



Complete Streets Report



A Report Commissioned for the Minnesota Legislature



This page was intentionally left blank.

Complete Streets Report

A Report Commissioned for the Minnesota Legislature

Final REPORT

December 2009

Prepared by:

Minnesota Department of Transportation

Report Development Cost

As required in Minnesota Statute 3.197, this document must contain the cost of preparing the report at the beginning of the report, including any costs incurred by another agency or another level of government.

The Minnesota Department of Transportation contracted with SRF Consulting Group, Inc. to write this report for a fee of \$89,000. This fee included organizing, facilitating and recording all committee meetings and drafting, editing and developing this final report. The contract was amended by \$9,800 to address public comments received from a formal public comment period. Mn/DOT staff costs totaled \$44,900.

Acknowledgements

The development of this document involved a series of meetings, research, and correspondence via email among three groups: a Project Management Team, Advisory Committee and Technical Advisory Panel. These committees were extremely effective in identifying key issues and concerns related to Complete Streets. Their involvement and insight provided key stakeholder input in the development and oversight of this document.

Mn/DOT would like to thank the following individuals and organizations for their contributions to this report:

Project Management Team

John Powell, Co-Chair – City of Savage

Tim Quinn, Co-Chair – Mn/DOT

Merry Daher, Project Manager – Mn/DOT State Aid

Rick Kjonaas, Alternate Project Manager – Mn/DOT State Aid

Michael Marti – SRF Consulting Group

Renae Kuehl – SRF Consulting Group

Advisory Committee

Lee Amundson – Willmar Area Transportation Partnership

James Andrew – Metropolitan Council

Dennis Berg – Anoka County Commissioner

Gary Danielson – Minnesota County Engineers Association

Steve Elkins – Bloomington City Council

James Gittemeier – Duluth Metropolitan Planning Organization

Dan Greensweig – Minnesota Association of Townships

Mary McComber – Oak Park Heights

Karen Nikolai – Hennepin County Community Design Liaison

Shelly Pederson – Bloomington City Engineer

Mike Schadauer – Mn/DOT Transit

Mike Wojcik – Rochester City Council Member

Technical Advisory Panel

Tim Anderson – Federal Highway Administration

Ron Biss – Transportation Accessibility Advisory Committee

Scott Bradley – Mn/DOT Context Sensitive Solutions

Marc Briese – City of Woodbury Traffic Department

Brian Gage – Mn/DOT Transportation Planning

Lynnette Geschwind- Mn/DOT Affirmative Action

Sue Groth – Mn/DOT Traffic

Michael Huber – Urban Land Institute

Amr Jabr – Mn/DOT Metro Operations and Maintenance

Tim Mitchell – Mn/DOT Office of Transit

Matthew Pahs - Mn/DOT Office of Freight and Commercial Vehicle Operations

Mike Robinson – Mn/DOT Duluth District

Jim Rosenow – Mn/DOT Office of Technical Support

Paul Stine – Mn/DOT State Aid Standards

Mukhtar Thakur – Mn/DOT Office of Technical Support

Barb Thoman – Transit for Livable Communities

Irene Weis – State Non-motorized Transportation Advisory Committee

We also acknowledge the contribution of additional individuals who gave presentations and technical input at committee meetings:

Mitzi Baker – Olmsted-Rochester Planning

Greg Coughlin – Mn/DOT Metro State Aid

Beverly Farragher – Mn/DOT Metro Operations and Maintenance

Lisa Freese – Scott County

Maryanne Kelly-Sonnek – Mn/DOT Cooperative/Municipal Agreements

John Maczko – City of Saint Paul

Barbara McCann – National Complete Street Coalition

Sue Thompson – Mn/DOT Office of Investment Management

James Weingartz – Mn/DOT Project Development

TABLE OF CONTENTS

Chapter 1: Executive Summary	1
Chapter 2: Description and Goals	5
Legislative Request	
Complete Streets - Definition and Purpose	
Report Goal	
Study Approach	
Chapter 3: Balancing Safety, Mobility, Efficiency and Cost	9
Balanced Approach	
Relationship to Context Sensitive Solutions and Design	
Context Sensitive Design and Solutions versus Complete Streets	
Chapter 4: "State of the State" in Minnesota	11
Current Design Standards	
Funding	
Operations/Maintenance	
Accessibility Compliance	
Chapter 5: Lessons Learned from Interviews	17
Interview Background	
Summary of Interview Findings	
Chapter 6: Benefits, Feasibility ,Costs and Funding	21
Benefits	
Feasibility	
Costs	
Funding	
Chapter 7: Implementation Strategies	25
Chapter 8: Conclusions and Recommendations	27
Conclusions	
Recommendations	
Appendix A: 2008 Complete Streets Law	
Appendix B: Mn/DOT's Scoping Process	
Appendix C: Meeting Agendas and Summaries	
Appendix D: Summary of Follow-up Interviews	
Appendix E: Minnesota Transportation Design Resources Summary	
Appendix F: Complete Streets Resources Summary	

This page was left intentionally blank.

Chapter 1: Executive Summary

Legislative Request

This report is in response to the legislative directive to the Commissioner of Transportation to study the costs, benefits and feasibility of implementing a Complete Streets policy. (See Appendix A: [Laws 2008, Chapter 350, Article 1, Section 94](#)). In doing so, this report summarizes key elements of the study, including:

- Compilation and review of a list of Complete Streets resources.
- Review of the state's current design practices regarding Complete Streets.
- Assessment of Complete Streets impacts to maintenance and operations.
- Review of other local, regional and state Complete Streets policies and best practices and lessons learned from other jurisdictions.
- Review of the costs, benefits and feasibility of Complete Streets.
- Recommendations relating to the implementation of a Complete Streets policy.

Study Approach

The feasibility of implementing a Complete Streets Policy in Minnesota was one of the many studies the 2008 Legislature assigned for completion for the Commissioner of Transportation. The Commissioner assigned the Mn/DOT Division of State Aid for Local Transportation (State Aid) to manage this task. State Aid formed a Project Management Team that worked with an Advisory Committee and Technical Advisory Panel. These groups consisted of elected officials and other representatives from federal, state, county, city and township government as well as individuals with expertise in roads, transit, bicycling, the Americans with Disabilities Act, planning and community development, diverse populations, active living and health advocacy.

Balancing Safety, Mobility, Efficiency and Cost

Complete Streets does not mean “all modes on all roads”; rather, the goal of Complete Streets should be to 1) develop a balanced transportation system that integrates all modes via planning inclusive of each mode of transportation (i.e., transit, freight, automobile, bicycle and pedestrian) and 2) inclusion of all transportation users of all types, ages and abilities.

“State of the State” in Minnesota

Throughout the study, there were several technical presentations made by practitioners/experts on current practices and how they relate to the Complete Streets concepts; the presentations covered Mn/DOT and State Aid design standards, practices and policies, operations and maintenance, funding, and the Americans with Disabilities Act (ADA) compliance. *In this report, the term “ADA” generally refers to accessibility requirements, including the ADA, Section 504 of the Rehab Act and other pertinent regulations.*

The existing design policies and manuals require updating and reconciliation to eliminate inconsistencies and integrate all modes of travel regardless of jurisdiction. The main areas of potential conflict were identified between current design practices and Complete Streets: lane width, design speed and annual daily traffic threshold, level of service and roadway classification.

Lessons Learned from Interviews

The [American Planning Association/National Complete Streets Coalition](#) provided interview data (which they conducted) for five agencies. Follow-up surveys were conducted to gather more detailed information on cost/benefit and implementation of Complete Streets policies. This information was synthesized to determine the following lessons learned:

- Implementation of Complete Streets is easier if all levels of government are involved and the policy is developed by stakeholders.
- Complete Streets is inherent to Context Sensitive Solutions (CSS).
- Complete Streets requires a flexible design process.
- No benefit/cost data is available for Complete Streets policy.

Benefit, Feasibility, Cost and Funding

No specific benefit/cost data is available. However, a list of potential benefits and costs associated with Complete Streets was developed.

Adopting a Complete Streets policy would complement Mn/DOT's existing [Context Sensitive Design policy](#) and would further reinforce its principles. Complete Streets are considered feasible on state, regional and local levels.

Implementation

Development and implementation of a Complete Streets process should follow a phased sequential approach: establish need (which has been done by this study); develop policy; reconcile differences in planning and design policies, guidelines and manuals; implement; and review/measure/refine.

Recommendations

Being one of the first states to adopt a policy requiring Context Sensitive Design and Solutions, Minnesota is already positioned to support a "Complete Streets" approach to transportation investment. In addition, Mn/DOT staff have been actively working on integrating ADA, CSS and bicycle/pedestrian principles within its agency. Three local agencies (Hennepin County and the cities of St. Paul and Rochester) in Minnesota have already adopted their own resolutions for Complete Streets, indicating that Complete Streets are achievable at a local level.

Mn/DOT needs to be prepared to assist local agencies in developing their local Complete Streets approach to assist with their specific project development needs.

The study's Advisory Committee identified several key recommendations:

- Mn/DOT is committed to partner with a broad coalition including local governments to build on existing CSS practices and develop and implement a Mn/DOT Complete Streets policy using the following phased sequential approach:
 - Develop a Mn/DOT Complete Streets policy.
 - Reconcile differences in planning and design policies, guidelines and manuals.
 - Implement.
 - Review/measure/refine.
- Mn/DOT should review and revise conflicting information in Minnesota's state and local design documents.
- Mn/DOT should further explore the feasibility of integrating its existing planning and design manuals related to Complete Streets into one manual.
- Mn/DOT should integrate Complete Streets into Mn/DOT's new [Scoping Process](#) model (see Appendix B).
- Mn/DOT should identify ways to assist local governments in developing and understanding funding sources and the constraints related to these sources.
- All agencies should develop an integrated transportation plan that addresses connectivity for all modes for all users of all ages and abilities.
- Mn/DOT should serve as a resource to assist local agencies in developing their own Complete Streets policies with the support of Mn/DOT's expertise in CSS, ADA, bicycle/pedestrian planning, design and funding strategies.
- Mn/DOT State Aid should review the State Aid variance process and make it more accessible and transparent.

If a policy is developed it is very important that all stakeholders be engaged to address the key issues listed above and within this report.

This page was left intentionally blank.

Chapter 2: Description and Goals

Legislative Request

This report is in response to the legislative directive to the Commissioner of Transportation to study the costs, benefits and feasibility of implementing a Complete Streets policy.

Laws 2008, Chapter 350, Article 1, Section 94

COMPLETE STREETS

The commissioner of transportation, in cooperation with the Metropolitan Council and representatives of counties, statutory and home rule charter cities, and towns, shall study the benefits, feasibility, and cost of adopting a complete streets policy applicable to plans to construct, reconstruct, and relocate streets and roads that includes the following elements:

(1) safe access for all users, including pedestrians, bicyclists, motorists, and transit riders;

(2) bicycle and pedestrian ways in urbanized areas except where bicyclists and pedestrians are prohibited by law, where costs would be excessively disproportionate, and where there is no need for bicycle and pedestrian ways;

(3) paved shoulders on rural roads;

(4) safe pedestrian travel, including for people with disabilities, on sidewalks and street crossings;

(5) utilization of the latest and best design standards; and

(6) consistency of complete streets plan with community context.

The commissioner shall report findings, conclusions, and recommendations to the senate Transportation Budget and Policy Division and the house of representatives Transportation Finance Division and Transportation and Transit Policy Subcommittee by December 5, 2009.

This directive follows national legislation that would add a provision to Title 23 of the Code of Federal Regulations to ensure that future transportation investments made by state Departments of Transportation and Metropolitan Planning Organizations create appropriate and safe transportation facilities for all those using the road – motorists, transit vehicles and riders, bicyclists and pedestrians of all ages and abilities.

- [H.R. 1443 Complete Streets Act of 2009](#)
- [S. 584: Complete Streets Act of 2009](#)

Complete Streets – Definition and Purpose

Definition:

Complete Streets are designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists and bus riders of all ages and abilities are able to safely move along and across a complete street. (Taken from the National Complete Streets Coalition web site).

Complete Streets policies encourage agencies to ensure that road projects are designed to meet local needs, be sensitive to context and emphasize that all modes of transportation and all users are considered in the planning and project development processes. Complete Streets policies are intended to provide a transportation *network* that promotes physical activity, accessibility, environmental quality, safety and mobility. This is best accomplished in planning. Examples of Complete Streets goals and principles (not listed in any particular order of importance) include:

- Reduce crash rates and severity of crashes.
- Improve mobility and accessibility of all individuals including those with disabilities in accordance with the legal requirements of the ADA.
- Encourage mode shift to non-motorized transportation and transit.
- Reduce air and water pollution and reduce noise impacts.
- Increase transportation network connectivity.
- Maximize the efficient use of existing facilities.
- Strive for tax supported investments to provide maximum benefits to the community and all user groups.
- Safely integrate intermodal connections across the transportation network.
- Promote safe and convenient access and travel for all users (pedestrians, bicyclists, transit riders) and people of all abilities as well as freight and motor vehicle drivers.

Report Goal

This report summarizes key elements of the study including:

- Compilation and review of a list of Complete Streets resources.
- Review of the state's current design practices regarding Complete Streets.
- Assessment of Complete Streets impacts to maintenance and operations.
- Review of other local, regional and state Complete Streets policies and best practices and lessons learned from other jurisdictions.
- Review of benefits, feasibility and costs of Complete Streets.
- Recommendations relating to the implementation of a Complete Streets policy.

Study Approach

The feasibility of implementing a Complete Streets Policy in Minnesota was one of the many studies that the 2008 Legislature assigned for completion to the Commissioner of Transportation. The Commissioner assigned the Mn/DOT Division of State Aid for Local Transportation to manage this task. State Aid formed a Project Management Team that worked with an Advisory Committee and Technical Advisory Panel. These groups consisted of elected officials and other representatives from federal, state, county, city and town government as well as individuals with expertise in roads, transit, bicycling, ADA, planning and community development, diverse populations, active living and health advocacy.

Throughout the study, the team reviewed, discussed and synthesized the information listed above at a series of meetings (see Appendix C – Schedule of Meetings). An integral part of these meetings included presentations from leading practitioners on key topics, which included:

- National perspective on Complete Streets, including information on benefits and cost
- Design standards
 - Geometric Standards and Context Sensitive Design
 - State Aid Standards (local government)
 - Bicycle/Pedestrian Policy and Practices
- Funding
 - Cost Share Policy (motorized and non-motorized facilities)
 - Special Cooperative Projects
 - Local Perspectives (city and county)
- Operations and Maintenance
- ADA regulations and compliance

During another phase of the study, the team reviewed Complete Streets policies of other local, regional, and state agencies. The initial plan was to conduct phone surveys of several agencies that had implemented Complete Streets policies and summarize the findings. However, the American Planning Association (APA) is working with the National Complete Streets Coalition (NCSC) in completing a similar task. Rather than duplicate this effort, the APA/NCSC shared their interview findings with this legislative study with the agreement that any additional follow-up surveys conducted by the Minnesota study would be shared with APA/NCSC. One key area that the earlier surveys did not focus on was the policy development and implementation phase. Therefore follow-up surveys were conducted by the study consultant with several agencies selected by the advisory committee based on agency jurisdiction, climate similarity, where they are in their Complete Streets policy development and the substance of their policies.

Chapter 3: Balancing Safety, Mobility, Efficiency and Cost

Balanced Approach

The purpose and effectiveness of a transportation system is relative to the user: transit rider, freight carrier, motorist, bicyclist, pedestrian regardless of age and ability.

The growing emphasis on balancing community values in the development of transportation projects was formalized with the passing of the [National Environmental Policy Act of 1969](#). Congress intended that the effective implementation of NEPA results in a balancing of safety, mobility, economic and environmental considerations.

In the late 1990s, a new set of principles was developed that placed transportation, community and environmental goals on equal footing and produced an approach to make it happen: [Context Sensitive Solutions](#). In Section 6008 of SAFETEA-LU, Congress endorsed these principles as an important element of projects funded by the Federal Highway Administration. In addition, as part of TEA-21, a planning process establishing Area Transportation Partnerships was implemented, which allows local partners to be involved in project selection.

Relationship to Context Sensitive Design and Solutions

(References to Context Sensitive Design and Solutions and Context Sensitive Solutions refer to the same philosophy and body of principles; CSS has become the national term.)

Initially, [Context Sensitive Solutions](#) was project specific; however, as it evolved, CSS has gone beyond the project phases of transportation program delivery and into a wider understanding and implementation of community and environmentally sensitive planning and design. As part of an education and outreach effort, Mn/DOT co-hosted the Midwest Context Sensitive Design and Solutions Workshop in 2005, which included an "Integrating CSS into Systems Planning" module.

CSS is a multi-disciplinary, collaborative approach that involves all stakeholders to develop a transportation facility that fits its physical setting and preserves scenic, aesthetic, historic and environmental resources, while maintaining safety and mobility. CSS is an approach that considers the total context within which a transportation improvement project will exist. CSS principles include the employment of early, continuous and meaningful involvement of the public and all stakeholders throughout the project development process.

In the fall of 2009, Mn/DOT assigned a director to lead CSS within the agency.

Mn/DOT's approach to [CSS](#) emphasizes six key principles:

- Balance safety, mobility, community and environmental goals in all projects.
- Involve the public and affected agencies early and continuously.
- Use an interdisciplinary team tailored to project needs.
- Address all modes of travel.
- Apply flexibility inherent in design standards.
- Incorporate aesthetics as an integral part of good design.

Context Sensitive Solutions versus Complete Streets

[HR 1443/S 584](#) The Federal Complete Streets Act of 2009 defines Complete Streets as:

“A roadway that accommodates all travelers, particularly public transit users, bicyclists, pedestrians (including individuals of all ages and individuals with mobility, sensory, neurological, or hidden disabilities), and motorists, to enable all travelers to use the roadway safely and efficiently.”

Some references differentiate CSS and Complete Streets as “project” oriented versus “process” oriented. The consensus is that Complete Streets must begin within the “planning” process (versus design). To address this, the APA is preparing a Best Practices Manual on Complete Streets, which is scheduled to be available in January of 2010.

Complete Streets does not mean “all modes on all roads”; rather, the goal of Complete Streets should be to 1) develop a balanced transportation system that integrates all modes via planning inclusive of each mode of transportation (i.e., transit, freight, automobile, bicycle and pedestrian) and 2) include transportation users of all types, ages and abilities.

One of the focuses of integrated modal planning would be to designate routes or corridors that would provide mobility for that mode throughout the network. A long-term goal of Complete Streets focuses on road users and is about making multi-modal inclusion routine, so that multi-modal design does not require retrofits and the transportation system safely and conveniently serves all modes and all users of all abilities.

Mn/DOT's 2006 [policy](#) requiring CSS and Design on all Trunk Highways was a catalyst to having this design approach become the “standard.” Most projects designed in the last few years have used CSS principles including strong public participation; this includes State Aid and local government projects. With a typical roadway/project life cycle of 30 to 50 years, depending on the network size and agency budget, it could feasibly take an average agency more than 50 years to fully rebuild their network to CSS standards.

Chapter 4: “State of the State” in Minnesota

Current Design Standards

At the May 11, 2009, Advisory Committee meeting, a panel of experts from Mn/DOT and State Aid gave a presentation on Mn/DOT and local design standards, practices and policies. A full meeting summary is presented in Appendix C. Key items discussed were standards, design resources available and inconsistencies between them.

Transportation Design Resources

There are many design resources used in Minnesota that describe rules, guidelines, procedures, specifications and references for corridor design. There is no strict hierarchy among them, as each resource has a unique role and is intended to complement the others while offering unique information. In Appendix E, a table listing detailed descriptions and websites of all resources used in Minnesota is presented. The following are a few key design resources currently used in Minnesota:

- **The American Association of State Highway and Transportation Officials (AASHTO) published *A Policy on Geometric Design of Highways and Streets (Green Book)***, which is a national policy that was developed through AASHTO and includes pooled knowledge of standard practices. This AASHTO policy is intended as a guideline and *NOT* as design standards; however, certain criteria have been adopted by the FHWA as standards for the National Highway System (NHS). Additionally, this policy is often used by states as the basis for their individual policies. This does not have enforceability on designs on MN transportation facilities.
- **The *Mn/DOT Road Design Manual*** was developed using many practices established in the Green Book; however, it has criteria and value ranges that differ from AASHTO criteria. The *Mn/DOT Road Design Manual* can be considered the “hub” of transportation design in Minnesota – the starting point for a Trunk Highway design project. It establishes uniform design practices statewide but also provides enough flexibility to encourage independent design. It is primarily intended for design of the Trunk Highway system, and governs thirteen critical design criteria on trunk highways but it can also be used for local roads.
- ***Mn/DOT’s Bikeway Facility Design Manual, Minnesota Manual on Uniform Traffic Control Devices and Bridge Design Manual*** are examples of specialized manuals that are typically used in tandem with the *Mn/DOT Road Design Manual*. These specialized manuals complement the information provided in the *Mn/DOT Road Design Manual*, while offering more specific design guidance.
- ***Mn/DOT’s State Aid Manual*** is a stand-alone resource that is required when designing for State Aid roads using State Aid funds. While most of the important design practices in this manual are the same as those in the *Mn/DOT Road Design Manual*, it identifies some criteria and value ranges developed by a statutory committee of city and county engineers for the specific needs of their State Aid roads which require formal variances for deviations. *Mn/DOT’s State Aid Manual* is

not nearly as detailed or comprehensive and requires the use of other resources for additional guidance. Local non-State Aid roads do not need to adhere to these standards; however, local agencies tend to default to State Aid standards, even on non-State Aid routes, to provide consistency within their jurisdictions.

Integration of the existing Minnesota design manuals into one manual has been suggested; however, the feasibility of this needs to be further explored.

Design Manuals/Guides Highlights

The following is a list of key points as well as inconsistencies related to design manuals/guides currently used in Minnesota:

- [Tables 4-1 and 4-2](#): Bikeway design selection for urban and rural cross sections from Mn/DOT's Bikeway Facility Design Manual are the most highly used tables in the manual.
- Bikeway design guidance on bicycle lane width in the [State Aid design chart 8820.9936](#) conflicts with data in tables 4-1 and 4-2 in the Bikeway Facility Design Manual listed above. These need to be reconciled.
- Minnesota is unique in that State Aid design standards are defined via [State Aid Rules](#) as law.
- There is a perception that State Aid rules yield inflexible design favoring motorized traffic; however, approximately 90 percent of all variances to State Aid rules have been approved. Information about the variance process is available in Section VII of Chapter 1 of the 2007 State Aid Manual.

<http://www.dot.state.mn.us/stateaid/manual/sam07/chapter1/1-7.html>

- Local agencies tend to default to [State Aid standards](#).
- Mn/DOT's *Road Design Manual*, *Bike Facility Design Manual* and *Technical Memorandum on Context Sensitive Design and Solutions* all stress the importance of integrating pedestrian and bicycle elements into all projects.
- Mn/DOT's *Road Design Manual*:
 - Considers pedestrian and bicycle elements as “other design criteria” rather than a fundamental design criteria.
 - Lacks direction on how to design sidewalks and bicycle lanes.
 - Contains multiple instances where text is used to describe pedestrian and bicycle features, but no graphic exists to depict it.
 - Provides graphics for pedestrian integration that does not always depict ADA compliance.
 - Directs the provision of pedestrian/bicycle facilities when warranted; however, without existing facilities, it is difficult to gauge the demand.

- A Complete Streets policy would need to:
 - Review/revise conflicting design documents regarding:
 - Lane width
 - Design speed
 - ADT threshold
 - Level of Service
 - Roadway classification
 - Update the *Road Design Manual* to provide more prevalent and clear direction on the design and integration of pedestrian and bicycle facilities with roadways and include up-to-date accessibility standards.

Funding

At the June 24, 2009, Technical Advisory Panel meeting, representatives from Mn/DOT, a county (Scott) and a city (Saint Paul) gave presentations on funding resources and coordination for roadway projects. The goal was to better understand the funding that exists (i.e., how to creatively use multiple funds on one project to facilitate Complete Streets and clarify if funding sources limit modes or specifically if they funded one mode but were not flexible to fund another). A meeting summary is presented in Appendix C.

Key items discussed included:

- State of Minnesota transportation funding sources are obtained through the collection of state and federal revenues (i.e., fuel, tire, truck/trailer sales and heavy vehicle use sales taxes). Special cooperative projects are an option to include multiple agencies, funds and project needs.
- There is not one central resource that agencies can use to get information about all funding sources available.
- Identifying funding can be difficult if the project needs do not align with the specific funding source constraints. In addition, if an agency would like to use multiple funding sources on one project, the timeframe that the funding is available from each source may not align.

A Complete Streets policy would benefit from a complete list of funding sources available and the constraints related to these sources.

Mn/DOT's 2006 [policy](#) requiring CSS on all Trunk Highways was a catalyst to having this design approach become the "standard." Most projects designed in the last few years have used CSS principles including strong public participation; this includes State Aid and local government projects.

The State of Minnesota transportation funding sources funded through the collection of state and federal revenues including fuel, tire, motor vehicle sales, motor vehicle registration, truck/trailer sales and heavy vehicle use taxes are distributed through the Highway Users Tax Distribution Fund, which is set by constitution as follow:

- 62 percent goes to the Trunk Highway Fund
- 29 percent goes to County State Aid Highway Fund
- 9 percent goes to the Municipal State Aid Fund (cities with populations greater than 5,000)

Various funding sources may be available to assist with funding Complete Streets. A general list of potential funding sources (although not complete) is provided below.

- Federal Aid
 - Earmarks, high priority, special programs (e.g., Safe Routes to School)
 - Metropolitan Planning Organization facilitated programs
 - Congestion Management and Air Quality
 - Surface Transportation Program
 - Transportation Enhancements
 - Recreational Trails Program
 - National Scenic Trails
 - Transit and Federal Transit Administration
- State Trunk Highway program - Partnering is available on Trunk Highway projects for sidewalks/trails.
- State Aid - Rules/standards allow for funding/match (of federal funds) for trails/sidewalks/lane widening
- City/County funds (e.g., individual park and recreation departments)
- Other agencies (e.g., Department of Natural Resources)
- Private donations (Public/Private Partnerships)
- Livable Communities Grant
- Capital Improvement Bonds
- Street Improvement Bonds
- Park dedication fees
- Stormwater funding

Operations/Maintenance

At the July 29, 2009, Technical Advisory Panel meeting, a representative from Mn/DOT's Maintenance Department gave a presentation on maintenance and operations practices. A meeting summary is presented in Appendix C.

Key items discussed included:

- It is important for designers to work with maintenance staff among others during the design process to ensure that maintenance and functionality are balanced.
- Because of limited budgets/fixed finances, any additional infrastructure will require a reprioritization of maintenance and operations practices.
- The level of maintenance needed differs by mode (e.g., sweeping practices are different for a motor vehicle than a bicycle).
- The Mn/DOT Metro District recently adopted a snow removal policy, indicating snow removal priorities of roadways first, followed by trails. This prioritization was based on use.
- A Complete Streets policy should outline implementation steps that include the consideration of maintenance and operations practices. including:
 - Developing design standards for Complete Streets that involve operations/maintenance staff in the development.
 - Developing a design exception process that involves operations/maintenance staff in the design.
 - Identifying funding and roles for operations/maintenance of the built facility.
 - Defining and assigning snow removal priorities on sidewalks and ramps to improve accessibility.

Accessibility Compliance

At the July 29, 2009, Technical Advisory Panel meeting, a representative from Mn/DOT's Affirmative Action Section gave a presentation on accessibility requirements including the ADA, Section 504 of the Rehab Act and other pertinent regulations. A meeting summary is presented in Appendix C.

Key items discussed included:

- By law, new projects are required to be designed and maintained to be compliant with the ADA.
- All projects will be evaluated for accessibility needs.
- [Title II](#) of the ADA (1990) is the transportation-related section and requires all agencies to develop a transition plan to indicate how they intend to update their facilities to meet the ADA standards.
- Mn/DOT is currently developing a transition plan as required by the ADA.

- All responsible staff needs to be educated on accessibility and fully understand their role in all phases of service delivery.

In addition, as a part of the development of Mn/DOT's Transition Plan, the agency elected to adopt the US Access Board's Public Right of Way Accessibility Guidelines (PROWAG) as its primary guidance for public facility design (with the exception of round-a-bouts).

Chapter 5: Lessons Learned from Interviews

Interview Background

As part of this study, a review of other local, regional and state Complete Streets policies was completed. The initial plan was to conduct phone surveys of several agencies that had implemented Complete Streets policies and summarize the findings. However the American Planning Association (APA) is working with the National Complete Streets Coalition (NCSC) in completing a similar task. This information is being compiled into a *Best Practices Manual on Complete Streets* report, which is being developed by the APA/NCSC and highlights more than 20 agencies with Complete Streets and is scheduled to be available on the [APA website](#) in January of 2010.

Rather than duplicate this effort, the APA/NCSC shared their interview findings from five agencies with the Minnesota study with the agreement that any additional follow-up surveys conducted by Minnesota would be shared with APA/NCSC. One key area that the earlier surveys did not focus on was the policy development and implementation phase. Therefore, follow-up surveys were conducted by the study consultant with several agencies selected by the advisory committee based on agency jurisdiction, climate similarity, where they are in their Complete Streets policy development and the substance of their policies: a summary of these surveys is included in Appendix D.

The five agency interviews summarized for this report include:

- **City of Charlotte, NC** – Policy statement included in the design guidelines: Transportation Action Plan (adopted in May 2006) and Urban Streets Design Guide (adopted October 2007).
- **Louisville, KY Metro Government** – Ordinance (passed in 2008), design guidelines and a policy statement added as an addendum to the city's comprehensive plan.
- **Massachusetts Highway** - Statute (instituted in 1996) and a policy statement included in the design guidelines (completed in 2006).
- **Oregon State** – Statewide statute (Occurred 38 years ago)
- **Seattle, WA** – Ordinance including policy statement (Passed in 2007)

Summary of Interview Findings

The following is a summary of findings from the five interviews:

- Complete Streets are easier to implement if all levels of government within a state are concurrently applying Complete Streets principles. This minimizes differing design standards being applied by the various agencies with jurisdiction over roadways (e.g., city, county and state).
- Implementation of Complete Streets is easier when there is support for the policy by elected officials and/or upper agency management.

- All stakeholders should be actively involved in developing a Complete Streets design guide, as this will result in wider acceptance of the final design guide by the stakeholders.
- When implementing Complete Streets, clarity should be established about how Complete Streets principles will be applied. All interviewed agencies are applying Complete Streets procedures to new and reconstruction projects already in the pipeline. Having a policy does not trigger a redirection of funds to retrofit projects aimed specifically at policy compliance. Complete Streets implementation calls for a comprehensive, clear and transparent planning and design processes that:
 - Requires planners and designers to shift perspective and consider all transportation modes and all abilities at the beginning of a project.
 - Engages all project stakeholders early in the design process.
 - Assembles teams with members who have a working knowledge of needs and guidelines for each of the transportation modes.
 - Analyzes how to reasonably integrate various transportation modes and considers design trade-offs to best meet multiple transportation objectives.
 - Are sensitive and responsive to the project’s context.
 - Uses flexible design standards.
- “One size fits all” design or design based on functional roadway classification does not work for Complete Streets. Complete Streets design needs to be based on context and need.
- In certain circumstances (e.g., low volume, rural roadways or low speed residential streets), having automobiles, bicycles and pedestrians share the vehicle travel lane was considered a reasonable integration of their needs.
- It is beneficial to establish a formalized Complete Streets process, as it provides a framework that helps initiate implementation of Complete Streets projects. Complete Streets implementation will evolve after the agency gains some experience with initial projects.
- Most agencies saw Complete Streets as an integral component of active living and smart growth planning efforts.
- Several agencies had established a stakeholder committee to review and make decisions regarding design exceptions, which they found to be beneficial.
- After implementing some initial Complete Streets projects, designing for Complete Streets is now considered standard practice by the agencies implementing them.
- The Complete Streets design process has resulted in improved coordination and communication between the various project stakeholders.
- Application of flexible design standards may be perceived as risky by agency attorneys and engineers, as they see the process opening the agency up to lawsuits or putting their professional licenses at risk.

- The interviewed agencies were not able to provide any benefit-cost data, but the interviews did highlight the following generalized findings:
 - A comprehensive planning and design process that integrates Complete Streets principles into roadway improvement projects is more cost-effective than later retrofitting Complete Streets components into roadways. One exception to this was restriping roadways.
 - For urban projects with spatial constraints, the primary issue is not cost, but allocation of available space between various transportation modes and functions.
 - There will likely be additional costs associated with implementing Complete Streets, but interviewed agencies felt the end product provided a better long-term value.
 - While cost is always a consideration, it is not an excuse to not implement Complete Streets. Project planners and designers must balance and safely integrate the needs of the various modes within the space available in a cost-efficient manner.

This page was left intentionally blank.

Chapter 6: Benefits, Feasibility, Costs and Funding

Several Advisory Committee members as well as practitioners who presented to the committee expressed concern with the cost of implementing Complete Streets and uncertainty of the value placed on Complete Streets by the public. As part of this study, benefit and cost data on Complete Streets practices was requested of several agencies nationwide that currently have policies as well as from the National Complete Streets Coalition. Although all of these agencies responded that no benefit/cost analysis was available, several informal cost-benefit calculations have been made by these jurisdictions, and they have found the benefits to outweigh the costs.

A potential list of benefits and costs associated with Complete Streets was developed by the Advisory Committee and technical Advisory Panel.

Benefits

Benefits may be discussed in qualitative terms if they are difficult to quantify and may be both short- and long-term benefits, such as the following:

- Safety – reduction of conflict and encouragement of more predictable interaction among motorists, bicyclists and pedestrians of all ages and abilities.
- Environmental – less air and noise pollution.
- Maintenance – less use of roads by automobiles if significant mode shifts occur.
- Congestion – integration of transit and non-motorized modes can reduce local congestion if a mode shift occurs.
- Health – increased physical activity, potentially reduced pollution and reduction in healthcare costs.
- Accessibility – approximately one-third of the population cannot or does not drive a car; increased compliance with the ADA policy will provide better access for people of all ages and abilities.
- External costs – reductions correlated with less costly modal choices.
- Economic activity and property values
- Social interactions related to quality of life

In June 2009, the [Center for Disease Control](#) released a report titled [Recommended Community Strategies and Measurements to Prevent Obesity in the United States](#), which recommends the adoption of Complete Streets policy as a strategy for obesity prevention. The Minnesota Obesity Plan (pg 46) endorses Complete Streets.

Feasibility

In theory, Complete Streets is not revolutionary; it is essentially practicing coordinated, thorough and timely planning and design. In 2006, Mn/DOT adopted a policy to use CSS on all projects to create excellence in transportation project development. One of the six key principles of Mn/DOT's approach is to "address all modes of travel."

Adopting a Complete Streets policy would complement Mn/DOT's existing CSS policy and further reinforce its principles. In addition, Mn/DOT staff have been actively working on integrating the ADA, CSS and flexibility in design and bicycle/pedestrian principles within the agency.

As noted earlier, although there are some incremental additional costs associated with Complete Streets (right-of-way, bicycle lanes, etc.), they are often offset by the benefits (providing for all modes and users, health and environment). Based on these findings, Complete Streets in Minnesota is considered feasible on state, regional and local levels.

Complete Streets cannot be looked upon as a prescriptive design or outcome; it is a process based on guiding principles. Planners, designers and local community representatives will need to coordinate in order to better understand the needs of different users of a corridor. Looking beyond the site and understanding existing and planned destinations in the area will be necessary to determine design details needed to comply with a Complete Streets Policy.

Three Minnesota agencies (Hennepin County and the cities of St. Paul and Rochester) have recently adopted Complete Streets resolutions, indicating that Complete Streets are feasible in Minnesota on a local level.

Hennepin County

Hennepin County's [policy](#) was approved unanimously on July 14, 2009, and the county is developing a methodology to conduct an inventory and assessment of its facilities.

City of Rochester

Though Rochester has had long-standing policies requiring the integration of pedestrian facilities into the transportation system, they have already experienced early success with their [Complete Streets Policy](#). Rochester anticipates that their Complete Streets Policy will have a stronger impact on repaving, rehabilitation and reconstruction projects than on new construction.

So far, these agencies have reported minimal change in their design approach, as evaluating user needs in the design phase of a project has always been standard practice. While this is true for new construction, it should be noted that reconstruction and road projects related to other road authorities have resulted in significantly increased efforts to accommodate bicycles, pedestrians and transit. There are currently several additional agencies going through the policy development process.

Costs

Potential additional costs could include:

- Purchase of additional right-of-way
- Increased travel time for motor vehicles
- Shifting of traffic to other routes in network
- Additional infrastructure to maintain and operate

Costs for Complete Streets may be reduced by minor changes in the planning and design processes, including:

- Shift in the planning and design approach – a Complete Streets approach would integrate the needs of all user modes early on in the project development/ planning process, rather than trying to “fit them in to” the design later on in the process.
- Be opportunistic – for example, if a resurfacing or utility project is scheduled, seek out opportunities to include Complete Streets elements within the project.
- Keep the network vision in mind – review a project in relation to building an interconnected network of facilities for all modes; work to eliminate barriers within the networks whenever reasonable.
- Design to minimize operations and maintenance costs for all corridor features.
- Establish a clear process for prioritizing operations efforts that is understood by decision makers, users and maintenance staff.
- Design incrementally – implement Complete Streets as projects arise and a network will develop over time.
- Retrofitting is costly and should be avoided or addressed as part of a strategic capital program (however, in some cases, the benefits of a retrofit may outweigh the costs).
- Use multiple funding sources for one project.

This page was intentionally left blank

Chapter 7: Implementation Strategies

As of the publication of this report, [101 agencies](#) in the nation have implemented some form of a Complete Streets policy, including 16 states. Lessons learned from agency interviews and information provided by the National Complete Street Coalition indicates that the best process to successfully implement a Complete Streets program is a sequential, phased approach:

- Establish the need for a Complete Streets policy (which this study has done).
- Develop a policy.
- Revise planning and design policies and manuals to complement a Complete Streets policy.
- Implement in daily practice.
- Refine as necessary.

The systematic provision of Complete Streets can be advanced using different types of policies, including resolutions, legislation/ordinances, tax ordinance, executive order, internal policy, plan and manuals/standards. The policy developed may differ based on the type and size of the agency implementing it, but general elements of a good policy include:

- Emphasize safety for drivers, bicyclists and pedestrians of all ages and abilities.
- Emphasize an interconnected network of facilities for all modes.
- Provide practical and flexible design standards.
 - Including guidance and support for deviating from standards when appropriate
- Provide broad direction that is general (not prescriptive and minimizes specifics).
- Address multiple jurisdictions (State, MPO, local).

A balanced Complete Streets policy can result when its development includes input and final support from a broad spectrum of transportation stakeholders, including:

- Experts from all modes
- Elected officials
- Professional planners and designers
- All levels of government

Agencies that have been successful in developing and implementing a Complete Streets program have found that the process can take several years, but results in an end product that is useful and requires minimal modifications. An example is the State of Massachusetts, which is a recognized leader in the development of its Complete Streets program. A state law was enacted in the 1990s followed by the development of a new state design manual which includes a multi-modal Level of Service for intersections, along with many other enhancements.

Chapter 8: Conclusions and Recommendations

Conclusions

The meetings, discussions, presentations, interviews, research and synthesis included as part of this study lead to the identification of several key conclusions:

Study Content

- The purpose of this study was not to develop a policy, but to identify the benefits, feasibility and cost of implementing a Complete Streets policy in Minnesota and provide recommendations relating to the implementation of a Complete Streets policy.
- Complete Streets does not mean “all modes on all roads”; rather, the goal of Complete Streets should be to 1) develop a balanced transportation system that integrates all modes via integrated modal planning inclusive of each mode of transportation (transit, freight, automobile, bicycle and pedestrian), and 2) inclusion of all transportation users of all types, ages and abilities.

Implementation

- More than 100 agencies have implemented Complete Streets policies in the United States, including 16 states.
- Complete Streets must start at the planning stage. Better and mutually supportive integration of transportation and land use planning across all jurisdictions is recognized as extremely important toward enabling and supporting complete streets.
- Implementation of a Complete Streets process typically focuses on new construction/reconstruction. However, opportunities exist to implement Complete Streets on existing facilities (e.g. re-striping).
- APA/NCSC is in the process of completing report on the best practices of Complete Streets, which will be available in January 2010.
- Conventional transportation planning has often focused mobility of motor vehicles, using auto-based measures. A recent study at the University of MN Center for Transportation Studies (Report #9 in the series Access to Destinations Study), has demonstrated a method for transportation planning that includes pedestrian and bicycle accessibility that could assist in prioritizing projects to achieve true Complete Streets.

Design

- There is an ‘outcome’ lag. Many of the Complete Streets concerns arose from past design practices that have been improved over the years. As projects are developed, CSS and Complete Streets principles are being driven by SAFETEA-LU and ADA.

- There is not a simple “one size fits all” design. Each project needs to be designed based on user needs and contextual factors. The policy should not be prescriptive and should allow flexibility in design.
- Minnesota’s existing transportation planning and design guidelines require revisions to eliminate inconsistencies and integrate all modes of travel. A Complete Streets approach needs to recognize the difference between urban and rural settings. The main areas of potential conflict between current design practices and Complete Streets are lane width, speed, average daily traffic, level of service and roadway classification.
- The Complete Streets design process does not focus on functional class. Consistent with CSS, the design process must consider all modes and community context, including development and land use plans.
- Developing a design exception review process is a recommended component of the Complete Streets process.

Operations and Maintenance

- Involve maintenance and operations staff in the design process to minimize long-term maintenance costs.
- Define snow removal priorities on sidewalks and ramps to improve accessibility.

Costs, Benefits and Feasibility

- Quantifiable benefit/cost analyses have not been performed for Complete Streets implementation. The general consensus is that the benefits of Complete Streets balance the incremental costs.
- Although there are potentially some incremental additional costs associated with Complete Streets, they are often offset by the benefits. Therefore, Complete Streets are considered feasible on the state, regional and local levels.

Funding

- There is not one central resource that agencies can use to get information about all funding sources available.
- Finding funding can be difficult if the project needs do not align with funding requirements. In addition, if an agency would like to use multiple funding sources on one project, the timeframe the funding is available from each source may not align.
- Public/Private Partnerships are another possible source of funding.

Policy Elements

Any Complete Streets Policy must strive to improve safety. According to the NCSC, an ideal policy has the following elements:

- A vision for how and why the community wants to complete its streets.
- Specifies that ‘all users’ includes pedestrians, bicyclists and transit passengers of all ages and abilities as well as trucks, buses and automobiles.
- Street connectivity to create a comprehensive, integrated, connected network for all modes.
- Adoptable by all agencies to cover all roads.
- Applications for both new and retrofit projects, including design, planning, maintenance, and operations for the entire right of way.
- A clear procedure that requires high-level approval of exceptions.
- Best design standards while recognizing the need for flexibility in balancing user needs.
- Solutions will complement the context of the community.
- Performance standards with measurable outcomes.
- Specific next steps for implementation of the policy.

Additional elements identified by the study committees may include:

- Adaptive lighting and maintenance impacts management (primarily snow, landscaping and lighting).

Recommendations

Being one of the first DOTs to adopt a policy requiring Context CSS and with its new [Strategic Vision](#), Mn/DOT is already well positioned to support Minnesota in a Complete Streets approach to transportation investment. In addition, Mn/DOT staff have been actively working on integrating the ADA, CSS and bicycle/pedestrian principles within the agency. Three local agencies (Hennepin County and the cities of St. Paul and Rochester) in Minnesota have already adopted their own resolutions for Complete Streets, indicating that Complete Streets are achievable at a local level.

Mn/DOT needs to be prepared to assist local agencies in developing their local Complete Streets approach to assist their specific project development needs.

The study committee has identified several key recommendations:

- Mn/DOT is committed to partner with a broad coalition including local governments to build on existing CSS practices and develop and implement a Mn/DOT Complete Streets policy using the following phased sequential approach:
 - Develop a Mn/DOT Complete Streets policy.

- Reconcile differences in planning and design policies, guidelines and manuals.
 - Implement.
 - Review/measure/refine.
- Mn/DOT should review and revise conflicting information in Minnesota's state and local design documents.
 - Mn/DOT should further explore the feasibility of integrating its existing planning and design manuals related to Complete Streets into one manual.
 - Mn/DOT should integrate Complete Streets into Mn/DOT's new [Scoping Process](#) model (see Appendix B).
 - Mn/DOT should identify ways to assist local governments in developing and understanding funding sources and the constraints related to these sources.
 - All agencies should develop an integrated transportation plan that addresses connectivity for all modes for all users of all ages and abilities.
 - Mn/DOT should serve as a resource to assist local agencies in developing their own Complete Streets Policies with the support of Mn/DOT's expertise in CSS, ADA, bicycle/pedestrian planning, design and funding strategies.
 - Mn/DOT State Aid should review the State Aid variance process and make it more accessible and transparent.

If a policy is developed it is very important that all stakeholders be engaged to address the key issues listed above and within this report.

Additional resources on Complete Streets are available in Appendix F.

APPENDIX A

2008 Complete Streets Law

Laws 2008, Chapter 350, Article 1, Section 94

<https://www.revisor.leg.state.mn.us/laws/?id=350&doctype=Chapter&year=2008&type=0>

Sec. 94. **COMPLETE STREETS.**

The commissioner of transportation, in cooperation with the Metropolitan Council and representatives of counties, statutory and home rule charter cities, and towns, shall study the benefits, feasibility, and cost of adopting a complete streets policy applicable to plans to construct, reconstruct, and relocate streets and roads that includes the following elements:

(1) safe access for all users, including pedestrians, bicyclists, motorists, and transit riders;

(2) bicycle and pedestrian ways in urbanized areas except where bicyclists and pedestrians are prohibited by law, where costs would be excessively disproportionate, and where there is no need for bicycle and pedestrian ways;

(3) paved shoulders on rural roads;

(4) safe pedestrian travel, including for people with disabilities, on sidewalks and street crossings;

(5) utilization of the latest and best design standards; and

(6) consistency of complete streets plan with community context.

The commissioner shall report findings, conclusions, and recommendations to the senate Transportation Budget and Policy Division and the house of representatives Transportation Finance Division and Transportation and Transit Policy Subcommittee by December 5, 2009.

APPENDIX B

Mn/DOT Scoping Process Executive Summary

Mn/DOT Scoping Process Executive Summary

Introduction

The purpose of this manual is to provide in a single volume the guidance documents and tools used in the Mn/DOT scoping process.

Poorly scoped projects tend to grow in scope as project delivery progresses. This results in rework for the functional groups, higher than programmed costs, and letting delays. These effects ripple through the entire program and have a deleterious effect on public trust. Conversely, the benefits of a good scoping process are well recognized and include:

- Alignment with performance goals & CSS
- Better cost estimates
- Less rework
- Predictable delivery schedule
- Greater public trust
- Improved coordination w/ partners
- Everybody on the team working toward the same goal

The objective of the PCMG scoping initiative was to incorporate the best practices currently used by the districts to develop a process that is characterized by the following principles:

- Early
- Comprehensive
- Documented
- Has a Change Process

Main Features

The main features of the Scoping Process are a set of expectations for districts statewide, a process, and a set of tools.

Expectations

- Comprehensive scoping will be conducted before the project is programmed in the STIP.
- Consistent with the principles of Context Sensitive Solutions (CSS) ... "A full range of stakeholders should be involved with transportation officials in the scoping phase. The purposes of the project should be clearly defined and consensus on the scope should be forged before proceeding."
- Investigations will be sufficiently in-depth and decisions will be made so that the defined scope is complete and uncertainties are reduced.
- Districts will define a timeline for the planning-scoping-programming cycle to ensure that functional groups get enough time to adequately scope a project before the scope is finalized.
- The scope of the project will be well documented.
- Changes in the scope will be documented.
- The Scoping Report and Change Requests will be approved by district management.

- Districts will modify the statewide process and tools to best fit their needs – provided the principles of early, comprehensive, documented, and having a change process are included.
- Scoping will be charged to the appropriate activity codes and project SP.

Implementation

The process was implemented for use statewide on January 1, 2007.

Process

The process describes the advancement of an identified transportation system performance based need through planning to scoping and then to programming. The process is given in more detail below.

Tools

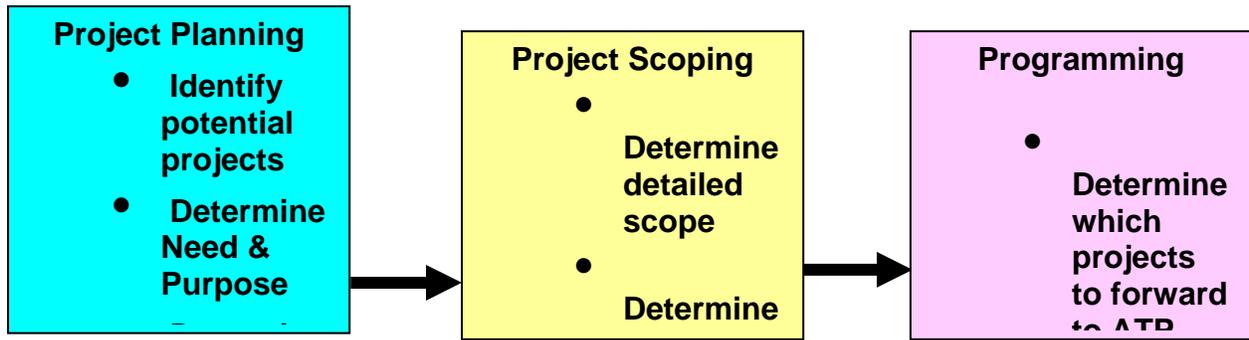
The statewide process uses various tools to document the process and scope. These include:

- Planning Needs List – to track potential projects during planning.
- Project Planning Report – to provide the project manager with some background as to what was determined during planning.
- Early Notification Memo – to provide information and solicit early input on complex projects.
- Scoping Worksheets – to provide functional groups an outline of things to investigate during scoping and record their recommendations.
- Scoping Report – to use in its draft form as an outline for scoping meetings and in its final to document the scope.
- Project Change Request – to ensure that proper consideration was given for the effects of a scope, cost or letting change and to document the change.
- Electronic Document Management System (EDMS) to aid in the process, and in document tracking and retention.

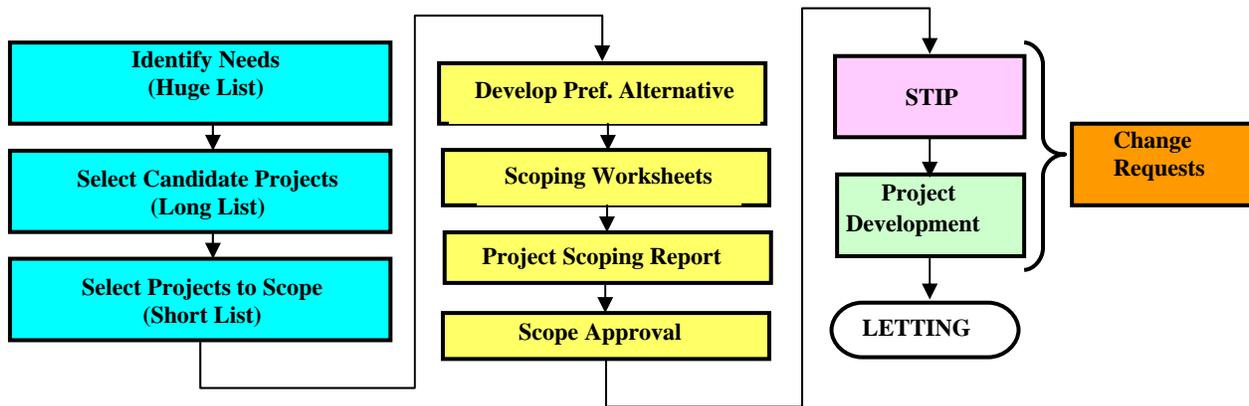
The Process

The Mn/DOT Project Planning – Scoping – Programming cycle begins with a Project Planning Phase in which transportation system performance needs are identified and prioritized. The most critical needs are carried forward into the Scoping Phase. During this period the full range of functional and stakeholder groups are queried to identify potential work to be done during the project. Decisions are made as to what will be done and what will not be part of the scope. These decisions are documented so that they can be conveyed to those who will work on the project. A cost estimate is also developed based on the scope. The scoped projects are then reviewed during the Programming Phase and either included in the STIP or HIP (10 Year Plan) or held for reconsideration the following year.

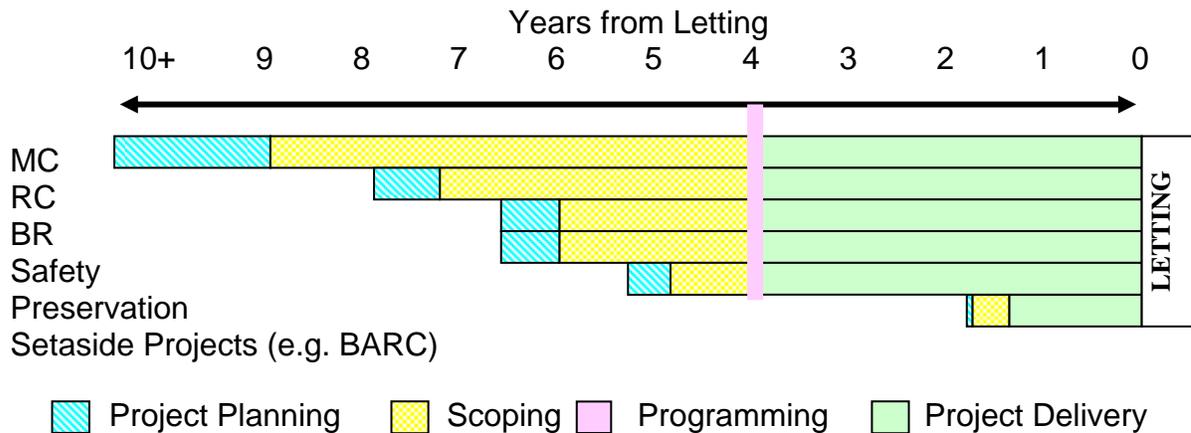
The goals of each phase are:



This simplified drawing depicts the major activities in each phase. A more detailed flowchart is available to show the full process.



The timeline for conducting project planning and scoping depends on the magnitude of the project. A generalized concept of the timeframes is presented in the following graphic. Districts should set their own specific timelines.



Project Planning Phase

Purpose: During the Project Planning Phase, performance-based measures and targets from the Statewide Transportation Plan or District plans are used to identify deficiencies in the transportation system. The deficiencies are prioritized so that the most important needs are addressed with the constrained funds available. The performance-based need and purpose of the project are defined to guide scope development.

Process: The process consists of first gathering all the needs of the transportation system. These needs are identified based upon the Statewide Transportation Plan, district long range plans, Highway Systems Operations Plan, Strategic Highway Safety Plan and the performance measures and other operational objectives that are identified for the transportation system. These needs are prioritized by applying fiscal constraints through a series of steps intended to shorten the list of needs to those that will become projects and be scoped for possible funding and inclusion in the STIP. Needs that are not selected during the prioritization process are added to the list of needs for re-consideration for next year. A draft Project Planning Report may be prepared to preserve information gathered on projects that will not move toward scoping.

Every project selected during the Project Planning Phase has a Project Planning Report completed for it. This report documents the decisions that were made during the planning phase and provides a framework for the project manager during the scoping phase of the project. Projects that will go into the HIP must have a completed Project Planning Report. Each selected project is entered into PPMS and has an S.P.(s) obtained for it.

Tools: databases, judgment, Needs Spreadsheet, Project Planning Report, Plans
Notes: During this phase, time is charged to the appropriate system planning activity codes.

Project Scoping Phase

Purpose: The purpose of the Project Scoping Phase is to extensively investigate all potential issues that could affect the cost and schedule of a project. This is to be completed prior to programming so that by the time the project is in the STIP, cost increases and re-work due to changes are minimized. The scoping process is comprehensive in that all functional groups and a full range of stakeholders have the opportunity to provide input early in the project development process.

Process: If a preferred alternative was not selected during planning, alternatives are developed and analyzed and a preferred alternative selected as per the guidance in the Highway Project Development Process (HPDP). The Project Manager distributes scoping worksheets to functional and stakeholder groups. Issues are returned to the Project Manager who compiles them into a draft Project Scoping Report. A meeting is held to discuss the scope of the project, after which a final scoping report is prepared which summarizes both the issues that will be included in the scope and the issues that will not be included in the project along with the reason they were rejected. The Baseline Cost Estimate is prepared for the project and the schedule is updated in PPMS. Finally, the scoping report is approved and signed and is ready to be considered for programming and funding.

Tools: Early Notification Memo, Scoping Worksheets, Project Scoping Report

Notes: The timing of scoping and the detail needed will vary by type of project and by district. Larger, more complex projects may require considerably more time and effort to scope than less complex projects. During scoping, time is charged to the appropriate activity (environmental documents, layouts, scoping) and the project charge identifier.

Programming Phase

Purpose: The purpose of the Programming Phase is to decide which of the scoped projects will be submitted to the ATP for possible funding and inclusion in the STIP.

Process: The scoped projects are prioritized a final time based on comparison of the predicted performance to the performance measures. Fiscal constraints are applied again to determine those projects that will continue forward. Selected projects will be submitted for consideration in the ATP process. Those that are not selected to be part of the ATP process, or those that are not selected for inclusion in the STIP will be put on the list for consideration for the following year.

Tools: District ATP process documentation, long range plans

Notes: The steps of the Programming Phase will vary by district. The steps below are a guide for the major milestones that should occur during this phase.

Changes During Project Development

Purpose: No matter how well scoping is done, there will be instances where conditions change or something that was not known during scoping will be discovered during the project development process. These instances will require a change to the scope, cost, or schedule of the project. The project change process allows the impacts of these proposed changes to be evaluated, documented and approved.

Process: The Project Manager determines the appropriateness of the change, evaluates the impacts of the proposed change in terms of cost, schedule, letting, and re-work by other sections. The impacts are documented in a Project Change Request that must be approved by the ADE (or other).

Tools: Project Change Request

Notes: There may be situations where items need to be removed from the originally approved scope. These changes should also be evaluated for impacts to the cost and schedule.

The Committee

The following people participated on the scoping working group

Greg Ous, ADE, District 7, Chair

Todd Broadwell, ADE, District 8

Jim Povich, ADE, District 3

Steve Voss, Planning, District 3

Lynne Bly, Planning, CO

Richard Dalton, Env. Docs., Metro

Fausto Cabral, Prj. Manager, D-6

Susann Karnowski, Prj. Manager, D-8

Peter Harff, Prj. Manager, D-7

Steve Ryan, HPDP, CO

Nancy Melvin, EDMS, CO

Dave Pehoski, EDMS, CO

Greg Coughlin, Cost Estimating, CO

Jeff Brunner, Tech Support, CO

APPENDIX C

Meeting Agendas & Summaries



COMPLETE STREETS STUDY

SUMMARY OF MEETINGS (AUGUST 2009)

<p>January 26, 2009</p>	<p>AC kick-off meeting - Mn/DOT Training Center- Arden Hills</p> <ul style="list-style-type: none"> • Overview of study purpose, process, responsibilities and schedule • Discussed Mn/DOT website, literature search and completed/ draft complete streets policies on MN • Discussed agencies with existing complete streets policies to interview • Identified references to review
<p>March 9, 2009</p>	<p>TAP kick-off Meeting, 1:00-4:00 – Hiway Federal Credit Union Annex</p> <ul style="list-style-type: none"> • Overview of study purpose, process, responsibilities and schedule • Round robin discussion of potential common elements in a policy and items to address
<p>March 19, 2009</p>	<p>AC Meeting, 10:30-2:30 – Hiway Federal Credit Union Annex</p> <ul style="list-style-type: none"> • Reviewed top 9 agency policies (from AC rankings) to interview • Reviewed proposed report outline
<p>April 8, 2009</p>	<p>PMT Meeting, 1:00-3:00 – SRF Consulting Group</p> <ul style="list-style-type: none"> • Reviewed draft policy interview questions • Discussed policy interview process • Determined Mn/DOT “State of the State” presentation at the 5/11 AC meeting
<p>April 27, 2009</p>	<p>TAP Meeting, 1:00-4:00 – SRF Consulting Group</p> <ul style="list-style-type: none"> • Barb McCann (National Complete Streets Coalition) gave presentation on the national efforts/perspective • Discussed various costs that may be associated with complete streets
<p>May 11, 2009</p>	<p>AC Meeting, 10:30-2:30 – Hiway Federal Credit Union Annex</p> <ul style="list-style-type: none"> • Mn/DOT staff gave “State of the State” presentation • Highlighted Barb McCann’s presentation at the 4/27 TAP meeting • Discussed new interview process in cooperation with APA/NCSC.



COMPLETE STREETS STUDY

SUMMARY OF MEETINGS (AUGUST 2009)

<p>June 4, 2009</p>	<p>PMT Meeting, 1:00-3:00 – SRF Consulting Group</p> <ul style="list-style-type: none"> • Finalized interview process with APA/NCSC and post interviews • Discussed legislative report format compliance • Identified technical presentations at future TAP meetings: funding, ADA compliance and snow removal
<p>June 24, 2009</p>	<p>TAP Meeting, 1:00-4:00 – SRF Consulting Group</p> <ul style="list-style-type: none"> • Technical presentation on funding a project – overview, planning, cooperative projects, County and City planning. • Discussed new interview process in cooperation with APA/NCSC
<p>July 9, 2009</p>	<p>PMT Meeting, 2:00-3:30- SRF Consulting Group</p> <ul style="list-style-type: none"> • Discussed ADA compliance for report format • Reviewed draft of resources
<p>July 16, 2009</p>	<p>AC Meeting, 10:30-2:30 – Hiway Federal Credit Union Annex</p> <ul style="list-style-type: none"> • Reviewed work to date • Presented report format changes • Conducted a “round robin” discussion of AC members on key issues/topic to be addressed in the report
<p>July 29, 2009</p>	<p>TAP Meeting, 1:00-4:00 – Hiway Federal Credit Union Annex</p> <ul style="list-style-type: none"> • Technical presentation on maintenance, operations and ADA requirements • Reviewed work to date • Presented report format changes • Conducted a “round robin” discussion of AC members on key issues/topic to be addressed in the report
<p>September 18, 2009</p>	<p>PMT Meeting, 9:00-noon – SRF Consulting Group</p> <ul style="list-style-type: none"> • Reviewed all comments received (no meeting summary included)
<p>September 21, 2009</p>	<p>Joint AC and TAP Meeting, 1:00-4:00 – Hiway Federal Credit Union Annex</p> <ul style="list-style-type: none"> • Conducted a “round robin” giving each AC and TAP member an opportunity to reiterate/clarify comments submitted electronically



COMPLETE STREETS STUDY
ADVISORY COMMITTEE MEETING AGENDA
January 26, 2009 10:30 - 12:30
Mn/DOT Training Center- Arden Hills, Room 2

1. **Welcome** - Tim Quinn
2. **Complete Streets Overview** - John Powell
3. **Introductions** – Mike Marti
4. **Study Process** - *How Will the Advisory Committee Achieve its Goals?* – Mike Marti
 - a. Review of Complete Streets Policies and Goals
 - b. Review of Benefits, Feasibility and Cost of adopting a Complete Streets Policy
 - c. Identify Strategies
 - d. Public Involvement and Outreach
 - e. Publish Results
5. **Roles and Responsibilities** – Mike Marti
 - a. SRF Consulting Group
 - i. Organize, facilitate and record meetings
 - ii. Literature search
 - iii. Survey/interview agencies
 - iv. Develop report format
 - v. Develop summary of best practices/lessons learned/literature review
 - b. Technical Advisory Panel
 - i. identify issues, impacts, conflicts, opportunities, costs
 - c. Advisory Committee (Same as TAP plus the following):
 - i. identify issues, impacts, conflicts, opportunities, costs
 - ii. Sort through information provided by TAP
 - iii. Read materials sent to members in advance of meetings and be prepared to discuss ground rules
6. **Calendar of Events** – Mike Marti
 - a. Deliverable Completion Dates
 - b. Future Advisory Committee Meeting Dates
7. **Next Steps**
8. **Adjourn**



COMPLETE STREETS STUDY ADVISORY COMMITTEE MEETING SUMMARY

January 26, 2009 10:30 - 12:30

Mn/DOT Training Center- Arden Hills, Room 2

Attendees:

- | | |
|--|--|
| <input checked="" type="checkbox"/> John Powell, Co-Chair – City of Savage | <input checked="" type="checkbox"/> Dennis Berg – Anoka County Commissioner |
| <input checked="" type="checkbox"/> Tim Quinn, Co-Chair – Mn/DOT | <input checked="" type="checkbox"/> Gary Danielson – MN County Engineers Association (MCEA) |
| <input checked="" type="checkbox"/> Merry Daher – Mn/DOT State Aid | <input checked="" type="checkbox"/> Dan Greensweig – MN Association of Townships |
| <input type="checkbox"/> James Andrew – Metropolitan Council | <input type="checkbox"/> Mike Schadauer – Mn/DOT Transit |
| <input checked="" type="checkbox"/> Lee Amundson – Willmar Area Trans Partnership | <input checked="" type="checkbox"/> Rick Kjonaas – Mn/DOT – State Aid |
| <input checked="" type="checkbox"/> James Gittemeier – Duluth Metro Planning Org. | <input checked="" type="checkbox"/> Karen Nikolai – Hennepin County Community Design Liaison |
| <input checked="" type="checkbox"/> Steve Elkins – Bloomington City Council | <input checked="" type="checkbox"/> Other: Tim Mitchell sat in for Mike Schadauer |
| <input checked="" type="checkbox"/> Mary McComber – Oak Park Heights | |
| <input checked="" type="checkbox"/> Shelly Pederson – City Engineer Association of MN (CEAM) | |

Attachments (meeting handouts):

- Meeting agenda
- Advisory Committee (AC) Roster
- Technical Advisory Panel (TAP) Roster
- Stakeholder Roles and Responsibility
- Calendar of Events
- Meeting Ground Rules
- completestreets.org – Policies and Guides examples
- Meeting sign-in sheet

Summary of action items:

- Renae Kuehl to email the AC this afternoon with the link to the “completestreets.org – Policies and Guides examples” handout so members have access to the weblinks.
- AC members to review the “completestreets.org – Policies and Guides examples” handout and provide to Renae Kuehl **by Friday Feb 6th**, your top 5 policies/guides that you think should be included in the AC’s list of documents and policies to review and synthesize. Policies and guides not included on this list are welcome as well.
- AC members to provide to Renae Kuehl, any technical documents or references of interest that you have on the topic of complete streets **by Friday Feb 6th**.
- AC members to let Renae Kuehl know **by Friday Feb 6th** if you are interested in attending the Complete Streets workshop hosted by Dakota County at the Eagan Community Center on March 11th. Dakota County is holding 5 spots for our group.
- Merry Daher will have all AC members added to the website automatic email updates

Meeting discussion points:

- Tim Quinn welcomed the group and gave an overview of the purpose of this study:
The purpose of Mn/DOT’s Complete Streets Study is NOT to develop a policy, but to determine the benefits, costs and feasibility of implementing a Complete Streets Policy in Minnesota

- John Powell gave a short presentation on the Complete Streets project, including an overview on the topic, MN complete streets bill, federal legislation, what a complete street policy is and is not, events to date, AC and TAP members and study schedule/timeline.
- All AC members introduced themselves and shared their experience with complete streets
- Mike Marti reviewed the study process
 - Review of Complete Streets Policies and Goals
 - Review of Benefits, Feasibility and Cost of adopting a Complete Streets Policy
 - Identify Strategies
 - Public Involvement and Outreach
 - Publish Results
- Mike Marti reviewed roles and responsibilities of each group, Project Management Team, Advisory Committee, Technical Advisory Panel and SRF Consulting Group (see attached handout for details)
- Mike Marti reviewed the study schedule/timeline in detail.
- All meeting documents for future meetings will be emailed to the AC at least one week ahead of time to allow members time to review before meeting.
- If a member of the AC cannot make it to a scheduled meeting, it would be appreciated if they could email Renae Kuehl comments on the meeting topic BEFORE the meeting so they can be shared with the group. If appropriate, please send someone to represent yourself.
- SRF will write a summary of each meeting and distribute it to AC members.
- Mn/DOT has created a website for this project:
 - <http://www.dot.state.mn.us/planning/completestreets/index.html>
 - All meeting summaries (AC and TAP) will be posted on it. We hope that website postings will satisfy those who want to be part of these meetings, but are not a member of the AC or TAP.
 - Anyone can sign up to receive email notification when something has been updated on the website. Merry will add all AC members to the list to receive updates.
- SRF is working with the Mn/DOT library to conduct a literature search on complete streets.
- Many cities/counties are moving forward with complete streets ordinances/policies, a partial list includes:
 - Hennepin County will be developing a policy in Feb/March 2009
 - Olmsted County/City of Rochester are working on a policy as well
 - Ramsey County is actively working on a policy
 - City of St. Paul implements complete streets practices, but not under an official banner of a policy
 - City of Richfield – 76th Street reconstruction is a good example as complete streets
- Many agencies already have a practice of complete streets, without an official policy. The AC needs to identify these agencies. Once these agencies are identified, AC may consider inviting them to future meetings.
- Dakota County is hosting a complete streets workshop in March, similar to the one that Hennepin County just hosted. Karen Nikolai will contact Dakota County for more information and see if anyone for the AC can attend.
- Duluth is hosting a similar workshop in early March.
- NCITE is having a lunch meeting on February 18th that focuses on complete streets

Future AC Meetings (held at the Hiway Federal Credit Union Annex located at: 840 Westminster Street, St. Paul, MN 55130):

- Thursday, Mar. 19th 10:30 - 2:30
- Monday, May 11th 10:30 - 2:30
- Thursday, July 16th 10:30 - 2:30
- Thursday, Sept. 10th 10:30 - 2:30



COMPLETE STREETS STUDY

TECHNICAL ADVISORY PANEL MEETING AGENDA

March 9, 2009 1:00-4:00

Hiway Federal Credit Union Annex, St. Paul

1. **Welcome** – Tim Quinn
2. **Complete Streets Overview** – John Powell
3. **Introductions** – Mike Marti
4. **Study Process** *How Will the Project Achieve its Goals?* – Mike Marti
 - a. Review of Complete Streets Policies and Goals
 - b. Review of Benefits, Feasibility and Cost of adopting a Complete Streets Policy
 - c. Identify Strategies
 - d. Public Involvement and Outreach
 - e. Publish Results
5. **Roles and Responsibilities** – Mike Marti
 - a. SRF Consulting Group
 - i. Organize, facilitate and record meetings
 - ii. Literature search
 - iii. Survey/interview agencies
 - iv. Develop report format
 - v. Develop summary of best practices/lessons learned/literature review
 - b. Technical Advisory Panel
 - i. identify issues, impacts, conflicts, opportunities, costs
 - c. Advisory Committee:
 - i. identify issues, impacts, conflicts, opportunities, costs
 - ii. Review information provided by TAP
 - iii. Read materials sent to members in advance of meetings and be prepared to discuss ground rules
6. **Calendar of Events** – Mike Marti
 - a. Deliverable Completion Dates
 - b. Future Technical Advisory Panel Meeting Dates
7. **Next Steps**
8. **Review Action Items/Assignments**
9. **Adjourn**



COMPLETE STREETS STUDY

TECHNICAL ADVISORY PANEL MEETING SUMMARY

March 9th, 2009 1:00 - 4:00p.m.

Hiway Federal Credit Union Annex

Attendees:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Rick Kjonaas – Mn/DOT State Aid | <input checked="" type="checkbox"/> Renae Kuehl – SRF Consulting Group, Inc. |
| <input checked="" type="checkbox"/> John Powell, Co-Chair – City of Savage | <input checked="" type="checkbox"/> Tim Mitchell – Mn/DOT Office of Transit |
| <input checked="" type="checkbox"/> Tim Quinn, Co-Chair – Mn/DOT Metro District | <input checked="" type="checkbox"/> Michael Marti – SRF Consulting Group, Inc. |
| <input checked="" type="checkbox"/> Tim Anderson – Federal Highway Administration | <input type="checkbox"/> Matthew Pahs – MnDOT Office of Freight and Commercial Vehicle Operations |
| <input checked="" type="checkbox"/> Scott Bradley – Mn/DOT Context Sensitive Design | <input type="checkbox"/> Mike Robinson – Mn/DOT Duluth District |
| <input checked="" type="checkbox"/> Ron Biss – Trans. Accessibility Advisory Committee | <input checked="" type="checkbox"/> Jim Rosenow – Mn/DOT State Geometrics |
| <input checked="" type="checkbox"/> Marc Briese – Woodbury Transportation Engineer | <input checked="" type="checkbox"/> Paul Stine – Mn/DOT State Aid Standards |
| <input checked="" type="checkbox"/> Brian Gage - Trans. Planning & Access Management | <input checked="" type="checkbox"/> Mukhtar Thakur – Mn/DOT State Design |
| <input checked="" type="checkbox"/> Lynnette Geschwind- Mn/DOT Affirmative Action | <input checked="" type="checkbox"/> Barb Thoman – Transit for Livable Communities |
| <input checked="" type="checkbox"/> Sue Groth – Mn/DOT Traffic via Cassandra Isackson | <input checked="" type="checkbox"/> Irene Weis – State Non-motorized Transportation Advisory Committee |
| <input checked="" type="checkbox"/> Michael Huber – Urban Land Institute | |
| <input checked="" type="checkbox"/> Amr Jabr - Mn/DOT Metro Operations & Maintenance | |

Attachments (meeting handouts):

- Meeting sign-in sheet
- Meeting agenda
- Advisory Committee (AC) Roster
- Technical Advisory Panel (TAP) Roster
- Stakeholder Roles and Responsibility
- Calendar of Events
- Meeting Ground Rules
- completestreets.org – Policies and Guides examples
- Complete Streets Study – Policies and Criteria

Summary of action items:

- Send SRF a copy of report indicating reduction in maintenance costs (i.e. savings) by using new technologies (e.g. roundabouts) – Tim Mitchell
- Send SRF a copy of TLC report “Sharing the Road (2003)” – Barb Thoman
- Send SRF a copy of the report “Main Street, when a highway runs through it”- Barb Thoman

Meeting discussion points:

- Tim Quinn welcomed the group and gave an overview of the purpose of this study:
The purpose of Mn/DOT’s Complete Streets Study is NOT to develop a policy, but to determine the benefits, costs and feasibility of implementing a Complete Streets Policy in Minnesota
- John Powell gave a short presentation on the Complete Streets project, including an overview on the topic, MN complete streets bill, federal legislation, what a complete street policy is and is not, events to date, AC and TAP members and study schedule/timeline.
- All TAP members introduced themselves and shared their experience with complete streets

- Mike Marti reviewed the study process
 - Review of Complete Streets Policies and Goals
 - Review of Benefits, Feasibility and Cost of adopting a Complete Streets Policy
 - Identify Strategies
 - Public Involvement and Outreach
 - Publish Results
- Mike Marti reviewed roles and responsibilities of each group, Project Management Team, Advisory Committee, Technical Advisory Panel and SRF Consulting Group (see attached handout for details)
- Mike Marti reviewed the study schedule/timeline in detail.
- All meeting documents for future meetings will be emailed to the TAP at least one week ahead of time to allow members time to review before meeting.
- If a member of the TAP cannot make it to a scheduled meeting, it would be appreciated if they could email Renae Kuehl comments on the meeting topic BEFORE the meeting so they can be shared with the group. If appropriate, please send someone to represent yourself.
- SRF will write a summary of each meeting and distribute it to TAP members.
- Mike led a discussion on common elements to address in a policy.
- The TAP feels the following are potential common elements in a policy/items to address:
 - Mobility Elements
 - Operational impacts
 - Congestion – Urban areas possibly use congestion pricing
 - Integrated network – need all roadways to be complete for any to be beneficial
 - Safety Elements
 - Committed to work towards zero deaths
 - Crash data available on CERS website
 - Paved shoulders for bicyclist
 - Unintended consequences – (i.e. paved shoulders = wide road = cars drive faster)
 - Sustainability
 - Reduce carbon footprint
 - Costs
 - Return on Investments or Cost/Benefit analysis – does complete streets yield adequate benefit?
 - Cost participation by many agencies
 - Cost – not just initial; need to consider operations and maintenance
 - Design
 - Incorporation of federal policies (i.e. ADA requirements)
 - Flexibility in “this is how we do it” mentality; specifically design standards among different agencies
 - Lighting – needed for safety, usability, acceptance by community
 - Early involvement of all groups before planning/design phase
 - Liability
 - What it means/is; needs to be defined.
 - What is liability for designer deviating from standards?
 - Livability (e.g. ability to cross roads)
 - Economic Development
 - Community Accessibility Preservation
 - Land use/Development
 - Difference in needs – Metro vs. greater MN
 - Maintenance needs – snow plowing/storage, etc.

Other topics discussed during a round robin:

- Scott Bradley recently attended a “Flexibility in Design” forum which discussed multi-jurisdictional collaboration. CTS documented the presentations and a conference summary report should be available in a few weeks.
- Applying Complete Streets statewide could reduce congestion (less vehicles on the road, more ped/bike use)
 - Is there a way to forecast increased ped/bike use if facilities were available? Reduced vehicles on road?
 - Bike/ped fatalities used as justification for the need for complete streets. Use of bike/ped crash costs should be considered. Use CERS live website of crash data.
- Functional Class: Transportation movement vs. community development (land use)
- The State of Oregon has the oldest complete streets policy
- What are the balance points: safety vs. cost vs. efficiency?
- The ITE publication *Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities* is a great reference (<http://www.ite.org/css/>). Excelsior Boulevard in St. Louis Park is used as a case study in this document.
- How is “all modes” defined? Bikes? Peds? Horses? ATVs? Snow Mobiles? What should be considered?
- All modes on all roads vs. developing a transportation system that addresses all modes
 - If you provide access for all modes, mobility may be compromised
- In the past, Mn/DOT was working on a functional class system for bicycles, however, this may have been lost when the focus turned to complete streets, with the idea of rather than trying to fit bikes needs to existing roadways, build new roads with bikes in mind.
 - How do you determine when/where complete streets principals should be implemented?
- Applying principals may reduce maintenance needs (i.e. installing a roundabout will eliminate need to maintain a signal). Need to take caution in stating that a new strategy is cheaper.
- Design lag: “It takes time for the world to change, much of what we’ve talked about, hopefully, are older issues... there is a lag”
- Two other states have been addressing complete streets: Kentucky and Ohio

Future TAP Meetings Date/Location:

- April 27th, 1:00-4:00 pm SRF Consulting Group
- June 24th, 1:00-4:00 pm SRF Consulting Group
- July 29th, 1:00-4:00 pm Hiway Federal Credit Union Annex
- Sept. 21st, 1:00-4:00 pm Hiway Federal Credit Union Annex



COMPLETE STREETS STUDY
ADVISORY COMMITTEE MEETING AGENDA
March 19, 2009 10:30 - 2:30
Hiway Federal Credit Union Annex, St. Paul

1. Introductions

2. Discuss nine policies to be reviewed:

- a. State of Massachusetts - Project Development and Design Guide
- b. Charlotte - Urban Street Design Guidelines
- c. Northeast Ohio Areawide Coordinating Agency - Regional Transportation Investment Policy
- d. CalTrans (CA DOT) - Deputy Directive 64
- e. Seattle - City Council Complete Streets Ordinance
- f. San Diego County - Transnet Tax Extension
- g. State of Illinois - Highway Code Amendment
- h. State of South Carolina - DOT Resolution
- i. St. Louis Legacy - 2030 Long-Range Plan

3. Review Policy Components

4. Review DRAFT Report Outline

5. Next Steps

6. Review Action Items/Assignments

7. Adjourn



COMPLETE STREETS STUDY

ADVISORY COMMITTEE MEETING SUMMARY

March 19, 2009 10:30 - 2:30
Hiway Federal Credit Union Annex, St. Paul

Attendees:

- | | |
|---|--|
| <input checked="" type="checkbox"/> John Powell, Co-Chair – City of Savage | <input checked="" type="checkbox"/> Rick Kjonaas – Mn/DOT – State Aid |
| <input checked="" type="checkbox"/> Tim Quinn, Co-Chair – Mn/DOT | <input checked="" type="checkbox"/> Renae Kuehl – SRF Consulting Group |
| <input type="checkbox"/> Merry Daher – Mn/DOT State Aid | <input checked="" type="checkbox"/> Michael Marti – SRF Consulting Group |
| <input checked="" type="checkbox"/> Lee Amundson – Willmar Area Trans Partnership | <input type="checkbox"/> Mary McComber – Oak Park Heights |
| <input checked="" type="checkbox"/> James Andrew – Metropolitan Council | <input checked="" type="checkbox"/> Karen Nikolai – Hennepin County Community Design Liaison |
| <input checked="" type="checkbox"/> Dennis Berg – Anoka County Commissioner | <input checked="" type="checkbox"/> Shelly Pederson – City Engineer Association of MN (CEAM) |
| <input checked="" type="checkbox"/> Gary Danielson – MN County Engineers Association (MCEA) | <input checked="" type="checkbox"/> Mike Schadauer – Mn/DOT Transit |
| <input checked="" type="checkbox"/> Steve Elkins – Bloomington City Council | <input type="checkbox"/> Mike Wojcik – Rochester City Council via Mitzi Baker |
| <input checked="" type="checkbox"/> James Gittemeier – Duluth Metro Planning Org. | |
| <input type="checkbox"/> Dan Greensweig – MN Association of Townships | |

Attachments (meeting handouts):

- Meeting agenda
- Top nine policies selection matrix
- List of Top nine policies with links and short summary
- Policy Components matrix
- Draft Report Outline
- City of Rochester – Complete Streets Resolution

Summary of action items:

- Email C/B details on multimode's to SRF – **(Karen Nikolai)**
- Determine contact person for the following policies to interview:
 - CalTrans (CA DOT) - Deputy Directive 64 – **(SRF)**
 - State of Massachusetts - Project Development and Design Guide – **(SRF)**
 - Charlotte - Urban Street Design Guidelines – **(SRF)**
- Determine contact person to follow up on status of complete streets document:
 - State of South Carolina - DOT Resolution – **(Rick Kjonaas)**
 - State of Illinois - Highway Code Amendment - **(SRF)**
 - Seattle - City Council Complete Streets Ordinance – **(Steve Elkins)**
- Other policies to locate:
 - Louisville, KY – **(Steve Elkins to email to SRF)**
 - Cold climate policy, Canada - **(Karen Nikolai to follow-up with presenter from a cold climate workshop she attended for a suggestion and forward to SRF)**
 - State of Missouri – **(SRF)**
- Assess how Mn/DOT current policies and standards line up with the Massachusetts document format - **(Tim Quinn)**
- Develop “state of the state” of complete streets for report (statewide status of complete streets efforts)
 - Use Mn/DOT listserv to email all counties/cities to determine what they are working

- on – (SRF/Rick Kjonaas)
 - o Contact BCBS to see if they have a listserv for health care professionals - (Karen Nikolai)
- Email any additional comments on report format to SRF – (all AC members)

Meeting discussion points:

- Introductions
- Reviewed the highlights of the March 9th TAP meeting
 - o Components of a complete streets policy

General Project Discussion:

- Discussion on benefit/cost: will it cover monetary costs only or does it cover elements such as cost of congestion, speed, health care savings, etc?
- Would be beneficial to know what documents currently exist within Mn/DOT that address complete streets
- Coordination between all agencies is usually an issue. The agency with the funding don't always coordinate with other agencies on design/construction (example: road construction project may not check to see if a trail is desired along corridor)
- Different funding sources usually do not align, making it difficult to develop projects that incorporate multiple modes
- Funding available for biking usually goes towards recreational trails rather than commuter trails
- Karen Nikolai has C/B details on multimode's that she will email to SRF
- Snow removal is a huge issue for mobility. Coordination between agencies is an issue (example: county plows roads onto sidewalk, city's responsibility to remove snow from sidewalks)
- Recent complete streets presentations in MN:
 - o March 10th, Dakota County – may have been videotaped?
 - o Duluth
 - o Moorhead - canceled due to weather
- Oberstar – Non-motorized Transportation Pilot Project
 - o The four-year pilot study is part of the SAFETEA-LU legislation passed by Congress in July 2005.
 - o \$100 Million dedicated to project, \$25M per community
 - o Four communities are involved in the pilot program
 - o Minneapolis was selected as one of the four communities and is managed by the Transit for Livable Communities. Steve Clark at TLC is a good contact

Review of Top nine policies:

- After our last meeting, AC members emailed SRF their top five policies to review. From these rankings, the PMT determined the list of top 9 policies for the AC to review in detail. Our goal today is to discuss each of the nine policies and determine which five we would like to contact for interviews.
- The following is the list of the nine policies selected, discussion points and a conclusion for each indicating next steps:
- *CalTrans (CA DOT) - Deputy Directive 64*
 - o Liked approach that “each project is an opportunity”
 - o Everyone at all levels within CalTrans has a responsibility
 - o Does a good job of identifying who has priorities
 - o Key point is to train all employees on the term “complete streets”
 - o Train people to become more flexible with standards

- The format for the Deputy Directive is similar to Mn/DOT's Technical Memorandums
 - This document gives agency-wide direction, would be interested to know what each department is currently doing to address complete streets.
 - SRF to determine a contact person/number at CalTrans for further information
 - **Conclusion:** Selected as one of five to interview. Follow-up with CalTrans to see what has been done/implemented.

- *State of Massachusetts - Project Development and Design Guide*
 - This document is a 900+ page design guide, not a policy
 - John passed around a document overview (located on the same website as the guide)
 - This document was developed a few years ago, before the term "complete streets" was used, so it references "context sensitive design".
 - Each main chapter of the guide takes into account each mode, rather than having vehicular focus with one chapter that focuses on non-vehicular modes.
 - Guide book identifies LOS for different modes, which is unique
 - Integrated manual; Mn/DOT documents have a lot of the same information, but distributed amongst many documents (rather than just one).
 - Geared mainly towards engineering and very thorough
 - Discusses what design is advisable and what is not for different situations; provides reasonable ranges (versus prescriptive details)
 - Addresses reconstruction and new construction
 - Assessment of MA vs. MN, questions to ask MA:
 - How much did it take the State to develop this document (time, cost, etc)?
 - How did the State reconcile differences during the process of development?
 - **Conclusion:** Selected as one of five to interview

- *State of South Carolina - DOT Resolution*
 - There are not many specifics included in resolution
 - No definite instruction, indentifies items to "consider" rather than using stronger language like "shall"
 - Would be interesting to know if anything more has developed from the resolution.
 - **Conclusion:** Rick Kjonaas knows of a contact and will call to inquire on further development. At this point this is NOT selected as one of the top five to interview.

- *St. Louis Legacy - 2030 Long-Range Plan*
 - This document is a highway transportation plan, not a complete streets document
 - Focuses mainly on vehicles, with a small section on other modes
 - Similar to the MN Metropolitan Council Transportation Plan
 - **Conclusion:** no interview

- *Northeast Ohio Areawide Coordinating Agency - Regional Transportation Investment Policy*
 - Similar to the MN Metropolitan Council Transportation Plan
 - More specific to project development process
 - **Conclusion:** no interview

- *San Diego County - Transnet Tax Extension*
 - This document focused on a dedicated transportation fund (including bike/ped and light-rail projects)
 - Questions about document:
 - How was money spent?
 - Is there some dedication for the \$280M? How is the \$280M dedicated for bike/trails programmed?

- Is money used for integration with road projects or is it solely for stand-alone bike projects?
 - **Conclusion:** Not selected as one of the top five to interview.
- *Charlotte - Urban Street Design Guidelines*
 - Excellent document that is well organized in a format useful for a variety of disciplines (planners, elected officials, etc.), not just engineers
 - Addresses different design context based on land use (commercial, urban, etc.), purpose of street and user characteristics, rather than just on roadway functional class.
 - The policy summary is a useful resource
 - This is from a warm weather climate and does not address cold weather challenges (snow removal).
 - Extensive public outreach
 - Steve Elkins noted that the contact person is the main contact person listed on the website.
 - **Conclusion:** Selected as one of five to interview
- *State of Illinois - Highway Code Amendment*
 - Only applies to highway system
 - Seems to be the first step in working towards a policy
 - Like that there are specific dates with next steps indicated; don't like use of weak language such as "may be" rather than "shall"
 - Curious to know if additional work has been completed
 - **Conclusion:** SRF to contact to inquire on further development. At this point this is not selected as one of the top five to interview.
- *Seattle - City Council Complete Streets Ordinance*
 - This is a resolution/ordinance, not a policy
 - Curious to know if this has been implemented and how.
 - Ordinance indicates to "Draw upon all sources". What sources are available? How are they integrated?
 - Addresses maintenance and operations
 - Based on AC members observations of the city, it seems that they put in bike lanes where they are needed, even if not to standard (i.e. rather than widen road, stripe shoulder as bike lane). Is this common accepted practice?
 - Curious to know experience with freight traffic and how to accommodate freight/bike/ped conflicts
 - Steve Elkins will look into council contacts to determine if there Seattle has a design guide
 - **Conclusion:** Steve Elkins to contact to inquire on further development. At this point this is NOT selected as one of the top five to interview.
- *MN local policy: Rochester – Complete Streets Policy*
 - Started as an idea by the planning department. Took 14 revisions and 9 months to get to final version
 - Passed March 2nd, 2009 by a unanimous vote. Policy also had unanimous support from engineers and planners
 - Rochester is the only city in the state of Minnesota with a policy
 - Policy emphasizes that each street is different and has different context/needs (old vs. new part of town, with/without driveways, etc)
 - "Do everything everywhere" mentality, with exceptions. Need to understand context and potential users.

- City of Rochester/Olmsted County is unique in that there is one planning department for both agencies. Which eliminates city/county land use/zoning conflict
- City is already applying policy to a bridge reconstruction project in progress
- Other policies to consider:
 - Louisville, KY would be a good replacement for one of the policies removed
 - We need a representative cold climate city/state to review
 - Montreal, Canada would be a good candidate. Look into if they have a complete streets policy
 - Karen Nikolai recently saw a presentation on cold climate, will ask presenter for suggestion of representative city
 - State of Missouri – plan focuses on sustainability and doing what is needed rather than what you would like to do. Focus is saving money.

Review of Draft Report outline:

- For item #2, change “policies” to “resources”
- Move items #2 - review of resources , #3 – review of literature and #10 – record of public and stakeholder involvement to an appendix
- Add section on the current state of the State in regards to policies that address complete streets/status of complete streets movements in Minnesota
 - In order to determine this, need to email all counties/cities to determine what they are working on (can use listserv)
 - Karen Nikolai will contact someone at BCBS to see if they have a listserv for health professionals that may be working on something
- Need to have more thorough discussion on what to include in item #5 – Cost, benefits and feasibility.
 - To do a good job on the section, need a lot of time and resources.
 - Quantifying benefits would be hard
 - Need to highlight the costs of incomplete streets (i.e. isolation, no mobility, etc)
 - Feasibility constraints exist in Mn/DOT’s design guidelines and standards. Cost savings exist in having the flexibility to stray from standards
- Email any additional comments on report format to SRF

Future AC Meetings (held at the Hiway Federal Credit Union Annex located at: 840 Westminster Street, St. Paul, MN 55130):

- Monday, May 11th 10:30 - 2:30
- Thursday, July 16th 10:30 - 2:30
- Thursday, Sept. 10th 10:30 - 2:30



COMPLETE STREETS STUDY

PROJECT MANAGEMENT TEAM MEETING AGENDA

April 8, 2009 1:00 - 3:00pm

SRF Consulting Group

1. Recap 3/9 TAP mtg and 3/19 AC mtg
2. Lessons learned from meetings - possible meeting format changes?
3. Policy interview/survey process (AC involvement)
4. Scheduling time (~1/2 hour) before and after TAP/AC meetings for PMT to prep and recap
5. Update on reviewing policies
6. Using the TAP to determine the differences between Mn/DOT standards and C.S. policy
7. Relevance of Benefit-Cost analysis
8. Report outline (updated version attached)
9. Mn/DOT presentation at next TAP meeting 4/27
10. Next Steps
11. Review Action Items/Assignments
12. Adjourn



COMPLETE STREETS STUDY

PROJECT MANAGEMENT TEAM MEETING SUMMARY

April 8th, 2009 1:00 - 3:00p.m.

SRF Consulting Group

Attendees:

- Rick Kjonaas – Mn/DOT State Aid
- John Powell, Co-Chair – City of Savage
- Tim Quinn, Co-Chair – Mn/DOT Metro District
- Renae Kuehl – SRF Consulting Group, Inc.
- Michael Marti – SRF Consulting Group, Inc.

Attachments (meeting handouts):

- Meeting agenda
- Draft policy interview questions
- Status of establishing contact people for policy interviews

Summary of action items:

- Tim Quinn and Rick Kjonaas to finish review of the 3/9 AC summary and the 3/19 TAP summary and provide comments to SRF by **April 9th** so we can email summaries to each group this week.
- Renae Kuehl to email 3/9 AC summary and the 3/19 TAP summary to each group.
- SRF to coordinate pre and post meetings/conference calls with PMT prior and after each of the AC and TAP meetings
- Tim Quinn, Rick Kjonaas and John Powell to email agenda items for the April 27 TAP mtg to SRF **early next week (April 14th at latest)**
- Tim Quinn to coordinate with Jim Rosenow on Mn/DOT presentation, with deadline to provide to PMT **by May 4th to review**
- Renae Kuehl to email the updated policy interview questions to the AC for review.
- SRF to email Barb McCann to arrange lunch/presentation/meeting on April 27th
- SRF will work with their graphics department to develop two different layouts of the report

Meeting discussion points:

- PMT members feel that the past TAP and AC meetings went well. Round robin portion of the meeting brought out great discussions. Format/organization of the meetings seems to work well, no need to change anything for future meetings.
- For future TAP and AC meetings:
 - SRF will schedule a ½ hour conference call with the PMT a day or two before the meeting to prepare.
 - SRF will prepare the meeting summary and then schedule a conference call with the PMT to review the summary and recap meeting.
- PMT met with Jim Grube (Hennepin County) and Ken Haider (Ramsey County) recently, a few notes:

- Ramsey County works with an Active Living Committee; new designs include shoulders and bike lanes on both sides
- Think CS should be a process and designed for the project, not one size fits all.
- Numerous cities within the county with different needs and characteristics
- Roadway projects are 50-year commitment; design must take into account future needs, maintenance, ROW
- Review of Draft policy interview questions:
 - The PMT offered ideas for edits and questions to add.
 - Renae will update the list of interview questions and email to the AC for review.
- Policy Interviews:
 - SRF is in the process of solidifying contacts for the policy interviews. Have established two of five contacts. Will continue to solidify remaining three.
 - SRF will email the interviewees a list on interview questions a week or so ahead of time so they can prepare.
 - SRF to schedule interview conference calls and invite PMT members, who will participate in conference call if they are available.
 - No AC/TAP participation in the interviews; results of interviews will be communicated to them
 - SRF has the ability to host a multi-person conference call. Rick Kjonaas offered that we could conduct calls from Mn/DOT and possibly use web conferencing if desired.
- Barb McCann at next TAP meeting:
 - Barb McCann (National Complete Streets Coalition Director) will be in MN April 27-29th for the national APA conference (coincides with our scheduled TAP meeting) and has offered to attend/present at our meeting.
 - The PMT has decided to invite her to lunch, present to the TAP on the cost and feasibility of complete streets and then attend the remainder of the TAP meeting.
 - Schedule would be as follows:
 - 11:30-12:45 – Lunch with Barb and PMT at SRF’s office
 - 1:00-1:30pm – Barb presentation
 - 1:30-4:00pm – TAP meeting (Barb invited to attend)
 - SRF to email Barb to arrange lunch/presentation/meeting
- Jim Rosenow (Mn/DOT State Geometrics Engineer) presentation at May 11th AC meeting:
 - Jim Rosenow (possibly with Tim Mitchell-Mn/DOT Office of Transit) has agreed to give a presentation about Mn/DOT’s various manuals and design guides at the next AC meeting
 - The PMT would like to see the presentation materials prior to the AC meeting.
 - Tim Quinn to coordinate with Jim Rosenow
 - Jim Rosenow to provide presentation materials to PMT to review by May 4th
 - SRF will schedule a conference call with the PMT to discuss, if necessary
- Report outline:
 - PMT reviewed the updated report outline
 - Content is good, may need to be reorganized as we move through development if the report text
 - SRF will work with their graphics department to develop two different layouts of the report

Future PMT Meetings Date/Location:

- June 4th, 1:00-3:00 pm SRF Consulting Group
- July 22nd, 1:00-3:00 pm SRF Consulting Group
- Sept. 16th, 1:00-3:00 pm SRF Consulting Group



COMPLETE STREETS STUDY

TECHNICAL ADVISORY PANEL MEETING AGENDA

April 27, 2009 1:00-4:00
SRF Consulting Group, Plymouth

- 1. Introductions**
- 2. Presentation on Costs and Feasibility of Complete Streets – 1:00-1:30pm**
– Barb McCann, Director of National Complete Streets Coalition
- 3. Cost elements of Complete Streets**
 - a. TAP input
 - b. Categorize/prioritize
- 4. Mn/DOT Standards**
- 5. Brief overview of 5 agencies to interview:**
 - a. Louisville, KY – Complete Streets Manual
 - b. State of Massachusetts - Project Development and Design Guide
 - c. Charlotte, NC - Urban Street Design Guidelines
 - d. State of South Carolina - DOT Resolution
 - e. Seattle, WA - City Council Complete Streets Ordinance
- 6. Review of Louisville, KY – Complete Streets Manual - what affect might this have on a MN community?**
- 7. Review of draft report outline**
- 8. Next Steps**
- 9. Review Action Items/Assignments**
- 10. Adjourn**



COMPLETE STREETS STUDY

TECHNICAL ADVISORY PANEL MEETING SUMMARY

April 27th, 2009 1:00 - 4:00p.m.
SRF Consulting Group – Corporate Office

Attendees:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Rick Kjonaas – Mn/DOT State Aid | <input checked="" type="checkbox"/> Mike Robinson – Mn/DOT Duluth District |
| <input checked="" type="checkbox"/> John Powell, Co-Chair – City of Savage | <input checked="" type="checkbox"/> Jim Rosenow – Mn/DOT State Geometrics |
| <input checked="" type="checkbox"/> Tim Quinn, Co-Chair – Mn/DOT Metro District | <input checked="" type="checkbox"/> Paul Stine – Mn/DOT State Aid Standards |
| <input checked="" type="checkbox"/> Tim Anderson – Federal Highway Administration | <input type="checkbox"/> Mukhtar Thakur – Mn/DOT State Design |
| <input checked="" type="checkbox"/> Scott Bradley – Mn/DOT Context Sensitive Design | <input checked="" type="checkbox"/> Barb Thoman – Transit for Livable Communities |
| <input checked="" type="checkbox"/> Ron Biss – Trans. Accessibility Advisory Committee | <input checked="" type="checkbox"/> Irene Weis – State Non-motorized Transportation
Advisory Committee |
| <input checked="" type="checkbox"/> Marc Briese – Woodbury Transportation Engineer | |
| <input checked="" type="checkbox"/> Brian Gage - Trans. Planning & Access Management | |
| <input checked="" type="checkbox"/> Lynnette Geschwind- Mn/DOT Affirmative Action
via Bruce Lattu | |
| <input checked="" type="checkbox"/> Sue Groth – Mn/DOT Traffic | |
| <input type="checkbox"/> Michael Huber – Urban Land Institute | |
| <input checked="" type="checkbox"/> Amr Jabr - Mn/DOT Metro Operations &
Maintenance | |
| <input checked="" type="checkbox"/> Renae Kuehl – SRF Consulting Group, Inc. | |
| <input checked="" type="checkbox"/> Tim Mitchell – Mn/DOT Office of Transit | |
| <input checked="" type="checkbox"/> Michael Marti – SRF Consulting Group, Inc. | |
| <input type="checkbox"/> Matthew Pahs – MnDOT Office of Freight and
Commercial Vehicle Operations | |

Guest Attendees:

- | |
|---|
| <input checked="" type="checkbox"/> Barb McCann – National Complete Streets Coalition |
| <input checked="" type="checkbox"/> Julie Skallman – Mn/DOT State Aid |
| <input checked="" type="checkbox"/> Karen Nikolai – Hennepin County Community
Design Liaison (AC member) |
| <input checked="" type="checkbox"/> Gary Danielson – MN County Engineers Association
(MCEA) (AC Member) |
| <input checked="" type="checkbox"/> Dave Nuckols – Hennepin County |

Attachments (meeting handouts):

- Meeting sign-in sheet
- Meeting agenda
- Draft report outline

Summary of action items:

- Look into policies in Buffalo, NY and Toronto, Canada that may include snow removal (SRF)
- Contact Mark Fenton to get examples of prioritizing non-motorized maintenance (SRF)
- Locate Sacramento policy - good example of multi-jurisdiction policy (SRF)
- Look for multi-modal Level of Service rankings - the State of Massachusetts has developed a multi-modal LOS for intersections (SRF)
- Determine which category each of the identified costs fits in – cost/cost savings (PMT)
- Email comments on draft report outline to SRF (all TAP members)

Barb McCann presentation:

- Barb McCann (National Complete Streets Coalition) was in Minneapolis for the national APA (American Planning Association) conference April 27-29. We leveraged this opportunity to meet with her and invited her to our Complete Streets TAP meeting to give a presentation on the costs and feasibility of complete streets.
- The following are highlights from her presentation:
 - MN currently has three complete streets policies in progress: City of Rochester, Hennepin County and the City of St. Paul.

- She gave a summary of a study she is working on with AARP called “Planning Complete Streets for Aging America”. Major steps taken for this study were:
 - Poll older adults
 - Evaluate policies
 - Survey planners/engineers
 - Expert roundtable
- Themes developed from the study were:
 - Slow down
 - Make it easy
 - Enjoy the view
- She is also working with the APA on a research project to develop a “Best Practices Manual on Complete Streets” It is scheduled to be available in January 2010. For more details about the project, please see the project website: <http://www.planning.org/research/streets/index.htm>
- Costs:
 - Hard to pin down
 - Minimize costs by looking for opportunities to make minor changes: resurfacing projects, utility upgrades, etc.
 - Complete streets costs can usually be a small portion of a larger project budget.
 - Agencies need to shift priorities and consider long-term costs.
 - Always try to reduce costs of retrofitting later, involve complete streets in the planning phase of a project.
 - A study in WI found that installing/maintaining a roundabout was cheaper than a signal.
 - Increased non-motorized capacity can reduce the need for more vehicle infrastructure.
 - Case study of conversion of a 4-lane facility to a 3-lane facility with other modes found that the road had a higher capacity (moving total # of people, not just cars).
 - Pay attention to external costs:
 - Crash reduction
 - Health care costs with inactivity
 - Health care costs with air pollution
 - Climate change mitigation
 - Extra transportation services - Case example: Paratransit service costs \$38.5K/year; improvements to general bus stops to make ADA compliant could cost \$7K-58K (one time cost)
 - Some communities are willing to pay for complete streets

Post presentation Q&A/discussion with Barb McCann:

- Are roundabouts safer for pedestrians? - Blind have problems crossing
- When in a community where there are regularly bikes/peds on the road/sidewalk, it is a safer environment for bikes/peds because drivers anticipate them being there.
- Implementation of complete streets:
 - There are two ways to implement complete streets: law or administrative action.
 - Based on knowledge of processes from other agencies, it has been found that using law and administrative action together has had the most positive result.
 - Administrative action only is a challenge because of potential staff changes and loss of momentum on goal
 - Law only becomes an issue if it was implemented without interaction with DOT or local agencies.

- Best order of implementation is: Policy → Design Manual → possible future maintenance manual. (Example: Charlotte, NC developed a policy → action plan → handbook)
 - Encourage that policy include:
 - Connectivity
 - Good design standards
 - General direction (no specifics)
 - Broad direction
 - Plan to work out design issue in the next step – design manual
 - How do you set priorities with maintenance issues (snow removal)?
 - Not many plans exist that incorporate snow removal
 - Buffalo, NY and Toronto, Canada may be working on something
 - Mark Fenton has examples of prioritizing non-motorized maintenance
 - How do you accommodate multiple jurisdictions (DOT, MPO, local)?
 - To minimize conflict, write a policy that accommodates and applies to all jurisdictions.
 - Sacramento is a good example of this – City, MPO and State
 - Oregon State law applies to all jurisdictions (only state in the USA where this is the case). Usually a law applies to one jurisdiction or the DOT.
 - Having a statewide law takes pressure off of the DOT.
- MN State Aid Standards are law, not policy. This is unique, no other states have this. Some interpret these standards as a barrier to complete streets. However, this may be an issue of interpretation, not law.
- Accommodating freight is a huge component of the complete streets movement in Seattle. Conflicts with freight and bike routes occur and are worked out on a case by case basis.
- Funding is a concern, current budgets don't meet basic needs, how do we find additional money for complete streets? Jurisdictions should change views to include multi-modal accommodation as a basic need.
- Local businesses may be willing to donate money to install better streetscape improvements
- Mature and growing communities have different needs in regards to complete streets.
- Caltrans views all projects as an opportunity to make minor improvements (sidewalks, bus stops, etc.)
- Performance measures – there is a need to develop other performance measures to rate mobility rather than just automobile Level of Service rankings.
- The State of Massachusetts has developed a multi-modal LOS for intersections.
- No other jurisdictions have set measures that are known, however, Barb M. is interested in working with MN on this if pursued.
- Barb M. asked if we know the percent of roads in MN that are multi-modal. No, we do not and do not plan to do this sort of inventory as part of this project. However, this would be good information to have in order to measure progress.
- In order to monitor progress of a complete streets policy, need to set goals and determine a way to measure (25% increase in peds, etc.)

Costs Discussion:

- A brainstorming discussion was conducted to develop a list of costs that may be associated with complete streets. The following is a list of costs that were identified during this exercise:
 - Capitol
 - Space/allocation of space

- Maintenance
- Operations
- Delay/user costs/LOS
- Environmental
- Overall Plan
- ROW
- Economic Development
- Safety
- Design Process – all modes
- Public Health
- Reduce stormwater runoff
- ADA liability
- Project Development – unfunded mandate
- Systematic balance

General Discussion:

- Tim Quinn gave a summary of the presentation that will be given to the AC on May 11th and possibly at the next TAP meeting.
 - Presenters will be Jim Rosenow, Tim Mitchell, Paul Stine and MaryAnn KellySonnek
 - Topic will be a high level summary of the standards and manuals that exist in MN for all modes.
- Per Barb M., need to have a strong implementation plan to be successful. Also need to have an implementation plan that is even across jurisdictions; do not want to place an uneven burden on one jurisdiction.
- Policy should be written to accommodate all jurisdictions, so that all roads function together as a system. Do not focus on one level only (i.e. – Mn/DOT roads), consider local roads as well.
- Consider starting complete streets at locations with existing ped/bike traffic, but insufficient facilities (i.e. – paths worn into grass where peds walk, need for sidewalk)
- Use destinations as the starting point to build access (i.e. – start at an urban shopping area and build ped/bike facilities outwards)
- Other state experience/situations:
 - Maryland has not done much work since their policy was developed as their process is not working well since they did not include local governments in the process.
 - Oregon’s complete streets policy applies to all jurisdictions state-wide
 - Virginia owns all roads in the state and in 2004 decided to no longer support the construction of cul-du-sacs as these are dead-end roadways that do not promote multi-mode access.
 - California requires all locals to incorporate complete streets into their comprehensive plans.
- Interviews:
 - After reviewing the list of agencies we plan to interview as part of our project, Barb M. offered the following agencies for consideration:
 - Oregon
 - Caltrans
 - Virginia
 - Sacramento
 - South Carolina has recently experienced a change in leadership and there is not much momentum in the state anymore.
- Draft report outline – email any comments to SRF

Future TAP Meetings Date/Location:

- June 24th, 1:00-4:00 pm SRF Consulting Group
- July 29th, 1:00-4:00 pm Hiway Federal Credit Union Annex
- Sept. 21st, 1:00-4:00 pm Hiway Federal Credit Union Annex



COMPLETE STREETS STUDY
ADVISORY COMMITTEE MEETING AGENDA
May 11, 2009 10:30 - 2:30
Hiway Federal Credit Union Annex, St. Paul

- 1. Introductions**
- 2. Mn/DOT Standards** - Presentation by TAP members: review of Mn/DOT documents, where they address and fall short of addressing complete streets
- 3. Review of April 27th TAP meeting** - Barb McCann presentation and involvement in meeting
- 4. Review of "mock" Report Format**
- 5. Cooperation with APA/National Complete Streets Coalition on interviews**
- 6. Interviews**
 - a. Review list of agencies to interview
 - b. Review list of interview questions (APA list vs. our list)
 - c. Working session to finalize interview questions
- 7. Next Steps**
- 8. Review Action Items/Assignments**
- 9. Adjourn**

Next Meeting: Thursday, July 16th 10:30 - 2:30



COMPLETE STREETS STUDY

ADVISORY COMMITTEE MEETING SUMMARY

May 11th, 2009 10:30 - 2:30
Hiway Federal Credit Union Annex, St. Paul

Attendees:

- | | |
|---|--|
| <input checked="" type="checkbox"/> John Powell, Co-Chair – City of Savage | <input checked="" type="checkbox"/> Rick Kjonaas – Mn/DOT – State Aid |
| <input checked="" type="checkbox"/> Tim Quinn, Co-Chair – Mn/DOT | <input checked="" type="checkbox"/> Renae Kuehl – SRF Consulting Group |
| <input type="checkbox"/> Merry Daher – Mn/DOT State Aid | <input checked="" type="checkbox"/> Michael Marti – SRF Consulting Group |
| <input checked="" type="checkbox"/> Lee Amundson – Willmar Area Trans Partnership | <input type="checkbox"/> Mary McComber – Oak Park Heights |
| <input checked="" type="checkbox"/> James Andrew – Metropolitan Council | <input checked="" type="checkbox"/> Karen Nikolai – Hennepin County Community Design Liaison |
| <input checked="" type="checkbox"/> Dennis Berg – Anoka County Commissioner | <input checked="" type="checkbox"/> Shelly Pederson – City Engineer Association of MN (CEAM) |
| <input checked="" type="checkbox"/> Gary Danielson – MN County Engineers Association (MCEA) | <input checked="" type="checkbox"/> Mike Schadauer – Mn/DOT Transit |
| <input checked="" type="checkbox"/> Steve Elkins – Bloomington City Council | <input type="checkbox"/> Mike Wojcik – Rochester City Council |
| <input type="checkbox"/> James Gittemeier – Duluth Metro Planning Org. | |
| <input checked="" type="checkbox"/> Dan Greensweig – MN Association of Townships | |

Attachments (meeting handouts):

- Meeting agenda
- “Complete Streets Study: Mn/DOT Policies and Practices” presentation PPT slides
- 2008 MN Statutes - State Aid (Paul Stine handout as part of presentation)
- Copy of email from Barb McCann re: Cooperation between Mn/DOT and the Complete Streets Best Practice research team on agency interviews
- List of five agencies to interview
- Draft list of interview questions
- Complete Streets Best Practice research team interview questions

Summary of action items:

- Verify that State Aid Rules and Variance committee details and variance process is posted on the Mn/DOT State Aid website – **(Paul Stine)**
- Contact Barb McCann (National Complete Streets Coalition) to discuss our proposed use of the interview data and request interview results and agency contact information – **(SRF)**
- Consider having a presentation on funding sources /restrictions for complete streets at a future meeting, similar to the Mn/DOT standards presentation given at this meeting. – **(PMT)**

Meeting discussion points:

- Introductions
- The PMT asked TAP members to develop a presentation documenting the “State of the State” of Mn/DOT standards, practices and policies and present to AC members. The goal was to get a better understanding of the standards/guidebooks that exist in Minnesota, where they overlap and/or fall short of addressing complete streets. Presentation topics and presenters:
 - Bike/Pedestrian Policy and Practice - Tim Mitchell (Mn/DOT Transit)
 - State Aid Standards - Paul Stine (Mn/DOT State Aid)

- Geometric Standards; Context Sensitive Design - Jim Rosenow (Mn/DOT Geometrics)
- Cost Share Policy - Maryanne Kelly-Sonnek (Mn/DOT Engineering Services)
- The following are highlights from the presentation:
 - **Bike/Pedestrian Policy and Practice - Tim Mitchell (Mn/DOT Transit)**
 - Mn/DOT's Bicycle Modal Plan
 - “Safely accommodating bicycles...to help everyone move smarter, safer and more efficiently”
 - Adopted at the beginning of 2005; However, plan has not really been implemented. Mn/DOT is in the process of re-thinking this plan.
 - Intended to provide strategic direction for Mn/DOT as to how bicycling will be accommodated on the Trunk Highway system
 - Develops Mn/DOT Policy and Action Plan
 - Proposes the Minnesota Scenic Bikeway System
 - Provides Recommendations for Supplemental Design Guidance – helps to present solutions where creative thinking is necessary (i.e. non-traditional trails/routes, cross-section options, crossing treatments, etc.)
 - Goal of this plan is to provide a cycling “network”. Current system does not always provide the “preferred route” by touring cyclists.
 - Plan aligns with national effort to construct “cross county” routes.
 - The Mississippi River Trail is being constructed from the headwater to the gulf. MN has the largest amount of mileage, but is the furthest behind in completion of our portion of the trail.
 - Mn/DOT Bikeway Facility Design Manual
 - “The Mn/DOT Bikeway Facility Design Manual is provided to promote flexibility and innovation in planning, designing, constructing and maintaining bicycle facilities”
 - Manual is intended to serve as guidance to planners, designers and engineers in providing bicycle accommodation
 - The manual should be used in conjunction with:
 - i. Mn/DOT Road Design Manual
 - ii. MN MUTCD
 - iii. 1999 AASHTO Bicycle Guide
 - iv. State Aid Rules
 - Minor inconsistencies have been discovered between this manual and the four listed above, which are fixed in updates.
 - Organization of Manual
 - i. Introduction
 - ii. Planning and Project Coordination (includes funding sources)
 - iii. General Design Factors (characteristics of bicyclist needs/design environment)
 - iv. On-Road Bikeways (guidance on selection)
 - v. Shared-Use Paths (off-road/intersection treatments)
 - vi. Bridges, Over/Underpasses, Rest Areas and Shuttle Sites
 - vii. Traffic Control (Guidelines for markings, curb, etc.- uses MUTCD)
 - viii. Bicycle Parking
 - ix. Maintenance

- Tables 4-1 and 4-2 are the most highly used tables in the manual. “Bikeway design selection tables for urban (4-1) or rural (4-2) cross sections”.
- Pedestrians/ADA compliance
 - Mn/DOT currently does not have a definitive policy or plan
 - Have adopted via a Technical Memorandum, the 2004 AASHTO Pedestrian Facilities Guidance
 - Will be completing a policy/plan for ADA by the end of the summer 2009
 - Work on the other pedestrian elements will begin at some point during the next year
- **State Aid Standards - Paul Stine (Mn/DOT State Aid)**
 - SA System created in 1957
 - Administer federal and state gas tax funds
 - \$650M State Funds
 - \$115M Federal Funds
 - State Aid Authority/Responsibility
 - Minnesota Statutes 162
 - Rules Chapter 8820 Include Design Standards
 - Standards Apply Only to State Aid Routes, Only When Using State Aid Funds
 - The purpose of the state-aid program is to provide resources from the Highway Users Tax Distribution Fund to assist local governments with the construction and maintenance of community-interest highways and streets on the state-aid system.
 - Not all city/county roads are on the state aid system
 - Agencies tend to identify roads with the highest need (high volume community connecting roads) as State Aid roads.
 - Agencies tend to default to State Aid standards on all roads (S.A. and non-S.A.) to be consistent throughout the city/county.
 - State Aid currently provides \$16 for every \$1000 of need (1.6%)
 - Property tax (local funds) funds more local roads than the gas tax (SA funds)
 - Development of State Aid policy
 - Peer driven process
 - Rules developed by 21 member advisory committee of elected officials and engineers.
 - Variance Committee (meets quarterly) recommends approval / denial; consists of elected officials and engineers.
 - i. 90% of variances are approved
 - Paul will verify that committee details and variance process is posted on the Mn/DOT State Aid website.
 - Development of State Aid Standards
 - Standards derived from AASHTO (National) and MnDOT (State) to State Aid (Local).
 - MCEA and CEAM Standards Committee - Review / Update Regularly (every 3 years)
 - Solicit suggestions for rule revisions from everyone – via city/county engineers and state registrar
 - Evolving flexibility in standards
 - In 1986, 12’ lanes required on all MSAS routes. Now only for > 40 mph.

- Allow parking in outside lanes during off peak if LOS D is met during peak hour.
- Developed bike path standards and roundabout design criteria.
- Allow landscaping items up to 5%.
- Minimal reconditioning standards.
- State Aid Standards **Do** Promote Movement of People and Freight, Accessibility, Safety, Driver Expectation, and Wise Use of Funds , **but - Do Not** Discourage or Obstruct Sound Engineering Judgment In Any Specific Situation (only addresses motorists)
- State Aid 8820.9936 Design Standards - urban design chart needs to be reconciled, conflicts with data in design chart in “Bikeway Facility Design Guide”.
-
- **Geometric Standards; Context Sensitive Design (CSD) - Jim Rosenow (Mn/DOT Geometrics)**
 - Inventory of policy guides
 - AASHTO “Green Book”
 - Mn/DOT Road Design Manual
 - i. For application on TH systems; can be used on all roads
 - ii. Ch. 2- Highway Design Standards and Ch. 12- Modern Roundabouts have the most recent updates and include CSD
 - Mn/DOT Bikeway Facility Design Manual – developed in 2007, will be updated to reflect updates to the AASHTO green book
 - Mn/DOT Bicycle Modal Plan
 - Mn/DOT technical memorandum on CSD – only one of five states to define this as a policy
 - Big-picture policy and principle – a summary of how peds/bikes are addressed in each manual:
 - The Road Design Manual
 - i. 11-3.01 General: “Pedestrian accommodation should be an integral part of the design of any project. Almost every trip begins and ends as a pedestrian movement, and many trips can be accomplished entirely by foot. Therefore, the design of projects should accommodate and encourage pedestrian movements...”
 - ii. 2-1.01 Design Flexibility: “Mn/DOT’s obligation to reflect societal values in its work...”, “...a context sensitive approach...to create excellence in project development...”, “The six key principles of successful project development: 3. Address all modes of travel”
 - The Bike Facility Design Manual
 - i. Mn/DOT’s mission for bicycle transportation: “Mn/DOT will safely and effectively accommodate and encourage bicycling on its projects in Minnesota communities...”, “Mn/DOT will exercise leadership with its partners...”
 - Mn/DOT technical memorandum on CSD
 - i. Balanced process and outcomes
 - ii. Mn/DOT “measures” of successful projects, including:
 - 1. Community acceptance
 - 2. Functional performance

- Specific policy and criteria
 - Multiple instances occur in the Road Design Manual where the text describes ped/bike accommodation, but graphics lack the depiction.
 - There are cases where there are no graphic components to compliment text on ped/bike accommodations
 - Local and national manuals lack guidance on when to design for bike travel
 - Road Design Manual
 - i. Chapter 4 – shoulders widths for bikes – states minimums, but refers to bike facility design guide.
 - ii. Chapter 5 – Design considerations –
 1. considers bike/peds as “other design criteria”, rather than a fundamental design consideration.
 2. Lacks direction on how to design for sidewalks and bike lanes. Figures do not depict these features.
 3. Standard Plate 7035 has good depiction of sidewalk/driveway interaction, but there is no text to compliment it in the manual
 4. Sidewalk/island refuge figures do not always depict ADA compliance.
 5. Two locations in the manual indicate to provide ped/bike facilities when warranted, however, if facility doesn’t exist, no peds/bikes will be there to warrant. How do you determine if warranted without demands present?
 - a. 5-3.0 Urban Intersections: “...all the modes of transportation which may be present should be considered. Pedestrian and bicycle traffic...are strongly supported and encouraged...” “They should be provided safe movement while traversing through intersections...” “Intersections near pedestrian and bicycle traffic generators...should be carefully reviewed to identify existing and potential multi-modal travel needs.”
 - b. 9-2.03 Bridge Geometrics – Deck Sections Mainline Bridge – Deck Section 6. Bridge Sidewalks: “Where warranted by pedestrian or bicycle traffic, sidewalks on one or both sides of the traveled way my be required. A minimum sidewalk width of 6 ft is required...from the face of the concrete parapet...to the bottom of the curb.”
- **Cost Share Policy - Maryanne Kelly-Sonnek (Mn/DOT Engineering Services)**
 - Determines the extent to which trunk highway funds may be expended on elements of a cooperative construction project. Trunk Highway funds are limited to trunk highway purposes
 - Participation may be different when Mn/DOT is not leading the need for the project
 - The type of funding plays a big role in who pays for what, and what pays for what

- The type of project that is programmed determines what Mn/DOT would pay for and the extent of what Mn/DOT would build
 - Roadway
 - Parking on TH R/W
 - frontage roads
 - connecting local streets
 - freeway
 - Sidewalk and Trails
 - Bridges
 - Lighting
 - Existing Agreements or Permits
- After a lengthy post presentation discussion, it is understood that there are some issues with conflicting information between design documents and compatibility between them needs to be reviewed and addressed regarding:
 - Lane width
 - Speed
 - ADT threshold with State Aid variance
- Highlights of Barb McCann’s involvement at the April 27th TAP meeting:
 - Barb McCann was in town for the National APA conference so the PMT took the opportunity to invite Barb to attend our scheduled TAP meeting. Barb gave a presentation on the costs and feasibility of adopting a complete streets policy.
 - Barb is currently working with the APA on a study to develop a “Best Practices of Complete Streets” report, which is scheduled to be released in January of 2010. This report includes interviews to develop case studies of agencies with policies in place.
 - In addition, she is working on a report called :Planning Complete Streets for an Aging America” with AARP that consisted of a Poll of Older Adults, Evaluation of Complete Streets Policies, Survey of Planners & Engineers and an Expert round table and recommendations on updating FHWA Older Drivers Handbook. The goal of this report was to determine the impact that existing roadways have on aging America. This report also includes an inventory of all complete streets policies that exist in the U.S. (approximately 90 currently exist). This report is scheduled for release on May 14th, 2009 and can be found at this website: http://www.aarp.org/research/housing-mobility/transportation/2009_02_streets.html
 - Comments from Barb during meeting:
 - To be successful, complete streets needs to be integrated, not stand alone
 - Some agencies are realizing a need to evolve – Louisville KY developed their policy and plan all at once, wishes they would have done it incrementally as lessons learned along the way have them already updating the plan.
 - Has heard that MN State Aid has restrictive guidelines
 - Per Julie Skallman/Rick Kjonaas – Municipal can design almost anything; Rural requires a 12’ minimum lane width, not much leniency, but can use a variance/design exception – approval is almost 90%
- Changes to report outline:
 - Include and executive summary at the beginning
 - Move “State of the State” up to the 1st item
- Cooperation with APA/National Complete Streets Coalition on interviews
 - The APA and the National Complete Streets Coalition have already conducted interviews for 4 of the 5 agencies that we planned to interview, as part of their “Best Practices for Complete Streets” report. Rather than us re-interviewing the same agencies, they have offered to share their interview results with us, as long as we do

not create case studies as part of our report. Our report will be finalized before theirs and we do not want to steal their thunder.

- The AC agreed that we can work with the interview information from APA and not write case studies, rather, create a general summary of lessons learned that do not identify specific agencies. This summary will be provided to the APA/National Complete Streets Coalition for review and approval before published. Any missing information for their interviews can be gathered through follow-up questions with each agency.
- SRF will contact Barb to discuss our proposed use of the interview data and request interview results and agency contact information.
- Interview results should identify exceptions that agencies have written into policy/guidelines
- Money restrictions – what are complete streets federal guidelines on when funding can be used? There are limitations on the use of certain funding sources- many are mode dependant. How can this be addressed in the future? PMT will consider having a presentation on this topic at a future meeting, similar to the Mn/DOT standards presentation given at this meeting.

Future AC Meetings (held at the Hiway Federal Credit Union Annex located at: 840 Westminister Street, St. Paul, MN 55130):

- Thursday, July 16th 10:30 - 2:30
- Thursday, Sept. 10th 10:30 - 2:30



COMPLETE STREETS STUDY

PROJECT MANAGEMENT TEAM MEETING AGENDA

June 4, 2009 1:00 - 3:00pm

SRF Consulting Group

1. Recap 4/27 TAP mtg and 5/11 AC mtg
2. Review schedule of meetings
3. Review interview information provided by Barb McCann
 - a. What addition information do we want to request from agencies?
 - b. Do we want to request ALL interview information from Barb?
4. Report format – Mn/DOT legislative report guidelines
5. How to use information presented at May 11th AC meeting in final report
6. Consider having a presentation on funding sources /restrictions for complete streets at a future meeting, similar to the Mn/DOT standards presentation given at 5/11 meeting
7. Funding sources for projects – roadway vs. trails funding is not aligned
8. Recommendation that current guidelines need to be separated: metro vs. rural
9. ADA Compliance
10. Next Steps
11. Review Action Items/Assignments
12. Adjourn



COMPLETE STREETS STUDY

PROJECT MANAGEMENT TEAM MEETING SUMMARY

June 4th, 2009 1:00 p.m. - 3:00 p.m.
SRF Consulting Group – Corporate Office

Attendees:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Rick Kjonaas – Mn/DOT State Aid | <input checked="" type="checkbox"/> Renae Kuehl – SRF Consulting Group, Inc. |
| <input checked="" type="checkbox"/> John Powell, Co-Chair – City of Savage | <input checked="" type="checkbox"/> Michael Marti – SRF Consulting Group, Inc. |

Summary of action items (see discussion details below for more information):

- J.Powell to confirm he can present at the County Engineers Screening Board
- R.Kuehl to contact Barb McCann for:
 - Confirm contact info for three agencies to do follow-up interviews with (Charlotte, Seattle and Massachusetts).
 - Request additional two interviews from Barb (Louisville and Oregon)
 - Request for interview information for five more agencies, if willing to provide. Barb to recommend.
- M.Marti/R.Kuehl to work with AC to reschedule 9/10/09 meeting for 9/8/09
- R.Kuehl to coordinate meeting location for rescheduled meeting (if needed)
- Kevin Gutknecht (Mn/DOT) will look into legislative report format and will contact R.Kuehl with direction
- R.Kuehl will look up statutes stated on document “Process for Legislative Report DRAFT 4-14-09” provided by R.Kjonaas
- June 24th TAP meeting - Funding topic - Potential presenters:
 - Abbey Mackenzie (Mn/DOT) – R.Kjonaas to contact
 - Lisa Freese (Scott County) – J.Powell to contact
 - John Maczko (City of St. Paul) – J.Powell to contact
 - Greg Coughlin (MnDOT DSAE) – R.Kjonaas to contact
- R.Kuehl to invite AC members to the 6/24 meeting once presenters are confirmed
- R.Kuehl to invite presenters to lunch prior to meeting at SRF office (11:30am-1pm)
- R.Kuehl to order lunch – coordinate payment with Mary Anne
- July 29th TAP meeting - ADA compliance and snow removal – Potential presenters:
 - Lynnette Geschwind (Mn/DOT) – R.Kuehl to contact (per R.Kjonaas, she recently did a presentation for the DSAE that she can reuse)
 - Amr Jamr (Mn/DOT) – T.Quinn to contact (J.Powell will talk to T.Quinn about this presentation and contacting Amr)
- R.Kuehl to invite AC members to the 7/29 meeting once presenters are confirmed

Summary of discussion items:

- R.Kjonaas has two meetings that have requested a short presentation on Complete Streets:
 - County Engineers Screening Board
 - June 17th, 8:30-9:30am at Arrowwood in Alexandria, MN
 - R.Kjonaas is arranging transportation
 - J.Powell will plan to attend and present. Will check schedule and let R.Kjonaas know if there is a conflict.

- Presentation at the 2009 Tribes and Transportation Conference
 - October 1st or 2nd (R.Kjonaas to confirm) at Fond Du Lac's Black Bear Casino (South of Duluth)
 - 45 minute timeslot to fill.
 - J.Powell will plan to present
- Interview information provided by Barb McCann/APA:
 - After a quick review of the interviews, we found that their interviews are focused on determining the outcome of the policies that are already in place.
 - We are additionally interested in determining the effort it took to establish the policy.
 - Barb provided interview information for five agencies, however, only three of five agencies we originally identified were provided. (Charlotte, Seattle and Massachusetts).
 - Request additional two interview from Barb (Louisville and Oregon)
 - We would like to do follow-up interviews with the five agencies we originally identified (Charlotte, Massachusetts, Seattle, Oregon and Louisville). Confirm contact information with Barb.
 - We would also like to request five additional interview results, if Barb/APA are willing. Ask that Barb recommend and send the additional five. No follow-up interviews will be conducted with these five agencies. Information will purely be used as background information.
- M.Marti needs to reschedule the September 10th AC meeting.
 - M.Marti/R.Kuehl to work with AC to reschedule
 - R.Kuehl to check on room availability at the Credit Union
 - R.Kuehl to work with Mary Anne (R.Kjonaas's assistant) at Mn/DOT to schedule a room at Mn/DOT if needed.
- Legislative report format:
 - Contacted Kevin Gutknecht at Mn/DOT during our meeting to inquire about the guidelines for writing reports
 - K.Gutknecht will look into format and will contact R.Kuehl with direction
 - R.Kuehl will look up statutes stated on document "Process for Legislative Report DRAFT 4-14-09" provided by R.Kjonaas
- Future "technical presentations" at TAP meetings:
 - June 24th TAP meeting
 - Presentation in project funding - Focus: "How could you fund a multi-modal project" not "this is how we do it now". Interested in presenters that could provide many options. How would you go about identifying funds if given a project and a list of elements? What are the current issues regarding project funding (sources for trails vs. roadways)?
 - Outline:
 - State approach
 - County approach
 - "This is how we do it" issue – what would you do to tweak the current system?
 - Potential presenters:
 - Abbey Mackenzie (Mn/DOT) – R.Kjonaas to contact
 - Lisa Freese (Scott County) – J.Powell to contact
 - John Maczko (City of St. Paul) – J.Powell to contact
 - Greg Coughlin (MnDOT DSAE) – R.Kjonaas to contact
 - Very informal presentation, no PPT slides needed. Ask that presenters bring handouts to meeting if appropriate.
 - J.Powell/R.Kjonaas to confirm presenters
 - R.Kuehl to invite AC members to the meeting once presenters are confirmed

- Invite presenters to lunch prior to meeting at SRF office (11:30-1pm)
- R.Kuehl to order lunch – coordinate payment with Mary Anne
- July 29th TAP meeting
 - Presentation on ADA compliance and snow removal
 - Lynnette Geschwind (Mn/DOT) – R.Kuehl to contact (per R.Kjonaas, she recently did a presentation for the DSAE that she can reuse)
 - Amr Jamr (Mn/DOT) – Tim to contact (J.Powell will talk to Tim about this presentation and contacting Amr)
 - R.Kuehl to invite AC members to the meeting once presenters are confirmed

Future PMT Meetings Date/Location:

- July 22nd, 1:00-3:00 pm SRF Consulting Group
- Sept. 16th, 1:00-3:00 pm SRF Consulting Group



COMPLETE STREETS STUDY

TECHNICAL ADVISORY PANEL MEETING AGENDA

June 24th, 2009 1:00-4:00pm
SRF Consulting Group, Plymouth

1. Introductions

2. Project Funding Presentation:

Overview of Funding: Sue Thompson, Mn/DOT
Planning a Project: James Weingartz, Mn/DOT
Special Cooperative Projects: Greg Coughlin, Mn/DOT
County Planning: Lisa Freese, Scott County
City Planning: John Maczko, City of St. Paul

3. Report Outline

- a. Barb Thoman's proposed format
- b. What additional issues/concerns need to be covered?

4. Status of agency interviews

5. Next Steps

6. Review Action Items/Assignments

7. Adjourn



COMPLETE STREETS STUDY

TECHNICAL ADVISORY PANEL MEETING SUMMARY

June 24th, 2009 1:00 - 4:00p.m.

SRF Consulting Group – Corporate Office

Attendees:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Rick Kjonaas – Mn/DOT State Aid | <input type="checkbox"/> Mike Robinson – Mn/DOT Duluth District |
| <input checked="" type="checkbox"/> John Powell, Co-Chair – City of Savage | <input checked="" type="checkbox"/> Jim Rosenow – Mn/DOT State Geometrics |
| <input checked="" type="checkbox"/> Tim Quinn, Co-Chair – Mn/DOT Metro District | <input checked="" type="checkbox"/> Paul Stine – Mn/DOT State Aid Standards |
| <input type="checkbox"/> Tim Anderson – Federal Highway Administration | <input type="checkbox"/> Mukhtar Thakur – Mn/DOT State Design |
| <input checked="" type="checkbox"/> Scott Bradley – Mn/DOT Context Sensitive Design | <input checked="" type="checkbox"/> Barb Thoman – Transit for Livable Communities |
| <input checked="" type="checkbox"/> Ron Biss – Trans. Accessibility Advisory Committee | <input checked="" type="checkbox"/> Irene Weis – State Non-motorized Transportation Advisory Committee |
| <input checked="" type="checkbox"/> Marc Briese – Woodbury Transportation Engineer | |
| <input type="checkbox"/> Brian Gage - Trans. Planning & Access Management | |
| <input type="checkbox"/> Lynnette Geschwind- Mn/DOT Affirmative Action via Bruce Lattu | |
| <input checked="" type="checkbox"/> Sue Groth – Mn/DOT Traffic | |
| <input checked="" type="checkbox"/> Michael Huber – Urban Land Institute | |
| <input checked="" type="checkbox"/> Amr Jabr - Mn/DOT Metro Operations & Maintenance | |
| <input checked="" type="checkbox"/> Renae Kuehl – SRF Consulting Group, Inc. | |
| <input checked="" type="checkbox"/> Tim Mitchell – Mn/DOT Office of Transit | |
| <input checked="" type="checkbox"/> Michael Marti – SRF Consulting Group, Inc. | |
| <input checked="" type="checkbox"/> Matthew Pahs – MnDOT Office of Freight and Commercial Vehicle Operations | |

Guest Attendees:

- | |
|--|
| <input checked="" type="checkbox"/> Sue Thompson, Mn/DOT (guest presenter) |
| <input checked="" type="checkbox"/> James Weingartz, Mn/DOT (guest presenter) |
| <input checked="" type="checkbox"/> Greg Coughlin, Mn/DOT (guest presenter) |
| <input checked="" type="checkbox"/> Lisa Freese, Scott County (guest presenter) |
| <input checked="" type="checkbox"/> John Maczko, City of St. Paul (guest presenter) |
| <input checked="" type="checkbox"/> Karen Nikolai – Hennepin County Community Design Liaison (AC member) |
| <input checked="" type="checkbox"/> Matt Shands, Mn/DOT Financial Management |

Attachments (meeting handouts):

- Meeting sign-in sheet
- Meeting agenda
- Barb Thoman's proposed report outline
- Draft report outline
- Agency interview status
- PPT slides - Overview of Funding: Sue Thompson, Mn/DOT
- PPT slides - Planning a Project: James Weingartz, Mn/DOT
- Cost participation policy for Scott County

Summary of action items:

- Work with Greg Coughlin to develop a summary of available funding sources and websites for each to include in our final report. (SRF)

Meeting discussion points:

- Introductions
- The PMT asked various local agencies to develop a presentation documenting how to fund a roadway project, to present to TAP members. The goal was to get a better understanding of funding that exists and how to be creative and use multiple funds on one project to address complete streets. Presentation topics and presenters:
 - Overview of Funding: Sue Thompson, Mn/DOT
 - Planning a Project: James Weingartz, Mn/DOT
 - Special Cooperative Projects: Greg Coughlin, Mn/DOT

- County Planning: Lisa Freese, Scott County
- City Planning: John Maczko, City of St. Paul
- The following are highlights from the presentation:
 - **Overview of Funding: Sue Thompson, Mn/DOT**
 - Minnesota's transportation funding sources are obtained through the collection of State and Federal revenues.
 - Federal Revenues are collected through fuel, tire, Truck & Trailer Sales tax and Heavy Vehicle Use Taxes.
 - These taxes flow through the Federal Highway Trust Fund
 - Characteristics of the Federal-Aid Highway Program
 - Federally assisted, State Administered
 - Funding tied to specific systems
 - Requires States to have highway agency
 - States pay for maintenance
 - Matching requirements
 - Reimbursable Program
 - Types of Legislation
 - Authorization - *Authorization Bills* are multi- year. Their focus is policy and funding. These Bills *authorize* funding or "appropriation" level for a specific purpose, but do not appropriate the money
 - Appropriation - *Appropriations Bills* are annual. They provide money to pay for the programs that are authorized.
 - Ways to Distribute Funds
 - Apportionment (by statutory formula) – distributed to all states annually. Consists of the majority of federal funds.
 - Allocation - An administrative distribution of funds for programs that do not have statutory distribution formulas (e.g. Earmarks, discretionary programs). Distributed throughout the year, only some states are recipients.
 - The federal Aid Highway Program is broken into four areas:
 - Formula programs (IM, NHS, STP, etc)
 - Authorization earmarks (HPP, Trans. improvements, etc.)
 - Appropriation earmarks (TCSP, UPA, etc)
 - Other discretionary and allocated programs (Federal lands, scenic byways, etc)
 - Appropriation Bills are passed by congress annually, providing obligation authority
 - Obligation Authority
 - Sets (limits) the total amount of federal funds that can be used in a year
 - A budgetary mechanism to control federal spending
 - Responsive to current budget policies and financial constraints
 - Has averaged approximately 89% of apportionment levels over life of SAFETEA-LU
 - Federal Highway Trust Fund (HTF)
 - HTF cannot have a negative balance
 - Options for keeping a positive balance in HTF
 - i. Raise additional revenue (taxes or fees)
 - ii. Transfer funds from Federal General Fund (GF)
 - iii. Eliminate fuel tax exemptions (\$1.2 billion/yr)
 - iv. Capture HTF interest income (\$0.5 billion/yr)

- v. Reduce funding (i.e. appropriate less Obligation Authority) - Requires action by at least FFY 2009
 - vi. Others?
- Bond Futures
 - Trunk Highway Bonds can be issued
 - Advances revenue (are NOT revenues)
 - Bonds paid back with TH funds
 - \$1 Bond = \$1.50 of bond payback
 - Debt service on bonds is first call on TH funds
- Nontraditional Options
 - Transportation Revolving Loan Fund (Title 23 or Title 49 Eligible – Solicitation Closed)
 - Local Government Advance (Advance Trunk Highway Project, 3 - \$10M/year categories)
 - Federal Advance Construction (Advance Local Project)
- For more info, contact: Bob Hofstad, Office of Investment Management 651-366-3798
- **Planning a Project: James Weingartz, Mn/DOT**
 - Parts of the project development process - A transportation project involves more than just designing the road:
 - Air/water quality
 - Education
 - Economic Security
 - Aesthetics
 - Social Networks
 - Land Use
 - Personal values
 - Health
 - Housing
 - Cultural Resources
 - Recreation
 - Plants and Wildlife
 - Safety and security
 - Public involvement is a key element in any project
 - Plans:
 - Long Range Plan -transportation needs 20 years in advance of a potential project being constructed.
 - Highway Improvement Plan (HIP) –proposed major projects and program spending 10 years in advance.
 - Mn/DOT and ATP’s select projects for construction 4 years in advance (STIP Process).
 - Project development:
 - Major projects can typically take 5 to 8 years depending on size and complexity.
 - Timelines will vary and phases may overlap or occur simultaneously.
 - Public involvement is needed at every phase of project development including construction.
 - Designers look at the social, economic and environmental impact that each design might have on the community and area.
 - Scoping:
 - Identifying what will and will not be done on a project.
 - Data gathering of existing conditions

- Determine the issues
- Prepare a cost estimate
- Public involvement
- Pre-design:
 - Geometric layout
 - Benefit/cost analysis
 - Municipal consent
 - Public involvement
 - Construction staging
 - Pavement type selection
 - Select preferred alternative
 - Context sensitive design
 - Updated cost estimates
- Environmental process – classes of action
 - Class I
 - i. Federal - Project with likelihood of significant environmental impact
 - ii. State - Project with potential for significant environmental impact
 - iii. Environmental Impact Statement is required – takes several years to complete
 - Class II
 - i. Federal – Projects w/o potential for significant environmental impact (categorical exclusions)
 - ii. State – Projects which clearly do not have the potential for significant environmental impact (exemptions)
 - iii. These projects normally require the preparation of a “Project Memorandum,” aka “Project Memo” Federal – no state doc is required
 - Class III
 - i. For projects where the significance of the environmental impacts is unknown
 - ii. These projects require an Environmental Assessment (EA) at the Federal level, an Environmental Assessment Worksheet is required at the State level
- Right of Way acquisition
 - Need to determine the type and size of the land, owner, and value
 - Takes approximately 18 months to complete
- **Special Cooperative Projects: Greg Coughlin, Mn/DOT**
 - Special cooperative agreement projects are projects that include multiple agencies, funding sources and project needs.
 - Being successful on a project is not based on money spent/saved, it includes other elements such as public involvement, scoping, etc.
 - Many funding sources are available:
 - Federal Aid
 - i. Earmarks, high priority, special programs (e.g. Safe routes to school). MPO facilitates programs:
 1. CMAC
 2. STP
 3. Enhancements
 - ii. Recreational Trails Program
 - iii. National Scenic Trails

- iv. Transit and FTA
 - State Truck Highway program
 - i. Partnering is available on TH projects for sidewalks/trails. Need to justify benefits
 - State Aid
 - i. Rules/standards allow for funding/match (of federal funds) for trails/sidewalks/lane widening
 - City/County funds (e.g. individual park/rec departments)
 - Other agencies (e.g. DNR, etc)
 - Private donations
 - Project managers worse issue is when funding is available but project issues to not align with funding requirements
 - Public involvement and project need are the most important pieces of a project
 - Occasionally there are competing special interest needs – aesthetics vs. functionality (e.g. install exposed concrete for aesthetics – is not functional for ADA needs)
 - Balancing cost, budget and need is needed for a project to be successful
 - Where can an agency go to find information on all funding sources available?
 - No one location exists
 - SRF will work with Greg to develop a summary of funding sources and websites for each to include in our final report.
 - State Aid funds can be used to match federal funds
 - Lake Street project – included federal funding, three STP grants, county state aid funds, business district donations. This project was considered the “Cadillac” of complete streets projects.
 - Project can be complex if funding source years do not align from different funding sources
- **County Planning: Lisa Freese, Scott County**
 - Scott County includes a mix of urban and rural land use (mostly rural)
 - Many jurisdictions exist within the county
 - City
 - Townships
 - Schools
 - Parks
 - Tribes
 - Annual new roadway construction is ~\$14-18 million
 - 55% is from County levee
 - 25% is from State Aid
 - 10-15% from cost participation from local jurisdictions
 - Acquire approximately \$3 Million in federal funding each year
 - Scott County has many plans in place:
 - Transportation Plan:
 - i. Scott County is the land authority for the townships
 - ii. Townships are roadway authorities
 - iii. Build transit shoulders to connect to park and ride locations
 - iv. Accommodates all modes including snowmobiles, horses, farm equipment and farm animals.
 - Water Plan – Stormwater
 - Park and Recreation Plan:
 - i. County has a strong board that support construction of trails

- ii. Recreational trails usually follow roadways, some (minimal) follow waterways. Typically on 4-lane roadways; 10 ft trails with 15 ft boulevard.
 - iii. In urban areas, Scott County constructs sidewalks/trails on both sides of the road. Cost participation agreement with the city. County pays for acquisition of ROW and design of both trails, county and city split cost for construction of trails.
- Development driven improvements
 - County works with the city on development projects, but lets the city lead negotiations.
 - \$500,000 is reserved each year to pay for ROW costs to pay for an existing issue that is increased by the addition of a new development. Do not require developer to pay 100% to cover new issue and existing issue.
 - Scott County will be implementing a new “Public Value Credit” program to award developers that give up ROW.
 - Funding criteria is usually tight, which makes funding projects a challenge.
 - Cities can spend State Aid money on local and state systems.
 - Counties can only spend State Aid money on county system.
 - Scott County is a one county that has a wheelage tax – so far funding has only been spent on the truck highway system.
- **City Planning: John Maczko, City of St. Paul**
 - Other funding sources that Greg Coughlin did not mention are:
 - Livable Communities Grant
 - Capital Improvement Bonds
 - Street Improvement Bonds
 - Park dedication fees
 - Stormwater funding
 - A “complete street” should accommodate all modes (trucks, transit, vehicles, bikes/peds, etc), however, not all streets should be “complete”.
 - Not all streets should be “complete” everywhere (e.g. homeowners on a residential streets will not want trucks/buses on their street)
 - The City of St. Paul’s plan was developed around corridors. Different corridors are designated to accommodate different modes.
 - Not always “all modes on all roads”
 - Standards exist for safety. Varying from standards makes conditions unsafe and users uncomfortable with the space available
 - Variences can usually be made to one element and still function, but not all on one project (e.g. decreasing the width of a vehicle lane may still function; decreasing the width of a vehicle lane, bike lane, parking lane and sidewalk all on the same street will not function)
 - City of St. Paul calculated that with the money available right now, they will only be able to rebuild roads every 80 years and bridges every 200 years.
 - To reduce costs, the city has discontinued painting roadway messages (lane designation arrows), is considering discontinuing painting of crosswalks.
 - People tend to focus on the aesthetics of a project. The city focuses on necessity – will fund generic needs, if other want to upgrade, they can fund the difference.

- Mike Matri gave a quick overview of the status of the report outline and agency interviews – currently working with Barb McCann (National Complete Streets Coalition) to get copies of the interviews that they have already conducted.

Future TAP Meetings Date/Location:

- July 29th, 1:00-4:00 pm Hiway Federal Credit Union Annex
- Sept. 21st, 1:00-4:00 pm Hiway Federal Credit Union Annex



COMPLETE STREETS STUDY

PROJECT MANAGEMENT TEAM MEETING AGENDA

July 9, 2009 2:00 - 3:00pm

SRF Consulting Group

1. Review report outline
 - a. Barb Thoman's proposed outline
 - b. Other three comments received
 - c. Finalize outline
2. Report format
 - a. ADA Compliance
 - b. Statute Compliance
3. Literature Review
4. Update on interview correspondence with Barb McCann
5. Next Steps
6. Review Action Items/Assignments
7. Adjourn



COMPLETE STREETS STUDY

PROJECT MANAGEMENT TEAM MEETING SUMMARY

July 9th, 2009 2:00 p.m. - 3:30 p.m.
SRF Consulting Group – Corporate Office

Attendees:

- | | |
|--|--|
| <input type="checkbox"/> Merry Daher – Mn/DOT | <input checked="" type="checkbox"/> Renae Kuehl – SRF Consulting Group, Inc. |
| <input checked="" type="checkbox"/> Rick Kjonaas – Mn/DOT State Aid | <input checked="" type="checkbox"/> Michael Marti – SRF Consulting Group, Inc. |
| <input checked="" type="checkbox"/> John Powell, Co-Chair – City of Savage | <input type="checkbox"/> Tim Quinn – Mn/DOT Metro District |

Summary of action items (see discussion details below for more information):

- J.Powell will email the AC and TAP to notify them of the decision to move forward with the May 11th report outline.
- R.Kuehl to email the literature summary table to the AC and TAP for review and ask for additional references and additions/corrections.
- For the report format, the PMT has decided to revise the report format (previously approved) and follow the state guidelines and state laws recently approved by Mn/DOT Communications. The report format will be:
 - Created in Word
 - Black and white
 - Minimal graphics
 - Images will be tagged and fully described
 - Follow Mn/DOT's guidance for making a Word document ADA compliant.
- July 29th TAP meeting - ADA compliance and snow removal – Potential presenters:
 - Lynnette Geschwind (Mn/DOT) – R.Kuehl to contact (per R.Kjonaas, she recently did a presentation for the DSAE that she can reuse)
 - Amr Jamr (Mn/DOT) – T.Quinn to contact (J.Powell will talk to T.Quinn about this presentation and contacting Amr)
- R.Kuehl to invite AC members to the 7/29 meeting once presenters are confirmed

Summary of discussion items:

- Report outline
 - Barb Thoman from the TAP submitted a proposed outline for the complete streets report. The PMT has reviewed the outline and has the following comments:
 - Most of the items stated in Barb's proposed outline can be accommodated in the original report outline
 - Item #4 regarding implementation: we were prompted to review the study guidance provided by the law where it states we "shall study the benefits, feasibility, and cost of adopting a complete streets policy". Implementation strategies will be discussed. However, specific implementation steps are outside of the scope of this study; the study scope is also constrained by time and budget.
 - The PMT will move forward with the original report outline dated May 11th, 2009.
 - J.Powell will email the AC and TAP to notify them of this decision.

- Legislative report format:
 - Since our last meeting, SRF has researched the limitations for the legislative report format. R.Kuehl met with Paula Gustafson - Mn/DOT Communications to discuss ADA compliance and Legislative report compliance. R.Kuehl shared this information with the PMT.
 - Per K.Gutknecht – Mn/DOT communications – he would like to see a simple report, black/white, limited graphics in word format for all legislature reports.
 - The PMT has decided to move forward with:
 - Created in Word
 - Black and white
 - Minimal graphics
 - Images will be tagged and fully described
 - Follow Mn/DOT’s guidance for making a Word document ADA compliant.
- Literature review/summary
 - SRF has developed a summary table that includes all literature reference materials that have been suggested by the committees since the beginning of the study. SRF proposed to the PMT that we include this list of references in the appendix of the report. PMT members agreed.
 - R.Kuehl to email the literature summary table to the AC and TAP for review and ask for additional references and additions/corrections.
- July 16th AC Meeting
 - This is the last meeting for committee members to submit concerns for the report.
 - M.Marti will give a review of past meetings and what was discussed at each.
 - PMT will lead a round robin in which we will ask each AC member directly, what issues they are most concerned about that they think needs to be addressed in the report.
 - R.Kuehl to develop agenda and email AC members to notify them of the round robin so they have time to think about their concerns before the meeting.
 - R.Kuehl to follow-up with Mary Ann at Mn/DOT about lunches for this meeting.
- Future “technical presentations” at TAP meetings:
 - July 29th TAP meeting
 - Presentation on ADA compliance and snow removal
 - Lynnette Geschwind (Mn/DOT) – R.Kuehl to contact (per R.Kjonaas, she recently did a presentation for the DSAE that she can reuse)
 - Amr Jamr (Mn/DOT) – Tim to contact (J.Powell will talk to Tim about this presentation and contacting Amr)
 - R.Kuehl to invite AC members to the meeting once presenters are confirmed

Future PMT Meetings Date/Location:

- July 22nd, 1:00-3:00 pm SRF Consulting Group
- Sept. 16th, 1:00-3:00 pm SRF Consulting Group



COMPLETE STREETS STUDY
ADVISORY COMMITTEE MEETING AGENDA
July 16, 2009 10:30 - 2:30
Hiway Federal Credit Union Annex, St. Paul

- 1. Introductions**
- 2. Work to date** – SRF to present work completed to date from past meetings
- 3. Report Format** – Legislative and ADA compliance
- 4. Status of agency interviews**
- 5. Additional items to address in the report** – *This is your chance to be heard!*
 - Round robin: What issue or topic is your main concern that this report should address?
- 6. Next Steps**
- 7. Review Action Items/Assignments**
- 8. Adjourn**

Next Meeting: Tuesday, September 8th, Noon – 4:00PM **

***PLEASE NOTE: This is a different time/date then originally scheduled please update your calendar.*



COMPLETE STREETS STUDY

ADVISORY COMMITTEE MEETING SUMMARY

July 16th, 2009 10:30 - 2:30
Hiway Federal Credit Union Annex, St. Paul

Attendees:

- John Powell, Co-Chair – City of Savage
- Tim Quinn, Co-Chair – Mn/DOT
- Merry Daher – Mn/DOT State Aid
- Lee Amundson – Willmar Area Trans Partnership
- James Andrew – Metropolitan Council
- Dennis Berg – Anoka County Commissioner
- Gary Danielson – MN County Engineers Association (MCEA)
- Steve Elkins – Bloomington City Council
- James Gittemeier – Duluth Metro Planning Org.
- Dan Greensweig – MN Association of Townships
- Rick Kjonaas – Mn/DOT – State Aid
- Renae Kuehl – SRF Consulting Group

- Michael Marti – SRF Consulting Group
- Mary McComber – Oak Park Heights
- Karen Nikolai – Hennepin County Community Design Liaison
- Shelly Pederson – City Engineer Association of MN (CEAM)
- Mike Schadauer – Mn/DOT Transit
- Mike Wojcik – Rochester City Council

Guest Attendee:

- Ethan Fawley – Fresh Energy

Attachments (meeting handouts):

- Meeting agenda
- Copy of the law: “A Complete Streets Policy: Study of the Benefits, Costs and Feasibility in Application to the Minnesota Transportation System” – Sept 24, 2008
- Summary of Meetings to Date (July 14th, 2009)
- Mn/DOT’s ADA compliant report guidelines
- Mock report following Mn/DOT’s ADA compliant report guidelines
- Hennepin County – Recently passed Complete Streets Policy

Summary of action items:

- Karen Nikolai has been tracking the hours staff has worked on the Hennepin County complete streets policy and may be able to quantify the costs. She will provide data to the PMT.
- Lake Street is a good example of a complete street project. Karen Nikolai will contact Jim Grube to inquire on difference between initial budget and final budget.
- Next meeting - AC members would prefer to keep the meeting time of 10:30-2:30 on Tuesday September 8th, SRF will look into alternative venues options:
 - Minnesota Counties Insurance Trust Building
 - Association of MN Counties
 - League of MN Cities
 - Waters Edge

Meeting discussion points:

- Introductions

- Mike Marti gave an overview of meetings to date (AC, TAP and PMT) and items discussed at each.
- Mike Marti gave an update on the report format for the Complete Streets Study report. The PMT has decided to revise the report format (previously approved) to follow state laws, ADA requirements and the state and ADA guidelines recently approved by Mn/DOT Communications. The report format will be:
 - Created in Word
 - Black and white
 - Minimal graphics
 - Images will be tagged and fully described
 - Follow Mn/DOT's guidance for making a Word document ADA compliant
- Mike Marti reviewed the status of the agency interviews:
 - We have received five interviews from the National Complete Streets Coalition (NCSC) and plan to do follow-up interviews for each (if needed).
- Future presentations: Presentations will be given on the status of this Complete Streets report at the following conferences/meetings:
 - CEAM
 - Tribes and Transportation Conference
 - MPWA
 - MCEA
 - Metro Cities
 - LMC
- Hennepin County Complete Streets Policy
 - Hennepin County recently passed a Complete Streets policy (July 14th)
 - Development of this policy took nine months
 - Policy needed to be flexible as Hennepin County is mostly urban, but has some rural areas as well
 - Karen has been tracking the hours staff has worked on this and may be able to quantify the costs. She will provide data to the PMT.
 - How has the policy changed the counties day to day work?
 - Urban areas – not much change in how things are done. The areas are so built up there isn't much room for flexibility.
 - More work in suburban/rural areas where there is more land to work with.
 - Rural areas may incur the most cost for things like paving gravel shoulders.
 - Rural areas would most likely be building something that currently doesn't exist, whereas urban/suburban areas have more opportunity to modify something that already exists (i.e. restriping a roadway to include bike lanes without adding width)
- General Discussion:
 - Funding programs to note:
 - REPP – Roadside enhancement improvement program
 - Community Works – Hennepin County project funding program
 - Cyclopath.org – Wiki website for bicyclists to plan a bike route
 - Developed by social network researchers at the U of M
 - Transit for Livable Communities is working with the U of M to develop a similar website for city planners to inventory sidewalks
 - Cost avoidance should be addressed in the report – cost of fatalities, crashes, etc.

- City of Bloomington monitors all resurfacing projects and considers restriping to include bike lanes (i.e. – 4 lane conversion to 3 lane with bike lanes)
- There once was a law that required schools to have a minimum amount of land which made schools move to the edges of town to find land that was affordable, which requires bussing and driving out of the way. This law was recently repealed.
- The City of Rochester is currently working to figure out a way to redesign a one mile segment of State Highway 14 that has divided a community (physically and socially).
 - Existing roadway configuration: Two lanes each way with parking that has minimal use; two foot concrete median
 - There is a high school on this stretch of road that has many kids walking across the road daily.
 - Working to convert cross streets to right-in/right-out and landscape so that the road has a narrower feel and drivers slow down.
 - There is a major conflict in that this is a state highway which is designed to carry traffic at a minimum speed of 45mph, however it was built in the middle of a neighborhood that has need to cross.
 - When practicing complete streets and doing it right, it will usually cost more:
 - Need to plant trees for shade for bicyclist/pedestrians
 - Need to bury power lines to provide space for trees
 - Need to focus on continuity between corridors
- If an agency does not plan a project with complete streets and the community protests and demands it, it will be more costly in the end due to added work to redesign. In this scenario, it would be cheaper to design for complete streets from the beginning.
- Lake Street is a good example of a complete street project. Karen Nikolai will contact Jim Grube to inquire on difference between initial budget and final budget.
- Round Robin – Each AC member was asked to state what issue/topic is their main concern that should be addressed in the report.
 - Mike Schadauer – Mn/DOT Transit
 - Exceptions to State Aid rules: how to get exceptions approved should be discussed
 - James Andrew - Metropolitan Council
 - Highlight case studies – this will help legislature visualize
 - How do players interact; roles
 - Show how to change relationships
 - Address quality of life issues
 - Toolbox of resources – we have great resources, indicate how they get incorporated into a project
 - Design standards variance process
 - Make sure new laws are written to allow flexibility (i.e. school law that had min. land requirements was too strict)
 - Make sure the report is written for the general public, don't assume they know terms, acronyms
 - Mike Wojcik – Rochester City Council
 - Appeals process for when agencies disagree
 - Indicate costs/indirect costs
 - Effect of infrastructure on costs (i.e. city builds parking ramps, but people walk/bike and don't use them – city loses revenue)

- Cost savings
 - roundabouts (low maintenance)
 - lowering VMT (less wear on roads, less need to maintain)
 - Asphalt life is longer in shaded areas
- Costs
 - Right-of-way acquisition
 - Planting trees – heating/cooling
- Impacts:
 - Obesity epidemic
 - Neighborhood land values
- BCBS is a good resource for health costs
- Stormwater runoff- reduction associated with properly shaded streets
- Cost for complete streets is manageable if it is phased in, not requiring updates to existing infrastructure
- Karen Nikolai – Hennepin County Community Design Liaison
 - Literature summary – include merit and applicability of each reference
 - Include cost avoidance and cost benefits
- James Gittemeier – Duluth Metro Planning Org.
 - Highlight that different roads need different types of treatments
 - When old roads are reconstructed, they usually are widened to meet current standards (wider lanes and shoulders) – safer for cars, not for pedestrians, more costly.
- Lee Amundson – Willmar Area Trans Partnership
 - Coordination between agencies – funding and design
 - Addressing bike/pedestrian corridors when building
 - Maintenance costs and liabilities
 - Safety – speed differential between car and bike (mostly a concern in rural areas)
- Gary Danielson – MN County Engineers Association (MCEA)
 - Build for what is needed, don't skimp on construction(i.e. build strong shoulders for the occasional farm equipment)
 - Be clear that complete streets are not needed on all roads
- Steve Elkins – Bloomington City Council
 - Don't assume that the legislature knows the term “complete streets”, include an overview on the term at the beginning of the report.
 - Institutional barriers
 - Bike guidelines and State Aid guidelines are in conflict
 - State Aid variance process seems daunting
 - Make clear that one size does not fit all – what is appropriate in an urban area is not always appropriate in a rural area.
- Ethan Fawley – Fresh Energy
 - Indirect impacts/barriers state law may have on locals
 - Impact of older drivers
 - Transit considerations
 - ADA compliance
 - Coordination/continuity across agencies is important – drivers don't recognize when they cross agency boundaries
 - Answer as many questions as possible to assist legislature with moving to the next steps

- General discussion:
 - Report recommendations: “if considering a complete streets policy, these are things to consider...”
 - Updating MN guidelines/standards to align
 - Not all modes on all roads
 - Complete streets in not appropriate everywhere
 - Prioritization is key
 - Make clear that this is not an unfunded mandate
 - Need support from locals to be successful
 - Need to give good guidance to communities
 - Learning from other agencies experiences will be the most valuable piece of the report

- **Future AC Meetings**

- Final meeting is currently scheduled for Tuesday, Sept. 8th Noon to 4pm (originally scheduled Thursday, Sept 10th 10:30-2:30 – rescheduled due to PMT conflict. Hiway conf room was not available until noon on Tuesday)
- AC members would prefer to keep the meeting time of 10:30-2:30 on Tuesday September 8th, SRF will look into alternative venues options:
 - Minnesota Counties Insurance Trust Building
 - Association of MN Counties
 - League of MN Cities
 - Waters Edge



COMPLETE STREETS STUDY

TECHNICAL ADVISORY PANEL MEETING AGENDA

July 29, 2009 1:00 – 4:00pm

Hiway Federal Credit Union Annex, St. Paul*

1. **Introductions**
2. **Presentations**
 - a. ADA Compliance – Lynnette Geschwind (Mn/DOT)
 - b. Operations and Maintenance – Amr Jabr (Mn/DOT)
3. **Work to date** – SRF to present work completed to date from past meetings
4. **Report Format** – Legislative and ADA compliance
5. **Status of agency interviews**
6. **Additional items to address in the report** – *This is your chance to be heard!*
 - Round robin: What issue or topic is your main concern that this report should address?
7. **Next Steps**
8. **Review Action Items/Assignments**
9. **Adjourn**

*** PLEASE NOTE: Meeting location is different than the last 2 meetings**

Hiway Federal Credit Union Annex
840 Westminster Street
St. Paul, MN 55130

Next Meeting: Tuesday, September 21st, 1:00-4:00pm (Hiway Federal Credit Union)



COMPLETE STREETS STUDY

TECHNICAL ADVISORY PANEL MEETING SUMMARY

July 29, 2009 1:00 - 4:00p.m.

Hiway Federal Credit Union – St. Paul

Attendees:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Rick Kjonaas – Mn/DOT State Aid | <input checked="" type="checkbox"/> Michael Marti – SRF Consulting Group, Inc. |
| <input checked="" type="checkbox"/> John Powell, Co-Chair – City of Savage | <input type="checkbox"/> Matthew Pahs – Mn/DOT Office of Freight and Commercial Vehicle Operations |
| <input checked="" type="checkbox"/> Tim Quinn, Co-Chair – Mn/DOT Metro District | <input checked="" type="checkbox"/> Mike Robinson – Mn/DOT Duluth District |
| <input checked="" type="checkbox"/> Merry Daher, - Mn/DOT State Aid | <input type="checkbox"/> Jim Rosenow – Mn/DOT State Geometrics |
| <input type="checkbox"/> Tim Anderson – Federal Highway Administration | <input type="checkbox"/> Paul Stine – Mn/DOT State Aid Standards |
| <input checked="" type="checkbox"/> Scott Bradley – Mn/DOT Context Sensitive Design | <input type="checkbox"/> Mukhtar Thakur – Mn/DOT State Design |
| <input checked="" type="checkbox"/> Ron Biss – Trans. Accessibility Advisory Committee | <input checked="" type="checkbox"/> Barb Thoman – Transit for Livable Communities |
| <input checked="" type="checkbox"/> Marc Briese – Woodbury Transportation Engineer | <input checked="" type="checkbox"/> Irene Weis – State Non-motorized Transportation Advisory Committee |
| <input type="checkbox"/> Brian Gage - Trans. Planning & Access Management | |
| <input checked="" type="checkbox"/> Lynnette Geschwind- Mn/DOT Affirmative Action | |
| <input checked="" type="checkbox"/> Sue Groth – Mn/DOT Traffic | |
| <input checked="" type="checkbox"/> Michael Huber – Urban Land Institute | |
| <input checked="" type="checkbox"/> Amr Jabr - Mn/DOT Metro Operations & Maintenance | |
| <input checked="" type="checkbox"/> Renae Kuehl – SRF Consulting Group, Inc. | |
| <input type="checkbox"/> Tim Mitchell – Mn/DOT Office of Transit | |

Guest Attendees:

- Bev Farragher, Mn/DOT (guest presenter)
- Brian Hogge, FHWA

Attachments (meeting handouts):

- Meeting sign-in sheet
- Meeting agenda
- Summary of Meetings to date (July 14th)
- Complete Streets Law
- Mn/DOT Accessible document guidelines
- Revised version of the “Mock” Report format

Summary of action items:

- SRF to obtain a copy of the snow removal policy from Bev Farragher
- SRF to add the ADA Transition Plan to the table of resources for the appendix of the report.

Meeting discussion points:

- Introductions
- Mike Marti gave an overview of meetings to date (AC, TAP and PMT) and items discussed at each.
- The PMT asked TAP members Amr Jabr and Lynnette Geschwind to develop presentations on maintenance/operations and ADA compliance, respectively. The goal was to get a better understanding of these topics and how they impact complete streets. The following are highlights from the presentations:
 - **Maintenance/Operations: Bev Farragher, Mn/DOT (on behalf of Amr)**
 - From an operations/maintenance standpoint, complete streets is doable, as long as budget for future maintenance of the roadway is identified since the maintenance of these corridors usually require more material, time and care to maintain than the average roadway.

- It is important for designers to work with maintenance staff during the design process to ensure the roadway is maintainable, while accommodating complete streets goals
- It is important to remember that without additional funding, additional maintenance for features of a complete street will take away from other areas.
- Level of maintenance detail changes based on the user (i.e. – a street sweeper will typically sweep a road to a level that is acceptable to vehicles, but not necessarily to a level acceptable to bicyclists or pedestrians.
- Services that Mn/DOT Maintenance provides are:
 - Clear Road – different needs for different users
 - Smooth reliable surface – More clearing usually needed for shoulders. Stormwater needs.
 - Safety Features – Shoulders (paved or gravel) guardrails/barriers, lighting, signing, striping, etc.
 - Roadsides – Mowing, diseased trees, pesticides, snow fences, litter, pet feces, etc.
 - Bridges (high priority) – inspection, preventative maintenance, reactive maintenance (when vehicles hit a bridge- happens weekly)
 - Permits/ROW management – Billboards, road closures, etc.
 - Incident response/Special events/Homeland security – Traffic management during incidents, educating public on what to expect on the road (use of changeable message signs to notify of a crash ahead, online congestion maps, etc), ramps, signal timing, etc.
 - Assisting others – National guards, house moving routes, etc.
- Most activities that maintenance staff do are not realized as people don't realize how many things out there need to be maintained.
- There are approximately 540 maintenance employees at Mn/DOT Metro (300 in the field and the remaining work on bridges or in the office)
- Maintenance staff view MN as having 2 seasons:
 - snow/ice season
 - i. Highest priority during this season is snow removal, salt/sanding and cleanup after a snow event.
 - ii. Preventative – anti icing
 - iii. For every dollar spend on snow/ice removal, commerce saves six dollars of business.
 - iv. Staff still maintains other things (guardrails, signs, etc) but snow always takes priority
 - non-snow/ice season
 - i. Maintain roads, roadside, vegetation, etc.
 - ii. Most people assume that more staff is needed in the snow/ice season; however the non-snow/ice season tends to have more work.
- Maintenance issues:
 - Snow storage is a huge challenge.
 - i. By law, cannot plow snow into a body of water
 - ii. Cannot create a wake over bridges
 - iii. If there is no roadside storage, snow needs to be melted on site or picked up and transported to a different location
 - Drifting: Snow blowing back onto the roadway
- Snow removal policy:

- Mn/DOT recently wrote a snow removal policy for Mn/DOT Metro that identifies snow removal priority. Roadways first, then trails (which are prioritized based on use)
- Bev will provide a copy of the policy to SRF.
- Prior to the development of this policy, pedestrian facilities did not have priority for snow removal (could be weeks before trails were cleared or not at all)
- Mn/DOT recently purchased pedestrian trail snow removal equipment
- Snow removal priority comes down to accommodating society. Roads have by far more users so they get the priority.
- Cost to society is impacted when snow removal is delayed – crashes, delay, etc.
- Mn/DOT Metro is unique in that the design staff understands the needs of maintenance staff and they tend to work together on most projects. Maintenance staff are included in the review of most plans.
- Mn/DOT Metro requires written agreements with locals when building ped/bike facilities for them, requiring the local agency to commit to maintaining the facility once built. Mn/DOT suggests that these agreements be completed BEFORE letting the project, to ensure that an agreement is made
- Mn/DOT Metro does not maintain local roadways. At an intersection of a state and local roadway, Mn/DOT metro will maintain the state roadway, but not the local roadway
- In order to comply with accessibility, snow removal on ped facilities needs to be more detailed.
- MnDOT Metro is open to collaborative work with local agencies. Currently in discussions with a county to collaborate on the maintenance of signs and striping. County would maintain all striping, Mn/DOT would maintain all signs, no money would be exchanged, just do the work.
- Plantings are aesthetically nice, but require maintenance and watering – takes staff away from other things. There are certain plants that can be used that are hardier that require less attention and still look nice. If maintenance of plantings is not done, area looks worse than if the plantings did not exist in the first place.
- Mn/DOT can provide information to designers on materials to consider that require less maintenance and serve the same purpose (i.e. concrete sidewalk rather than brick pavers that have the potential to heave or grow weeds in cracks). However, it is usually the public that pushes for beautification that results in use of elements that require more maintenance
- If a complete streets policy is adopted, the following actions should be considered to accommodate maintenance:
 - Develop design standards for complete streets, involve operations/maintenance staff in the development
 - Develop a design exception process , involve operations/maintenance staff in the design
 - Identify funding for the facility built
- In Bev’s opinion, the current priority of modes from a maintenance standpoint is: commercial vehicles, motor vehicles, emergency vehicles, pedestrians, bikes.
- **ADA Compliance: Lynnette Geschwind, Mn/DOT**
 - Designers need to be educated on ADA issues

- ADA law exists due to a reactive need, demanded by the disabled community
 - The majority of ADA related complaints that Mn/DOT receives are maintenance issues
 - Architects are taught about ADA issues in college, engineers are not
 - Transition Plans
 - Developed in 1995, agencies were required to develop a plan to transition infrastructure to ADA standards. Funding for the transition is NOT federally funded; locals are expected to pay out of existing budget. By law, if transition plan is not developed or followed, FHWA can take federal funding for other projects away. A case in which FHWA has taken funding away is unknown.
 - TAP members commented that it seems unfair that this is an unfunded mandate and rather should be required on new construction rather than retrofitting.
 - Curb cuts have been law since 1973, long before ADA requirements. Hard to argue why they don't exist at some locations today.
 - "ADA Title II" is the relevant part of the ADA law that applies to transportation. This section requires all agencies to conduct a self-evaluation and write a transition plan for all public entities with more than 50 employees
 - Mn/DOT is currently collecting inventory of various transportation elements in MN (signals, ROW, rest areas, etc.) that will be compiled into one large GIS based database that will allow Mn/DOT to develop a transition plan that will identify and prioritize actions needed to fix the problems identified in the self-assessment.
 - PROWAG – Public Right of Way Accessibility Guidelines cover pedestrian access to sidewalks and streets, including crosswalks, curb ramps, street furnishings, pedestrian signals, parking, and other components of public rights-of-way. This rulemaking is to ensure that access for persons with disabilities is provided wherever a pedestrian way is newly built or altered, and that the same degree of convenience, connection, and safety afforded the public generally is available to pedestrians with disabilities.
 - Mn/DOT policy is to put in audible and vibrotactile push buttons at all new signals where pedestrians exist.
- Mike Marti gave an update on the report format for the Complete Streets Study report. Due to ADA compliance and legislative law, the PMT has decided to revise the report format (previously approved) to follow the state guidelines and state laws
 - Mike Marti gave an update on agency interviews – Received five interviews from Barb McCann (National Complete Streets Coalition), requested four additional. They responded by stating they'd like to see our draft and post interview results before providing more data.
 - Round Robin – Each TAP member was asked to state what issue/topic is their main concern that should be addressed in the report.
 - Barb Thoman – Wants to see a broad list of benefits listed in the report, especially focused on cost reduction, including items such as:
 - Reduction to VMT
 - Economic development – more walkable communities attract more walkers
 - More accommodations for elderly – make MN an accessible place for elderly so they do not move south.
 - Lynnette Geschwind – an appendix with relevant other reports to reference. Add the ADA Transition Plan.
 - Ron Biss – Emphasis on the importance of communication between agencies during the design of a project.

- Irene Weis – Importance of involving the public in the process. Need for societal changes/attitude toward complete streets.
- Brain Hogge – Compliance with FHWA laws
- Mike Robinson – tell the story of funding. Make it clear to decision makers that there is no additional money to make this happen, money would have to be taken from other areas. This is not to say that complete streets should not be considered, just need to be clear that it will cost extra money and agencies need to be willing to cut back somewhere else to make this happen.
- Sue Groth – Agree with Mike Robinson and need to make clear that not only is there no extra money, but funding is shrinking so it will be harder to add in more design attributes. Also be sure that maintenance costs presented today are highlighted.
- Scott Bradley – Relationship of entities that are competing for space (i.e. curb to curb width is governing factor, driving and biking lanes competing for space.) There are a lot of locations where shoulders exist and have the potential to make a complete street (use for biking/walking). Need to decide when it is appropriate to use them.
- Merry Daher – Discuss varying levels of “completeness”. It is not feasible to have complete streets everywhere. May not be feasible to have completeness in all seasons (i.e. snow removal on trails). Possibly consider snow removal on specific ped/bike routes and reduce the need to plow all trails.
- Report length – TAP members envision this report being a maximum of 20-25 pages, the PMT concurs.

Future TAP Meetings Date/Location:

- Sept. 21st, 1:00-4:00 pm Hiway Federal Credit Union Annex



COMPLETE STREETS STUDY
ADVISORY COMMITTEE AND TECHNICAL ADVISORY PANEL MEETING
AGENDA
September 21st, 2009 1:00 - 4:00
Hiway Federal Credit Union Annex, St. Paul

1. Introductions

2. Study goals and objectives

3. Round Robin

- a. Each Advisory Committee member will be given an opportunity to clarify and/or reiterate comments submitted electronically
- b. Each Technical Advisory Panel Committee member will be given an opportunity to clarify and/or reiterate comments submitted electronically

4. Review next steps

- a. Aggregate comments
- b. Complete 2nd draft of report
- c. Send to commissioner and committee members
- d. Mn/DOT Commissioner finalizes report and reports to legislation

5. Adjourn



COMPLETE STREETS STUDY

ADVISORY COMMITTEE AND TECHNICAL ADVISORY PANEL

MEETING SUMMARY

September 21, 2009 1:00 - 4:00
Hiway Federal Credit Union Annex, St. Paul

Attendees:

Project Management Team:

- John Powell, Co-Chair – City of Savage
- Tim Quinn, Co-Chair – Mn/DOT
- Merry Daher – Mn/DOT State Aid
- Rick Kjonaas – Mn/DOT – State Aid
- Renae Kuehl – SRF Consulting Group
- Michael Marti – SRF Consulting Group

AC Members:

- Lee Amundson – Willmar Area Trans Partnership
- James Andrew – Metropolitan Council
- Dennis Berg – Anoka County Commissioner
- Gary Danielson – MN County Engineers Association
- Steve Elkins – Bloomington City Council
- James Gittemeier – Duluth Metro Planning Org.
- Dan Greensweig – MN Association of Townships
- Mary McComber – Oak Park Heights
- Karen Nikolai – Hennepin County Community Design Liaison
- Shelly Pederson – City Engineer Association of MN
- Mike Schadauer – Mn/DOT Transit
- Mike Wojcik – Rochester City Council

TAP Members:

- Tim Anderson – Federal Highway Administration
- Scott Bradley – Mn/DOT Context Sensitive Design
- Ron Biss – Trans. Accessibility Advisory Committee

- Marc Briese – Woodbury Transportation Engineer
- Brian Gage - Trans. Planning & Access Management
- Lynnette Geschwind- Mn/DOT Affirmative Action
- Sue Groth – Mn/DOT Traffic
- Michael Huber – Urban Land Institute
- Amr Jabr - Mn/DOT Metro Operations & Maintenance
- Tim Mitchell – Mn/DOT Office of Transit
- Matthew Pahs – Mn/DOT Office of Freight and Commercial Vehicle Operations
- Mike Robinson – Mn/DOT Duluth District
- Jim Rosenow – Mn/DOT State Geometrics
- Paul Stine – Mn/DOT State Aid Standards
- Mukhtar Thakur – Mn/DOT State Design
- Barb Thoman – Transit for Livable Communities
- Irene Weis – State Non-motorized Transportation Advisory Committee

Guest Attendees:

- Mitzi Baker – Olmsted-Rochester Planning
- Lisa Bender – Hennepin County Active Living
- Ethan Fawley – Fresh Energy
- Mary Karlsson (representing James Andrew) – Metropolitan Council
- Mark Nelson (representing Brian Gage) – Mn/DOT Office of Investment Management

Attachments (meeting handouts):

- Meeting agenda

Summary of action items:

- SRF to revise the report and submit to Mn/DOT. Mn/DOT will submit to the commissioner on October 15th and email a copy to all AC/TAP members.
- Merry Daher will post the survey results on the Mn/DOT project website once compiled and will email a copy to all AC/TAP members.
- SRF will contact Barb McCann to verify if we can publish the names of the agencies included in the interview summary in the report.
- Paul Stine is working to clarify the variance process and update the Mn/DOT website.

Meeting discussion points:

- Tim Quinn briefly outlined the process to date, including the review process of the draft report and outlined the next steps in finalization of the draft report.
- Draft Report Round Robin – Each AC member was given an opportunity to reiterate and/or clarify comments they submitted electronically.
 - Lee Amundson – Willmar Area Trans Partnership
 - Report looks good, but Complete Streets solutions is not a one size fits all.
 - Gives good background and history information to educate legislators.
 - James Andrew (represented by Mary Karlsson) – Metropolitan Council
 - Need to clarify what Mn/DOT’s recommendations are.
 - Make a point of what a huge undertaking it will be to combine all manuals into one.
 - Clarify costs to operations and maintenance.
 - Dennis Berg – Anoka County Commissioner
 - Tone of report implies that State Aid rules are the main problem. He does not want to see rules compromised because of this report. Thinks State Aid rules are a success and should be built on.
 - Chapter 8 – last bullet “...State Aid variance process needs to be revised”. Dennis thinks the variance review committee does a good job and no revision is needed.
 - Reference to “retrofitting is costly except for restriping” is confusing, need to clarify.
 - Gary Danielson – MN County Engineers Association
 - Complete Streets as an extension of Context Sensitive Solutions is good.
 - Open to modifying State Aid process to make it more efficient if needed.
 - Steve Elkins – Bloomington City Council
 - Disagrees with the comment in the report regarding the need for several design resources. Feels that the lack of integration of manuals is an issue and that Mn/DOT should ask legislators for funding to integrate manuals as a separate project.
 - James Gittemeier – Duluth Metro Planning Org.
 - Integration of manuals is important.
 - Dan Greensweig – MN Association of Townships
 - Concerned that Complete Streets will be an unfunded mandate for townships. Would like to see examples of types of projects that would be considered Complete Streets”.
 - Karen Nikolai – Hennepin County Community Design Liaison
 - Likes that Context Sensitive Design is included in the report but it is not the same thing as Complete Streets and this needs to be clarified.
 - If we do not promote a policy on a statewide level, then local agencies will develop their own policies that will not be the same and there could be issues with conflicting policies in overlapping jurisdictions. A similar issue happened with smoking bans in MN before a statewide ban was put into place.
 - A public input process is necessary and should be done early in the process.

- Shelly Pederson – City Engineer Association of MN
 - Agrees with previous members comments on the need for combined manuals and a revised variance process.
 - The conclusions and recommendations section needs to be clarified.
- Mike Wojcik – Rochester City Council
 - City of Rochester has not yet experienced increased costs due to new Complete Streets policy.
 - Deferred comments on report to Mitzi Baker. The following are Mitzi’s comments:
 - Supports a statewide policy as local policies experience gaps as policy cannot be applied in overlapping jurisdictions. There is an issue with overlapping jurisdictions feeling that they do not need to comply.
 - Would like to see national examples of fuel reduction, obesity, etc.
 - Policy should default to require Complete Streets on all roadways and the exception would be to prove that CS is not needed.
- Draft Report Round Robin – Each TAP member was given an opportunity to reiterate and/or clarify comments they submitted electronically.
 - Ron Biss – Trans. Accessibility Advisory Committee
 - Satisfied with report and that it addressed ADA.
 - State can be a lead role in advising on ADA.
 - Scott Bradley – Mn/DOT Context Sensitive Design
 - Chapter 3 – need to add a reference to implementation of planning integration in Complete Streets process.
 - USDOT guidance of 2000 should be referenced in the background section.
 - The section regarding design reference conflict points (ADT, width and speed) needs to also include roadway classification and setting.
 - Would like to see clarification to the section that mentions “not all modes for all roads”. Even if all modes are not on all roads, a modal plan needs to be developed for each mode – need to be able to accommodate all modes.
 - Marc Briese – Woodbury Transportation Engineer
 - Need to do a better job of identifying costs, even if a specific dollar amount cannot be solidified.
 - Would like to see what a policy might look like if implemented examples of what others have done – provide examples.
 - Brian Gage (represented by Mark Nelson) - Trans. Planning & Access Management
 - Recommendations need to be more defined.
 - Would like to see an example of what a policy would look like.
 - Lynnette Geschwind- Mn/DOT Affirmative Action
 - A Complete Streets policy would provide balance, uniformity and fill in gaps in our network.
 - Accessibility can best be integrated through Context Sensitive Solutions and other policies.

- A Complete Streets policy would best integrate ADA.
 - Lynn will get additional edits to the ADA section to SRF by September 22nd.
- Sue Groth – Mn/DOT Traffic
 - Need to add something about benefits/costs in the report, possibly an example of how a project could have been done differently if Complete Streets would have been implemented. Simple examples that legislators could relate to. Legislators may not understand Complete Streets without examples.
- Michael Huber – Urban Land Institute
 - Need to clarify distinction between Context Sensitive Solutions and Complete Streets. They are similar but also very difference and cannot be considered the same.
 - Would like to see integration of design manuals.
 - Recommendations section needs to be clarified.
- Tim Mitchell – Mn/DOT Office of Transit
 - Complete Streets is a planning process, not a design process.
 - Emphasize that the intent isn't for a prescriptive end product.
 - Do not represent funding as a barrier in the report.
 - There is conflicting information about costs and cost barriers in the report that need to be addressed.
- Matthew Pahs – Mn/DOT Office of Freight and Commercial Vehicle Operations
 - Pleased with mention of trucks and freight in the report.
 - Don't forget "trucks" in all users.
 - Locations where Complete Streets are best implemented are also areas where higher truck traffic can be expected (i.e. commercial development area).
- Mike Robinson – Mn/DOT Duluth District
 - Agencies should integrate modal planning with Complete Streets to invest in elements of Complete Streets. Must fit into a plan (mostly urban context).
 - Likes implementation process laid out in the report.
- Jim Rosenow – Mn/DOT State Geometrics
 - Would like to see a finding of feasibility stated in the report – state that we have found that Complete Streets is feasible.
 - Recommendations are not focused and needs to be reconciled.
- Paul Stine – Mn/DOT State Aid Standards
 - Complete Streets needs to start at the planning stage; it's hard to design out of a planning problem.
- Barb Thoman – Transit for Livable Communities
 - Would like to see a summary of the five agencies interviewed – list of the agency, type of policy and when it was implemented
 - Gary Toth at New Jersey DOT may be able to provide more cost information.
- Irene Weis – State Non-motorized Transportation Advisory Committee
 - Feels the need for Complete Streets is proven by unnecessary crashes involving pedestrians/bicyclists that occur due to lack of Complete Streets.

- Guest Attendees comments:
 - Ethan Fawley – Fresh Energy
 - Process needs more public outreach
 - Hopes that committee members have more time to comment on the 2nd draft
 - Don't use the word "accommodate" as this implies that non-motorized modes are secondary.
 - Integration of all modes needs to be considered at the beginning of the planning process
 - Mn/DOT's scoping process needs to address transit and elderly as well
 - Would like to see examples of what other agencies have done included in the report.

- General Discussion:
 - Merry Daher provided closing summary and thanked all committee members for their involvement in this process
 - Next draft of the report will be completed by October 15th and submitted to the commissioner. A copy will be emailed to all AC/TAP committee members.
 - The Mn/DOT website survey summary will not be completed in time to be included in the report; it will be posted on the Mn/DOT project website once complete and also emailed to committee members.
 - Rick Kjonaas gave a summary of public input received and input received from the commissioner.
 - Paul Stine is working to clarify the variance process and update the website.
 - Questions that would need to be addressed during policy development:
 - Would a statewide policy apply to just Mn/DOT roads or all roads"
 - Who will be the enforcing agency?
 - Would Complete Streets be an unfunded mandate?
 - Local governments will need to agree with the process/policy in order for it to be successful.
 - It is important for designers to go back to planners when reconstruction projects are developed. For instance, if a mill and overlay project is scheduled, check with the planning department to see if there are any new plans for Complete Streets implementation at the project site.
 - Need to look at all projects as a Complete Streets opportunity.
 - Recommendation in the report should state that inconsistencies between manuals need to be reconciled regardless if a Complete Streets policy is implemented or not.

APPENDIX D

Summary of Follow-up Interviews



COMPLETE STREETS STUDY FOLLOW-UP INTERVIEWS

Agency: City of Charlotte

Interview Subject and contact Information: Tracy Newsome, 704-353-0778,
tnewsome@ci.charlotte.nc.us
Interview Date: September 17, 2009

- A. Confirmation of agency's complete street documents (policy statement, design guidelines, ordinance)

Ordinance: None, but working to revise the city's codes and ordinances to reflect the design guidelines. As point of interest, the State of North Carolina just adopted a complete streets policy in July 2009.

Design Guidelines: There are two policy documents that together provide complete street guidance (see www.charmeck.org/departments/transportation/):

- a) Transportation Action Plan (adopted in May 2006). Plan contents include programs, policies and projects.
- b) Urban Streets Design Guide (adopted October 2007). This addresses how to design streets (process, design details and expectations).

Policy Statement: Included in the Design Guidelines

1. Do you have data on the benefit/cost associated with planned/constructed complete streets?
No, but costs are a consideration on all projects (see discussion below on six step design process).
2. In developing a complete streets policy, what would you have done differently?
Nothing. Developing the guidelines was a six-year, comprehensive and detailed process.
3. What would you recommend to other agencies that are starting development of their own complete streets policy?
Communication is key. Must have on-going discussions with the implementing agencies to make sure they are knowledgeable of and comfortable with the design guidelines and design process. This ensures that they will apply it. The six step design process requires the staff to apply a different thought process than they have used in the past. Training has been done for:
Transportation Dept – Teach them how to use the six step design process on their own projects.
Planning Dept – Incorporate complete street concepts and design approach into land use plans/area plans. The Planning Dept also uses the design guidelines on development projects that require conditional re-zoning.
4. What public involvement process was used?
During the development of the design guides, there were several opportunities for public involvement:



COMPLETE STREETS STUDY

FOLLOW-UP INTERVIEWS

- a) *Small interview groups – this was done early in the process to identify issues. Some small groups were comprised of city staff, others were with the community.*
 - b) *An on-line visual preference survey was performed. They received 900 responses.*
 - c) *Technical review groups – internal working groups.*
 - d) *Stakeholder groups – It was the role of this group to ensure that many perspectives were brought to the table. This group was convened towards the end of the process – there were 11 – 12 specific issues they were charged with addressing.*
 - e) *Public Meeting – three to four meetings were held.*
 - f) *Presentations were made to neighborhoods or interest groups who requested a presentation.*
 - g) *Public comments were received during the adoption process.*
5. How do you monitor/enforce use/assign accountability of complete streets implementation on projects? –
The six step design process documents the design process – holds project staff accountable to follow the process. Once the codes are revised, staff performing development reviews will be accountable to apply the new codes.
6. How has the complete streets policy been received by other agencies?
It has been well received. The City attempts to apply their design process to state maintained streets. Success of implementing City's desired facilities on state maintained roadways varies by project. They expect this will improve now that the state has a complete streets policy.
7. Have you experienced any opposition to the complete streets policy, and if so, how have you addressed it?
There has been no strong opposition. There has been some concern expressed by the development community regarding how the design guidelines will be incorporated into the City's codes and ordinances.
8. How has complete streets been implemented on rural roadways?
n/a
9. Can you provide an estimated percentage of complete street projects that fully accommodate pedestrians and bicyclists?
n/a – see miscellaneous section below.
10. What triggers the implementation of complete streets? (e.g. new construction, reconstruction, repaving)
Applies to all projects initiated by the City.
11. Miscellaneous Issues brought to light during interview:
a) *The six step design process consists of:*



COMPLETE STREETS STUDY

FOLLOW-UP INTERVIEWS

Existing and Future Conditions

1. *Define Land Use Context*
2. *Define Transportation Context*

Goals and Objectives

3. *Identify Deficiencies*
4. *Describe future Objectives*

Decision Making

5. *Define Street Type and Initial Cross-section*
6. *Describe Trade-offs and Select Cross-section*

b) Important take-away notes:

1. *The **process** is very important. The design process requires a shift of perspective. Project designer should never start the process thinking they know what the end result will be. The design process and required analysis that goes along with the process will determine physical layout, street components and even road classification.*
2. *Design process requires that all perspectives are brought to the table and that designers analyze the trade-offs.*
3. *The philosophy is more about a complete street **network**. The resulting designs are context sensitive. It is not a one-size-fits-all approach. "Complete streets" does not mean full accommodate for all modes on every street. For each street, all modes must receive equal consideration, but not equal facilities. Therefore, every project is a complete street if the design process is followed.*
4. *The new process actually requires more and different analysis than they used in the past (e.g. pedestrian and bicycle LOS, longer time periods applied to vehicular LOS).*



COMPLETE STREETS STUDY FOLLOW-UP INTERVIEWS

Agency: Louisville Metro Government

Interview Subject and contact Information: Chris French, Planning Coordinator, 502-574-8571
Dirk Gowen, Executive Administrator, 502-574-5925

Interview Date: August 20, 2009 (Chris)
August 26, 2009 (Dirk)

- A. Confirmation of agency's complete street documents (policy statement, design guidelines, ordinance)

Ordinance: An ordinance was passed in 2008. (CF)

Design Guidelines: The city started work on a streetscape design guide. As they got into it, based on the issues that were coming out of the process, they realized it had evolved into a complete street design guide. (CF)

Policy Statement: Policy statement was added as an addendum to the city's comprehensive plan. (CF)

12. Do you have data on the benefit/cost associated with planned/constructed complete streets?
No. It is very difficult to measure certain benefits such as health and air quality. Maybe will have something in a couple of years after more facilities have been constructed and methodology developed for measuring benefits. (DG)

13. In developing a complete streets policy, what would you have done differently?
After the development of the design guide, the City is now trying to figure out how to integrate complete streets into the zoning and land development codes. This pertains particularly to mixed-use development projects. Right now, city staff must negotiate with developers on a case-by-case basis as to how complete streets will be implemented. Therefore, Chris' recommendation is to start thinking about, and plan how, complete streets will be integrated into the city codes right at the start of the policy development process. (CF)

14. What would you recommend to other agencies that are starting development of their own complete streets policy?
Try to identify all stakeholders ; be as inclusive as you can. At the start of the process, know what the end goal is and who it applies to. (CF)

15. What public involvement process was used?
There was a public hearing associated with the Metro Council's approval of the policy. Preceding the Metro Council's approval, presentations were made for several planning commission sub committees. When the document was out for public comment, presentations were requested by and made to, special interest groups. These presentations were well received. (CF)



COMPLETE STREETS STUDY FOLLOW-UP INTERVIEWS

16. How do you monitor/enforce use/assign accountability of complete streets implementation on projects?

Monitoring happens during the development review process and the public works review process.(CF).

Monitoring primarily comes through the bike community who constantly push for the implementation of new facilities. The City had a Bike Summit in 2005 and 2009. As an outgrowth of the summit, a bicycle task force, comprised of public and private members, has been established. The task force is responsible for keeping the City on task with the implementation of bike facilities. In 2008, the City had a Pedestrian Summit. A task force was developed for pedestrians as well, but that group has not been as active. (DG)

17. How has the complete streets policy been received by other agencies?

The initial streetscape design guide process was really the result of the City responding to the state DOT. The state was looking for insight on what the City wanted for streets that are constructed by the State and the City needed to determine for themselves what they wanted. Up to that point, the project outcome was contingent on the skill of the city staff person working on the state project. No complaints from the state. City parks and planning departments like it.(CF)

18. Have you experienced any opposition to the complete streets policy, and if so, how have you addressed it?

When the design guidelines were first being developed, homebuilders expressed concern. They were scared that they would be forced to give up more ROW and provide too many facilities. Once City staff met with them and explained the proposed design guideline, they were appeased. (CF)

Only one person challenged the implementation of complete streets. Once the ordinance was provided and explained to the person, the challenge did not continue. (DG)

19. How has complete streets been implemented on rural roadways?

n/a

20. Can you provide an estimated percentage of complete street projects that fully accommodate pedestrians and bicyclists?

The City has developed a City/County-wide bicycle system plan. When streets are up for reconstruction, the City will determine if the roadway is on the plan to determine if bike facilities are necessary. Bike facilities are required on any public road project. Strong justification is needed if pedestrian or bicycle facilities are not provided. (DG)

21. What triggers the implementation of complete streets? (e.g. new construction, reconstruction, repaving)

New construction or reconstruction projects.(DG)



COMPLETE STREETS STUDY

FOLLOW-UP INTERVIEWS

22. Miscellaneous Issues brought to light during interview:

- a. The City of Louisville has a form based code. The need for special facilities is determined by the street classification and form district the street is located in. This is making the integration of complete streets into the code a bit more challenging, as you need to consider all of the different form districts in the City. (CF)
- b. Having the Mayor as is a big advocate for complete streets greatly helped in making it happen. Complete streets were one aspect of the Mayor's Healthy Hometown Movement. The goal is to create a healthy environment that will encourage professionals to live in Louisville. The head of the transportation dept is an avid bicyclist. (DG)
- c. Currently, the City's Executive Administrator sees the biggest need for bike facilities on roadways that will provide a transportation function for bicyclists and can be implemented in a safe manner. Bike facilities are not deemed necessary for low speed residential streets as bikes, pedestrians and vehicles can all safely share the street. Placing bike facilities on clogged principle arterials are not highly desirable either, unless a safe facility can be provided. Bike advocates still push to get facilities on principle arterials roadways. The goal is to develop a bicycle network (200 miles of facilities) on streets that are in between residential streets and principle arterials (e.g. collectors). The primary users of this network are the 19 percent of bike trips that are greater than five miles in length. This comprises 20 percent of the City's system. The system plan will then be prioritized to better allocate funds to projects that most need complete streets improvements. (DG)
- d. The City preferred to use bike lanes than multi-use trails paralleling the streets. Studies indicate that bike lanes are safer than multi-use trails. (DG)
- e. The City also has the Bike Louisville Program. This is an inter-departmental group that works to implement bicycling in the City. The group is comprised on people from the Mayor's office, Health Dept, Planning and Urban Design, Public Works and Police. Each of these groups is responsible for implementing a portion of the five E's (Engineering, Education, Enforcement, Encouragement, and Evaluation)
<http://www.louisvilleky.gov/bikelouisville/>. (DG)



COMPLETE STREETS STUDY FOLLOW-UP INTERVIEWS

Agency: MassHighway

Interview Subject and contact Information: Tom DiPaolo, P.E., Assistant Chief Engineer, 617-973-7516
Interview Date: August 19, 2009

- A. Confirmation of agency's complete street documents (policy statement, design guidelines, ordinance/statute)
- Statute:** Occurred in 1996. Stated that reasonable accommodation must be made for pedestrians and bicyclists. In interim policy directive provided guidance until the design guide was developed.
- Design Guidelines:** The design guide was complete in 2006.
- Policy Statement:** The design guide was issued through a joint policy/engineering directive because it had both policy and design components.
23. Do you have data on the benefit/cost associated with planned/constructed complete streets?
No – It is very hard to say what wouldn't have been spent.
24. In developing a complete streets policy, what would you have done differently?
Nothing. Here is why it was successful:
- Applied a CSS - they didn't jump to conclusions early on what the final guidelines would be.*
 - The process was not facilitated by MassHighway. A neutral facilitator was brought in during the issues identification process. MassHighway had no more say/power over the process than other task force members.*
 - An outside consulting firm was hired by the task force to author the design guidelines.*
25. What would you recommend to other agencies that are starting development of their own complete streets policy?
A successful complete streets program requires a two step process. First, there must be an issues/problem identification stage. All stakeholders must hear the perspective of others stakeholders, makes people realize their issue needs to be balanced with other legitimate issues. Only after issues identification process can the stakeholders participate in the development of a solution.
26. What public involvement process was used?
Two series of "road shows" were taken across the state to solicit input. The first set of meetings was done during the issues identification period. The second set of meetings was done to receive comments on the draft manual. Meetings attendees primarily consisted of city staff, consultants, Metropolitan Councils, and special interest advocates. The draft guidelines were on MassHighway's website and comments could be submitted electronically.
27. How do you monitor/enforce use/assign accountability of complete streets implementation on projects?



COMPLETE STREETS STUDY

FOLLOW-UP INTERVIEWS

MassHighway has a staff person who is responsible for reviewing all projects to ensure that the state has met its obligation to reasonably accommodate pedestrians and bicyclists. When cities receive funding from MassHighway they are told to comply with the design guidelines, but it is not enforced.

28. How has the complete streets policy been received by other agencies?
No complaints. Believe this is because people who cared were at the table during the development of the design guidelines.
29. Have you experienced any opposition to the complete streets policy, and if so, how have you addressed it?
Probably the toughest opposition came from within MassHighway. People did not want to change. MassHighway staff have been directed to follow the design process set in the design guidelines. When controversy arises around a project, the most frequent cause is that stakeholders feel they have not been heard because the project manager did not follow the process.
30. How has complete streets been implemented on rural roadways?
The design guideline addresses rural roads. Reasonable accommodation is based on roadway type and area type. Accommodation in a shared area of the roadway can be deemed reasonable accommodation (e.g. having vehicles, bikes and pedestrians share the travel lane on a low volume, low destination rural road). The design guide provides five accommodation models that address shared space. Development of the accommodation models was an "ah ha" moment.
31. Can you provide an estimated percentage of complete street projects that fully accommodate pedestrians and bicyclists?
The design guidelines call for 4' paved shoulders, 5' sidewalks and ADA compliance on all projects. If it is determined in the design process that these are not needed, a design exception can be requested. This is a formalized process that documents reasoning and shows due diligence. On all MassHighway projects an engineer must sign off on the project stating that the design is safe for all users.
32. What triggers the implementation of complete streets? (e.g. new construction, reconstruction, repaving)
New construction and reconstruction projects. Maintenance, signing, drainage and resurfacing projects would not trigger implementation of complete streets.
33. Miscellaneous Issues brought to light during interview:
 - a. The Design Guide is based on three principles:
 - i. Multi modal
 - ii. Ability to be flexible (context sensitive solutions)
 - iii. Revise procedures to ensure a clear and transparent process
 - b. Functional road classifications should not be used as a basis of design. Need to do context sensitive design that looks at road type and area type. Functional classification should be used for funding only.



COMPLETE STREETS STUDY

FOLLOW-UP INTERVIEWS

- c. Implementing complete street policies is much easier to do if has the support of upper level management. Implementing complete streets is hard to do at lower engineering levels. They sometimes need a push. Both the State Commissioner of Transportation and the Governor were big supporters of complete streets.
- d. The complete streets process started in 1999 with stakeholders interested in preserving historic resources and character along rural historic roads. Other special interest groups heard about this and also wanted their voices heard. At that point, the State really opened up the listening process of what MassHighway processes stakeholders thought were causing problems. The entire process took about 7 years, with the last 3 years spent developing the design guide.



COMPLETE STREETS STUDY FOLLOW-UP INTERVIEWS

Agency: State of Oregon

Interview Subject: Sheila Lyons, Pedestrian and Bicycle Program Manager, ODOT, 503-797-1546

Interview Date: August 13, 2009

- A. Confirmation of agency's complete street documents (policy statement, design guidelines, ordinance/statute)

Statute: *Occurred 38 years ago, emphasis was one multi-modal planning (occurred before "complete streets" became popular.) All agencies must comply (cities, counties, state)*

Design Guidelines: *The Oregon Transportation Plan consists of various modals plans (e.g. highway, freight, ped/bike plan). All modal plans have equal weight.*

Policy Statement: *No official state policy statement, but do have multi-modal system goals. There may be policy statements in the various modal plans. Individual communities may have policy statements.*

34. Do you have data on the benefit/cost associated with planned/constructed complete streets?
None.

35. In developing a complete streets policy, what would you have done differently?
Through legal interpretation it was determined that the authors of the legislation in 1971 intended the multi modal statute to apply to all public ROWs. It would have better if the legislation has stated specifically that it applied to all public ROWs.

36. What would you recommend to other agencies that are starting development of their own complete streets policy?

- a. *If there is a true desire to implement complete streets, a dedicated implementation funding stream and a reasonable implementation time frame must be established. The policy is not enough, costs must be addressed. Without a direct funding stream, ways are found to get around implementation and money is directed elsewhere. The statute has been in place for 38 years, yet 40% of the system is still missing.*
- b. *There must be a methodology developed based on context, traffic volumes and speeds that define what facilities are needed for pedestrians and bicycles. An example of this Oregon's draft matrix and supporting text for determining when bike lanes are needed in urban/suburban settings. The matrix will be included in the Oregon's updated ped/bike plan that is currently under development.*

37. What public involvement process was used?
n/a – statute established in 1971. There has been public involvement as part of the modal plan updates.

38. How do you monitor/enforce use/assign accountability of complete streets implementation on projects?



COMPLETE STREETS STUDY FOLLOW-UP INTERVIEWS

It is up to each jurisdiction to demonstrate compliance, but there are no reporting requirements. It is usually bike advocates that force jurisdictions to show that they are complying with the statute.

Starting in the late 1980's, the state implemented an electronic database that inventories state funds spent on bike/ped facilities (there is a requirement in the law that 1% of state funding must be spent on bike/ped facilities).

There are no good mechanisms in place to ensure that the developers who are constructing public roadways are in compliance with the statute.

39. How has the complete streets policy been received by other agencies?

There has been uneven implementation of the statute across the state, particularly in the early years. Most jurisdictions have been complying in the last 10 – 15 years. Some communities have constructed 100% of their system, other communities have a substantial portion of their system yet to construct.

40. Have you experienced any opposition to the complete streets policy, and if so, how have you addressed it?

No – building up the ped/bike system has increased its use, which in turn grows demand for these facilities. People now expect ped/bike facilities. People see ped/bike facilities in other communities and desire these facilities in their own community. (Not mentioned as part of this interview, but previous interview stated that statute was resisted by some jurisdictions, and legal interpretation was required to force compliance.)

41. How has complete streets been implemented on rural roadways?

Bike facilities are expected to be provided on all roadways. Sharing the travel lane is an acceptable provision of facilities provided traffic volumes are low. If traffic volumes are too high, paved shoulders must be provided. Pedestrian facilities are not required on low volume/low pedestrian demand roadways. A blanket approach is not used across all roadways. Facilities requirements are based on context (land use), traffic volumes and speeds.

Bikes – A facility that can accommodate bikes is required on all roadways. This can be interpreted as sharing the lane, using a paved shoulder or having a designated on-street bike lane - it depends on the context, volumes and speeds.

Sidewalks – Not automatically provided along all roadways- it depends on the context, volumes and speeds. (e.g. the state would not require sidewalks out on a rural, low volume roadway. Belief is that vehicles and pedestrians can share the roadway.)

42. Can you provide an estimated percentage of complete street projects that fully accommodate pedestrians and bicyclists?

N/A – based on Question 9.

43. What triggers the implementation of complete streets? (e.g. new construction, reconstruction, repaving)



COMPLETE STREETS STUDY FOLLOW-UP INTERVIEWS

44. Miscellaneous Issues brought to light during interview:
 - a. *Application of AASHTO bike design guidelines, which are based primarily on road classification, does not work.*



COMPLETE STREETS STUDY FOLLOW-UP INTERVIEWS

Agency: City of Seattle

Interview Subject and contact Information: Darby Watson, Strategic Advisor, Policy & Planning, Seattle Department of Transportation, 206-386-4012

Interview Date: August 25, 2009

- A. Confirmation of agency's complete street documents (policy statement, design guidelines, ordinance)

Ordinance: Passed in 2007. Follow-up to the "Bridging the Gap" funding resolution.

Design Guidelines: There are separate design guidelines developed for pedestrians, bicycles and roadways. The City just completed a new pedestrian plan that is GIS based. It also incorporated a ranking system to help determine which projects should receive higher priority for implementation.

Policy Statement: Included in the Ordinance

45. Do you have data on the benefit/cost associated with planned/constructed complete streets?
No, but the City is developing a tracking system (checklist) that will be used by all CIP reconstruction project managers for compliance with City policies. The checklist includes complete streets policies as well as other City design initiatives such as natural drainage. A completed checklist for each project must receive the Director of Transportation's sign-off. The checklist requires that the project manager review the design guidelines for all transportation modes to see what facilities are planned for the reconstruction/repaving project. Official design exceptions must be requested if a transportation mode cannot be accommodated. Approximately 15 – 20 projects have been built using the checklist process.

46. In developing a complete streets policy, what would you have done differently?
It would help if there was dedicated funding to implement complete streets, such as one to two percent of the project budget. Right now, which department is responsible for funding the complete streets elements is negotiated on a case-by-case basis.

47. What would you recommend to other agencies that are starting development of their own complete streets policy?
Make sure direction for the implementation of the complete streets policy comes from the head of the Department. Right now, project managers are expected to implement the complete streets policy. A written justification is required if a project cannot implement complete streets. It is also good to have a person whose sole responsibility is to work with project managers and coordinate the implementation of complete streets with other agencies. This person is essentially an advocate for good street design that incorporates complete streets and other city policies.

48. What public involvement process was used?
Not sure. A big push for the "Bridging the Gap" resolution and complete streets ordinance came from local interest groups.



COMPLETE STREETS STUDY

FOLLOW-UP INTERVIEWS

49. How do you monitor/enforce use/assign accountability of complete streets implementation on projects? –
Use of the checklist as referenced in the response to Question #1.
50. How has the complete streets policy been received by other agencies?
Very positive. The only drawback is having to negotiate how to pay for each project's complete streets improvements.
51. Have you experienced any opposition to the complete streets policy, and if so, how have you addressed it?
There has been no strong opposition. There was some early suspicion because it was something new. While it was being developed, there was opposition by the freight community. Through the process, the freight community's issues were adequately addressed and their opposition subsided.
52. How has complete streets been implemented on rural roadways?
n/a – The City is completely built-out. There are only a couple of new roads being proposed within the City that were the result of a redevelopment project where superblocks are being broken down into smaller blocks.
53. Can you provide an estimated percentage of complete street projects that fully accommodate pedestrians and bicyclists?
Approximately 70 percent of the implemented CIP projects have both pedestrian and bicycle facilities. Bike facilities are not placed on all streets. The City's bicycle system plan is referenced in the design process to see if the roadway being worked on is in the planned bicycle system network.
54. What triggers the implementation of complete streets? (e.g. new construction, reconstruction, repaving)
All reconstruction projects included in the City's CIP and all repaving projects. Most of these projects are arterial roadways and structures.
55. Miscellaneous Issues brought to light during interview:
- Use of the checklist has been beneficial in assessing how easy or difficult it is to actually implement some of the City's urban design requirements. These findings are shared with the City's planning department so revisions can be made.*

APPENDIX E

Minnesota Transportation Design Resources Summary

Table 1: Minnesota Transportation Design Resources Summary

Title	Description	Website
<p><i>AASHTO – A Policy on Geometric Design of Highways and Streets (aka the “Green Book”) (5th Edition 2004)</i></p>	<p>Contains the latest design practices used as a reference for roadway geometric design.</p>	<p>Available in hardcopy only, purchase at: https://bookstore.transportation.org/Item_details.aspx?id=109</p>
<p><i>AASHTO – Guide for the Planning, Design, and Operation of Pedestrian Facilities, 1st Edition (2004)</i></p>	<p>Provides guidance on the planning, design, and operation of pedestrian facilities for accommodating pedestrians on public rights-of-way. Mn/DOT has adopted this guide for pedestrian facilities.</p>	<p>Available in hardcopy only, purchase at: https://bookstore.transportation.org/Item_details.aspx?id=119</p>
<p><i>Mn/DOT’s Road Design Manual (continually updated)</i></p>	<p>Establishes uniform design practices statewide and provides some flexibility to pursue cost-effective, aesthetically pleasing, and environmentally sensitive design. Content includes design guidelines and standards for geometric features, section elements, special structures, safety features, and erosion control. This manual is primarily intended for design of the trunk highway system, but can also be used for local roads.</p>	<p>http://www.dot.state.mn.us/design/rdm/index.html</p>
<p><i>Mn/DOT’s State Aid Manual (2007)</i></p>	<p>Offers the official guidance, rules and procedures for local state aid transportation projects. Intended to ensure the state maintains a safe, effective, and coordinated highway network on the local network.</p>	<p>http://www.dot.state.mn.us/stateaid/manual/sam07/index.html</p>

Title	Description	Website
<i>Minnesota Manual on Uniform Traffic Control Devices (2005)</i>	Established to provide a uniform policy for all traffic control devices on all public streets, roads and highways within the State of Minnesota.	http://www.dot.state.mn.us/trafficeng/ote/publ/mutcd/
<i>Mn/DOT's Bicycle Modal Plan (2005)</i>	Intended to provide strategic direction for Mn/DOT as to how bicycling will be accommodated on the Trunk Highway system.	http://www.dot.state.mn.us/bike/pdfs/modal_plan.pdf
<i>Mn/DOT's Bikeway Facility Design Manual (2008)</i>	Intended to be the primary source to serve as guidance to planners, designers and engineers in implementation of Mn/DOT's vision and mission for bicycle transportation. This manual will be updated to reflect any changes made to the AASHTO Green Book.	http://www.dot.state.mn.us/bike/bikeway/sdesignmanual.html
<i>Mn/DOT's Bridge Design Manual (2009)</i>	This manual contains Mn/DOT Bridge Office policies and procedures for the design, evaluation, and rehabilitation of bridges. Except where noted, the design provisions herein employ the Load and Resistance Factor Design (LRFD) methodology set forth by AASHTO.	http://www.dot.state.mn.us/bridge/manuals/LRFD/index.html
<i>Mn/DOT Standard Plates and Plans</i>	The Standard Plates and Plans Manual are developed by Mn/DOT and approved by FHWA showing standard details of construction and materials for various design elements. Note: Some local agencies have their own standard plates and plans.	Plates: http://www.dot.state.mn.us/design/standard-plates/index.html Plans: http://www.dot.state.mn.us/design/standard-plans/index.html

Title	Description	Website
<p><i>Mn/DOT's Technical Memorandums on Context Sensitive Design and Solutions (2006)</i></p>	<p>Articulates Mn/DOT's project development philosophy and design policy within the changing context of what society expects of public agencies in fulfilling their mission. It is Mn/DOT's policy to use a "context-sensitive" approach to create excellence in transportation project development - an approach that incorporates flexibility within design standards, safety measures, environmental stewardship, visual quality, and community sensitive planning and design.</p>	<p>http://dotapp7.dot.state.mn.us/edms/download?docId=700077</p>
<p><i>Mn/DOT Traffic Engineering Manual (continually updated)</i></p>	<p>The purpose of the TEM is to establish uniform guidelines and procedures, primarily for use by personnel at Mn/DOT. Counties, cities, and local units of government will also find this manual useful when striving for uniformity in traffic engineering throughout the State of Minnesota.</p>	<p>http://www.dot.state.mn.us/trafficeng/otepubl/tem/index.html</p>

APPENDIX F

Resources Summary

Appendix F: Complete Streets Resources Summary

Title	Author	Year	Website
Policies in Minnesota			
<i>City of Rochester Complete Streets Policy</i>	Rochester-Olmsted Planning Department	2009	http://www.co.olmsted.mn.us/departments/docs/CompleteStreetsResolution_2_.pdf
<i>Hennepin County Complete Streets Policy</i>	Mn/DOT	2009	http://www.completestreets.org/webdocs/policy/cs-mn-hennepincounty-policy.pdf
Guidelines			
<i>Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities</i>	ITE	2006	http://www.ite.org/bookstore/RP036.pdf
<i>Flexibility in Highway Design</i>	FHWA	1997	http://www.fhwa.dot.gov/environment/flex/index.htm
<i>Guidance for the Planning, Design, and Operation of Pedestrian Facilities</i>	AASHTO	2004	Available in hardcopy only, purchase at: https://bookstore.transportation.org/item_details.aspx?id=119
<i>Revised Draft Guidelines for Accessible Public Rights-of-Way</i>	United States Access Board	2005	http://www.access-board.gov/prowac/draft.pdf
<i>Residential Streets, Third Edition</i>	Walter Kulash	2001	Not available online
<i>Public Rights-of-Way Accessibility Guidelines</i>	United States Access Board	2005	http://www.access-board.gov/prowac/index.htm
Handbook			
<i>Main Street, when a highway runs through it: A Handbook for Oregon Communities</i>	Oregon DOT	1999	http://www.oregon.gov/ODOT/HWY/BIKEPED/docs/mainstreethandbook.pdf

Title	Author	Year	Website
Manual			
<i>City of Rochester - Zoning Ordinance and Land Development Manual</i>	Rochester-Olmsted Planning Department	2009	http://www.ci.rochester.mn.us/departments/planning_zoning/index.asp
<i>A Manual of User Benefit Analysis for Highways, 2nd Addition</i>	AASHTO	2003	Available in hardcopy only, purchase at: https://bookstore.transportation.org/Item_details.aspx?id=5
<i>Minnesota Manual on Uniform Traffic Control Devices (MnMUTCD)</i>	Mn/DOT	2005	http://www.dot.state.mn.us/trafficeng/otepubl/mutcd/index.html
<i>Minnesota State Aid Rules</i>	Mn/DOT	2007	https://www.revisor.leg.state.mn.us/rules/?id=8820
<i>Mn/DOT's Bikeway Facility Design Manual</i>	Mn/DOT	2008	http://www.dot.state.mn.us/bike/bikewaysdesignmanual.html
<i>Mn/DOT Road Design Manual</i>	Mn/DOT	2004	http://www.dot.state.mn.us/design/rdm/
<i>Mn/DOT State Aid Manual</i>	Mn/DOT	2007	http://www.dot.state.mn.us/stateaid/manual/sam07/index.html
Memorandum			
<i>Clarification of FHWA's Oversight Role in Accessibility Memorandum</i>	FHWA	2006	http://www.fhwa.dot.gov/civilrights/ada_memo_clarificationa.htm
<i>Flexible Funding for Highways and Transit and Funding for Bicycle & Pedestrian Programs Memorandum</i>	FHWA	2006	http://www.fhwa.dot.gov/hep/flexfund.htm
<i>Planning Program Funds to Support Integration of Transportation, Land Use, and Climate Change Memorandum</i>	FHWA	2008	http://www.fhwa.dot.gov/planning/plnInduse.htm
<i>Public Rights-of-Way Access Advisory Memorandum</i>	FHWA	2006	http://www.fhwa.dot.gov/environment/bikeped/prwaa.htm

Title	Author	Year	Website
Plan			
<i>Minnesota Statewide Transportation Plan</i>	Mn/DOT	2009	http://www.dot.state.mn.us/planning/stateplan/index.html
<i>Minnesota 2030 Transportation Policy Plan Summary</i>	Minnesota Metropolitan Council	2009	http://www.metrocouncil.org/planning/transportation/tpp/2008/index.htm
<i>Mn/DOT Bicycle Modal Plan</i>	Mn/DOT	2005	http://www.dot.state.mn.us/bike/pdfs/modal_plan.pdf
<i>Rochester Urban Service Area Land Use Plan - Text Amendment</i>	Rochester-Olmsted Planning Department	2009	http://www.rochestermn.gov/departments/citycouncil/councilmeetings/2009/03March/030209/030209_agenda_E06.pdf
Policy			
<i>A Policy on Geometric Design of Highways and Streets (aka the "Green Book") 5th Edition</i>	AASHTO	2004	Available in hardcopy only, purchase at: https://bookstore.transportation.org/Item_details.aspx?id=109
<i>Accommodating Bicycle and Pedestrian Travel: A Recommended Approach: A US DOT Policy Statement, Integrating Bicycling and Walking into Transportation Infrastructure</i>	FHWA	N/A	http://www.fhwa.dot.gov/environment/bikeped/design.htm#d4
<i>Mn/DOT's Design Policy - "Design Excellence through Context Sensitive Design and Solutions" Design Excellence through Context Sensitive Design and Solutions (Technical Memorandum No. 06-19-TS-07)</i>	Mn/DOT	2006	http://dotapp7.dot.state.mn.us/edms/download?docId=700077
<i>Mn/DOT's Cost Effectiveness Technical Memorandum (Technical Memorandum No. 04-05-IM-01)</i>	Mn/DOT	2004	http://dotapp7.dot.state.mn.us/edms/download?docId=700035

Title	Author	Year	Website
Report			
<i>A Resident's Guide for Creating Safe and Walkable Communities (FHWA-SA-07-016)</i>	FHWA Safety Program	2008	http://drusilla.hsrrc.unc.edu/cms/downloads/residentsguide.pdf
<i>Benefit Cost Analysis for Transportation Projects</i>	MN/DOT	2005	http://www.oim.dot.state.mn.us/EASS/BCA-Guidance-08-15-05v2.pdf
<i>"Complete the Streets!" Article in APA "Planning" magazine</i>	Barbara McCann	2005	http://www.completestreets.org/webdocs/resources/cs-planning-may05.pdf
<i>"Complete Streets: We Can Get There from Here" Article in the ITE Journal</i>	John LaPlante and Barbara McCann	2008	http://www.completestreets.org/webdocs/resources/cs-ite-may08.pdf
<i>Cost of Complete Streets: Talking Points and Testimonials</i>	National Complete Streets Coalition	2008	http://www.completestreets.org/webdocs/factsheets/cs-costs.pdf
<i>Effective Utilization of Street width on Urban Arterials (TRB/NCHRP Report 330)</i>	Harwood, D W	1990	Not available online
<i>Lane Widths, Channelized Right Turns, and Right Turn Deceleration Lanes in Urban and Suburban Areas (TRB/NCHRP Project 3-72)</i>	Transportation Research Board	2006	http://www.trb.org/TRBNet/ProjectDisplay.asp?ProjectID=826
<i>Multilane Design Alternatives for Improving Suburban Highways (TRB/NCHRP Report 282)</i>	Harwood, D W	1986	Not available online
<i>Planning Complete Streets for an Aging America</i>	AARP	2009	http://assets.aarp.org/rgcenter/il/2009_02_streets.pdf
<i>Planning Complete Streets for an Aging America - Appendix A: Complete Street Inventory and Evaluation</i>	AARP	2009	http://assets.aarp.org/rgcenter/il/2009_02_streets_5.pdf
<i>Recommended Community Strategies and Measurements to Prevent Obesity in the United States - Strategy 23</i>	Center for Disease Control and Prevention	2009	http://www.cdc.gov/mmwr/preview/mmwrhtml/rr5807a1.htm

Title	Author	Year	Website
Report			
<i>Relationship of Lane Width to Safety for Urban and Suburban Arterials</i>	Potts, Harwood, and Richard	2007	http://www.completestreets.org/webdocs/resources/lanewidth-safety.pdf
<i>Roundabouts in the United States (TRB/NCHRP Report 572)</i>	Transportation Research Board	2007	Available in hardcopy only, purchase at: http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_572.pdf
<i>Sharing the Road: Encouraging Biking and Walking in Minnesota</i>	Sacha Peterson, Barb Thoman	2003	http://www.tlcmnnesota.org/pdf/Sharing_the_Road.pdf
<i>The Safety and Operational Characteristics of Two-way left Turn Lanes (LRRB Report 2006-05)</i>	Minnesota Local Road Research Board	2006	http://www.lrrb.org/pdf/200625.pdf
<i>Traffic fatalities and injuries: the effect of changes in infrastructure and other trends</i>	Noland, Robert B.	2002	http://www.cts.cv.ic.ac.uk/documents/publications/iccts00203.pdf
Website			
<i>Bicycle and Pedestrian Provisions of the Federal-aid Program</i>	FHWA	N/A	http://www.fhwa.dot.gov/environment/bikeped/bp-broch.htm#funding
<i>Complete Streets Best Practices</i>	APA/National Complete Streets Coalition	Aval. in 2010	http://planning.org/research/streets/
<i>Complete Streets Resource list</i>	APA	N/A	http://www.planning.org/research/streets/resources.htm
<i>Current Notices of Funding Availability</i>	Federal Transit Administration	2009	http://www.fta.dot.gov/funding/grants_financing_7829.html
<i>Mn/DOT Access Management Category Assignments</i>	Mn/DOT	N/A	http://www.dot.state.mn.us/accessmanagement/categoryassignments.html
<i>Mn/DOT Complete Streets Website</i>	Mn/DOT	2009	http://www.dot.state.mn.us/planning/completestreets/
<i>Mn/DOT Hear Every Voice Public and Stakeholder Participation Guidance</i>	Mn/DOT	N/A	http://www.dot.state.mn.us/planning/publicinvolvement/

Title	Author	Year	Website
Website			
<i>National Complete Streets Coalition</i>	National Complete Streets Coalition	N/A	http://www.completestreets.org/
<i>Pedestrian and Bicycle Information Center</i>	US Department of Transportation	N/A	http://www.walkinginfo.org/index.cfm
<i>Planning and Project Development Process</i>	Federal Transit Administration	N/A	http://www.fta.dot.gov/publications/reports/about_FTA_135.html
<i>United States Access Board - Public Rights of Way</i>	United States Access Board	N/A	http://www.access-board.gov/prowac/

**RESULTS OF STATE AID ONLINE SURVEY
CONDUCTED FOR COMPLETE STREETS PROGRAM**

November 2009

Background

The 2008 Legislature passed a law requiring the Commissioner of the MN Dept. Transportation to study the Costs, Benefits and Feasibility of Implementing a Complete Streets Policy in Minnesota. The commissioner assigned the Mn/DOT State Aid Division to manage the study. An Advisory Committee was established based on the legislation to represent the stake holders, and a Technical Advisory Panel was assembled to inform the Advisory Committee in the study. Meetings were conducted between Jan, 2009 and Sept. 2009. A website (<http://www.dot.state.mn.us/planning/completestreets/>) was developed to inform the public on the study progress and contained a page for input from the public via several questions. The Website went live 12/24/2008 and the page containing the questions, which were finalized in January, was added and then was closed in early September in order to review themes.

Caveat: Self-Selected Responses and Web Input

Discretion need always be used when interpreting and thinking through decision-making from ANY feedback that is gathered by self-selection. Often, those who respond have strong feelings or ideas to begin with, and the “average” or “middle of the road” opinions are sometimes not expressed.

Especially via the internet, these respondents can more easily go into lengthy detail, thus potentially creating heightened perceptions/reaction to the questions.

Additionally, a site on the internet which is set up to inform and gather initial feedback has a limited and often highly invested audience. Due to inability to distinguish well, whether responders were stakeholders (partners) or end users (public customers) makes it risky to form broad conclusions about the response set.

This summarized information should be used as directional only, and then only mildly so. While similar to focus groups, this information has a disadvantage from them in that opinions were *not sought* from people who were randomly recruited from a ‘set’ population, making it less reliable.

And, though we may often guide other project decisions or use focus group findings to support quantitative data, we need to hold this feedback from the web in a different light.

SUMMARY OF FINDINGS

Question 1: What city do you live in?

Nearly half of all responders were located within the Twin Cities area. The other half was comprised of residents of other areas: mainly Edina, St. Cloud, Eden Prairie, Roseville and Duluth.

Question 2 and 3: Do you live in an urban setting?

A little over three-fourths of all responders live in urban settings.

Question 4: Are you familiar with Complete Streets, how did you hear about it and what is your involvement? (3-fold question)

- A. Three fourths of responders were familiar with the complete streets concept
- B. Approximately one third of those familiar with it heard of it through online sources:
 - Websites and emails
 - Blogs: Twin Cities Streets for People, Minneapolis Bike Love, and Blue Cross Blue Shield.

One in 4 learned about Complete Streets through work-related channels and advocacy groups.

- C. Indications of types of involvement was not elaborated on for this part of the question, however, many said they were part of advocacy groups and/or on planning committees or involved through other health-seeking organizations.

Question 5: Do you feel safe as a pedestrian?

Roughly half of the responders indicated that they felt “somewhat safe” as pedestrians. One in 4 indicated that they felt “safe”; also a similar percentage indicated feeling “unsafe” as pedestrians.

Question 6: Why do you feel safe or unsafe as a pedestrian?

Out of the 160 responders, 95 responded to the question.

Nearly all of those who responded felt “unsafe” as pedestrians.

- One in 3 linked these feelings of “unsafe” to poor street/sidewalk design.
- One in 5 felt “unsafe” due to bad driver behavior on behalf of motorists.
- Other reasons for feeling “unsafe” included busy roads, short cycles for pedestrian signals.

One person felt safe as a pedestrian due to being mindful of traffic and anticipating driver behavior.

Question 7: Do you feel safe as a bicyclist?

A little over one half of the responders indicated that they felt “somewhat safe” as bicyclists. One in 10 indicated that they felt “safe” and one in 3 that they did *not* feel safe.

Question 8: Why do you feel safe/unsafe as a bicyclist?

Almost half of all responders indicated that they felt “unsafe” as cyclists due to distracted and bad driving behavior on behalf of motorists. One in 3 responders pointed to incompetent design of bike lanes and lack of bike-friendly streets as the reason why they felt “unsafe” as bicyclists.

Question 9: Do you feel safe as a motorist?

Almost all responders indicated they felt “safe” as motorists, with one in 5 feeling “somewhat safe” and one in 20 feeling “unsafe” as a motorist.

Question 10: Why feel safe/ unsafe as a motorist?

Majority of responders who felt safe as motorists did not give an answer as to why they felt so; nearly three out of every four surveyed did not respond. The quarter of the responders who felt “unsafe” identified the following as reasons;

- Aggressive/distracted drivers
- High speed driving
- Un-enforced driving rules

Question 11. Do you feel safe as a transit rider?

Over half felt “safe” as transit riders, (about 1 in 5 “somewhat safe”) with the remaining responders *not* feeling “safe”. One in 5 did not respond to this question.

Question 12. Why do you feel safe/ unsafe as a transit-rider?

The majority did not answer this question, as might be anticipated with low ridership typically seen for public transit. Most of those choosing not to answer were people who had previously indicated they felt “safe” as transit-riders, which seems predictable.

The remaining quarter that responded felt “unsafe” due to crime onboard transit busses and in surrounding areas. Low visibility/poor lighting in bus stops and long rides were contributing factors. Also, low frequency weekend rides and low frequency of rides originating from cities to suburbs, along with crowded busses affected the negative rider ratings.

Question 13. Work outside home?

All but 7 of those who responded indicated that they work outside of their home.

Question 14: Two Part Question

P1- How do you get to work?

Over half of all responders use their car. Roughly a quarter bikes to work, and one in 8 use public transportation and walking.

P2- Why do you use this method?

Some factors that contributed to responders using their car were:

- Roughly one in 2 indicated convenience and the ability to carry work equipment to multiple worksites:
- Other reasons for using cars included weather conditions, and
- Lack of faster commute modes and safe alternatives.

One fifth of responders to this question choose to bike and indicated that it was a cheaper, better option for their health and the environment.

Question 15: Do you have school-age children living with you?

One out of 4 responders had school-age children living with them at the time of their input.

Question 16: How do they (school-aged children) go to school?

Fairly consistent with the previous question, more than two thirds of the overall population of responders did not answer this question.

Over half of those who answered reported that their children take the school bus or transit bus. Other transportation modes included walking or biking to school (one of 3 walked or biked to school).

Question 17: If you bike outside, where do you bike?

The top three places that responders identified were:

- Half used bike and recreational trails (unspecified), and
- Greenway/Minneapolis low traffic city streets and roads
- One in 4 indicated they used neighborhood roads and local paths.

Question 18: If you walk outdoors, where do you walk?

The top three places responders identified for walking were:

- Minneapolis city trails/parks (almost half)
- A little less than half walked their own neighborhood/local streets, and
- A small number indicated they walk on sidewalks and city streets

Question 19: How do you think Complete Streets would affect you?

Over half of the responders reported that they would be positively affected by Complete Streets' improved and consistent street design, pedestrian options and calmer traffic.

One in 5 indicated that Complete Streets would increase the livability of cities and improve the quality of life.

The remainder of the responders reported that they would be affected by the program but did not mention in what way or how it would affect them.

Question 20: How do you think a Complete Streets policy would affect your business?

Almost half of all responders did not answer this question.*

Of those who answered, one in 2 indicated that the implementation of the Complete Streets Policy would positively affect their business by increasing their possibility of using other modes of transportation to access their business.

One in 3 indicated that Complete Streets would have “no effect” and the remainder indicated either that it would have “no positive effect” or were “unsure of” future effects on their businesses.

***No question was asked to ascertain whether or not responders were indeed business owners.**

December 29, 2009

Mr. Tom Sorel
Commissioner of Transportation
MINNESOTA DEPARTMENT OF TRANSPORTATION
395 John Ireland Boulevard
Mailstop 100
St. Paul, MN 55155

SUBJECT: COMPLETE STREETS LEGISLATIVE REPORT – PUBLIC COMMENTS SUMMARY

Dear Mr. Sorel:

As directed, we have completed a summary of public comments received between October 16th, 2009 and November 9th, 2009 on the draft *Complete Streets Report – A Report Commissioned for the Minnesota Legislature* dated October 2009. Attached are two tables, one summarizing the 109 public comments received and another listing the authors of each comment. The summary table is organized using common themes and is listed in the order the topics are presented in the report. The superscript number at the end of each comment indicates the author of each comment, which correlates to the table listing the authors.

Common themes identified include:

- Support for Complete Streets
- Statewide Policy
- Complete Streets Definition
- Complete Streets Success
- Context Sensitive Design
- Planning
- Safety
- Design Resources
- Maintenance
- Design
- ADA
- Agency Interviews
- Local Government Impacts
- Local Complete Streets Policies
- Transit
- Benefits
- Costs
- Benefit/Cost Analysis
- Feasibility
- Funding
- Implementation
- Conclusions/Recommendations
- Miscellaneous

Through our review, we found there is a broad spectrum of comments for each of the themes. Within a theme, there are often conflicting comments, leading us to believe that there is a need for education and outreach on this topic to bring clarity about Complete Streets.

Mr. Tom Sorel

- 2 -

December 29, 2009

Sincerely,

COMPLETE STREETS PROJECT MANAGEMENT TEAM

John Powell, Co-Chair – City of Savage

Tim Quinn, Co-Chair – Mn/DOT

Rick Kjonaas – Mn/DOT State Aid

Merry Daher – Mn/DOT State Aid

RK

Attachments:

Table - Summary of Public Comments

Table - Summary of Authors

091130_Summary cover ltr.docx

COMPLETE STREETS REPORT -

SUMMARY OF PUBLIC COMMENTS RECEIVED

(FROM OCTOBER 16TH TO NOVEMBER 9TH, 2009)

Theme	Number of comments	Issue
Support for Complete Streets	68	<ul style="list-style-type: none"> Support for streamlining policies and removing barriers to CS. ^{4, 29} Support the use of CSD and CS in project development and design. ^{22, 44} Support Complete Streets Initiatives. ^{25, 33, 38, 39, 41, 42, 49, 51, 53, 54, 56, 57, 59, 60, 61, 62, 63, 64, 67, 68, 70, 71, 72, 73, 76, 78, 79, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109} Hope that Mn/DOT will actively support a CS policy at the legislature in 2010. ^{36, 37, 43, 47, 50, 98, 101, 107, 109}
Statewide Policy	34	<ul style="list-style-type: none"> Support a State-wide policy. ^{4, 9, 23, 24, 28, 30, 31, 34, 36, 43, 44, 45, 46, 47, 48, 50, 52, 55, 58, 65, 66, 69, 74, 75, 80, 98, 101} Support a Statewide policy without pre-emption, allowing local agencies the opportunity to determine street functionality. ²⁹ CS should be voluntary and implemented at a local level, not statewide. All local governments have different needs that a state-wide policy cannot address. ^{13, 14, 15} We do not see a need for a policy that will establish another set of standards/rules/policies that will limit (not increase) flexibility in project design. ⁶ Would like to assist in developing policy, implementation plan and language. ^{4, 8}
Complete Streets Definition	11	<ul style="list-style-type: none"> Agree that CS does not mean “all modes for all roads” ⁵ A clear definition of CS is not included in the report. ^{9, 98} Definition of CS should be provided in Ch1 rather than Ch3. ^{21, 24} Would like to see a statement that the exclusion of a mode on a street is the exception, not the rule. ⁹ There are contradicting statements about CS in the report: “CS does not mean all modes for all roads”, “...develop a balanced transportation system that integrates all modes” and “...include transportation users of all types, ages and abilities”. ¹² Mn/DOT’s definition of CS is in conflict with the NCSC’s definition. Mn/DOT’s requires a complete network/system; NCSC’s is on a project basis. ²⁰ List of principles on page 5 should be reorganized to list the last bullet as the definition and the remainder as a subset of principals. ²³ CS should be more clearly defined as a process not a pre-determined outcome and includes consideration of all modes in project development. ^{24, 101}

COMPLETE STREETS REPORT -

SUMMARY OF PUBLIC COMMENTS RECEIVED

(FROM OCTOBER 16TH TO NOVEMBER 9TH, 2009)

Theme	Number of comments	Issue
Complete Streets Success	2	<ul style="list-style-type: none"> In order for CS to be successful, need to address: <ul style="list-style-type: none"> Educate public CS in NOT “all modes on all roads”¹⁹ Provide public the tools needed to make decisions based on unique conditions, community needs and interests¹⁹ Policy needs to include provisions to allow deviation from current design standards when justified, while protecting from liability¹⁹ There needs to be a mind-set change for CS to be successful.³⁵
Context Sensitive Design	2	<ul style="list-style-type: none"> The six principals of CSD mentions on Page 20 should mention the specific location and environment for which the project is being considered.²² Delay in implementing CSD may be due to MN currently having the largest construction program in state history.²³
Planning	3	<ul style="list-style-type: none"> CS is a planning process that should be a community development issue addressed prior to the design stage. Engineers can then reference the plan and funding can be considered.^{18, 20} Planning and designing roads isn’t just about the street itself, it is also about the land use along the street. More discussion about integrating transportation and land-use planning.³⁰
Safety	8	<ul style="list-style-type: none"> Providing a safe transportation system is mentioned several times throughout the report. It is important that highway design and safety is not adversely affected by implementation of this policy.⁵ Speed differentials between various modes sharing a roadway surface could be very dangerous.^{7, 12, 40} The report should more specifically address safety concerns/ implications of adding modes where infrastructure for accommodating that mode is not in place. For example: within a constrained right-of-way, adding a bicycle lane and narrowing a traffic lane can endanger the bicyclist as well as vehicle.¹¹ Simply placing striping on a roadway will not make it safer.¹² Drivers need to be educated on how to share the road, to ensure safety for all.³² In order for all facilities to be safe, all users need to be responsible and follow traffic rules (i.e. bikers stopping at intersections, pedestrians crossing at crosswalks, etc.⁴⁰

COMPLETE STREETS REPORT -

SUMMARY OF PUBLIC COMMENTS RECEIVED

(FROM OCTOBER 16TH TO NOVEMBER 9TH, 2009)

Theme	Number of comments	Issue
Design Resources	27	<ul style="list-style-type: none"> • State Aid Standards and variance process – <ul style="list-style-type: none"> • Reasons for variance requests should be identified and standards modified to include flexibility without a variance process. ^{4, 9, 23} • Engineers are reluctant to bring variance requests before the committee. Variance process should be more transparent. ^{16, 23} • It is critical that State Aid standards continue to be the cornerstone for project design. Successful projects use these standards as a baseline for implementing safety and mobility solutions to meet the needs of all users. ^{6, 15} • The report states that State Aid Standards are intended for State Aid roads; however local governments tend to use them on all roads. This is an issue and a more complete discussion of potential solutions is needed. ⁹ • If drivers pay for State Aid roads, why shouldn't the funding favor motorized traffic? ⁴⁰ • State Aid rules should flexible, not be applied the same in urban and rural settings. Communities are different and road design should be too. ^{95, 99} • <i>State Aid Manual</i> <ul style="list-style-type: none"> • Is incomplete and ambiguous in its guidance. Example: it implies that 12-foot lanes are required when there is no evidence that they are safer than 11- or 10-foot lanes. This creates an obstacle in implementing CS. ¹⁶ • Should state that the manual is State rule. ²³ • Support combining design manuals into one. ^{4, 9, 14, 16, 21, 23} • Would like to see the report more clearly define the process by which the design policies, guidance and manuals will be reviewed/reconciled, to ensure that the reconciled guidance will allow and support CS. ⁹ • <i>Mn/DOT Road Design Manual</i> <ul style="list-style-type: none"> • Report states that this manual is intended for the Trunk Highway system, but routinely used for local roads. This mis-application is one of the major causes of hostile environments for non-motorized users of local streets. ¹⁶ • "Trunk Highway System" should be defined. Does it apply to county roads? Mn/DOT owned roads? ²³

COMPLETE STREETS REPORT -

SUMMARY OF PUBLIC COMMENTS RECEIVED

(FROM OCTOBER 16TH TO NOVEMBER 9TH, 2009)

Theme	Number of comments	Issue
Design Resources (cont.)		<ul style="list-style-type: none"> • Rather than revising manuals to complement CS policy, perhaps the CS policy should be revised to fit existing design practices. It appears that the motor vehicles are expected to sacrifice safety and mobility for the Complete Street philosophy. ¹² • “Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities” should be added to the resource list on page 11. ^{16, 23} • Summary for the “Green Book” should note that some states use this manual alone. ²³ • The Met Council/TAB roadway classifications need to be revised to incorporate land use and CS principles. They are outdated and based on moving vehicles rather than roadway function. ²³
Maintenance	4	<ul style="list-style-type: none"> • Identifying best practices from other agencies with comparable winter weather conditions would be of value. ^{4, 30} • Report should provide a list of additional operations and maintenance costs required. ²² • Report should do a better job of addressing the need for better maintenance and rehabilitation for bike trails. Many bike trails are not plowed in the winter and some trails are so cracked that they cannot be used. ⁹⁹
Design	4	<ul style="list-style-type: none"> • Report should include “green streets” practices (urban forestry, filtration, soil management, pervious pavements, street sweeping, etc.) ² • Report should include a discussion of the important connection between sustainable site development, transportation options, walkability, stormwater and LID BMPs, healthful living, community connectivity and pollution prevention (source: Green Building and LEED-ND). ³ • Consider the inclusion of stormwater standards as part of CS as impervious surfaces have native plants and increased stormwater runoff. ⁷⁷ • Report identifies five conflicting design elements to address. Other areas of conflict may arise – we request that locals are given the flexibility to determine the nature and function of local roads (such as on-street parking, ped facilities, land use/zoning , etc.) ⁴

COMPLETE STREETS REPORT -

SUMMARY OF PUBLIC COMMENTS RECEIVED

(FROM OCTOBER 16TH TO NOVEMBER 9TH, 2009)

Theme	Number of comments	Issue
ADA	11	<ul style="list-style-type: none"> Mn/DOT's transition plan is underway, not completed as stated in the report.^{23, 24} All reference to ADA should say "shall" not "should".²³ CS process can help support compliance with ADA.^{24, 26, 101} Report needs to explicitly connect CS with ADA.^{24, 101} Report should include a discussion of how CS can improve movement of people with disabilities.²⁶ Concerned about the approach regarding some aspects of disability access currently used by Mn/DOT – specifically we oppose the installation of Accessible Pedestrian Signals at all new signals. APS is not justified at all signals and is a poor use of taxpayers' money.²⁷ The National Federation of the Blind MN would like to be involved as stakeholders when policies decisions are made pertaining to the blind.²⁷
Agency Interviews	2	<ul style="list-style-type: none"> Please expand on the details of each agencies policy/law.²³ Last bullet of this section is confusing. Should be rewritten to indicate that restriping has been found to be cost effective.²⁶
Local Gov Impacts	11	<ul style="list-style-type: none"> The adoption of a statewide policy will create an unfunded mandate that local governments cannot afford.^{5, 12, 13, 18, 19} Many local communities already incorporate an informal version of CS practices. It is usually necessary to obtain community support.^{5, 6, 15, 19, 20} Requirements cited in the report would be onerous for smaller agencies and require extra staff time and most likely hiring consultants: Involve public and agencies early and continuously, use interdisciplinary team with knowledge of all modes, address all modes, types, ages and abilities, and use multiple funding sources.¹⁸

COMPLETE STREETS REPORT -

SUMMARY OF PUBLIC COMMENTS RECEIVED

(FROM OCTOBER 16TH TO NOVEMBER 9TH, 2009)

Theme	Number of comments	Issue
Local MN Complete Streets Policies	5	<ul style="list-style-type: none"> Hennepin County and Rochester have passed CS resolutions <i>and</i> policies, St. Paul has a resolution and is working on a policy, Albert Lea has a subdivision policy.²⁴ Report indicates that the City of Rochester's policy has required minimal change to design approach. This is true for new construction, but should be noted that reconstruction and projects related to other road authorities have resulted in significantly increased efforts to accommodate bicycles, pedestrians and transit.⁴ We disagree with the statement that Hennepin County's policy has had minimal change on our design approach; the counties CIP process for corridor development/reconstruction is being updated to include CS and we are in the process if inventorying and assessing all county roads for CS.^{9,21} The report should include that the City of St. Paul introduced and unanimously approved a resolution adopting CS as a policy. Currently working to develop guidelines and definitions for CS for different street types in St. Paul to be reviewed by the council in 2010.⁸
Transit	5	<ul style="list-style-type: none"> Report should include a discussion on the barriers related to Transit.^{24, 30, 101} Roadway and facility design are often unfriendly for bus patrons, especially disabled and elderly. CS focus will be positive for design of transit facilities.²⁵ Report should include a discussion of how CS can improve movement of public transit and passengers.²⁶
Benefits	10	<ul style="list-style-type: none"> Should include the cost savings that is associated with incrementally building a transportation system that serves all users, including filling gaps and avoiding costly retrofits.^{9, 101} Benefits need to be quantified.²² The list of benefits could use citations and links to studies.^{23, 24, 30, 101} Additional environmental benefit – less run off when less pavement is used.²³ Add that the <i>Minnesota Obesity Plan (pg 46)</i> endorses CS.²³ This report did not study the benefits of CS.⁴⁰

COMPLETE STREETS REPORT -

SUMMARY OF PUBLIC COMMENTS RECEIVED

(FROM OCTOBER 16TH TO NOVEMBER 9TH, 2009)

Theme	Number of comments	Issue
Costs	16	<ul style="list-style-type: none"> • Health is listed as a “benefit” with the potential to reduce healthcare costs. This should also be listed in the “costs” section.¹ • The costs outlined in the report do not accurately reflect the costs of CS.^{9, 22, 24} • Reducing emergency vehicle access should not be included as a cost as it is an important consideration under CS policies.^{9, 24, 30, 101} • Report identifies “incremental” additional costs related to CS, however I believe the cost will be substantially more.¹² • Costs can be inexpensive to implement, but not always. Purchasing additional right-of-way is expensive.²² • The list of costs could use citations and links to studies.^{23, 24, 30, 101} • Costs included should be updated to include magnitude and benefits.²⁴ • Costs identified imply that roads are necessary and amenities for other modes are nice, not essential.³⁰
Benefit/Cost Analysis	8	<ul style="list-style-type: none"> • Report fails to quantifiably identify benefits and costs with no defensible conclusions reached.^{5, 18, 22} • Chapter on benefits, costs and feasibility should be reworked to reflect a more objective perspective and better meet the legislative task.²⁴ • The first sentence of this chapter should be changed from its current negative tone (“a common concern”, “expectation of additional costs”, etc.) as it implies the study was approached with skepticism.^{24, 101} • The first sentence of this chapter indicates public uncertainty about CS, however many national polls and surveys indicate strong support for CS.²⁶ • First paragraph of the Executive summary should be reworded as it currently implies that a formal cost-benefit analysis was to be completed.²⁴
Feasibility	5	<ul style="list-style-type: none"> • Report concludes that implementation of a CS policy is feasible on the local level based on the success of Hennepin County and City of Rochester. Hennepin County is mostly urban and Rochester is the 3rd largest city in the state. These local governments do not represent typical local governments within the state and therefore feasibility is questionable.^{5, 13, 18} • It is an understatement to say that the passage of local policies shows that CS is feasible. A more apt word should be used.²⁴ • The CS process is not feasible without dedicated funding. Page 2 of the report does not address funding as it relates to feasibility.⁷

COMPLETE STREETS REPORT -

SUMMARY OF PUBLIC COMMENTS RECEIVED

(FROM OCTOBER 16TH TO NOVEMBER 9TH, 2009)

Theme	Number of comments	Issue
Funding	13	<ul style="list-style-type: none"> Mn/DOT should revise its Policy on Local Cost Participation to fund all modes (not just roads). This may require a change in state law, but we feel gas tax funding ought to fund all features within the right-of-way, including pedestrian, bicycle and transit facilities.⁴ Report acknowledges that the Highway User Tax Distribution (HUTD) fund receives a vast majority of its funding from the gas tax. The HUTD was established so that roadway users pay for the roads. Due to the purpose of HUTD funding and major funding shortfalls, a new revenue source needs to be identified to cover non-motorized facilities (i.e. not the HUTD funds).⁵ Agree with the statement that “funding can be difficult due to the fact that project needs do not always align with funding source constraints”. This problem could be addressed through policy changes.⁴ Report identifies \$50 Billion shortfall in funding for State roads over 20 years. This does not include the additional funding shortfalls faced by local governments.⁵ Transportation funding is non-existent and getting worse, agencies do not have the funding for the additional costs associated with CS, let alone to maintain their existing roads.^{10, 14} Mn/DOT should reduce funding barriers so that state/federal funding can be used for bicycle/ped elements.²³ Funding is characterized as being a barrier because of reduction in funds, however, from 1998-2007 revenues increased approx 5 percent/year.²³ Additional funding source to list: National Highway System and Interstate Maintenance.²³ FHWA has a good funding summary to include: http://www.fhwa.dot.gov/environment/bikeped/bp-guid.htm#bpApp-2²³ Local funding is very constrained.²² Funding section fits better in the “State of the State” section.²⁴ Collaborative cost allocation is a serious barrier to the implementation of CS.²⁴
Implementation	3	<ul style="list-style-type: none"> Stronger point needs to be made that agencies need to work together to develop networks that are continuous across jurisdiction lines.²² First step in implementation process is “Establish a need”. This study itself has established the need and should be explicitly stated.^{23, 24}

COMPLETE STREETS REPORT -

SUMMARY OF PUBLIC COMMENTS RECEIVED

(FROM OCTOBER 16TH TO NOVEMBER 9TH, 2009)

Theme	Number of comments	Issue
Conclusions/ Recommendations	17	<ul style="list-style-type: none"> • Should further build on Mn/DOT's CSD policy.¹ • Report does a good job of establishing the need for CS.⁹ • It is unclear if the recommendation for a statewide policy will be applied to all roads across the state or just to roads managed or impacted by Mn/DOT. We recommend that roads Mn/DOT is the authority of as well as routes Mn/DOT manages funding for should be subject to this policy.⁴ • Recommendations should state that the benefits outweigh the costs.^{9, 24, 101} • Recommendation to develop and implement a statewide plan would be enhanced with explicit steps and milestones to reconcile design guidance, requirements and processes.^{24, 26, 101} • Should include recommendations to address maintenance issues raised in the "State of the State".²⁴ • Recommendation that Mn/DOT serve to assist local agencies should be strengthened to reflect the importance of training.^{24, 101} • Recommendation to review/revise design requirements should be added.²⁴ • Current recommendation on the scoping process would be more clearly stated as "Mn/DOT should integrate CS into the project development process by fully implementing the scoping process model".²⁴ • Should clarify that planning should be collaborative and integrated across agencies.²⁴ • The bullet indicating an "outcome lag" is misleading and should be eliminated or changed to reflect the progress that has been made.²⁴ • Support the reconciliation of planning processes, design standards, variance requests and funding mechanisms.²⁹
Miscellaneous	8	<ul style="list-style-type: none"> • Request that the comment period for this report be extended.¹⁷ • In addition to consultant fees to prepare this report, the report should list the agency costs in terms of personnel and time.²² • This draft is a great improvement from the initial draft.^{16,23,24, 26} • Images on the cover of the report should be replaced with roadways that have been designed with CS practices.²⁴ • Would like to see Mn/DOT as a partner of the MN Complete Streets Coalition.^{24, 28}

COMPLETE STREETS REPORT -

SUMMARY OF PUBLIC COMMENTS RECEIVED – AUTHORS

(FROM OCTOBER 16 TO NOVEMBER 9TH, 2009)

*Numbers listed below correspond to the numbers listed at the end of each comment in the comment summary table.

Number	Author	Agency
1	Amber Dallman	Minnesota Department of Health
2	Anne Gelbmann	Minnesota Pollution Control Agency
3	Laura Millberg	Minnesota Pollution Control Agency
4	Phillip Wheeler	Rochester-Olmsted Planning Department
5	Greg Isakson	Goodhue County
6	Donald Theisen	Washington County
7	Lee Amundson	Willmar Area Transportation Partnership
8	Russ Stark	City of St. Paul
9	Mike Opat, Gail Dorfman, Peter McLaughlin	Hennepin County – Board of Commissioners
10	Shae Kosmalski	Cook County
11	Alan Forsberg	Blue Earth County
12	Stephan Schneider	Nobles County
13	David Halbersma	Pipestone County
14	Dave Christy	Itasca County
15	Joe Triplett	Chisago County
16	Steve Elkins	Bloomington City Council
17	Sue Miller	Freeborn County
18	Wayne Olson	Carlton County
19	Cindy Voigt	City of Duluth
20	Chad Hausmann	McLeod County
21	Karen Nikolai	Hennepin County
22	Ron Bray	WSB
23	Barb Thoman	Transit for Livable Communities
24	Lynne Bly	Fresh Energy
25	Tony Kellen	MN Public Transit Association
26	Barb McCann	National Complete Streets Coalition
27	Jennifer Dunnam	National Federation of the Blind of MN
28	Jessica Treat	St. Paul Smart Trips
29	Janelle Waldock	Blue Cross Blue Shield
30	Jeff Hazen/Ethan Fawley	Sierra Club North Star Chapter
31	Leah Gardner	MN Council of Nonprofits
32	Peter Breyfogle	

Number	Author	Agency
33	Rich Straumann	
34	Melissa Arnold Madison	
35	Tim Bischke	
36	Leslie Schack	
37	Adam Robbins	
38	Dan Gordon	
39	Patience Caso	
40	Jon Olson	
41	Alex Dahlquist	
42	Peter Doughty	
43	Kathy Schoenbauer	
44	Steve Mitrone	
45	Bill Ostrem	
46	Dob Stancevic	
47	Ben Zimmerman	
48	Sue Anderson	
49	Jeremy Hop	
50	Jeff Narabrook	
51	Robert Hemphill	
52	Eric Davis	
53	Lucie Paynick	
54	Daniel Rother	
55	Avery Bowron	
56	Robynne Curlee	
57	Katie White	
58	Paul Anderson	
59	Kenneth Yokanovich	
60	Aaron Rendahl	
61	Loren Singer	
62	Chris Sanger	
63	DeWayne Townsend	
64	Molly Yoong	
65	Janne Kimberly Flisrand	
66	Lynne Markus	
67	Scott Stocking	
68	Sara Dovre Wudali	
69	Linda Bernin	
70	Thomas G Weaver	
71	Andy Pearson	
72	Dwight Fellman	
73	Tom Racciatti	

Number	Author	Agency
74	Jamie Buss	
75	Ryan Strand	
76	David Chamberlain	
77	Trevor Russell	
78	Annette Rondano	
79	Sandor Kiss	
80	Alex Bauman	
81	Roberta Avidor	
82	Elicia Whittlesey	
83	Richard Bopp	
84	Mark Paquette	
85	Karen Lee Rosar	
86	Mary Morse Marti	
87	Debbie Wolking	
88	Carl Lindor	
89	James Marti	
90	Jan Morse	
91	Jack Carrick	
92	Rae Lundquist	
93	Unknown – no name listed	
94	Adele Hall	
95	Jeff Carlson	
96	Amy Anderson	
97	Jean Emmons	
98	Joshua Houdek	
99	Dan Schueller	
100	Andy Masterpole	
101	Colleen Eversman	
102	Erick Boustead	
103	James Jacob	
104	Gregory Hanson	
105	Elena Velkov	
106	Ray Cockriel	
107	Jeff Hoigt	
108	Roger Ricketts	
109	Deborah Alper	