, L**  
 San Francisco (city), CA: D, G  
**San Francisco MPO (Bay Area), CA: E, H**  
 San Jose, CA: G  
 Santa Barbara, CA: E  
 Santa Monica, CA: D  
**Seattle, WA: E, G, K**  
**Sault Ste. Marie, MI: A**  
**University Place, WA: E**  
**Virginia DOT: E**  
 Washtenaw County, MI: E

- A: Clifton, Kelly, Sarah Bronstein, and Sara Morrissey. *The Path to Complete Streets in Underserved Communities: Lessons from U.S. Case Studies*. Portland, OR: Portland State University, 2013. <http://www.smartgrowthamerica.org/documents/cs/resources/complete-streets-in-underserved-communities.pdf>.
- B: McCann, Barbara. *Taking Action on Complete Streets: Implementating Processes for Safe, Multimodal Streets*. National Complete Streets Coalition/Centers for Disease Control and Prevention, June 2013.
- C: Seskin, Stefanie, and Barbara McCann. *Complete Streets in the States: A Guide to Legislative Action*. Washington, DC: AARP, January 2013. <http://www.smartgrowthamerica.org/documents/cs/resources/cs-aarp-statelegislationtoolkit.pdf>.
- D: McCann, Barbara, Adam Meyer, Jenny Woods, and Chris Morfas. *It's a Safe Decision: Complete Streets in California*. Washington, DC: National Complete Streets Coalition and Local Government Commission, 2012. <http://www.smartgrowthamerica.org/2012/02/28/complete-streets-success-stories-focus-of-new-report>.
- E: McCann, Barbara, and Suzanne Rynne. *Complete Streets: Best Policy and Implementation Practices*. Planners Advisory Service Report 559. Chicago: American Planning Association, 2010. <http://www.planning.org/research/streets>.
- F: Walsh, Ryan. *Local Policies and Practices That Support Safe Pedestrian Environments: A Synthesis of Highway Practice*. National Cooperative Highway Research Program Synthesis 436. Washington, DC: Transportation Research Board, 2012. <http://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=2947>.
- G: *Steps to a Walkable Community: A Guide for Citizens, Planners, and Engineers*. New York: Sam Schwartz Engineering and America Walks, 2012. <http://americawalks.org/2012/09/america-walks-and-sam-schwartz-engineering-release-steps-to-a-walkable-community>. This report includes numerous one-page case studies; only those directly relevant to this book are listed here.
- H: *The Innovative DOT: A Handbook of Policy and Practice*. Washington, DC: Smart Growth America and State Smart Transportation Initiative, 2012. <http://www.smartgrowthamerica.org/the-innovative-dot>.
- I: Shinkle, Douglas, Jaime Rall, and Alice Wheet. *On the Move: State Strategies for 21st Century Transportation Solutions*. Washington, DC: National Conference of State Legislatures, 2012. <http://www.ncsl.org/documents/transportation/On-THE-MOVE.pdf>.
- J: *Healthier Americans for a Healthier Economy: Issue Brief*. Washington, DC: Trust for America's Health, October 2011. <http://tfah.org/assets/files/TFAH2011PreventEconomy05.pdf>.
- K: Ferrier, Kathleen, Andy Hamilton, and Greg Konar. *Safe for All: 2011 Street Design Benchmark Study for the San Diego Region*. San Diego, CA: Walk San Diego, 2011. <http://www.walksandiego.org>.
- L: Jones, Michael G., et al. *Measuring Bicycle and Pedestrian Activity in San Diego County and Its Relationship to Land Use, Transportation, Safety, and Facility Type*. Berkeley: University of California, Berkeley, Safe Transportation Research and Education Center, 2010. <http://www.altaplanning.com/caltrans+seamless+study.aspx>.
- M: *Transit as Transformation: The Euclid Corridor in Cleveland*. Case study. Washington, DC: Partnership for Sustainable Communities, 2012. <http://www.sustainablecommunities.gov/pdf/studies/cleveland-euclid-corridor.pdf>.

# Complete Streets Resources

The National Complete Streets Coalition maintains extensive resources for those looking for information and assistance in pursuing adoption of complete streets policies and help with implementation. Here are a few highlights; more are available at <http://www.smartgrowthamerica.org/complete-streets>.

## Complete Streets Fundamentals

*Benefits of Complete Streets.* Downloadable PowerPoint file summarizing the benefits of complete streets.

<http://www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/benefits-of-complete-streets/#presentation>

*Fact Sheets.* Two-page, printable fact sheets on the benefits of a complete streets approach to the following populations and issues:

- Children
- People with Disabilities
- Older Adults
- Health
- Public Transportation
- Climate Change
- Economic Revitalization
- Gas Prices
- Safety
- Lower Transportation Costs
- Create Livable Communities

View the web versions at the link below to see many associated resources listed at the bottom of each page.

<http://www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/factsheets>

## Changing Policy: Policy Writing and Adoption

*Policy Development.* Downloadable PowerPoint presentation on how to develop a policy.

<http://www.smartgrowthamerica.org/complete-streets/changing-policy>

*Atlas.* Track policy growth and look up policies in your state.

<http://www.smartgrowthamerica.org/complete-streets/changing-policy/complete-streets-atlas>

*Complete Streets Policy Analysis.* Report (issued annually in the spring) ranks every written policy in the United States.

<http://www.smartgrowthamerica.org/documents/cs/cs-policyanalysis.pdf>

*Complete Streets Local Policy Workbook*. Provides a step-by-step guide to the ten elements of an effective complete streets policy.

<http://www.smartgrowthamerica.org/guides/complete-streets-local-policy-workbook>

*Complete Streets in the States: A Guide to Legislative Action*. Provides model policy language tailored to the state level, as well as strategic discussion.

<http://www.smartgrowthamerica.org/complete-streets/changing-policy/model-policy/model-state-legislation>

## Complete Streets Implementation

Resources are available on the four steps of policy implementation as well as on planning for implementation. Watch the page below for updated resources on the costs of complete streets and a new case study report, *Taking Action on Complete Streets: Implementing Processes for Safe, Multimodal Streets*.

<http://www.smartgrowthamerica.org/complete-streets/implementation>

*The Path to Complete Streets in Underserved Communities: Lessons from U.S. Case Studies*.

Case studies and findings on how complete streets can serve low-income, senior, and other disadvantaged populations.

<http://www.smartgrowthamerica.org/documents/cs/resources/complete-streets-in-underserved-communities.pdf>

*Fact Sheets*. Two-page, printable fact sheets on the following implementation issues:

- Ease Traffic Woes
- Costs of Complete Streets
- Change Travel Patterns
- Complete and Green Streets
- Networks of Complete Streets
- Rural Areas and Small Towns

View the web versions at the following link to see many associated resources listed at the bottom of each page.

<http://www.smartgrowthamerica.org/complete-streets/implementation/fact-sheets>

## Get Help

If your community is ready for more in-depth assistance, the Coalition offers workshops, technical assistance, and a list of consulting firms that take a complete streets approach.

<http://www.smartgrowthamerica.org/complete-streets/get-help>

## Get Involved

The work of the National Complete Streets Coalition is supported by individuals, public interest groups, consulting firms, and other organizations. You can join the Coalition, sign up for the newsletter, schedule a workshop, and more at the “Get Involved” page.

<http://www.smartgrowthamerica.org/complete-streets/get-involved>

---

# Endnotes

## Preface

1. Ewing et al., “Relationship between Urban Sprawl and Physical Activity, Obesity, and Morbidity.”
2. McCann and Ewing, *Measuring the Health Effects of Sprawl*.

## Introduction

1. Smart Growth America, “National Complete Streets Coalition: Policy Atlas,” <http://www.smartgrowthamerica.org/complete-streets/changing-policy/complete-streets-atlas>. Check this map to see the current status of policy adoption across the United States.
2. Smart Growth America, “National Complete Streets Coalition: Newsletter,” <http://www.smartgrowthamerica.org/complete-streets/newsletter>. The evidence of complete streets activity across the country is easy to follow in the National Complete Streets Coalition’s monthly e-newsletter.
3. Fairbank, Maslin, Maullin, Metz & Associates and Public Opinion Strategies, “Key Findings from National Survey on Transportation Options,” August 3, 2012, [http://docs.nrdc.org/energy/files/ene\\_12090401a.pdf](http://docs.nrdc.org/energy/files/ene_12090401a.pdf).
4. Nelson, *Reshaping Metropolitan America*, 33–46.

## Chapter One

1. *Highway Statistics 2010* (Washington, DC: Federal Highway Administration, 2011), table HM-20, Public Road Length 2010, <http://www.fhwa.dot.gov/policy/information/statistics/2010/hm20.cfm>.
2. Greg Gordon and Curtis Tate, “Politics and Road Building Intersect in Kentucky,” *McClatchy Newspapers*, February 3, 2013, <http://www.mcclatchydc.com>. In the same series, see “Special-Interest Push for South Carolina Interstate Hits Roadblock.”
3. Huang et al., “A Systems-Oriented Multilevel Framework for Addressing Obesity in the 21st Century.”
4. A number of books have done a great job discussing the history and rise of transportation and land use planning in the United States. See Lewis, *Divided Highways*; Baldwin, *Fighting Traffic*; Jackson, *Crabgrass Frontier*; and Southworth and Ben-Joseph, *Streets and the Shaping of Towns and Cities*.
5. Jaffe, “The Transportation Planning Rule Every City Should Reform”; Tumlin, *Sustainable Transportation Planning*, 264–70.
6. Doug Short, “Vehicle Miles Driven: Population-Adjusted Hits Yet Another Post-Crisis Low,” Dshort.com Advisor Perspectives (April 22, 2013), <http://advisorperspectives.com/dshort/updates/DOT-Miles-Driven.php>. See also the FHWA Traffic Volume Trends website for the original data source: [http://www.fhwa.dot.gov/policy/information/travel\\_monitoring/tvt.cfm](http://www.fhwa.dot.gov/policy/information/travel_monitoring/tvt.cfm).

7. See Smart Growth America and State Smart Transportation Initiative, *The Innovative DOT*.

## Chapter Two

1. You can learn more about writing a complete streets policy at the National Complete Streets Coalition website: <http://www.completestreets.org>.
2. "City of St. Louis Aldermen Adopt Complete Streets," Trailnet news release, June 16, 2010, <http://www.smartgrowthamerica.org/documents/cs/media/cs-trailnet-st-louis-061610.pdf>.
3. US Department of Transportation, "A Guide to Metropolitan Transportation Planning under ISTEA—How the Pieces Fit Together" (undated), <http://ntl.bts.gov/DOCS/424MTP.html>.
4. "Epic Meeting, Complete Streets Passes," December 20, 2011, Councilman Jon Snyder's blog, December 20, 2011, <http://councilmanjonsnyder.com/>. Post accessed February 6, 2013; no longer available.
5. National Complete Streets Coalition, "Steering Committee," <http://www.smartgrowthamerica.org/complete-streets/who-we-are/steering-committee>.
6. Rogers, *Diffusion of Innovations*.
7. Smith and Larimer, *The Public Policy Theory Primer*.
8. Gladwell, *The Tipping Point*.
9. Under the Policy-Systems-Environmental change model for complete streets, the "policy" is obvious; the "system" that must be changed is the process used to choose, plan, and build roads (sometimes called the "transportation project delivery system"), and the "environment" is the street. Most of this book focuses on the middle phase of the PSE model: the processes and practices of transportation agencies.
10. Wykle, *Accommodating Bicycle and Pedestrian Travel*.
11. McCann, *Complete Streets Report*.
12. Seskin and Gordon-Koven, *The Best Complete Streets Policies of 2012*.
13. For followers of Malcolm Gladwell's *The Tipping Point*, this is akin to what Gladwell calls "the law of the few." Spreading change is not scattershot; the targets of change need to connect with trustworthy people who can effectively deliver the message.
14. The complete streets approach has been discussed in Europe, Australia, New Zealand, and even China—but the National Complete Streets Coalition has focused its energies on developing the movement to fit the US context.
15. "Nickerson Street Project Improves Safety," City of Seattle press release (March 1, 2012), <http://mayormcginns.seattle.gov/nickerson-street-project-improves-safety>.
16. New York City Department of Transportation, "Executive Summary," in *Sustainable Streets Index 2011*, <http://www.nyc.gov/html/dot/html/about/ssi.shtml>.
17. Litman, *Short and Sweet*.
18. Pratt et al., "Pedestrian and Bicycle Facilities."
19. Rodriguez, *Active Transportation*.
20. Frank et al., *An Assessment of Urban Form and Pedestrian and Transit Improvements as an Integrated GHG Reduction Strategy*.
21. Los Angeles County Metropolitan Transportation Authority, "Final Report: Los Angeles Metro Rapid Demonstration Program" (March 2002), [http://www.metro.net/projects\\_studies/rapid/images/demonstration\\_program\\_report.pdf](http://www.metro.net/projects_studies/rapid/images/demonstration_program_report.pdf).
22. Neil Maizlish et al., "Health Cobenefits and Transportation-Related Reductions in Greenhouse Gas Emissions in the San Francisco Bay Area," 706.

### Chapter Three

1. *Complete Streets Legislative Report* (Honolulu: Hawaii Department of Transportation, 2012).
2. "Senate Transportation Committee Looks into Highway and Road Designs," Hawaii Senate Transportation and International Affairs Committee, March 13, 2012, <http://www.capitol.hawaii.gov/committeepage.aspx?comm=TIA>.
3. Connecticut Bicycle and Pedestrian Advisory Board, *2011 Annual Report* (2012), [http://www.ctbikepedboard.org/uploads/1/0/3/8/10385744/annual\\_report\\_2011\\_ctpbab.pdf](http://www.ctbikepedboard.org/uploads/1/0/3/8/10385744/annual_report_2011_ctpbab.pdf).
4. See <http://www.smartgrowthamerica.org/complete-streets/changing-policy>.
5. Seskin, *Complete Streets Policy Analysis 2011*.
6. For details and links, see Seskin, *Complete Streets Policy Analysis 2011*; and Seskin and Gordon-Koven, *The Best Complete Streets Policies of 2012*.
7. Urgo et al., *Moving beyond Prevailing Street Design Standards*.
8. Wieters et al., "Why Should We Care about Those Silly Pedestrians and Bicyclists?"
9. Centers for Disease Control and Prevention, "Protect the Ones You Love: Child Injuries Are Preventable," <http://www.cdc.gov/safchild/NAP/background.html>.
10. Transportation for America, *Dangerous by Design*.
11. Marshall and Garrick, "Street Network Types and Road Safety."
12. Ewing and Dumbaugh, "The Built Environment and Traffic Safety."
13. Jacobsen, "Safety in Numbers."
14. Federal Highway Administration, "Evaluation of Lane Reduction 'Road Diet' Measures on Crashes."
15. Tony Furst, *Guidance Memorandum on Promoting the Implementation of Proven Safety Countermeasures* (Federal Highway Administration Office of Safety, January 2012), <http://safety.fhwa.dot.gov/provencountermeasures>.
16. Potts et al., "Relationship of Lane Width to Safety for Urban and Suburban Arterials."
17. Scott Crawford, "Citizens Endangered by Lack of User Friendly Streets," *Jackson Clarion-Ledger*, April 15, 2012, <http://www.clarionledger.com/article/20120416/OPINION/204160307/Citizens-endangered-by-lack-user-friendly-streets>.
18. Safe42.org, "Order to Proceed Issued by Mayor Fischer," press release, June 1, 2012, <http://www.safe42.org/order-to-proceed>.

### Chapter Four

1. Bleier et al., *From Policy to Pavement*.
2. Barbara McCann, *Taking Action on Complete Streets* (National Complete Streets Coalition/Centers for Disease Control and Prevention, forthcoming 2013). A number of the examples in this chapter are discussed more fully in this publication; see appendix A.
3. Los Angeles County, *Model Design Manual for Living Streets*.
4. Minnesota Department of Transportation, "Complete Streets Work Plan," March 15, 2013, <http://www.dot.state.mn.us/planning/completestreets/docs/csworkplan.pdf>.
5. National Complete Streets Coalition, *Getting Results: Complete Streets in Minnesota*.
6. While the FHWA has praised California's approach to CMAQ as a best practice, few other states have adopted it.
7. McCann et al., *The Regional Response to Federal Funding for Bicycle and Pedestrian Projects: Executive Summary*.
8. City of Seattle, Ordinance 122386, adopted April 30, 2007, <http://www.seattle.gov/transportation/completeStreets.htm>.
9. Carmalt, *Constructing, Maintaining and Financing Sidewalks in New Jersey*, 6.

10. Keila Szpaller, "New Way to Pay for Missoula Sidewalks to Go before City Council," *Missoulian*, September 21, 2012.
11. Tumlin, *Sustainable Transportation Planning*, 263–85. This chapter includes a comprehensive discussion of the options for a multimodal Level of Service standard.
12. Sam Schwartz Engineering and America Walks, *Steps to a Walkable Community*, 85.
13. Charlotte Department of Transportation, *Urban Street Design Guidelines* (2007), chap. 3.
14. "Sacramento Council of Governments Complete Streets Toolkit," <http://www.sacog.org/complete-streets/toolkit/start.html>.
15. Mid-America Regional Council, *Complete Streets Handbook*, 1.
16. Los Angeles County, *Model Design Manual for Living Streets*.
17. Institute for Transportation Engineers, *Designing Walkable Urban Thoroughfares*; National Association of City Transportation Officials, *Urban Bikeway Design Guide* and *Urban Street Design Guide* (forthcoming).
18. American Association of State Highway and Transportation Officials, *A Policy on Geometric Design of Highways and Streets*.
19. See [http://www.dot.ca.gov/hq/tpp/offices/ocp/complete\\_streets.html](http://www.dot.ca.gov/hq/tpp/offices/ocp/complete_streets.html).
20. McCann and Rynne, *Complete Streets: Best Policy and Implementation Practices*, 36.
21. City of Nashville, *Major and Collector Street Plan*.
22. See City of Philadelphia Streets Department, *Philadelphia Complete Streets Design Handbook*; San Francisco Planning Department, "San Francisco Better Streets Plan"; Boston Transportation Department, "Boston Complete Streets Guidelines"; Los Angeles County, *Model Design Manual for Living Streets*; and City of Chicago, *Complete Streets Chicago*.
23. Active Transportation Alliance, *Complete Streets: Complete Networks*.
24. City of Chicago, *Complete Streets Chicago*, 14.
25. City of Dallas, *Complete Streets Design Manual*.
26. City of Philadelphia Streets Department, *Philadelphia Complete Streets Design Handbook*.
27. For more information, see "Schedule a Workshop" at <http://www.smartgrowthamerica.org/complete-streets/get-help/workshops>.
28. "Complete Streets Memphis" ([http://www.youtube.com/watch?v=hg\\_zFaW4xas](http://www.youtube.com/watch?v=hg_zFaW4xas)) is just one example.
29. Aultman-Hall et al., "Innovative Data Collection for Pedestrians, Bicycles, and Other Non-Motor Vehicle Modes," 8.
30. Seattle Department of Transportation, *Bridging the Gap Annual Report 2011*, <http://www.seattle.gov/transportation/BridgingtheGap.htm>.
31. "National Bicycle and Pedestrian Documentation Project," <http://www.walkinginfo.org/library/details.cfm?id=4313>.
32. Smart Growth America and State Smart Transportation Initiative, *The Innovative DOT*, 48.
33. City of Boulder Transportation Division, *Transportation to Sustain a Community: A Report on Progress* (February 2012), [http://www.bouldercolorado.gov/files/Transportation/Transportation\\_Report\\_on\\_Progress\\_2012.pdf](http://www.bouldercolorado.gov/files/Transportation/Transportation_Report_on_Progress_2012.pdf).
34. For a discussion of the various uses of performance measures, see McCann and Rynne, *Complete Streets: Best Policy and Implementation Practices*, 54–63.

## Chapter Five

1. Walsh, *Local Policies and Practices That Support Safe Pedestrian Environments*. See chapter 2 for a discussion of the breadth of changes that can be made.
2. Virginia Transportation Research Council, *Survey of Statewide Multimodal Transport*



*Planning Practices*, National Cooperative Highway Research Program 404 (2002), [http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp\\_rpt\\_404.pdf](http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_404.pdf).

3. Minnesota Department of Transportation, "Complete Streets Work Plan," March 15, 2013, 1, <http://www.dot.state.mn.us/planning/completestreets/docs/csworkplan.pdf>.
4. Kastenhofer, *An Examination of Practices for Retrofitting Existing Roads with Sidewalks in the United States*, 4.
5. Shapard and Cole, "Do Complete Streets Cost More than Incomplete Streets?"
6. For more information, see the website of the Form-Based Code Institute, <http://www.formbasedcodes.org>.
7. American Association of State Highway and Transportation Officials, *Rough Roads Ahead*.
8. Shoup et al., *The Fix We're in For*.
9. See *Repair Priorities*.
10. Active Transportation Alliance, Write of Way weblog, "Complete Streets Policies in Action," blog post, August 29, 2012, <http://www.activetrans.org/blog/barbcornew/complete-streets-policy-leads-newly-installed-bike-lane-des-plaines>.
11. North Carolina Department of Transportation (NCDOT), *NCDOT Complete Streets Planning and Design Guidelines*.
12. NCDOT, *NCDOT Complete Streets Planning and Design Guidelines*, 143.
13. Grant et al., *The Role of Transportation Systems Management and Operations*.
14. Grant et al., *The Role of Transportation Systems Management and Operations*, 36.
15. Weinstein Agrawal, Nixon, and Murthy, *What Do Americans Think about Federal Tax Options to Support Public Transit, Highways, and Local Streets and Roads?*, 11.

## Chapter Six

1. Barbara McCann, *Taking Action on Complete Streets* (National Complete Streets Coalition/Centers for Disease Control and Prevention, forthcoming 2013). A number of the examples in this chapter are discussed more fully in this publication; see appendix A.
2. Walsh, *Local Policies and Practices That Support Safe Pedestrian Environments*.
3. James Simpson, "N.J. Complete Streets Policy Paves Way for Road Safety," *Times of Trenton*, op-ed, November 18, 2011, <http://www.state.nj.us/transportation/eng/completestreets/editorial.shtm>.
4. Walkable and Livable Communities Institute, *Walkability Workbook* (April 2012), <http://www.walklive.org/project/walkability-workbook>; Mark Fenton's website, <http://www.markfenton.com>.
5. Center for Transportation Excellence, "Transportation Measures Continue Trend of Success on Election Day Coast-to-Coast, Voters Choose to Invest in Transit," press release, November 7, 2012, <http://www.cfte.org/pages/2012presspost>.
6. Natural Resources Defense Council, "Key Findings from National Survey on Transportation Options," press release, August 3, 2012, [http://docs.nrdc.org/energy/files/ene\\_12090401a.pdf](http://docs.nrdc.org/energy/files/ene_12090401a.pdf).
7. All sources in this paragraph are listed in National Complete Streets Coalition, *Costs of Complete Streets: What We Are Learning from State and Local Governments* (undated), <http://www.smartgrowthamerica.org/documents/cs/factsheets/cs-costs-2.pdf>.
8. Nashville Area Metropolitan Planning Organization, *2010 Nashville Area Regional Transportation Study* (2010).
9. Ferrier et al., *Safe for All*.
10. Bleier et al., *From Policy to Pavement*.

11. Guy Busby, "Some Fairhope Residents Complain about New Street System," *Mobile Press-Register*, March 18, 2012, [http://blog.al.com/live/2012/03/some\\_residents\\_complain\\_about.html](http://blog.al.com/live/2012/03/some_residents_complain_about.html).
12. Rena Cutler, "Commissioner's Panel: Raising the Bar: Building Political Capital to Implement Key Design Initiatives" (NACTO Designing Cities conference, New York City, October 24, 2012), <http://vimeo.com/55304860>.
13. Centers for Disease Control and Prevention, "Community Profile: Nashville/Davidson County, Tennessee," [http://www.cdc.gov/CommunitiesPuttingPreventiontoWork/communities/profiles/obesity-tn\\_nashville-davidson-county.htm](http://www.cdc.gov/CommunitiesPuttingPreventiontoWork/communities/profiles/obesity-tn_nashville-davidson-county.htm).
14. Cortright, *Driven Apart*, 7.
15. Toth, *A Citizen's Guide to Better Streets*, 61.
16. Cortright, *Driven Apart*. Cortright provides a more formal critique of congestion research.
17. For more information, see the Team Better Blocks website, <http://teambetterblock.com>.

## Chapter Seven

1. McCann and Seskin, *Complete Streets: Guide to Tackling the Cost Question*. Much of the information in this chapter is available in a different format, via this guide and its companion PowerPoint presentation.
2. Tomer, *Transit Access and Zero-Vehicle Households*.
3. For a gallery of such images, see "Dangerous Streets," <http://www.flickr.com/photos/t4america/sets/72157622516593443>.
4. U.S. PIRG Education Fund, *Do Roads Pay for Themselves?*
5. National Complete Streets Coalition and Local Government Commission, *It's a Safe Decision*.
6. Paula Reeves, "Developing and Implementing Complete Streets Program: Washington State" (presentation at Complete Streets Peer Exchange, November 16, 2011, Washington, DC).
7. Seskin, *Complete Streets Local Policy Workbook*, 24.
8. Shapard and Cole, "Do Complete Streets Cost More than Incomplete Streets?"
9. James K. Hartman, "Budget Memo #25: Neighboring Jurisdictions Use of Commercial Transportation Add-on Tax Funds," City of Alexandria, VA, memorandum (March 23, 2011), <http://alexandriava.gov/uploadedFiles/budget/info/budget2012/memos/BM25NeighboringJurisdictionsUseOfCommercialTransportationAddOnTax.pdf>.
10. National Complete Streets Coalition (NCSC), "Complete Streets Make for a Good Ride," NCSC fact sheet, <http://www.smartgrowthamerica.org/documents/cs/factsheets/cs-transit.pdf>.
11. Transportation for America, *Dangerous by Design*.
12. Dannenberg et al., *Making Healthy Places*; Frumkin et al., *Urban Sprawl and Public Health*; Active Living Research, "Research Briefs and Syntheses," <http://www.activelivingresearch.org/toolsandresources/researchbrief>.
13. Trust for America's Health, *F as in Fat: How Obesity Threatens America's Future 2012* (September 2012), <http://healthyamericans.org/report/100>.
14. California Center for Public Health Advocacy, *The Economic Costs of Overweight, Obesity and Physical Inactivity among California Adults—2006* (July 9, 2009), <http://www.publichealthadvocacy.org/costofobesity.html>.
15. Rodriguez, *Active Transportation*, 4.
16. Virginia Sisiopiku, Shah Imran, and Abdul Muqueet Abro, *Impacts of Transit in a*

*Complete-Streets Context*, UTCA Report Number 11206 (University Transportation Center for Alabama, April 2012), <http://trid.trb.org/view/2012/M/1141068>.

17. Trust for America's Health, *Healthier Americans for a Healthier Economy: Issue Brief* (October 2011), <http://tfah.org/assets/files/TFAH2011PreventEconomy05.pdf>.
18. Cortright, *Portland's Green Dividend*.
19. Litman, *Evaluating Non-motorized Transportation Benefits and Costs*.
20. New York City Department of Transportation, *Measuring the Street*.
21. Leinberger and Alfonzo, *Walk This Way*.
22. Partnership for Sustainable Communities, *Transit as Transformation: The Euclid Corridor in Cleveland* (case study, June 2012), <http://www.sustainablecommunities.gov/pdf/studies/cleveland-euclid-corridor.pdf>.
23. Geller, *How Portland Benefits from Bicycle Transportation*.
24. Arlington County Commuter Services Research Team, *ACCS Making an Impact FY 2011* (August 2012), <http://mobilitylab.org/2012/08/15/accs-making-an-impact-fy2011>.
25. Litman, *Evaluating Complete Streets*.
26. Eric Sundquist, "MassDOT Seeks to Triple Transit, Bike and Walk Share," *Springfield Republican*, October 15, 2012.
27. Eric Dumbaugh, "Rethinking the Economics of Traffic Congestion," *Atlantic Cities*, June 1, 2012, <http://www.theatlanticcities.com/commute/2012/06/defense-congestion/2118>.

## Chapter Eight

1. Federal Highway Administration, *Summary of Travel Trends*.
2. Tina Trinkner, "Gabe Klein Pursues a Pedestrian-Friendly Message in Chicago," *Governing Magazine*, December 2011, <http://www.governing.com/topics/transportation-infrastructure/gabe-klein-pursues-pedestrian-friendly-message-chicago.html>.
3. Lynott et al., *Planning Complete Streets for an Aging America*.
4. National Complete Streets Coalition (NCSC), *Complete Streets Help Keep Kids Safe* (fact sheet, undated), <http://www.smartgrowthamerica.org/documents/cs/factsheets/cs-children.pdf>.
5. After initial uncertainty about whether it represented a wholly new mode, the Segway has become part of the mix on sidewalks in most communities, following a robust campaign by its makers to change state laws. It has not factored in many complete streets discussions.
6. Jan Garrard, Susan Handy, and Jennifer Dill, "Women and Cycling," in Pucher and Buehler, eds., *City Cycling*, 215.
7. League of American Bicyclists, "Bicycle Friendly Communities Program," <http://www.bikeleague.org/programs/bicyclefriendlyamerica/communities>.
8. Bikes Belong, "Green Lane Project: Sensible Solutions for City Streets," <http://www.bikesbelong.org/bikes-belong-foundation/green-lane-project>.
9. Alliance for Biking and Walking, *Bicycling and Walking in the United States*, 42.
10. Walker, *Human Transit*, 214.
11. Walker, *Human Transit*, 205–14.
12. Seattle Department of Transportation, "2005 Seattle Transit Plan," <http://www.seattle.gov/transportation/transitnetwork.htm>.
13. Leinberger, *The Option of Urbanism*; Nelson, *Reshaping Metropolitan America*.
14. Michael Andersen, "How Economic Growth Sold Portland Landlords on a Bikeway," *Green Lane Project Blog*, January 6, 2013, <http://greenlaneproject.org/blog/view/how-the-promise-of-economic-growth-sold-portland-landlords-on-a-bikeway>.

15. Partnership for Sustainable Communities, *Transit as Transformation: The Euclid Corridor in Cleveland* (case study, 2012), <http://www.sustainablecommunities.gov/pdf/studies/cleveland-euclid-corridor.pdf>.
16. Smart Growth America and State Smart Transportation Initiative, *The Innovative DOT*, 31.
17. Handy et al., *The Regional Response to Federal Funding for Bicycle and Pedestrian Projects*.
18. Sacramento Area Council of Governments, *Response to MTP/SCS Letter 32—Complete Streets Coalition of Sacramento*, March 16, 2012.
19. North Carolina Department of Transportation, “Strategic Prioritization” web page; see Prioritization 1.0 Highway Scoring Matrix, <https://connect.ncdot.gov/projects/planning/Pages/StrategicPrioritization.aspx>.
20. “Nashville Area 2035 Regional Transportation Plan: Impacts of Transportation Policy on Prevention and Health,” [http://www.nashvillempo.org/docs/Health/HealthSummary\\_June2012.pdf](http://www.nashvillempo.org/docs/Health/HealthSummary_June2012.pdf).
21. Mid-America Regional Council, “Selecting Future Transportation Projects” (undated), <http://www.marc.org/2040/Projects/selectionprocess.aspx>.
22. Clifton et al., *The Path to Complete Streets in Underserved Communities*; Clifton et al., “The Adoption of Complete Streets in Transportation-Disadvantaged Communities.”

## Chapter Nine

1. Harnik, *Urban Green*, 131–53.

---

# Selected Bibliography

- Active Transportation Alliance. *Complete Streets: Complete Networks*. Chicago: Active Transportation Alliance, October 2012. <http://www.atpolicy.org/Design>.
- Alliance for Biking and Walking. *Bicycling and Walking in the United States: 2012 Benchmarking Report*. Washington, DC, 2012.
- American Association of State Highway and Transportation Officials (AASHTO). *A Policy on Geometric Design of Highways and Streets*. 6th ed. Washington, DC: AASHTO, 2011.
- . *Rough Roads Ahead: Fix Them Now or Pay for It Later*. Washington, DC: AASHTO, 2009. [http://roughroads.transportation.org/RoughRoads\\_FullReport.pdf](http://roughroads.transportation.org/RoughRoads_FullReport.pdf).
- Aultman-Hall, Lisa, Jonathan Dowds, and Brian Y. Lee. "Innovative Data Collection for Pedestrians, Bicycles, and Other Non-Motor Vehicle Modes," *TR News* 280 (May–June 2012).
- Badger, Emily. "Everything You Ever Wanted to Know about Bus Rapid Transit." *Atlantic Cities*, April 2, 2012. <http://www.theatlanticcities.com/commute/2012/04/how-build-better-brt-system/1647>.
- Baldwin, Peter. *Fighting Traffic: The Dawn of the Motor Age in the American City*. Cambridge, MA: MIT Press, 2011.
- Birk, Mia. *Joyride: Pedaling toward a Healthier Planet*. Portland, OR: Cadence, 2010.
- Bleier, Asha, Kathleen Ferrier, Andy Hamilton, Greg Konar, Brooke Peterson, Dave Sorenson, and Seth Torma. *From Policy to Pavement: Implementing Complete Streets in the San Diego Region*. San Diego: American Planning Association of California/Walk San Diego, 2012. [http://www.calapa.org/attachments/files/1851/APA\\_Report\\_Final\\_compressed.pdf](http://www.calapa.org/attachments/files/1851/APA_Report_Final_compressed.pdf).
- Boston Transportation Department. "Boston Complete Streets Guidelines." Draft (undated). <http://bostoncompletestreets.org>.
- Caltrans. *Caltrans Highway Design Manual Update (Complete Streets Update)* (May 2012).
- Campbell, Bob, Charles V. Zegeer, Herman H. Huang, and Michael J. Cynecki. *A Review of Pedestrian Safety Research in the United States and Abroad*. Federal Highway Administration, 2004.
- Carmalt, Charles. *Constructing, Maintaining and Financing Sidewalks in New Jersey*. New Brunswick, NJ: Alan M. Voorhees Transportation Center, 2006.
- Centers for Disease Control and Prevention. *Recommended Community Strategies and Measurements to Prevent Obesity in the United States* (2009). <http://www.ncbi.nlm.nih.gov/pubmed/19629029>.

- Charlotte Department of Transportation. *Urban Street Design Guidelines* (2007). <http://charmeck.org/city/charlotte/transportation/plansprojects/pages/urban%20street%20design%20guidelines.aspx>.
- City of Chicago. *Complete Streets Chicago: Design Guidelines* (2013). [http://www.cityofchicago.org/city/en/depts/cdot/provdrs/future\\_projects\\_andconcepts/news/2013/mar/complete\\_streetsdesignguidelines.html](http://www.cityofchicago.org/city/en/depts/cdot/provdrs/future_projects_andconcepts/news/2013/mar/complete_streetsdesignguidelines.html).
- City of Dallas. *Complete Streets Design Manual*. Draft, July 2012. <http://www.scribd.com/doc/102019169/Dallas-Complete-Streets-Design-Manual-Draft-July-2012>.
- City of Nashville. *Major and Collector Street Plan* (2012). <http://maps.nashville.gov/mcsp>.
- City of Philadelphia Streets Department. *Philadelphia Complete Streets Design Handbook* (2013). <http://philadelphiastreet.com/handbook.aspx>.
- Clifton, Kelly, Sarah Bronstein, and Sara Morrissey. "The Adoption of Complete Streets in Transportation-Disadvantaged Communities: Lessons from US Case Studies." Paper 13-4615. *Proceedings, Transportation Research Board Annual Meeting, 2013*. <http://amonline.trb.org>.
- . *The Path to Complete Streets in Underserved Communities: Lessons from US Case Studies*. Portland, OR: Portland State University, 2013. <http://www.smartgrowthamerica.org/documents/cs/resources/complete-streets-in-underserved-communities.pdf>.
- Cortright, Joe. *Driven Apart: How Sprawl Is Lengthening Our Commutes and Why Misleading Mobility Measures Are Making Things Worse*. CEOs for Cities, September 2010. <http://www.ceosforcities.org/research/driven-apart>.
- . *Portland's Green Dividend*. CEOs for Cities, July 2007. <http://www.ceosforcities.org/city-dividends/green/special-reports/portland>.
- Dannenberg, Andrew, Howard Frumkin, and Richard J. Jackson, eds. *Making Healthy Places: Designing and Building for Health, Well-Being, and Sustainability*. Washington, DC: Island Press, 2011.
- Dill, Jennifer, and Theresa Carr. "Bicycle Commuting and Facilities in Major US Cities: If You Build Them, Commuters Will Use Them." *Transportation Research Record: Journal of the Transportation Research Board* 1828 (2003): 116–23.
- Dumbaugh, Eric. "Safe Streets, Livable Streets." *Journal of the American Planning Association* 71 (2005): 283–300.
- Ewing, Reid, and Robert Cervero. "Travel and the Built Environment: A Meta-Analysis." *Journal of the American Planning Association* 76, no. 3 (2010): 265–94.
- Ewing, Reid, and Eric Dumbaugh. "The Built Environment and Traffic Safety: A Review of Empirical Evidence." *Journal of Planning Literature* 23, no. 4 (2009).
- Ewing, Reid, Tom Schmid, Richard Killingsworth, Amy Zlot, and Stephen Raudenbush. "Relationship between Urban Sprawl and Physical Activity, Obesity, and Morbidity." *American Journal of Health Promotion* 18, no. 1 (2003): 47–57.
- Federal Highway Administration. "Evaluation of Lane Reduction 'Road Diet' Measures on Crashes: Summary Report." Pub. no. FHWA-HRT-10-053. Highway Safety Information System, 2010. <http://www.fhwa.dot.gov/publications/research/safety/10053/10053.pdf>.
- . *Pedestrian Safety Guide for Transit Agencies* (2008). FHWA-SA-07-017. [http://safety.fhwa.dot.gov/ped\\_bike/ped\\_transit/ped\\_transguide/ch1.cfm](http://safety.fhwa.dot.gov/ped_bike/ped_transit/ped_transguide/ch1.cfm).
- . *Summary of Travel Trends: 2009 National Household Travel Survey* (June 2011). <http://nhts.ornl.gov/2009/pub/stt.pdf>.
- Ferrier, Kathleen, Andy Hamilton, and Greg Konar. *Safe for All: 2011 Street Design Benchmark Study for the San Diego Region*. Walk San Diego, 2011. <http://www.walksandiego.org/resources/publications>.

- Frank, Lawrence, Michael Greenwald, Sarah Kasage, and Andrew Devlin. *An Assessment of Urban Form and Pedestrian and Transit Improvements as an Integrated GHG Reduction Strategy*. Washington State DOT Research Report, WA-RD 765.1. Olympia: Washington State DOT, April 2011. <http://www.wsdot.wa.gov/research/reports/fullreports/765.1.pdf>.
- Frumkin, Howard, Lawrence Frank, and Richard Jackson. *Urban Sprawl and Public Health: Designing, Planning, and Building for Healthy Communities*. Washington, DC: Island Press, 2004.
- Farlie, Greg, and M. M. Desai. "Active Transportation and Cardiovascular Disease Risk Factors in U.S. Adults." *American Journal of Preventive Medicine* 43 (2012): 621–28.
- Geller, Roger. *How Portland Benefits from Bicycle Transportation*. Portland Bureau of Transportation (undated). <http://www.portlandoregon.gov/transportation/article/371038>.
- Gladwell, Malcolm. *The Tipping Point*. New York: Little, Brown, 2000.
- Grant, Michael, Harrison Rue, Stephanie Trainor, Jocelyn Bauer, Jamie Parks, Mary Raulerson, Kathleen Rooney, and Sonya Suter. *The Role of Transportation Systems Management and Operations in Supporting Livability and Sustainability: A Primer*. Washington, DC: Federal Highway Administration, 2012. <http://www.ops.fhwa.dot.gov/publications/fhwahop12004/fhwahop12004.pdf>.
- Handy, Susan, and Barbara McCann. "The Regional Response to Federal Funding for Bicycle and Pedestrian Projects." *Journal of the American Planning Association* 77, no. 1 (2010): 23–38.
- Handy, Susan L., Barbara McCann, Linda Bailey, Michelle Ernst, Lanier McRee, Emily Meharg, Reid Ewing, and Kate Wright. *The Regional Response to Federal Funding for Bicycle and Pedestrian Projects*. Davis: Institute of Transportation Studies, University of California, Davis, 2009.
- Harnik, Peter. *Urban Green: Innovative Parks for Resurgent Cities*. Washington, DC: Island Press, 2012.
- Huang, Terry T, Adam Drewnowski, Shiriki K. Kumanyika, and Thomas A. Glass. "A Systems-Oriented Multilevel Framework for Addressing Obesity in the 21st Century." *Preventing Chronic Disease* 6, no. 3 (2009). [http://www.cdc.gov/pcd/issues/2009/jul/09\\_0013.htm](http://www.cdc.gov/pcd/issues/2009/jul/09_0013.htm).
- Institute for Transportation Engineers. *Designing Walkable Urban Thoroughfares: A Context-Sensitive Approach*. Washington, DC: Institute of Transportation Engineers, 2010. <http://www.ite.org/emodules/scriptcontent/Orders/ProductDetail.cfm?pc=RP-036A-E>.
- Jackson, Kenneth T. *Crabgrass Frontier: The Suburbanization of the United States*. New York: Oxford University Press, 1987.
- Jacobsen, Peter. "Safety in Numbers: More Walkers and Bicyclists, Safer Walking and Bicycling." *Injury Prevention* 9 (2003): 205–9.
- Jaffe, Eric. "The Transportation Planning Rule Every City Should Reform." *Atlantic Cities*, December 5, 2011. <http://www.theatlanticcities.com/commute/2011/12/transportation-planning-law-every-city-should-repeal/636>.
- Jones, Michael G., Sherry Ryan, Jennifer Donlon, Lauren Ledbetter, David R. Ragland, and Lindsay Arnold. *Measuring Bicycle and Pedestrian Activity in San Diego County and Its Relationship to Land Use, Transportation, Safety, and Facility Type*. Berkeley: University of California, Berkeley, Safe Transportation Research and Education Center, 2010.
- Kastenhofer, Ilona. O. *An Examination of Practices for Retrofitting Existing Roads with Sidewalks in the United States*. VTRC 10-R4. Charlottesville: Virginia Transportation Research Council, 2010.

- Kim, Annette M. "Unimaginable Change." *Journal of the American Planning Association* 77, no. 4 (2011): 328–37.
- Leaf, W. A., and D. F. Preusser. "Literature Review on Vehicle Travel Speeds and Pedestrian Injuries among Selected Racial/Ethnic Groups." U.S. Department of Transportation, National Highway Traffic Safety Administration (1999).
- Leinberger, Christopher. *The Option of Urbanism: Investing in a New American Dream*. Washington, DC: Island Press, 2009.
- Leinberger, Christopher, and Mariela Alfonzo. *Walk This Way: The Economic Promise of Walkable Places in Metropolitan Washington, D.C.* Brookings Institution, May 2012. <http://www.brookings.edu/research/papers/2012/05/25-walkable-places-leinberger>.
- Lenker, James A., and Jordana L. Maisel. "The Best and Worst of Complete Streets: Lessons Learned from 13 Municipalities." P13-6290. Presentation at the annual meeting of the Transportation Research Board, January 13, 2013. <http://amonline.trb.org>.
- Lewis, Tom. *Divided Highways*. New York: Penguin, 1997.
- Litman, Todd. *Evaluating Complete Streets: The Value of Designing Roads for Diverse Modes, Users and Activities*. Victoria Transport Policy Institute, March 15, 2013. <http://www.vtpi.org/compstr.pdf>.
- . *Evaluating Non-motorized Transportation Benefits and Costs*. Victoria Transport Policy Institute, March 24, 2013. <http://www.vtpi.org/nmt-tdm.pdf>.
- . *Short and Sweet: Analysis of Shorter Trips Using National Personal Travel Survey Data*. Victoria, BC: Victoria Transport Policy Institute, 2012. [www.vtpi.org/NHTS\\_2009.xls](http://www.vtpi.org/NHTS_2009.xls).
- Los Angeles County. *Model Design Manual for Living Streets* (2011). <http://www.modelstreetdesignmanual.com/index.html>.
- Louisville Metro Government. *Complete Streets Manual* (October 2007). <http://www.louisvilleky.gov/BikeLouisville/Complete+Streets>.
- Lynott, Jana, Amanda Taylor, Hannah Twaddell, Jessica Haase, Kristin Nelson, Jared Ulmer, Barbara McCann, and Edward R. Stollof. *Planning Complete Streets for an Aging America*. Washington, DC: AARP, 2009.
- MacDonald, Elizabeth, Rebecca Sanders, and Alia Anderson. "Performance Measures for Complete, Green Streets: A Proposal for Urban Arterials in California." Final report. University of California Transportation Center, July 28, 2009. [http://www.dot.ca.gov/hq/LandArch/research/docs/Complete\\_Streets\\_Performance\\_Measures.pdf](http://www.dot.ca.gov/hq/LandArch/research/docs/Complete_Streets_Performance_Measures.pdf).
- Maizlish, Neil, James Woodcock, Sean Co, Bart Ostro, Amir Fanai, and David Fairley. "Health Cobenefits and Transportation-Related Reductions in Greenhouse Gas Emissions in the San Francisco Bay Area." *American Journal of Public Health* 103 (2013): 703–9.
- Marshall, Wesley, and Norman Garrick. "Street Network Types and Road Safety: A Study of 24 California Cities." *Urban Design International* 15 (2010): 133–47.
- Massachusetts Department of Transportation. *Project Development and Design Guide* (January 2006). <http://www.mhd.state.ma.us/default.asp?pgid=content/designguide&sid=about>.
- McCann, Barbara. *Complete Streets Report: Analysis of a Survey of Complete Streets Laws, Policies, and Plans in the United States*. Washington, DC: Thunderhead Alliance, 2004. (Thunderhead is now the Alliance for Biking and Walking.)
- McCann, Barbara, and Reid Ewing. *Measuring the Health Effects of Sprawl: A National Analysis of Physical Activity, Obesity and Chronic Disease*. Washington, DC: Smart Growth America, 2003. <http://www.smartgrowthamerica.org/research/measuring-the-health-effects-of-sprawl>.
- McCann, Barbara, Lanier McRee, Susan L. Handy, Emily Meharg, Linda Bailey, Reid



- Ewing, Michelle Ernst, and Kate Wright. *The Regional Response to Federal Funding for Bicycle and Pedestrian Projects: Executive Summary*. Research Report UCD-ITS-RR-09-22. Institute of Transportation Studies, University of California, Davis, 2009. [http://pubs.its.ucdavis.edu/publication\\_detail.php?id=1311](http://pubs.its.ucdavis.edu/publication_detail.php?id=1311).
- McCann, Barbara, and Suzanne Rynne. *Complete Streets: Best Policy and Implementation Practices*. Planners Advisory Service Report #559. Chicago: American Planning Association, 2010.
- McCann, Barbara, and Stefanie Seskin. *Complete Streets: Guide to Tackling the Cost Question*. National Complete Streets Coalition/Centers for Disease Control and Prevention, forthcoming 2013. <http://www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/factsheets/costs>.
- Mid-America Regional Council. *Complete Streets Handbook* (2012). <http://marc.org/transportation/pdf/CompleteStreetsHandbook.pdf>.
- National Association of City Transportation Officials. *Urban Bikeway Design Guide*. Washington, DC: Island Press, 2012. <http://nacto.org/cities-for-cycling/design-guide>.
- . *Urban Street Design Guide*, October 2012. <http://www.nyc.gov/html/dot/downloads/pdf/2012-nacto-urban-street-design-guide.pdf>.
- National Complete Streets Coalition. *Getting Results: Complete Streets in Minnesota* (2012). <http://www.smartgrowthamerica.org/documents/cs/resources/cs-in-minnesota.pdf>.
- National Complete Streets Coalition and Local Government Commission. *It's a Safe Decision: Complete Streets in California* (2012). <http://www.smartgrowthamerica.org/2012/02/28/complete-streets-success-stories-focus-of-new-report>.
- Nelson, Arthur C. *Reshaping Metropolitan America: Development Trends and Opportunities to 2030*. Washington, DC: Island Press, 2013.
- New Jersey Bicycle and Pedestrian Resource Center. *Constructing, Maintaining, and Financing Sidewalks in New Jersey* (2008). [http://www.njbikeped.org/index.php?module=Downloads&func=prep\\_hand\\_out&lid=1513](http://www.njbikeped.org/index.php?module=Downloads&func=prep_hand_out&lid=1513).
- New York City Department of Transportation. *Measuring the Street: New Metrics for 21st Century Streets* (November 2012). <http://www.nyc.gov/html/dot/downloads/pdf/2012-10-measuring-the-street.pdf>.
- . *Sustainable Streets Plan* (2008). <http://www.nyc.gov/html/dot/html/about/stratplan.shtml>.
- Nicholls, Jim. *State Highways as Main Streets: A Study of Community Design and Visioning*. WA-RD 733.1. Washington State Department of Transportation/University of Washington Research for FHWA, 2009. <http://www.wsdot.wa.gov/research/reports/fullreports/733.1.pdf>.
- North Carolina Department of Transportation (NCDOT). *NCDOT Complete Streets Planning and Design Guidelines*. NCDOT, 2012. <http://www.completestreetsnc.org>.
- Potts, Ingrid B., Douglas Harwood, and Karen Richard. "Relationship of Lane Width to Safety for Urban and Suburban Arterials." Paper presented at the annual meeting of the Transportation Research Board, Washington, DC, January 2007.
- Pratt, Richard H., Jay Evans, Herbert Levinson, Shawn Turner, C. Y. Jeng, and Daniel Nabors. "Pedestrian and Bicycle Facilities." Chap. 16 in *Traveler Response to Transportation System Changes Handbook*. TCRP Report 95. Washington, DC: Transportation Research Board, 2012.
- Pucher, John, and Ralph Buehler, eds. *City Cycling*. Cambridge, MA: MIT Press, 2012.
- Repair Priorities: Transportation Spending Strategies to Save Taxpayer Dollars and Improve Roads*. Washington, DC: Smart Growth America/Taxpayers for Common Sense, June 2011. <http://www.smartgrowthamerica.org/repair-priorities>.

- Rodriguez, Daniel. *Active Transportation: Making the Link from Transportation to Physical Activity and Obesity: A Research Brief*. Princeton, NJ: Active Living Research, 2009. <http://activelivingresearch.org/node/12296>.
- Rogers, Everett M. *Diffusion of Innovations*. New York: Free Press, 1995.
- Sam Schwartz Engineering and America Walks. *Steps to a Walkable Community: A Guide for Citizens, Planners, and Engineers* (2012). <http://americawalks.org/2012/09/america-walks-and-sam-schwartz-engineering-release-steps-to-a-walkable-community>.
- San Francisco Planning Department. "San Francisco Better Streets Plan" (2010). [http://www.sf-planning.org/ftp/BetterStreets/proposals.htm#Final\\_Plan](http://www.sf-planning.org/ftp/BetterStreets/proposals.htm#Final_Plan).
- Seskin, Stefanie. *Complete Streets Local Policy Workbook*. Smart Growth America/National Complete Streets Coalition, August 2012. <http://www.smartgrowthamerica.org/documents/cs-local-policy-workbook.pdf>.
- . *Complete Streets Policy Analysis 2011: Inclusive. Diverse. Accountable*. Washington, DC: Smart Growth America/National Complete Streets Coalition, 2012. <http://www.smartgrowthamerica.org/documents/cs/cs-2011-policyanalysis.pdf>.
- Seskin, Stefanie, and Lily Gordon-Koven. *The Best Complete Streets Policies of 2012*. Washington, DC: Smart Growth America/National Complete Streets Coalition, 2013. <http://www.smartgrowthamerica.org/documents/cs-2012-policy-analysis.pdf>.
- Shapard, James, and Mark Cole. "Do Complete Streets Cost More than Incomplete Streets?" Paper 13-4283. *Proceedings, Transportation Research Board Annual Meeting, 2013*. <http://amonline.trb.org/2ve3qr/1>.
- Shinkle, Douglas. *On the Move: State Strategies for 21st Century Transportation Solutions*. National Conference of State Legislatures, 2012. <http://www.ncsl.org/documents/transportation/On-THE-MOVE.pdf>.
- Shoup, Lilly, Nick Donohue, and Marisa Lang. *The Fix We're In For: The State of Our Bridges*. Transportation for America, 2011. <http://t4america.org/resources/bridges/overview>.
- Smart Growth America and State Smart Transportation Initiative. *The Innovative DOT: A Handbook of Policy and Practice*. Washington, DC: Smart Growth America, 2012. <http://www.smartgrowthamerica.org/the-innovative-dot>.
- Smith, Ken R., Barbara B. Brown, Ikuho Yamada, Lori Kowaleski-Jones, Cathleen D. Zick, and Jessie X. Fan. "Walkability and Body Mass Index: Density, Design, and New Diversity Measures." *American Journal of Preventive Medicine* 35 (2008): 237–44.
- Smith, Kevin B., and Christopher W. Larimer. *The Public Policy Theory Primer*. Boulder, CO: Westview, 2009.
- Southworth, Michael, and Eran Ben-Joseph. *Streets and the Shaping of Towns and Cities*. Washington, DC: Island Press, 2003.
- Tomer, Adie. *Transit Access and Zero-Vehicle Households*. Washington, DC: Brookings Institution, 2012. [http://www.brookings.edu/~media/Files/rc/papers/2011/0818\\_transportation\\_tomer/0818\\_transportation\\_tomer.pdf](http://www.brookings.edu/~media/Files/rc/papers/2011/0818_transportation_tomer/0818_transportation_tomer.pdf).
- Toth, Gary. *A Citizen's Guide to Better Streets: How to Engage your Transportation Agency*. New York: Project for Public Spaces, 2008. [http://www.pps.org/pdf/bookstore/How\\_to\\_Engage\\_Your\\_Transportation\\_Agency\\_AARP.pdf](http://www.pps.org/pdf/bookstore/How_to_Engage_Your_Transportation_Agency_AARP.pdf).
- Transportation for America. *Dangerous by Design: Solving the Epidemic of Preventable Pedestrian Deaths*. Smart Growth America, 2011. <http://t4america.org/resources/dangerousbydesign2011>.
- Tumlin, Jeffrey. *Sustainable Transportation Planning: Tools for Creating Vibrant, Healthy, and Resilient Communities*. Hoboken, NJ: Wiley, 2012.
- United States Access Board. *Revised Draft Guidelines for Accessible Public Rights-of-Way* (November 2005). <http://www.access-board.gov/prowac/draft.htm>.

- Urgo, John, Meredith Wilensky, and Steven Weissman. *Moving beyond Prevailing Street Design Standards: Assessing Legal and Liability Barrier to More Efficient Street Design and Function*. Berkeley: University of California, Berkeley, December 2010. <http://www.crec.berkeley.edu/crec.whitepaper.pdf>.
- U.S. Department of Justice. *ADA Best Practices Tool Kit for State and Local Governments* (2007). <http://www.ada.gov/pcatoolkit/toolkitmain.htm>.
- U.S. Government Accountability Office. *Bus Rapid Transit: Projects Improve Transit Service and Can Contribute to Economic Development* (July 2012). GAO-12-811. <http://www.gao.gov/products/GAO-12-811>.
- U.S. PIRG Education Fund. *Do Roads Pay for Themselves? Setting the Record Straight on Transportation Funding* (January 2011). <http://www.uspirg.org/reports/usf/do-roads-pay-themselves>.
- Walkable and Livable Communities Institute and AARP. "From Inspiration to Action: Implementing Projects to Support Active Living" (undated). <http://www.walklive.org/project/implementation-guide>.
- Walker, Jarrett. *Human Transit: How Clearer Thinking about Public Transit Can Enrich Our Communities and Our Lives*. Washington, DC: Island Press, 2012.
- Walsh, Ryan. *Local Policies and Practices That Support Safe Pedestrian Environments: A Synthesis of Highway Practice*. National Cooperative Highway Research Program Synthesis 436. Washington, DC: Transportation Research Board, 2012. <http://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=2947>.
- Weinstein Agrawal, Asha, Hilary Nixon, and Vinay Murthy. *What Do Americans Think about Federal Tax Options to Support Public Transit, Highways, and Local Streets and Roads? Results from Year 3 of a National Survey*. MTI Report 12-01. San Jose, CA: Mineta Transportation Institute, 2012. <http://transweb.sjsu.edu/PDFs/research/1128-american-survey-federal-taxes-public-transit-highways-streets-roads.pdf>.
- Wieters, Kathleen Meghan, Jan Fees, and Barbara McCann. "Why Should We Care about Those Silly Pedestrians and Bicyclists? Barriers to Adoption of Complete Streets Ordinances in Cowboy Country." Abstract #712. Paper presented at the Association of Collegiate Schools of Planning, Cincinnati, OH, November 1–4, 2012.
- Wykle, Kenneth. *Accommodating Bicycle and Pedestrian Travel: A Recommended Approach*. Washington, DC: Federal Highway Administration, 2000. [http://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/guidance/design\\_guidance/design.cfm](http://www.fhwa.dot.gov/environment/bicycle_pedestrian/guidance/design_guidance/design.cfm).

---

# Index

Figures/photos/illustrations are indicated by an “f”.

AAA. *See* American Automobile Association

AARP, 20f, 27, 28, 29f, 151–152

AASHTO. *See* American Association of State Highway and Transportation Officials

accident, blame, 48

Active Transportation Alliance, 74, 156

ADA. *See* Americans with Disabilities Act advisory committees and boards. *See*

committees, policy

advocates and advocacy strategies, 20f, 22, 25–26, 60–61, 77, 99–100, 114–115, 130

Alliance for Biking and Walking, 31

America Bikes, 22, 25

American Association of State Highway and Transportation Officials (AASHTO), 15, 93. *See also* Green Book

American Automobile Association (AAA), 150

American Highway Users Alliance, 150

American Planning Association, 27

American Public Transportation Association, 156

Americans with Disabilities Act (ADA), 13, 105, 152–153

Anniston, AL, 97, 98

Arlington, VA, 116, 137, 145, 162, 172

Atlanta, GA, xf, xi, 8f, 172

attitude, complete street champion, 107–124

automobile

alternative transportation mode

balance with, 6, 150–151

complete streets decreasing use of, 34, 150–151

interest groups, 150

leadership assisting unraveling of policy toward, 116

safety standards solely for, 15, 47

transportation agencies orientation towards, 42–43, 65–66, 150

travel declining, 18

user priority, 150–151

automobile level of service (LOS), 50

nature and function of, 14

success measurement involving, 78

transportation industry bias from, 65

Baker, Mitzi, 91

Baldwin Park, CA, 59–60, 172

Barker, Barry, 140, 154

benefits of complete streets, 25–26, 56, 141–142, 171

additional resources, 171

and congestion reduction, 145, 147

and economic development, 35, 142–145

and environmental, 34–35, 142,

and financial savings, 134–135, 137–138

and health, 33–35, 141–142

projects, 33–35, 49, 139f, 142–145, 143f, 159

and safety, 33, 44–50, 141, 160–161

Bennett, Kristin, 99

bias. *See* organizational bias

bicycle and bicycling, 169

accident blame on, 48

complete street laws facilitating, 105, 154

death, 129

lanes, 52f, 84f, 93–94, 100, 115, 148f

leadership in altering attitudes

regarding, 115–116, 117, 119–120

low income riders, 154, 163

safety, 33–34, 129

- as transportation mode of significance, 154
  - user priority, 153–154
- Bicycle and Pedestrian Advisory Committee, *See* advisory committees and boards
- Boston, MA, 47–48, 60, 73–74, 119, 140, 172
- Boulder, CO, 83, 172
- Bradley, Scott, 122–123
- Brody, Bev, 61–62
- Broz, Jack, 47
- “building support” strategy, 6, 107, 110–124
- Burden, Dan, 109
- bureaucracy, 56, 117
- bus rapid transit (BRT), 34, 98, 144, 155, 158f, 158–159,
- business owners, 156–158
  
- Calabrese, Joe, 159
- California, 80–81, 108, 113, 114–115, 144, 161
- carbon emission reduction, 34–35, 142
- case studies, 7, 172–173
- change, 2
  - committee as driver of, 56–57, 59
  - complete streets and easing forces of, 18–19, 167
  - Complete Streets model for, 3–4, 30–32
  - design manual, 71–75
  - gas tax, transit, and policy, 11
  - Gladwell on, 29–30, 170
  - institutional, 31, 90
  - land use regulation, 91–92
  - leadership, bureaucratic silos, and, 117
  - maintenance and value of incremental, 97–98, 100
  - model of, 3, 27–32, 170–171
  - policy and values driving, 19, 28–29
  - political and cultural transportation, 4, 18–19, 48
  - through politics and culture, 4, 18–19, 48
  - projects and development, 54–71
  - public and incremental, 98
  - public health community as model for transportation, 13–14, 19
  - at state and community levels, 6, 88–89
  - transportation industry difficulty with, 5, 9, 13
  - transportation keys to, 3
  - value of incremental, 97–98, 100
- Charlotte, NC
  - complete streets policy in, 54
  - cost management from, 135–136
  - land use regulations in, 91–92
  - projects in, 124–126, 125f
  - system implementation in, 69–70, 164, 172
- checklists, system, 66–67
- Chicago, IL, 55f, 74, 115, 148f, 151, 156, 172
- citizens. *See* public and public advocacy city. *See* community and city
- clarity, 41–42
- Cleveland, OH, 158–160, 158f, 172
- Clifton, Kelly, 163
- CMAQ. *See* Congestion Mitigation and Air Quality program
- coalition, Complete Streets movement, 25–29
- colleagues, 121–124
- Colorado Springs, CO, 28, 98–99, 139–140, 172
- Columbus, OH, 66–67, 172
- committees, policy. *See also* task force
  - as change driver, 56–57, 59, 61–62, 169
  - complete street champion use of, 106
  - implementation through advisories boards and, 40–41, 57, 59, 60–62, 116–117,
  - National Complete Streets Coalition and steering in, 27, 32
- communication
  - in complete streets policy, 57–58, 77, 110–115
  - implementation process understood through, 60–61
  - National Complete Streets Coalition, 27–28
  - strategy, 22–25

- community and city. *See also* public health, advocates, and community; *city names; and specific topics*
- case studies, 172
  - change at level of, 6, 88–89
  - complete street champions, 111–112
  - complete street policy at level of, 32–33, 47–48, 54, 57–58, 57f, 59–60, 63, 64–65, 66–67, 161–162
  - Complete Streets movement influence
    - on level of, 23–24
  - data collection or counting in, 79–81
  - design manual at level of, 73–74
  - implementation system, 164
  - land use regulation, 90–92
  - maintenance, 93–96
  - performance measures, 81–83
  - planning for, 88–89
  - politics, 89
- complete street, an ideal, xiii, 3–4
- complete streets champion
- activities and attitude of, 107–124
  - colleague engagement by, 100, 105–107, 121–124
  - committee use by, 106
  - community, 111–112
  - decision-making facilitated by, 106
  - decision-making understanding for, 107–108
  - impact over title for, 106–107
  - leadership engaged by, 115–120
  - opponents and, 49, 109–110, 111–112
  - personal experience for, 108–109
  - politicians as, 115–116, 117–119
  - profile of, 104–107
  - public engagement of, 110–115
  - public works' employees engaged by, 121
  - relationship building by, 103–104, 105–106, 107, 110, 121–124
  - walking audit for, 109
- complete streets concept and approach, 9, 21
- definition and nature of, 4, 22–23, 133–134
  - expanding concept of, 167–171
  - ownership of, 27–28, 32–33, 108, 121
  - as phrase, 22–23, 25
  - as simple and memorable, 30
- complete streets, future of
- in conjunction with other initiatives, 168
  - focus of, 167–168
  - “greening,” environmental impact and public health in, 168–169
  - long-range planning and land use in, 170
- complete streets laws and legislation. *See also* land use, land use regulations, and zoning; state department of transportation
- atlas of, 174
  - bicycling, 105, 154
  - city, 64, 93–94, 168–169
  - clarity over specificity in, 41–42
  - Complete Streets Task Force created
    - from, 30–31, 39, 59, 61
  - federal, 22, 31
  - in Hawaii, 38–39
  - implementation of, 40–41, 105–107
  - state, 29f, 38–40, 83, 105–107, 129, 160
- Complete Streets movement. *See also* National Complete Streets Coalition
- “building support” strategy of, 6
  - change model, 3–4, 27–32, 170–171
  - coalition, 25–29
  - diverse advocacy coalition in, 27, 38–39
  - formation of, 22
  - National Complete Streets Coalition
    - from, 2
  - other movements in conjunction with, 6–7, 167–171
  - philosophy, 9, 21
  - planning impact from, 2–3, 21–22
  - policy-driven approach of, 16, 21, 23–24, 53–54, 168
  - political influence from, 23–24, 25–29
  - political support garnered by, 25–29
  - transportation priorities change through, 2
  - transportation problem perspective from, 4, 22–24
- complete streets ordinance. *See* complete streets laws

- complete streets policies. *See also*  
 implementation; state department of  
 transportation; *city names; and specific  
 topics*  
 advocacy advancing, 114–115  
 atlas of, 174  
 automobile use decreased through, 34,  
 150–151  
 case study finder, 172–173  
 communication in, 57–58, 77  
 at community and city level, 32–33,  
 47–48, 54, 57–58, 57f, 59–60, 63,  
 64–65, 66–67, 161–162  
 for disabled, 49, 49f, 109  
 exceptions clause as basic element of,  
 68  
 funding and new financial resources  
 unlocked for, 132–140, 133f, 139f  
 “greening” combined with, 166f,  
 168–169  
 handbooks, 71 (*see also* manuals)  
 holistic project mix as success indicator  
 of, 85  
 implementation of (*see* implementation)  
 inclusiveness in, 55–60, 55f, 139–140  
 institutionalization aided by ideal, 41,  
 90  
 through maintenance and operations,  
 92–100  
 manuals, 31–32, 67, 71–75, 140 (*see also*  
 handbooks)  
 from National Complete Streets Coali-  
 tion, 2, 21–22, 28–29, 30–35, 41–42  
 National Complete Streets Coalition  
 ideal elements of, 41–42  
 and other initiatives, 168–171  
 pedestrians in, 23, 151  
 phases of, 30–32  
 practitioners backed by, 122  
 private development regulation for,  
 90–92  
 projects *versus*, 53–54, 85, 160  
 public health support for and benefit  
 from, 33, 35, 60, 61–62, 110, 119–  
 120, 142, 163–164, 169  
 public involvement and advocacy in,  
 58–59, 110–112  
 safety in and impact from, 21, 22–23,  
 24–25, 33, 43–44, 48–50, 131–132,  
 160–161  
 at state level, 32–33, 38–41, 48, 60–62,  
 168–169 (*see also* state departments  
 of transportation)  
 summary of, 170–171  
 transportation agencies lacking support  
 for policy and, 38, 39–40, 42–43, 56  
 writing and adoption resources, 174–175  
 complete streets projects. *See* projects,  
 complete streets  
 complete streets research  
 AARP, 27, 29f, 151–152  
 data collection lacking in, 79  
 disadvantaged road user, 163–164  
 performance measures in, 78–83  
 on policies, 30–31, 174–175  
 public support in, 3, 112–113  
 transportation agencies resistance,  
 42–43  
 Complete Streets Task Force, 39  
 conditions, existing and future, 69–70,  
 69f, 93  
 conflict points, 44, 45–46  
 Congestion Mitigation and Air Quality  
 program (CMAQ), 63  
 congestion 59, 112, 145, 146, 157  
 costs of, 10, 122, 155  
 and induced demand, 16, 78  
 connectivity, 91, 151. *See also* multimodal  
 network approach to *under* road and  
 road system  
 construction  
 complete streets manuals for, 31–32  
 design manual for uniform road, 14–15  
 gaps in, 54–55  
 planning structural divide with, 17–18  
 “cookbook” design manual use, 17–19  
 cost and cost reduction, 6. *See also*  
 spending  
 complete streets, starting, 130  
 complete streets manuals addressing,  
 140  
 complete streets unlocking new  
 resources for, 137–140  
 existing project implementation for, 134

- through infrastructure repair projects, 134
- lasting value weighed in, 141–142, 143f, 144–146
- planning ahead for, 134–135
- road, 131–132, 145
- safety, 129, 131–132
- traffic congestion economic, 122
- variability, 135–137
- crosswalk, 1, 46f, 128, 151, 156
- culture
  - policy and values for change in, 4, 19, 28–29, 93, 108, 121
  - transportation and divide in, 16–18
  - transportation change through, 4, 18–19, 76, 122–123
- Dannemiller, Mike, 109
- data collection
  - “before and after” impact, 80–81
  - community and counting, 79–81
  - complete streets research lacking, 79
  - multimodal transportation, 80
  - politics and, 79
  - success measurement and, 78–81
- Davis, Sheree, 76, 121, 141
- Dean, Karl, 119–120, 121
- death, 1, 15, 33, 43, 48, 49, 129, 141
- decision-making. *See also* transportation agencies
  - changing systems of, 54
  - complete street champion
    - understanding of, 107–108
  - complete street champions facilitating, 106
  - design manual and tools for, 72, 74–75
  - education and training on, 76
  - inclusive, 108, 139–140
  - politicians’ transportation, 24
  - public and public advocacy in, 58–59, 110–111
  - transportation and considerations in, 68–70, 69f
  - understanding the process of, 60–62
- Denney, Charlie, 100
- design. *See* road and road system design manual
  - changing, 71–75
  - at community and city level, 73–74
  - complete streets, 31–32, 140
  - “cookbook” use approach to, 17
  - decision-making tools in, 72, 74–75
  - education provided by, 73–74
  - Green Book, 15, 17, 19, 72
  - resources for, 72, 174
  - state-level, 72–74
  - time spent in rewriting, 71–72
  - on transportation-land use connection, 74
  - uniform road construction, 14–15
- development, 54–71. *See also* private development
- departments of transportation. *See* state department of transportation; transportation agencies
- diffusion innovation theory, 27–28
- disabled, 48–49, 49f, 109, 152–153
- diversity of advocacy coalition, 26–27, 38–39
- DOT. *See* state department of transportation, transportation agencies
- drivers, user priority, 150–151
- Duluth, MN, 57–58, 115
- Dumbaugh, Eric, 44
- Dyrdahl, Matt, 90–91
- economy, 35, 122, 144–145
- education and training
  - broad, 54
  - decision-making, 76
  - design manual providing, 73–74
  - in implementation, 75–77
  - from National Complete Streets Coalition, 76–77
  - for public and public advocacy, 77, 114, 115, 124–126
  - for transportation agencies and professionals, 75–77
- engineers
  - planners/urban designers’ cultural divide with, 16–18
  - as problem solvers, 123–124
  - as project-driven, 16–17



- road design by, 9–10
- safety perspective, 43–44, 47, 121–122
- traffic congestion fear eased for, 121–122
- training and education for, 76
- uniform road construction manuals restricting, 15
- environment, 34–35, 169
- equity, 163–164
- exceptions
  - as complete streets policy basic element, 67–68
  - design, 15, 159
  - political nature of, 67–68
- Fairhope, AL, 115
- Fawley, Ethan, 60
- Federal Highway Act of 1956, 9
- Federal Highway Administration (FHWA)
  - maintenance and operations primer from, 97–98
  - multimodal transportation policy from, 30–31
  - safety measures from, 46–47
  - under US Department of Transportation, 10–11
- Federal Transit Administration, 10
- Fenton, Mark, 109
- Ferrier, Kathleen, 114
- FHWA. *See* Federal Highway Administration
- Fischer, Liz, 43–44
- framing complete streets message, 22–25
- freeway teardowns, 158
- Fried, Jerry, 117–118, 138
- functional classification system, 11, 74,
- funding and revenue. *See also* cost
  - complete streets, 132–140, 133f, 139f
  - complete streets and unlocking new sources of, 99–100, 137–140
  - complete streets process addressing, 140
  - federal, 11, 63, 138, 159
  - functional classification system for, 11
  - gas tax, 11, 18, 131–132
  - maintenance crisis in, 93, 99–100
  - modal divide in, 11
  - MPOs project selection and, 88, 161–162
  - performance measures as long-term support for, 81–83, 82f
  - public support as source of, 137–139
  - for sidewalks, 64–65
  - transit agency, 140
- gas tax, 11, 18, 131–132
- Geibel, Bill, 105, 106
- Gladwell, Malcolm, 29–30, 170
- goals and objectives, 26–27, 28–29, 68–70, 69f
- Goldberg, David, 22
- government. *See* community and city; politics and politicians; state
- Gowin, Dirk, 49, 72
- Green Book, 15, 17, 19, 72
- “greening” streets, 166f, 168–169
- Gupta, Vineet, 73, 74, 119
- Hamilton, Andy, 114
- Hawaii, 38–40. *See also* Kauai County, HI health. *See* benefits of complete streets; public health, advocates, and community
- Health Line, 158–160, 158f
- help and involvement resources, 175
- homeowners, 64–65, 111, 115, 156–158
- Illinois, 94, 129
- implementation. *See also* education and training; systems, implementation; *and specific topics*
  - advisory board for, 57, 120, 116–117, 169
  - through committees, 59, 61–62
  - communication in process of, 60–61, 110–115
  - cost reduction in existing project, 134
  - creating new systems for, 66–71
  - education and training, 75–77
  - failure of, 38–41
  - incremental change value in, 97–98, 100
  - maintenance or repair as first step in, 92–93, 134

- National Complete Streets Coalition
  - resources for, 30–31, 175
- plan and planning process, 62–63
- policy and gap with, 5, 37–38, 40–41
- policy helping, 41–42
- process understood in, 60–62
- resources for, 175
- success measurement in, 78–83
- untangling policy web, 53–54
- inclusiveness
  - in complete streets policy, 55–60, 55f, 139–140
  - in decision-making, 108, 139–140
  - in implementation system creation, 66–71, 163–164
  - planning process lacking, 64–65
- induced demand, 16. *See also* implementation
- Institute of Transportation Engineers, 27, 72
- institutionalization, 31, 90–91, 103–104, 171
  - differences between jurisdictions, 87–90
  - policy aid in, 41
- interest groups, automobile, 10, 150
- Intergovernmental Panel on Climate Change, 34
- Intermodal Surface Transportation Efficiency Act (ISTEA), 11–12, 24
- interstate highway system
  - DOT influence and, 9–10
  - Federal Aid Highway Act of 1956 in, 9
  - orientation from, 9
- involvement. *See* help and involvement resources
- ISTEA. *See* Intermodal Surface Transportation Efficiency Act
- Kansas City, MO, 71, 162, 172
- Kauai County, Hawaii, 61–62, 81, 172
- Kirch, Larry, 168–169
- Klein, Gabe, 116, 151
- Lagerwey, Peter, 59, 108, 137
- Lakoff, George, 22
- land use, land use regulations, and zoning
  - changing, 71, 91–92, 159
  - community, 90–92
  - complete streets future success and, 145, 170
  - in complete streets plans, processes, and manuals, 69, 71, 74, 162, 167–168
  - maintenance and operations in, 97–98
- Lancaster, CA, 144, 143f
- LaPlante, John, 16–17, 19, 122
- leaders and leadership. *See also* politics and politicians
  - automobile policy unraveling by, 116
  - bicycling attitudes altered by, 115–116, 117, 119–120
  - bureaucratic silos preventing change and, 117
  - in Charlotte projects, 124–125
  - complete street champion engaging, 115–120
  - policy role of, 115
  - public relationship to, 115–116
- League of American Bicyclists, 154
- Lee County, FL, 135
- limits, project, 135
- Lingle, Linda, 39
- Litman, Todd, 145
- LOS. *See* automobile level of service
- Louisville, KY, 49, 72, 140, 154
- low income
  - bicyclists, 154, 163
  - pedestrians, 60, 152, 163
  - public transportation riders, 156
- maintenance and operations
  - community and city, 93–96
  - complete streets through, 92–100
  - FHWA primer involving land use and, 97–98
  - funding crisis addressed through, 99–100
  - as implementation first step, 92–93
  - incremental change value, 97–98, 100
  - planner and public works cooperation through, 100
  - projects, 65–66, 107
  - public less involved in, 94
  - public works, 93–94, 95–96

- road infrastructure crisis in, 93
- road system and conversion, 95–97, 96f, 98–99, 124–126
- state level, 95
- meetings, inclusive, 55–60, 55f
- metrics. *See* performance and performance measures
- Metropolitan Planning Organizations (MPOs)
  - funding and project selection for, 88, 161–162
  - state influence on, 10
  - system implementation manuals from, 71
- Metropolitan Transportation Commission (MTC), 83
- Mid-America Regional Council, 162
- Minnesota, 109
  - checklists used in, 67
  - complete streets policy in, 60–61
  - DOT, 60–61, 63, 80, 122–123, 172
  - exceptions in, 68
  - private development land use regulation in, 90–91
  - system implementation and documents in, 70–71
- Missoula, MT, 64–65
- Missouri, 112–113
- modal silos, 10–14, 19
- mode shift, 33–34, 145, 159
- Montclair, NJ, 117, 118f, 142, 143f, 144
- MPOs. *See* Metropolitan Planning Organizations
- multimodal transportation. *See also* complete streets; *and specific topics*
  - barriers to, 14, 15, 36f
  - data collection, 80
  - design standards restricting, 15–16, 47–48
  - FHWA policies for, 30–31
  - policy shift towards, 11–12, 18–19
  - safety in, 22–23, 44–50, 45f, 46f, 131–132
  - for state DOTs, 87
  - ubiquitous nature of, 13
- Nashville, TN, 84f, 102, 172
  - complete streets policy in, 59, 161–162
  - land use regulations in, 92
  - maintenance program in, 95–96
  - public health in, 119–120
  - public support complete street research in, 113
- National Complete Streets Coalition
  - committee steering and involvement in, 27, 32
  - communication and research from, 27–28, 31, 174–175
  - from Complete Streets movement, 2
  - complete streets policies from, 2, 21–22, 28–29, 30–35, 41–42
  - complete streets policy ideal elements from, 41–42
  - education and training from, 76–77
  - implementation resources from, 30–31
  - initial goals of, 26–27, 28–29
  - makeup and organizational structure of, 25–26, 27
  - organizations involved in, 27
  - policy adoption oversight from, 31
  - political engagement of, 28–29, 31
  - public transportation support for and from, 156
  - vision statement of, 26
- Neufeld, Randy, 27, 167–168
- New Jersey, 108–109, 117, 118f, 138, 143f, 144, 172
- New York City, NY, 33, 65, 73, 81–83, 82f, 144, 172
- NIMBYs (“Not In My Backyard”), 111
- North Carolina, 54, 69–70, 135–136, 172
- Oglesby, Nate, 129
- Older adults, 23, 39, 43, 174. *See also* AARP
- Omishakin, Adetokunbo (“Toks”), 119–121
- One Voice for a Livable Island Coalition, 38–39
- opponents and opposition, dealing with, 91, 109–110, 111–112, 157
- Oregon, 31, 40, 104–106, 172
- organizational bias, 63–66

- parking, 90, 114, 119, 150, 159
- patience, 145–146
- pedestrians, 169
  - ADA and disabled, 13, 152–153
  - in complete streets policy, 23, 151
  - connectivity needed for, 151
  - crash blame on, 48
  - crosswalk for, 128, 151
  - death of, 1, 15, 43, 48, 141
  - low income, 152, 163
  - multilane road and presence of, 2
  - projects aimed at, 142, 143f, 144
  - school and, 152
  - sidewalk for, 132f, 151, 157
  - user priority for, 151–153
- Peñalosa, Gil, 107–108
- performance and performance measures.
  - See also* data collection
  - collaboration in, 83
  - communicating to public, 81–82, 82f
  - complete streets research and, 78–83
  - data collection and, 78–81
  - funding and support long-term from, 81–83, 82f
  - implementation and, 78–83
  - lasting value, 145–146
  - metrics for, 79
  - practitioner recalcitrance overcome by stories of, 122–123
  - transportation industry's traditional, 78
- personal experience, 108–109
- placemaking, 42, 47, 144, 145, 158, 170,
- planners and urban designers, 16–18, 100
- planning and planning process
  - for communities and cities, 88–89
  - complete streets future and long-range, 170
  - Complete Streets movement impact on, 2–3, 21–22
  - construction structural divide with, 17–18
  - cost reduction through future, 134–135
  - for DOT, 63
  - gaps in, 54–55
  - implementation, 62–63
  - inclusiveness lacking in, 64–65
  - maintenance, 95
  - organizational bias in, 63–66
  - safety, 1–3
- policy. *See also* complete streets policies
  - Complete Streets movement approach through, 16, 21, 23–24, 168
  - cultural change through values and, 19, 28–29
  - federal transportation, 11–13
  - implementation gap with, 5, 37–38, 40–41
  - implementation helped by, 41–42
  - leadership role in, 115
  - modal divide lacking, 13
  - multimodal transportation shift in, 11–12
  - Routine Accommodation, 22
  - transportation agencies lacking support for, 38, 39–40, 42–43, 56
  - web favoring vehicle movement, 53–54
- Policy-Systems-Environmental change model (PSE), 13–14, 19
- politics and politicians
  - community and city, 89
  - as complete streets champions, 115–116, 117–119
  - Complete Streets movement garnering support from, 23–29
  - data collection and, 79
  - education and training for, 77
  - exceptions involving, 67–68
  - National Complete Streets Coalition engagement in, 28–29, 31
  - transportation change through, 4, 18–19, 48
  - transportation decision-making from, 24
  - transportation intertwined with, 9–10
- Portland, OR, 142, 145, 157–158, 163–164, 172
- practitioners, 16–18, 100. *See also* engineers
  - policy backing, 122
  - safety and traffic congestion fears of, 121–122
  - success stories for overcoming recalcitrance of, 122–123

- priority. *See* user priority
- private development, 90–92, 157
- problem-solving, engineer, 123–124
- projects, complete streets
- in Charlotte, 124–126, 125f
  - complete street holistic mix of, 85
  - complete streets policy *versus*, 24, 53–54, 85, 160
  - cost reduction in, 134
  - development, starting over, 69–71
  - development changes for, 54–71
  - limits set for, 135
  - maintenance and operations, 65–66, 107
  - MPOs funding and selection of, 88, 161–162
  - opposition to, 91, 109–110, 111–112, 157
  - pedestrian, 142, 143f, 144
  - public support built through
    - noncontroversial, 113–114
  - spending prioritization systems for, 161–163
  - teams for, 57
  - transportation industry and engineers driven by, 16–17, 24
- PSE. *See* Policy-Systems-Environmental change model
- public and public advocacy
- complete streets champion engagement of, 110–115
  - complete streets decisions and, 58–59, 110–111
  - complete streets funding through, 137–139
  - complete streets research on, 112–113
  - documentation of support from, 112
  - education and training for, 77, 114, 115, 124–126
  - incremental change for, 98
  - leadership relationship with, 115–116
  - maintenance and lesser involvement of, 94
  - projects lacking controversy first in building, 113–114
  - transportation agency/professional relationship with, 110–111
- public health, advocates, and community complete streets support from and benefit to, 33, 35, 60, 61–62, 110, 119–120, 142, 163–164, 169
- as transportation change model, 13–14, 19
- public transportation
- bus stops, 33–34, 84f, 57, 58f
  - in Cleveland, 158–159
  - interest rising for, 3
  - funding, 10–11, 140, 155
  - low-income riders of, 156
  - in multimodal network, 13
  - paratransit, 97, 140
  - silos, breaking down, 59
  - space for, 14, 73, 155–156
  - user priority, 155–156
- public works, 93–94, 95–96, 121
- Ratekin, Chris, 108
- Reid, Don, 95–96
- relationship building, 103–104, 105–106, 107, 110, 121–124
- research, 16, 44, 46, 47, 49. *See also* complete streets research
- resources
- complete streets financial, 137–140
  - complete streets fundamental, 174
  - design manual, 72
  - help and involvement, 175
  - for implementation, 175
  - writing and adoption, 174–175
- revenue. *See* funding and revenue
- road and road system. *See also* funding and revenue
- complete streets research on
    - disadvantaged users of, 163–164
  - conditions, 93
  - cost, 131–132
  - maintenance and conversion of, 96–97, 96f, 98–99, 124–126
  - multimodal network approach to, 13–14, 23, 71, 85, 138, 150–151, 160–161, 163, 169
  - operation of, 96–97, 96f
  - public transportation and lanes in, 155–156

- space reallocation, 72, 92, 111, 135, 157–159, 158f
- user priority for unusual users of, 153
- road design
  - conversions (diets), 45, 47, 49–50, 99, 124–125
  - exceptions, 15, 159
  - excessive focus on, 3–4, 9, 39, 71–72
  - speed, 15
  - standards, 14–17,
- Rochester, MN, 68, 70–71, 73, 80, 85, 91, 172
- Rogers, Everett, 27–28
- Ronkin, Michael, 104–107
- Roof, Becca, 93–94
- Roskowski, Martha, 22
- Sacramento Area Council of Governments (SACOG), 63–64, 95, 71, 161, 170, 172
- Sadik-Kahn, Janette, 104
- Safe and Complete Streets Act, 31
- Safe Routes to School (SRTS), 152
- safety
  - automobile, standards solely for, 15–16, 47
  - bicycle, 33–34, 129
  - complete streets and impact on, 21, 22–23, 24–25, 33, 43–44, 48–50, 131–132, 160–161
  - conflict points determining, 44
  - cost of, 129, 131–132
  - FHWA measures for, 46–47
  - liability for, 122, 123
  - in multimodal transportation, 22–23, 44–50, 45f, 46f, 131–132
  - multimodal transportation and research on, 44, 46, 47, 49
  - paradigm, new, 47–50
  - pedestrian, 33–34
  - planning, 1–3
  - practitioner fears over, 121–122
  - school and priority of, 1–2 as subversive issue, 44–47
  - for transportation agencies and professionals, 43–44, 47, 121–122
- Salt Lake City, UT, 86, 93–94
- San Diego, CA, 34f, 35, 80–81, 113, 114–115, 128f, 134, 172
- school, 1–2, 152
- Seattle, WA, 53, 57, 58f, 59, 64, 80, 108, 137, 156, 172
- sidewalk and walkway
  - funding for, 64–65
  - pedestrian, 132f, 151, 157
  - standards, 105
- silos, modal and funding, 12–13, 23, 139
- Simpson, James, 108–109
- Smart Growth America, 22, 27
- snow, 65, 109, 153
- Snyder, Jon, 26
- specificity, 41–42
- speed, public transportation, 155
- spending
  - criteria set for, 161–163
  - project prioritization systems for, 161–163
  - user priority and shifts in, 160–163
- SRTS. *See* Safe Routes to School
- standards. *See specific topics*
- state. *See also specific topics*
  - change at level of, 6
  - Complete Streets movement influence on level of, 23–24
  - complete streets policy at level of, 32–33, 38–41, 48, 60–62, 168–169
  - design manual at level of, 72–74
  - implementation system at level of, 61–62, 81
  - maintenance at level of, 95
  - MPOs influenced by, 10
  - multimodal transportation policy from, 31
  - transportation agency education and training through, 75–76
- state department of transportation (DOT)
  - California, 73, 108, 172
  - Florida, 172
  - Hawaii, 39–40
  - Illinois, 129
  - implementation by, 39–40
  - interstate highway system and influence of, 9–10

- Massachusetts, 75, 146, 172  
 Michigan, 109  
 Minnesota, 60–61, 63, 80, 122–123, 172  
 Missouri, 112–113  
 multimodal transportation for, 87  
 nature and orientation of, 87–88  
 New Jersey, 108–109, 138, 172  
 North Carolina, 70, 136, 172  
 Oregon, 104–106, 172  
 plan and planning process for, 63  
 responsibility of, 88  
 Virginia, 41, 172  
 Steinman, Norm, 125–126, 135–136, 157  
 street typologies, 74  
 success
  - of complete streets concept and policy, 32–35, 78–83
  - practitioner recalcitrance overcome by stories of, 122–123
  - transportation industry's traditional, 78
 systems, implementation. *See also* maintenance and operations
  - checklists for, 66–67
  - documentation and, 70–71
  - exceptions in, 67–68
  - inclusive implementation, creation of, 66–71
  - MPOs in providing manuals for, 71
  - starting over in, 68–71
  - state and city, 61–62, 81, 164
 task force, role in implementation, 39–40, 41, 43, 59, 61  
 tax base increase, 144  
 teams, project-level, 57  
 Texas Transportation Institute, 10  
 TIGER. *See* Transportation Investment Generating Economic Recovery  
*The Tipping Point* (Gladwell), 29–30, 170  
 Toth, Gary, 121–122  
 traffic circle, 34f  
 traffic congestion, 121–122  
 traffic models, 16  
 training. *See* education and training  
 Transect, the, 74  
 transit and transit agencies, 11, 140. *See also* public transportation  
 transportation agencies. *See also* state department of transportation
  - automobile orientation of, 42–43, 65–66, 150
  - changing procedures in, 54–71, 69f,
  - complete streets policies from, 41
  - cultural divide in, 16–18, 92–93
  - National Complete Streets Coalition on institutional change in, 31
  - organizational bias ended in, 63–66
  - policy and complete streets policy lacking support from, 38, 39–40, 42–43, 56
  - public advocacy relationship with, 110–111
  - safety for, 43–44, 47, 121–122
 transportation industry
  - change difficulty in, 5, 9, 13
  - Complete Streets movement to change priorities of, 2
  - LOS creating bias in, 65
  - performance measures traditionally in, 78
  - project-driven, 24
 Transportation Investment Generating Economic Recovery (TIGER), 138  
 transportation professionals
  - education and training for, 75–77
 travel demand management, 145  
 uniform road construction design manual
  - AASHTO as example of, 15
  - multimodal transportation restricted by, 14–15
 US Department of Transportation (US DOT), 63
  - FHWA under, 10–11
  - modal divide for, 10–11, 19
  - TIGER program, 138
 user priority
  - automobile driver, 150–151
  - bicycle rider, 153–154
  - in Cleveland, 158–160, 158f

- equity factored into, 163–164
- homeowners and business owners in, 156–158
- importance of, 164–165
- managing, 149
- pedestrian, 151–153
- public transportation, 155–156
- spending shifts and, 160–163
- unusual road use, 153
  
- value, lasting, 141–142, 143f, 144–146
- values, 19, 28–29
- Vance, Stephan, 113, 114
- variability, cost, 135–137
- vision statement, 26
  
- Walk San Diego, 114–115
- Walker, Jarrett, 155–156
- walking audit, 109
- warrants, safety, 15–16
- Washington, D.C., 46f, 52f, 59, 144–145
- Wheeler, Terry, 105–106, 107
- Wisconsin, 48, 168–169
- Workshops, Complete Streets
  - Implementation, 60–61, 69, 76, 95, 109, 175
- writing and adoption of policies, 174–175
  
- YMCA, 28
- Zimmerman, Chris, 116
- zoning. *See* land use, land use regulations, and zoning



# Island Press | Board of Directors

**DECKER ANSTROM** (*Chair*)  
Board of Directors  
Comcast Corporation

**KATIE DOLAN** (*Vice-Chair*)  
Conservationist

**PAMELA B. MURPHY** (*Treasurer*)

**CAROLYN PEACHEY** (*Secretary*)  
President  
Campbell, Peachey & Associates

---

**STEPHEN BADGER**  
Board Member  
Mars, Inc.

**MARGOT PAUL ERNST**  
New York, New York

**RUSSELL B. FAUCETT**  
CEO and Chief Investment  
Officer, Barrington Wilshire LLC

**MERLOYD LUDINGTON LAWRENCE**  
Merloyd Lawrence, Inc.  
and Perseus Books

**WILLIAM H. MEADOWS**  
President  
The Wilderness Society

**DRUMMOND PIKE**  
Founder, Tides  
Principal, Equilibrium Capital

**ALEXIS G. SANT**  
Managing Director  
Persimmon Tree Capital

**CHARLES C. SAVITT**  
President  
Island Press

**SUSAN E. SECHLER**  
President  
TransFarm Africa

**VICTOR M. SHER, ESQ.**  
Principal  
Sher Leff LLP

**SARAH SLUSSER**  
Executive Vice President  
GeoGlobal Energy LLC

**DIANA WALL, PH.D.**  
Director, School of Global  
Environmental Sustainability  
and Professor of Biology  
Colorado State University

**WREN WIRTH**  
President  
Winslow Foundation