

Keypoint



COMPLETE STREETS PLAN

07/21/20 DRAFT

REVIEW OF EXISTING POLICIES, GUIDELINES, AND PLANS



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COMPLETE STREETS PLANNING

INTRODUCTION

Complete Streets Plan

This memorandum is the first one submitted as part of the Keyport Complete Streets Policy and Implementation Plan sponsored by the North Jersey Transportation Planning Authority's (NJTPA) Planning for Emerging Centers grant program.

The technical assistance provided by the NJTPA will further **advance the Master Plan's goal to adopt a comprehensive complete streets policy to benefit the Borough's seasonal visitors, homeowners, renters, and the Keyport Bayfront Business Collaborative (KBBC).**

The resulting Complete Streets Policy and Implementation Plan will create a framework for transportation and land use planning to support

balanced accessibility for all users of the roadways, strong stormwater management, safety and efficiency of evacuation routes during severe storms, and climate resiliency for the future of the community.

Best Practices Memorandum

The development of a strong complete streets policy must be founded on the latest guidelines and best practices both locally and at the national level. To support the development of Keyport's policy, **the following memorandum explores the best practices of complete streets policy development and implementation.** This memo starts with a discussion of the historic context that led to the creation of complete streets policies. It then discusses the state of the practice through a review of regional and national policies and case studies. It concludes with lessons learned.

WHAT ARE COMPLETE STREETS?

According to the New Jersey Department of Transportation's (NJDOT) Model Policy, complete streets are "designed and operated with the safety, mobility, and accessibility needs of users of all ages and abilities in mind. Complete Streets also refers to a new approach to making transportation decisions that more and more of New Jersey counties and municipalities are adopting."



WHY ARE COMPLETE STREETS IMPORTANT?

HEALTH & SAFETY



Complete streets help communities increase physical activity, reduce traffic injuries and fatalities, and improve the quality of the air and natural environment

ENVIRONMENTAL QUALITY



Complete streets help improve streetscaping and green infrastructure, which can help communities reduce pollutants and manage stormwater.

ECONOMIC VITALITY



By promoting access to affordable transportation options, complete streets can lower cost pertaining to car ownership. New Jersey communities that have implemented complete streets have also seen a growth in business activity

TRANSPORTATION EQUITY



Complete streets can benefit all road users, but the benefits can be especially valuable among community members who have limited transportation options, including seniors, people with disabilities, and those living in lower income neighborhoods.

THE EVOLUTION OF STREETS

Historic Use of Streets

Historically, streets have almost always been multimodal. Pedestrians, cyclist, horses, streetcars, and slow-moving private vehicles shared streets with merchants and recreational uses. The growth of car ownership resulted in changes to street designs that confined pedestrians to narrow sidewalks and effectively removed other modes altogether. Within a matter of decades, streets went from multi-modal and multi-purpose to serving a single use: to move vehicles efficiently through cities. Due to a number of safety, environmental, and transportation equity factors, this approach to street design has begun to change. Local, regional, and state agencies have grown to recognize the need for roads to serve multiple purposes.

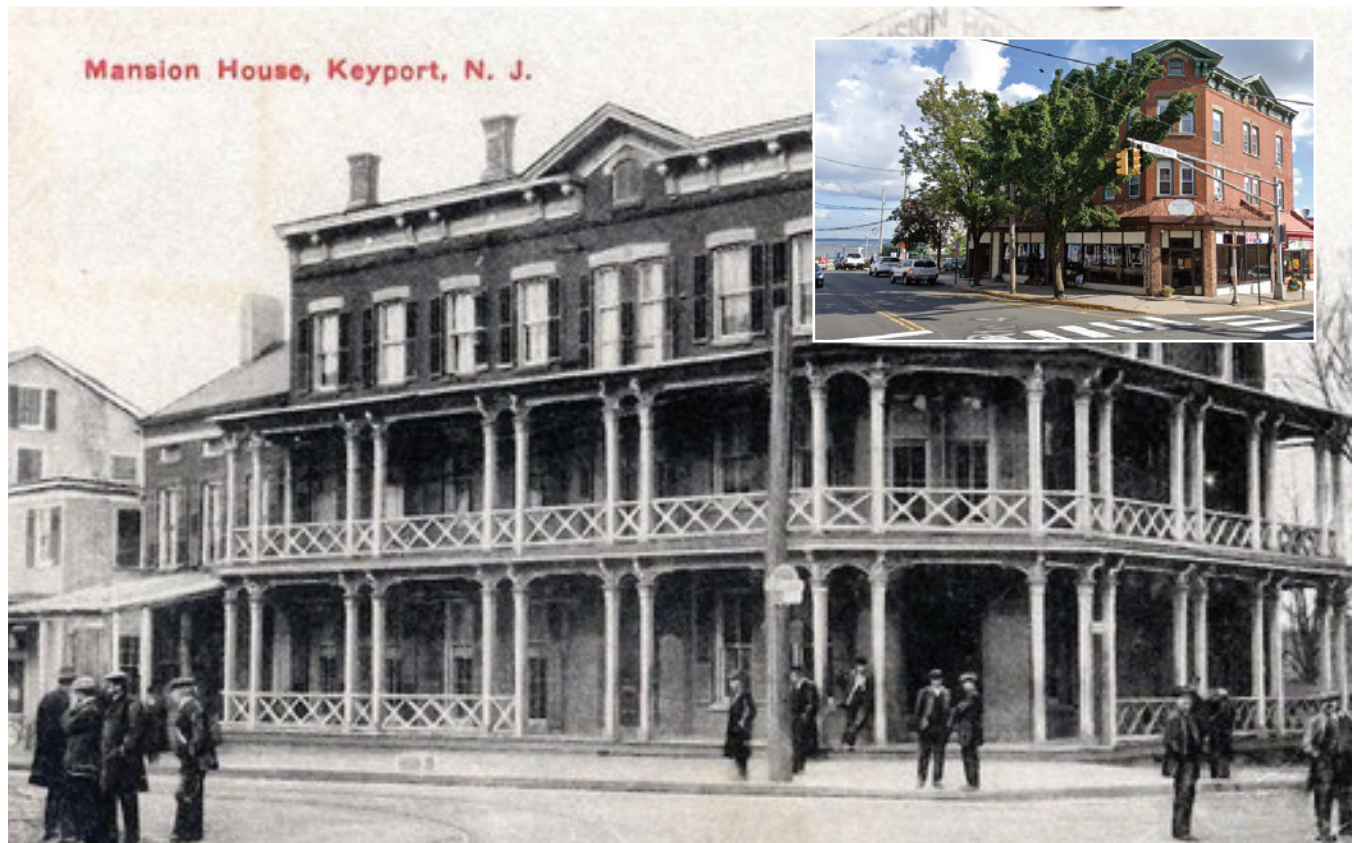
Figure 1 and Figure 2 illustrate how substantially roads have changed in Keyport. The photos, provided

by the Keyport Historical Society, show that even in the early days of the automobile, streets were active multi-modal environments that served purposes beyond just transportation. They were places to socialize, conduct business, and engage in civic conversations, among other activities.

Complete Streets Policy Growth

Complete Streets policies are a popular way for governing bodies to acknowledge this shift in design approach. The first wave of policies, stretching from the mid-2000s to early 2010s, aimed to incorporate pedestrians and cyclists into their design. Municipalities implemented bike lanes, crosswalks, and sidewalks. These investments were often limited in number, and few areas were able to build out a complete bicycle or pedestrian network. Implementation was slow and investments did not always prioritize equitable distribution across municipalities.

Figure 1. Broad Street and East Front Street



As shown in the historic postcard taken at Mansion House at Broad Street and East Front Street, streets have provided a place for socializing. Postcard provided by the Keyport Historical Society

Taking lessons learned from the first adopter, a **second wave of policies emerged to better address implementation**. These new policies not only addressed how to structure implementation to achieve more and higher-quality projects, but also started to tackle the question of where to prioritize complete streets policies. Specifically, the public, stakeholders, and policy makers started to understand that discussions about modal access and street use had strong ties with issues of economic, gender, and racial equity, among others.

At the same time, the idea of what constituted a “complete street” began to expand. In the now third generation of complete streets policies, **there is increasing recognition that street infrastructure has considerable impact on the natural environment** and that “complete streets” should include facilities that address everything from stormwater runoff to addressing micro-climate conditions such as heat

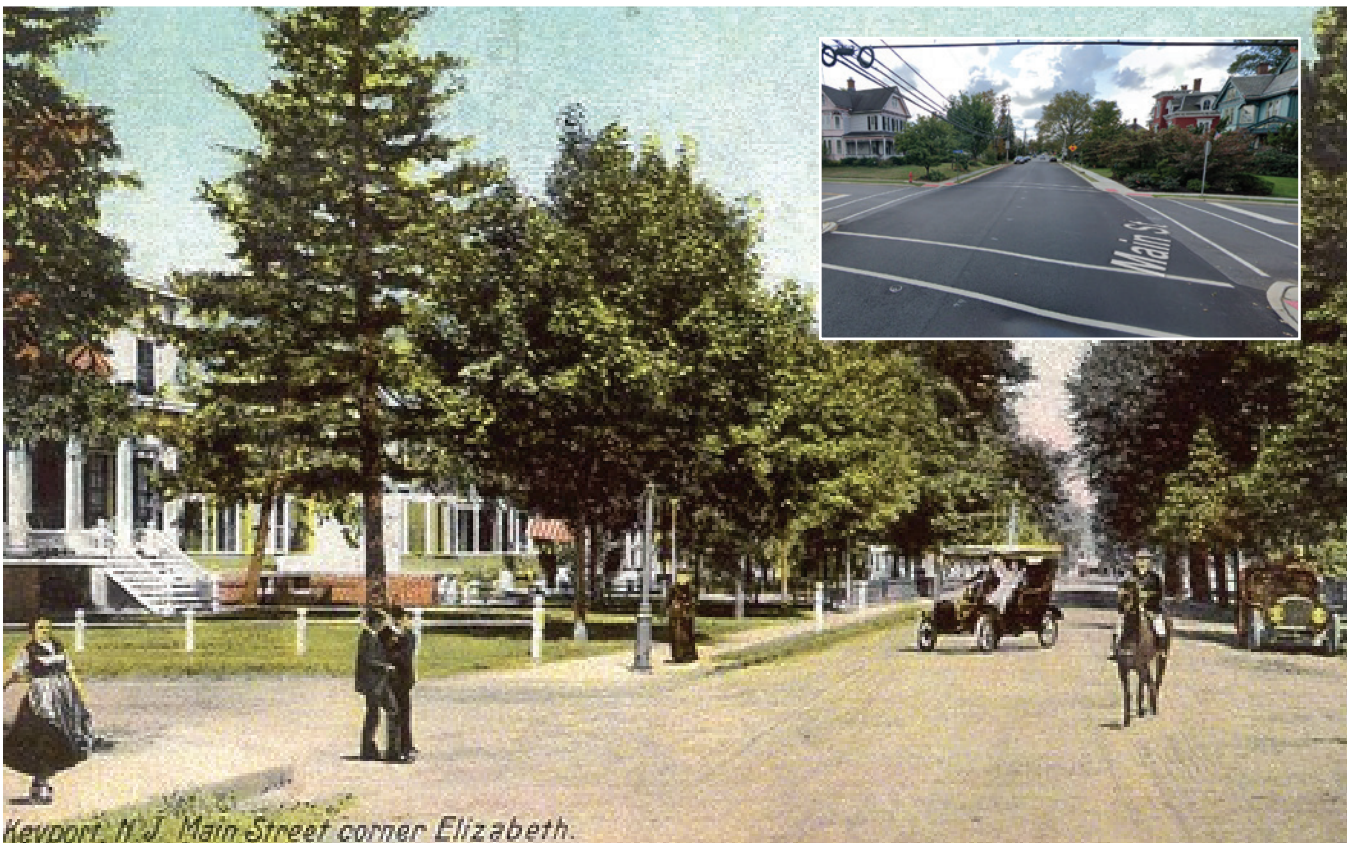
island effect (the increased temperatures on streets caused by large amount of paved surfaces).

Today there are more than 1,500 policies nationwide¹, of which 169 are in the state of New Jersey.² As policies continue to evolve, they incorporate new design principles including green infrastructure treatments like bioswales. Even though the elements of different complete streets processes have evolved, the goals of these policies consistently retained roots in improving safety and restoring transportation choice in communities.

Open Streets for Public Health and Recovery

The COVID-19 pandemic has led to a new national focus on open streets, centering economic stabilization and public health into the conversation of safe streets. Municipalities have introduced measures to promote essential worker mobility, support

Figure 2. Main Street at Elizabeth Street



Keyport, N.J. Main Street corner Elizabeth.

The historic postcard of Main Street at Elizabeth Street show streets as multimodal. Postcard provided by the Keyport Historical Society.

reopening of local businesses, and help residents stay active. Officials have traded parking spaces and travel lanes in favor of wider sidewalks, bike lanes, and outdoor cafe seating. Using temporary materials and expedited programs, these programs have been most successful where established Complete Streets planning can be leveraged to expedite implementation on local streets.

In the wake of this national crisis, broad consensus is emerging that traffic patterns may change permanently as employers modify remote work policies, and public support is leading to a return to the street as the critical center of commerce and activity. In Jersey City, New Jersey for example, a quick roll-out of a slow streets network and pedestrian plaza expansions are being supplemented by construction of additional protected bicycle lanes.

This rapid roll-out of more complete streets, however, has not happened without criticism: residents who have long felt sidelined have noted that the projects are often located in economically advantaged areas or to support businesses that are less frequently patronized by poor residents, such as dine-in restaurants. Moreover, many critics have pointed to the fact the process of designing complete streets has not consistently included marginalized residents or accounted for the discrepancies in power dynamics that shape the urban environment. As such, communities looking to implement quick solutions should learn from these experiences and ensure that equity considerations are embedded into their planning and implementation process.

Figure 3. Jersey City Slow Streets



National Complete Streets Coalition's Best Practices

Today Complete Streets is a well-developed discipline. The National Complete Streets Coalition has been tracking the development of complete streets policies, ordinances, and resolutions since 2004. Through this effort, the coalition has documented best practices and a rating scale to help guide governments at the local and state levels (see “Essential 10 Complete Streets Policy Elements” on the following page). The rating scale has evolved in a way that reflects the national trends, incorporating more elements pertaining to equity and implementation. The call-out box shows the coalition’s latest list of ideal policy elements.

MODEL POLICIES AND GUIDES

NJ Model Policy

In 2019, NJDOT published a **State Model Complete Streets for All Policy**, within the context of the updated National Complete Streets Coalition Ideal Complete Streets Policy framework. The policy document is in an appendix to this Memorandum.

Policy Development

The NJDOT document was developed in **collaboration with a wide range of government and nonprofit partners** including Tri-State Transportation Campaign, the Bloustein School of Planning and Public Policy of Rutgers University, Sustainable Jersey, New Jersey Future, and many other stakeholder organizations.

Using the Model Policy

The model policy is a one-stop resource for New Jersey municipalities with an interest in implementing Complete Streets in their communities. It is a Complete Streets do-it-yourself guide that includes a ready-to-adopt Resolution of Support, a state-of-the-practice Policy, and implementation Checklists to ensure that every transportation project achieves Complete Streets objectives. As such, **the model policy will serve as a strong foundation for developing Keyport’s Complete Street’s policy.**

NATIONAL COMPLETE STREETS COALITION'S "ESSENTIAL 10 COMPLETE STREETS POLICY ELEMENTS"

Vision and intent: Includes an equitable vision for how and why the community wants to complete its streets. Specifies need to create complete, connected, network and specifies at least four modes, two of which must be biking or walking.

Diverse users: Benefits all users equitably, particularly vulnerable users and the most under-invested and under-served communities.

Commitment in all projects and phases: Applies to new, retrofit/reconstruction, maintenance, and ongoing projects.

Clear, accountable expectations: Makes any exceptions specific and sets a clear procedure that requires high-level approval and public notice prior to exceptions being granted.

Jurisdiction: Requires inter-agency coordination between government departments and partner agencies on Complete Streets.

Design: Directs the use of the latest and best design criteria and guidelines and sets a time frame for their implementation.

Land use and context sensitivity: Considers the surrounding community's current and expected land use and transportation needs.

Performance measures: Establishes performance standards that are specific, equitable, and available to the public.

Project selection criteria: Provides specific criteria to encourage funding prioritization for Complete Streets implementation.

Implementation steps: Includes specific next steps for implementation of the policy.

Process

The model policy suggests adopting a resolution as well as the policy and associated checklists.

The policy should establish an advisory body, establish a process for exempting certain transportation projects, and identify a program reporting process. The checklists include concept development, engineering, construction, and maintenance. Policies should also include the effective date and key terms and definitions.

Included Language

The model policy includes the following model language:

The Model Resolution: The resolution includes specific language that municipalities can adjust to meet their specific needs.

The Model Complete Streets Policy: This policy describes in detail how to implement the policy and institute a Complete Streets process for transportation investment, including language on:

A Complete Streets Advisory Body: composed of diverse stakeholders to provide ongoing support and feedback on Complete Streets implementation

Exceptions: identifies specific conditions and a process for exempting transportation projects from Complete Streets procedures and guidelines

Program Reporting: establishes performance measures, benchmarks, and procedures for tracking progress

Complete Streets Checklists: recommends use of implementation checklists in concept development, engineering, construction and maintenance to ensure that Complete Streets objectives are part of all transportation projects and activities

Effective Date: states when policy goes into effect

The model policy also recommends inclusion of the following Complete Streets Checklists:

- Concept Development
- Preliminary Engineering
- Construction
- Maintenance

Complete Street Policies

NJDOT Complete Streets Policy

NJDOT adopted a Complete Streets policy in 2009, which the National Complete Streets Coalition ranked as one of the strongest in the nation. However, NJDOT has jurisdiction over less than 10 percent of roadway lane-miles in New Jersey. The vision of a statewide “comprehensive, integrated, connected multi-modal network of transportation options” requires that counties and municipalities also adopt and institute Complete Streets policies.

Monmouth County Complete Streets Policy

In July 2010, Monmouth County (where Keyport resides) became the first New Jersey county to adopt a Complete Streets policy, modeled after the New Jersey Department of Transportation (DOT)’s own policy adopted in December 2009. Over the next four years, other counties and towns slowly began to adopt their own Complete Streets policies, many modeled on the state policy.

WHAT'S THE DIFFERENCE BETWEEN A POLICY AND AN ORDINANCE

The following is quoted directly from the NJDOT's Complete & Green Streets For All.

Complete Streets ordinances are an excellent vehicle for codifying Complete Streets policies. **An ordinance is a law that can be enforced**, which makes it a very strong and effective strategy for achieving Complete Streets. Nationally there are many examples of Complete Streets ordinances, including several in New Jersey.

A resolution expresses support for Complete Streets and establishes a process for a more rigorous policy. A jurisdiction that has passed a resolution may follow with an ordinance, but passage of an ordinance does not require a resolution.

Although an ordinance may require a more lengthy and involved process than a resolution, **municipalities and counties are encouraged to consider passing Complete Streets ordinances**. Not only are they enforceable by law, ordinances also ensure that subsequent administrations will continue to follow the Complete Streets policy procedures. Regardless, Complete Streets ordinances should include all of the elements of the Model Policy to ensure that they result in Complete Streets implementation.

BEST PRACTICES & PEER CITIES

The project team reviewed dozens of plans from the NJTPA region as well as case studies from around the country. The review captured an array of city sizes and urban forms to gain a fuller understanding of the state of the practice. Furthermore, the project team met with two regional leaders in complete streets implementation: Jersey City and Hoboken. Both cities adopted complete streets policies more than a decade ago and have substantial improvements to accommodate multiple modes.

In addition, there have been a number of publications by planning advocacy groups and agencies that include a wealth of information about complete streets policy development and implementation. These include:

Complete Streets Design Guide (2017). New Jersey Department of Transportation

Complete Streets: Best Policy and Implementation Practices. American Planning Association's (Planning Advisory Report Number 559)

Complete Streets: Local Policy Workbook. Smart Growth America and the National Complete Streets Coalition.

Taking Action on Complete Streets: Implementing Processes for Safe, Multimodal Streets (2013). Smart Growth America and the National Complete Streets Coalition.

This section first reviews the state of complete streets policies, pulling major themes from a wide range of regional and national examples as well as the findings from the above sources.

The following section details lessons learned about implementation.

Complete Streets Policies

Complete streets policies have evolved over time to become more expansive. Commonalities and distinguishing features among policy documents are noted below. The first section on thematic elements discusses the components of the policies pertaining to the vision and goals that the policies aspire to achieve.

The following section discusses process elements, which relate to planning, implementation, reporting, and public involvement.

Thematic Elements

All or nearly all the plans the project team reviewed had the following themes:

- Safety
- Connected network
- Equity and diverse users
- Public health
- Quality of life
- Environmental stewardship

These themes closely align with the ten essential elements developed by the National Complete Streets Coalition. The frequent mention of these themes suggests that these are central components to the vision of developing streets that accommodate users of all modes, ages, and abilities.

Thematic elements mentioned in some but not all policies are shown in Figure 4. **Elements such as economic development and land use context are prevalent in national best practices but are uncommon in many New Jersey policies.** It should be noted that many of the regional examples were early adopters of complete streets policies, and more robust policy documents are more common with policies adopted after 2015.

On the other hand, **reducing congestion and saving money are very common among New Jersey policies** and less common among national best practices. This is generally because New Jersey municipalities used template language within their resolutions. They do not often mention green infrastructure and freight, though there are several policy documents that made green infrastructure a priority. The NJDOT Model Policy has each of these elements. Other thematic elements mentioned in just one or two studies include aesthetics and crime reduction.

Process Elements

The project team found guidance on process (e.g., public involvement, implementation) in all documents. For instance, commitment at multiple

Figure 4. Thematic Elements Matrix

	Municipality	Year	Green Infrastr.	Economic Dev.	Land Use Context	Freight	Reduce Congest.	Saving Money
New Jersey	NJDOT Model Policy	2019	X	X	X	X	X	X
	City of Hoboken	2010				X	X	X
	County of Monmouth	2010					X	X
	City of Jersey City	2011			X		X	X
	Borough of Fair Haven	2012					X	X
	City of Long Branch	2014						
	City of Asbury Park	2015					X	X
	Borough of Red Bank	2018					X	X
	Borough of Eatontown	2019	X	X	X	X	X	X
National	Missoula, MT	2016	X	X	X			
	Cleveland Heights, OH	2018	X	X	X	X		X
	Des Moines, IA	2018		X	X			
	Town of Walpole, MA	2018			X	X		
	Neptune Beach, FL	2018		X	X			

Figure 5. Process Elements Matrix

	Municipality	Year	Implement.	Checklist	Performance Measures	Committee	Reporting
New Jersey	NJDOT Model Policy	2019	X	X	X	X	X
	City of Hoboken	2010					
	County of Monmouth	2010	X	X			
	City of Jersey City	2011					
	Borough of Fair Haven	2012	X	X			
	City of Long Branch	2014					
	City of Asbury Park	2015		X			
	Borough of Red Bank	2018	X	X			X
	Borough of Eatontown	2019	X	X	X	X	X
National	Missoula, MT	2016	X	X	X		X
	Cleveland Heights, OH	2018	X	X		X	X
	Des Moines, IA	2018	X		X	X	X
	Town of Walpole, MA	2018	X		X	X	
	Neptune Beach, FL	2018	X	X	X		X

stages of a project (i.e., planning, construction, and maintenance) are present in all the plans reviewed. All or most plans included exemptions to the policy and roadway design resources. The level of detail for each of these process elements varied.

Figure 5 shows the process elements that appeared in some plans but not others. Guidance on implementation and the inclusion of a checklist to guide complete streets projects through multiple stages of a project were common in both New Jersey case studies and national best practices. Establishing performance measures, an advisory committee, and reporting criteria were strategies in nearly all national best practice case studies but only in the more recently adopted resolutions in New Jersey.

Case Studies

While reviewing policies, a handful of regional and national examples stood out for some aspect of their process. This section takes a more nuanced look at Hoboken’s design guide and Jersey City’s implementation process. One national example – from Cleveland Heights, Ohio – demonstrates the extent to which communities can incorporate green streets into a policy.

Bridging Policy and Action in Hoboken

Since its 2010 complete streets policy, Hoboken has become one of the most multimodal cities in the region. Nearly 40 percent of Hoboken’s streets have bike lanes, and they recently worked with Hudson County to construct the first bike lanes on roads under the jurisdiction of Hudson County. **Hoboken’s progress on Complete Streets may be attributed to many factors, but building a culture of accountability has been critical.**

The City’s complete streets policy was the start of a larger process that included a bicycle and pedestrian plan, a complete streets design guide, and a Vision Zero executive order signed by Mayor Ravi Bhalla in 2019. **Much of this progress is due to a strong safe streets advocacy coalition, which formalized into a Vision Zero Task Force.** Member of this task force include both community advocates and City and County agency representatives. Together they evaluate street designs, communicate challenges

and opportunities, and review performance metrics. This task force holds the City and County accountable in roadway redesign projects and work to keep City agencies in alignment with Vision Zero and complete streets policies.

Quick-Build Implementation in Jersey City

Since passing its resolution in 2011, Jersey City has become a regional leader in complete streets implementation. The City developed a series of plans aiming to make its streets safer for all road users. In 2018, they completed JC Walks Pedestrian Enhancement Plan (Figure 6). This plan included temporary demonstration projects and walk audits as part of its planning process. **The quick-build projects demonstrated the value of curb extensions, parklets, and cross walks to a variety of stakeholders.** Participants, which included members of **the public, community leaders, and agency representatives,** were able to see firsthand the impact of these projects when considering design interventions in each of the city’s six boroughs. Following the pedestrian plan, the

Figure 6. Demonstration Project for JC Walks Plan



City implemented painted curb extensions at dozens of intersections and launched several parklet projects in commercial districts. These projects temporarily modify street parking spaces as public amenity areas. The support and enthusiasm for these pedestrian projects led to the development of a bike plan. Let's Ride JC included ambitious quick build projects as well. The momentum generated from these plans continued to build, eventually resulting in Mayor Steven Fulop signing an executive order adopting Vision Zero. This policy aims to end traffic-related fatalities on City streets by 2026. Through extensive outreach and gradual momentum-building, the City was able to adopt an ambitious goal and policy with more community support than would have been possible otherwise.

Integrated Green Streets in Cleveland Heights, Ohio

One of the standouts among national examples was the “Complete and Green Streets Policy” from Cleveland Heights, Ohio. Ranked first among 2018 policies by the National Complete Streets Coalition, this policy addressed all the essential elements of a policy. **What distinguishes this policy to others, however, is its emphasis on green infrastructure.** The policy aims to embed stormwater management infrastructure in roadway redesign projects that also accommodate multimodal road users. The policy includes the following:

- Coordinating sewer line improvements
- Eliminating excess pavement when considering lane width, turning radii, traffic islands, and on-street parking
- Requiring performance measures noting square footage of new bio-retention facilities and pavement removal

Implementation

Implementation Plan Overview

The NJDOT Complete Streets Design Guide notes that a good implementation plan is one that is a tool that can maintain momentum generated during policy development and formalize a process for implementation of Complete Streets. **The creation of an implementation plan should involve staff and decision makers who are involved in the planning,**

design, construction, and maintenance of the jurisdiction's streets. This may include planners, engineers, maintenance and public works staff, and other key stakeholders.

An implementation plan provides an opportunity to assess current decision-making practices; review relevant documents (including subdivision codes, design guidance, checklists, decision trees, etc.); and to assign responsibility and timelines for integrating Complete Streets into those existing documents and procedures.

The NJDOT recommends that an implementation plan should include:

- An assessment of the street design process, transportation infrastructure, and network gaps
- Guidance on street design, including standards, best practices, and an evaluation of how different design elements serve different street user
- Complete Streets Checklist

Lessons Learned

Through reviewing various complete streets documents and interviews with Jersey City and Hoboken, the project team identified the following lessons learned pertaining to implementation:

Change the decision-making process: Complete streets offer opportunities to develop a more collaborative, thoughtful roadway design processes. There are many examples of complete streets checklists that work to bridge the policy with all stages of complete streets design and implementation. Moreover, inserting complete streets into funding prioritization processes can help recognize projects that align with the policies.

The NJDOT's Complete Streets design guideline encapsulates this perspective when it says, **“Complete Streets is a process, not a specific product.”** This means the complete streets mindset provides a way to identify, analyze, and develop solutions to transportation issues. Changing the everyday processes that guide decision-making lies at the heart of successful Complete Streets initiatives.

Start where there is energy in the community:

Communities often decide they need complete streets for different reasons. Although all emphasize safety, others would like Complete Streets for promoting stormwater management, economic development, environmental stewardship, public health, aesthetic, or transportation equity reasons. By emphasizing additional strengths of complete streets, the momentum for implementation can build.

Utilize existing standards: There was a time in complete streets planning when it was important for municipalities to develop their own design standards for the building block for complete streets such as sidewalks, street furniture, traffic calming features, bicycle facilities and the like. However, there has been a surge of guides at the national and state level that more than meet that need. For example, the New Jersey DOT published the Complete Streets Design Guide (2017) and the National Association of City Transportation Officials (NACTO) published a number of guides including:

- Urban Street Design Guide
- Urban Bikeway Design Guide
- Transit Street Design Guide
- Urban Street Stormwater Guide

These guides are regularly updated and rely on lessons learned throughout the state and county. As a result, municipalities like Keyport can now dedicate their efforts on developing strong street typologies and customize these standards to the specific conditions in Keyport.

Consider non-traditional partners: Streets serve a multitude of purposes. Historically streets were locations where vendors sold goods. In the recovery response to COVID-19 (occurring at the time of developing this memo), many municipalities are implementing open streets (car-free) initiatives or allowing restaurants to expand outdoor seating. Partners such as Chambers of Commerce, business improvement districts, public health agencies, housing corporations, senior organizations, and arts and culture committees can add creative input into how redesigning streets can better serve individual communities.

Start as small as possible and with projects that will

have very strong support: Changes to the urban landscape do not always come easily. When launching a complete streets initiative, consider hyper-local projects that have high likelihood of being successful. A small but effective change, such as partnering with a local restaurant to open a parklet, demonstrates success and builds support. Moreover, it allows for opportunities for community feedback and education that focuses on positives rather than negatives. From there, more ambitious projects can be developed to steadily increase community awareness and buy-in. Demonstration projects also work great for public agencies that may have reservations. For instance, fire departments can test the turning radii of their vehicles to confirm that curb extensions do not restrict their turning movements.

Build Relationships with the State and County: The NJDOT and Monmouth County will be important partners in the development of a complete street network. As such, it will be important that the Borough establishes strong working relationships with these institutions.

Don't forget about Freight and Emergency Vehicle

Operations: One of the obstacles that municipalities often confront when they go to implementation is that they had not done sufficient engagement with emergency vehicle and freight operators. These are important road users who are responsible for protecting people and ensuring they have the goods they need to live their lives. They also have very specific road needs that must be considered in the policy and design process.

Integrate Complete Streets into Land Use Ordinances:

Zoning ordinances need to reflect the needs of all roadway users. As new developments, parks, and other facilities are built and retrofitted, they should comply with municipal complete streets policies. For example, where site planning and design standards stipulate requirements for vehicle parking and vehicular access, provisions should also require bicycle parking and bicycle and pedestrian access. The development review process ensures adherence to multimodal standards, Complete Streets principles, and accommodations for all users in new infrastructure.

Integrate Complete Streets into the Master Plan and Capital Budget: Keyport has a circulation element that is supportive of complete streets policy. In fact, it was the 2017 Master Plan that was the impetus for this study. However, the plan may need updates based on the results of this work.

Equally important, the Borough will likely have to revisit its Capital Improvement Plan (CIP) after the completion of this project to determine how funding will need adjustments to better support complete streets development.

Prioritize: One of the biggest roadblocks to implementing Complete Streets is often the cost. Municipalities like Keyport often have limited resources at their disposal. The ActiveTrans Priority (ATP) Tool Guidebook, by National Cooperative Highway Research Program (NCHRP), is a step-by-step methodology for prioritizing improvements to pedestrian and bicycle facilities, either separately or together as part of a “Complete Streets” evaluation approach. The ATP methodology identifies nine factors that are commonly considered in prioritization processes:

- Stakeholder Input
- Constraints
- Opportunities
- Safety
- Existing Conditions
- Demand
- Connectivity
- Equity
- Compliance

ATP provides a formal process for scoring and evaluating projects based on this criteria, however, that is not always necessary. The work of creating a complete streets implementation plan may lend itself to clear priority projects.

ENDNOTES

- 1 National Complete Streets Coalition data <https://smartgrowthamerica.org/program/national-complete-streets-coalition/>
- 2 NJDOT. Complete & Green Streets for All Model Policy Complete Streets Policy & Guide

