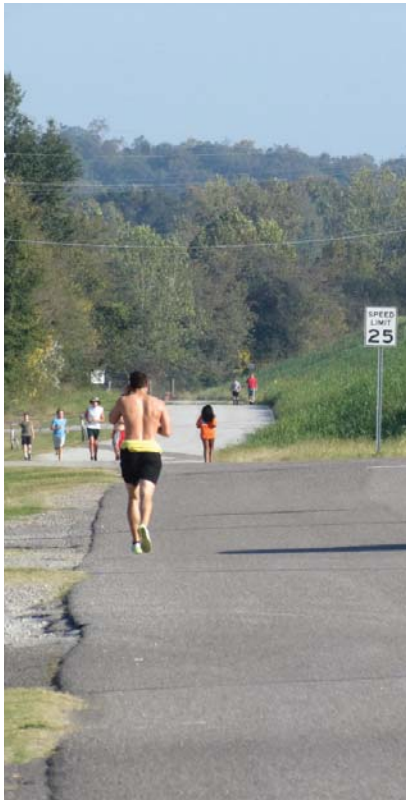

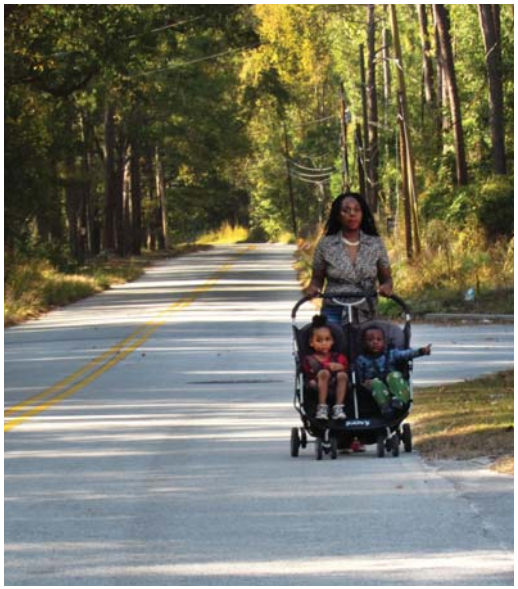

Walkability and Age-Friendly Streets: Opportunities to Transform Augusta's Built Environment

Prepared by the Walkable and Livable Communities Institute
for AARP and AARP Georgia

October 2014

Table of Contents

Photos on the cover depict scenes in Augusta, GA as observed by the WALC Institute and AARP project team in October 2014. This page, to the right: Augusta features wonderful amenities that can be maximized for the community's benefit.

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Walkable and Livable Communities Institute

The AARP and WALC Institute *Active Living Workshop*

Various trends are changing the projections for future travel demands in North America; that is, they are changing our understanding of the type of transportation systems and neighborhoods people want now and will want in the future. Aging populations, rising fuel prices, growing traffic problems, increasing health and environmental concerns, and changing consumer preferences are all increasing demand for active modes of transportation, such as walking, cycling and public transit.

The benefits of active transportation, placemaking and "complete" streets—herein, collectively referred to as "walkability"—are numerous. They improve public health and reduce healthcare costs. They contribute to a sense of "place" and community, and reduce the need for parking spaces. They help alleviate pressure on roadways that are nearing saturation and have very little "grow room." In fact, walkability is the lowest-cost way to keep car dependency from growing and, therefore, keep motorized traffic moving. Beyond that, more than 25 percent of all daily trips made in the U.S. are within walking distance and 60 percent are within bicycling distance. Having the option to walk or bike—or move naturally—just makes sense. It also is particularly important to aging populations, knowledge workers, Millennials and other groups that often make up the target demographics for city-building efforts.

The walkability and livability of a community—whether urban, suburban or rural—is heavily influenced by land-use and transportation planning, design and policies. Where walkability is supported through policies, programs and projects that favor active living, the entire community benefits.

As described in other parts of this report, it will be the rebuilding, re-purposing, retrofitting and infilling of land and infrastructure in places like the Barker neighborhood and surrounding areas—along with the redesign of critical intersections and corridors throughout town—that will improve prosperity, health and well-being.

Engaging Community Members in a Meaningful Way

Achieving such goals anywhere in the country, however, requires that community members are engaged in a meaningful way in assessing their built environment and prioritizing changes. A group of community members who are vested in this way helps build further support for the plans to be adopted and projects to be undertaken.

Toward that end, AARP and the WALC Institute have developed the Active Living Workshop to engage communities in making their streets and neighborhoods more walkable, livable, healthy and sustainable. The goal of the workshop is to build capacity by promoting a shared language amongst residents, government staff and elected officials; to illustrate through examples and audits how walkability and livability benefit a community and how they can be achieved; and to inspire each participant to become involved in the movement towards active living.

Why Walkability Matters

Throughout the country, we have applied advanced engineering to move *more* cars and to move them *faster*. The result too often has been streets that accommodate cars but deter people from active modes of transportation such as walking, biking and using transit. Land uses like strip malls, cul-de-sacs, poorly sited schools, and single-use zoning tend to compound the problem and perpetuate a dependency on automobiles. Further, transportation engineering often places focus on vehicle mobility at the expense of others. These factors matter greatly because the built environment plays a significant role in health and well-being by either encouraging or discouraging physical activity.

Today, two out of three American adults 20 years and older is overweight or obese. In 2008, about half of all adults 18 years and older in the U.S. had at least one of six chronic illnesses: cardiovascular disease, arthritis, diabetes, asthma, cancer or chronic obstructive pulmonary disease (COPD).

While we know that physical activity is good for us, 60 percent of Americans do not meet the daily recommendations set by the Centers for Disease Control and Prevention. Yet, people who have sidewalks in their neighborhoods reported more minutes of recreational walking. And adults living in highly walkable neighborhoods engage in 41 minutes more of total physical activity per week than those in low-walkability neighborhoods.

Further, consider that:

- A study in the *Journal of the American Planning Association* in 2006 found that for every five-percent increase in walkability, a community could expect more than a 30-percent increase in "physically active travel" and nearly a quarter-point reduction in individual body mass index, which is a common indicator for obesity and health. The increase in walkability was also correlated with more than a five-percent reduction in air pollutants that are associated with vehicle travel.
- Analysis published in *Preventive Medicine* in 2010 indicates that installing sidewalks on all of a city's streets would increase physical activity enough to offset weight gain in about 37 percent of the population, leading to healthcare savings likely to be enough to repay the cost of installing the sidewalks.

"Build our community and tax base by emphasizing economic development and livable, sustainable communities that can grow while protecting our valuable natural resources."
- From the Augusta, GA Community Vision

There are many reasons to support active living and walkability.

- Active transportation incorporates exercise into one's daily schedule and eliminates the stress of driving on congested streets.
- Health care costs are reduced when people lead active lifestyles.
- A five- to 10-mph reduction in traffic speeds increased adjacent residential property values by roughly 20 percent. Reduced traffic volumes on residential streets increases home values by an average of 18 percent.
- Active transportation infrastructure is far less expensive than building new roads and parking.
- Active transportation provides opportunities for social connections and community building.
- A 10-point increase in Walk Score increases commercial property values by 5 percent to 8 percent.
- An EPA study indicates compact infrastructure is up to 47-percent less expensive than conventional development patterns.
- Active transportation is good for tourism. In 1992, an estimated 32,500 visiting cyclists spent $13.1 million in Vermont.[23] Similarly, 680,000 visitors bicycle in North Carolina's Outer Banks yearly, generating $60 million annually. About 1,400 jobs are supported locally in North Carolina from expenditures made by bicyclists.

The built environment also reflects our social inequities. Seniors are over-represented in intersection fatalities by a factor of more than two-to-one. Seniors also are at great risk for social isolation once they lose their ability to drive. In fact, half of all non-drivers 65 years and older—about 4 million Americans—stay at home on a given day because they lack transportation.

But improved health and social equity are not the only reasons to modify the built environment to be more supportive of active transportation. Forty percent of baby boomers say they don't have enough savings for retirement. This means seniors will continue to work and transportation choices will become critically important. As the senior population grows faster than any other age group, towns that are addressing walkability are better suited to meet their needs.

When cities and towns provide equitable access to a complete transportation system, they send the message that people—not just cars—belong. No matter one's age, income, ability, or mode of transport, the place works and the benefits are tremendous. Our street design can minimize those things that halt productivity (congestion, accidents) because users know where they belong, how to navigate and how to interact with others.

In too many parts of the U.S., bicycling and walking are considered recreational activities. However, when we focus on walkability and its economic benefits, we build strong communities that are more prosperous and that work for all.

Factors improving walkability include:

- Destinations within walking or biking distance of each other, such as retail shops located near offices and housing, and schools located within neighborhoods.
- Street connectivity, ideally in a fine-grain grid without unnecessary cul-de-sacs. Also, sidewalks or trails that allow people to move comfortably and safely.
- Road widths that foster lower vehicle speeds. The wider a road or a vehicle travel lane is (or appears to be), the faster the driver tends to travel. The faster cars are traveling, the less safe and comfortable a person feels walking or bicycling.
- A sense of security and "eyes on the street." This feeling of comfort is created by orienting the homes and buildings toward the street, and providing transparency—occupied buildings and homes with windows and doors at the street level—so occupants can watch over the street.

Key Walkability Concepts

** Also, see the appendix for a series of fact sheets by AARP and the WALC Institute addressing several of the most common misconceptions about the tools of livability.*

Active Transportation: Also known as non-motorized transportation, this includes walking, bicycling, using a wheelchair or using "small-wheeled transport" such as skates, a skateboard or scooter. Active modes of transportation offer a combination of recreation, exercise and transportation. (See Victoria Transport Policy Institute, www.vtpi.org.)

Aging in Place: Also called, "Living in Place." The ability to continue to live in one's home safely, independently and comfortably, regardless of age, income or abilities. Living in a familiar environment and being able to participate in family and other community activities. (See National Aging in Place Council, www.ageinplace.org.)

Charrette: [pronounced, "shuh-RET"] A collaborative session to solve design problems that usually involves a group of designers working directly with stakeholders to identify issues and solutions. It is more successful than traditional public processes because it focuses on building consensus. (See Walkable and Livable Communities Institute, www.walklive.org.)

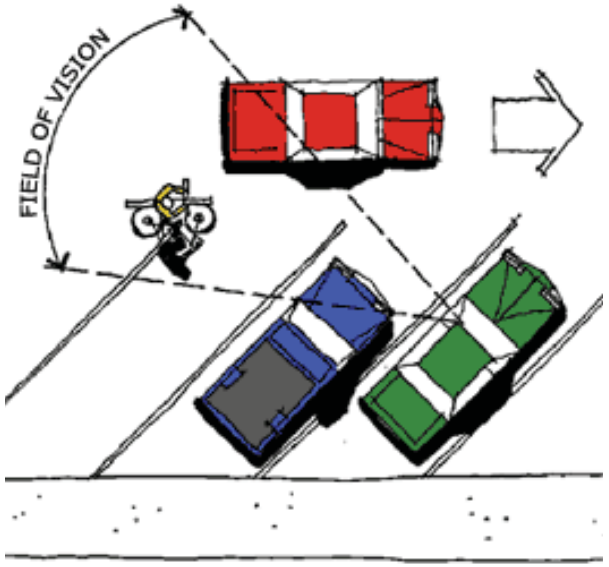
Complete Streets: Roads that are designed for everyone, including people of all ages and abilities. Complete Streets are accessible, comfortable for walking and biking, and include sidewalks, street trees and other amenities that make them feel "complete." (See National Complete Streets Coalition, www.completestreets.org.)

Head-Out Angled Parking: Also called "back-in" or "reverse" angled parking, this is arguably the safest form of on-street parking. It offers multiple benefits, including creating a sight line between the driver and other road users when pulling out. Additionally, head-out parking allows the driver to load their trunk from the curb, instead of adjacent to the travel lane. And for drivers with young children, seniors or others who need extra help, the open car doors direct passengers to the safety of the sidewalk behind the car, not into traffic. The process of parking in a head-out angled spot is simple – a driver signals their intention, slows, pulls past the spot and then backs into it, which is roughly equivalent to making only the first maneuver of parallel parking.

Livability: In the context of community, livability refers to the factors that add up to quality of life, including the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and culture, entertainment and recreation possibilities. (See Partners for Livable Communities, www.livable.org.)

Above: *Head-out angled parking is safer for all people, including those driving, biking and walking.*

Below: *This diagram from the City of Northampton, MA illustrates one of the benefits of head-out angled parking: a driver's ability to see oncoming traffic as they pull into the travel lane from their parking spot.*



Median Crossing Island: A short island in the center of the road that calms traffic and provides pedestrian refuge. They can be six to 12 feet wide and 20 to 80 feet long. They should be landscaped with low, slow-growth ground cover, and tall trees without branches or leaves at ground height that help motorists see the islands well in advance but don't obstruct sight lines.

Above: *A median crossing island in New Ulm, MN recommended during—and built within months of—a WALC Institute walkability workshop.*

Mini Circles: Also called "mini traffic circles," these intersections navigate vehicles around a small island about eight to 15 feet in diameter that is either lightly domed or raised. When raised, a mini traffic circle should be visible from hundreds of feet away, creating the feeling of a small park in the neighborhood. The circle should be designed to slow vehicles down to 15 to 18 mph. A proper number of them along a corridor will lower vehicle speeds to 22 to 25 mph along the stretch while helping traffic flow more smoothly due to the decreased number of complete stops.

Rotaries: Sometimes called traffic circles, rotaries navigate cars around very large circulating islands. A traffic circle can be as big as a football field and can include stop signs and signals. These are not the same as roundabouts or mini circles. Rotaries are cumbersome and complicated and can induce higher speeds and crash rates. Many rotaries in North America and Europe are being removed and replaced with the preferable roundabout.

Roundabouts: Also called "modern roundabouts," they navigate cars around a circulating island, usually up to 60 feet in diameter. Roundabouts are ideal for collector and arterial roads, and at freeway on-off ramps. They eliminate the need for cars to make left turns, which are particularly dangerous for pedestrians and bicyclists. Properly designed, roundabouts hold vehicles speeds to 15 to 20 mph. They can reduce injury crashes by 76 percent and reduce fatal crashes by 90 percent. Roundabouts also can increase capacity by 30 percent by keeping vehicles moving. When installing roundabouts in a community for the first time, care should be taken to make roadway users comfortable with the new traffic pattern and to educate them about how to navigate roundabouts properly and to yield as appropriate. For more information about roundabouts, see the WALC Institute and AARP "Livability Fact Sheets" in the appendix of this report, and also see the Federal Highway Administration's educational video about roundabouts, at http://bit.ly/fhwasafetyvideo.

Road Diet: On an overly wide road that has too many vehicle travel lanes to be safe, lanes can be removed and converted to bike lanes, sidewalks, a buffer between the travel lanes and sidewalks, on-street parking, a landscaped median or some combination thereof. A common road diet transforms a four-lane road without bike lanes into a three-lane road (one travel lane in each direction with a center turn lane or median) with bike lanes and street trees. (See Walkable and Livable Communities Institute, www.walklive.org.)

Above: *A mini circle in Lawrence, Kansas calms neighborhood traffic.*

Below: *A modern roundabout in the Bird Rock neighborhood of San Diego, CA smoothly and safely handles all types of traffic, including large trucks, bicyclists, pedestrians and motorists. The roundabout features a truck "apron" around the outside edge of the roundabout that the largest trucks and emergency vehicles can drive over while turning.*

Safe Routes to School: A national program to improve safety and encourage more children to walk, bike and roll to school. Focuses on improvements through engineering, education, enforcement, encouragement and evaluation. (See National Center for Safe Routes to School, www.saferoutesinfo.org.)

Sharrows: A "shared roadway marking"—usually paint—placed in the center of a travel lane to alert motorists and bicyclists alike to the shared use of the lane. They help position bicyclists away from the opening doors of cars parked on the street, encourage safety when vehicles pass bicyclists and reduce the incidence of wrong-way bicycling.

Above: *Sharrows are prepped to be painted onto this street in Fairhope, AL.*

Sidewalks: All sidewalks, trails, walkways and ramps should be on both sides of streets. Where sidewalk gaps exist or ramps are missing, they should be fixed on a priority basis, working out block-by-block from schools, medical facilities, town centers, main streets and other areas where people should be supported in walking and biking. Sidewalks in people-rich areas should be at least eight feet wide and separated from the curb by a "furniture zone" that can accommodate planter strips, tree wells, hydrants and benches.

Smart Growth: Growing in a way that expands economic opportunity, protects public health and the environment (See U.S. EPA, http://www.epa.gov/smartgrowth/.)

Street Trees: Street trees not only provide shade and a nice environment, but also help protect students walking and bicycling. When placed within four to six feet of the street, trees create a vertical wall that helps lower vehicle speeds and absorb vehicle emissions. They also provide a physical buffer between cars and children. On streets with a narrow space between the sidewalk and curb (also known as the "furniture zone"), trees can be planted in individual tree wells placed between parking stalls, which further reduces travel speeds. Depending on the species, they should be spaced 15 to 25 feet apart.

Traffic Calming: Using traffic engineering and other tools designed to control traffic speeds and encourage driving behavior appropriate to the environment. Examples include street trees, bulb outs, medians, curb extensions, signage, road diets and roundabouts. Traffic calming should encourage mobility for all modes.

Walking Audit: Also called a "walking workshop," this is a review of walking conditions along specified streets conducted with a diverse group of community members. Participants experience first-hand the conditions that either support or create barriers to walking and biking. (See more about walking audits: Walkable and Livable Communities Institute, www.walklive.org.)

Above: *Street trees create a buffer between people and cars, and provide shade and beauty.*

Below: *Walking audits, or "walking workshops," like the one in Olde Town in Augusta, give participants an opportunity to see streets through a new lens and observe what works and what doesn't work for active modes of transportation.*

Opportunities and Values

The WALC Institute was engaged by AARP and AARP Georgia to help identify changes to the built environment—specifically, with a focus on walkability and livability—that will support Augusta's initiative to become an age-friendly community.

As part of this engagement, a WALC Institute team—led by Executive Director Kelly Morphy and consultant Ian Lockwood, P.E. of Toole Design Group—conducted a brief assessment of key areas in Augusta the afternoon of Oct. 28, 2014 and participated in an Active Living Workshop on Oct. 29, 2014.

The brief assessment, or "discovery" tour, spanned from the Community Boat House on Riverfront Drive to the Savannah Riverkeeper Area, Broad Street, the Railroad Depot, and along Gordon Highway to Bayvale Elementary School and Milledgeville Rd.

The workshop, which was joined by about 50 people, began with an introductory discussion and presentation by the WALC Institute team. Participants then embarked on a walking audit that spanned from the Community Boat House to Broad Street, 5th Street and the Railroad Depot. The group then joined together to discuss findings and to prioritize actions moving forward.

Several key opportunities emerged from these discussions. They include:

- Maximize the value of the Savannah River by creating connections between the water and adjacent neighborhoods.
- Redevelop the Railroad Depot with a focus on people-friendly development, enhancing connections to the water, and providing a "festival street" that can be converted to pedestrian-only traffic for special events.
- Retrofit Milledgeville Rd. and provide safer routes to school for children and families going to Bayvale Elementary School.
- Accomplish the 100-Day Challenge, as described later in this report, that includes a community clean-up project and a community-led walking audit of the south Augusta area.
- Generally, design and retrofit streets and public spaces to be for people, not just cars.

Milledgeville Rd.

Returning from the walking audit

Celebrations of community heritage

Community values

Workshop participants also were asked to identify several community values that Augusta either currently celebrates or aspires to embody. Several key community values emerged, including:

- Integrity and respect
- Inclusiveness, community togetherness and being welcoming of all ages
- Historic preservation, beauty and Southern charm
- Safety, walk-friendly streets, accessibility and comfort
- Financial freedom and economic development

During the action-planning session, focus was placed on ways in which changes to the built environment can support or promote those community values.

This report provides a summary of findings, the outcomes of the workshop, and recommendations to transform the built environment in Augusta to be more walkable, livable and age-friendly.

Above and Right: *Participants identified key community values and discussed ways in which changes to the built environment can help support and promote those values.*

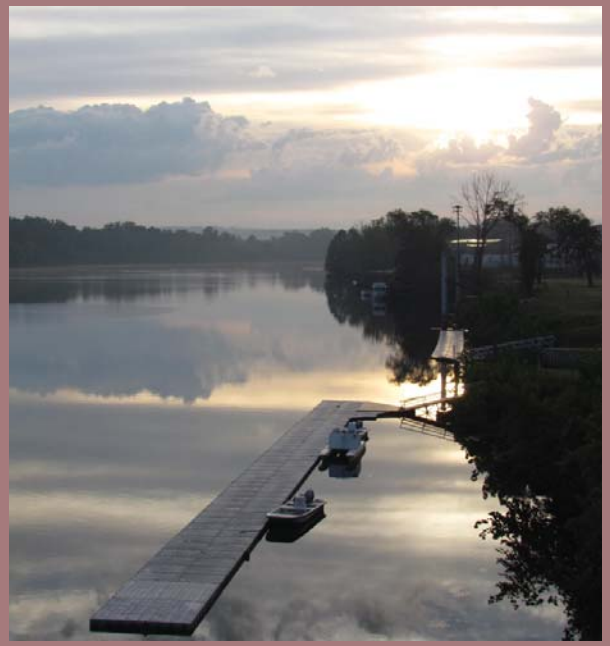
Bottom Images: *Workshop participants shared their priorities and goals throughout the workshop, including during introductions, a walking audit and action-planning sessions.*

Existing Conditions

This report summarizes the WALC Institute's observations and recommendations related primarily to the areas of Broad Street, the Railroad Depot and Milledgeville Road/ Bayvale Elementary School. These initial recommendations are based on a WALC Institute team's short visit to the community and shouldn't be considered exhaustive. They do provide a strong starting point, however, for identifying numerous short-term, mid-range and long-term initiatives that will improve health and well-being through age-friendly environments.

The best starting place is to recognize the community's assets, only a few of which are described here.

Celebrating "the Good": In addition to its community character, many assets in Augusta position it for becoming a more walkable and age-friendly community. Some of those assets, as observed during the Active Living Workshop, are pictured here. Images are described clockwise from the top.



** The Savannah River is an unmistakable community asset.*
** Visionary leadership is engaged, including, from left, Augusta Commissioner Bill Lockett, AARP Georgia Associate State Director for Community Outreach Karen Cooper, and current Augusta Mayor Deke Copenhaver.*
** In many places, tree canopies have been preserved and serve to provide shade, a sense of place, and beauty.*
** Reportedly the world's largest "half-Ironman" triathlon, the Ironman 70.3 Augusta brings more than 3,000 competitors to the Garden City every year. (Image courtesy Ironman.com.)*
** Numerous community groups are investing in Augusta, including the Savannah Riverkeeper, which brings resources to preserving, protecting and celebrating the river basin.*

Over-built for cars, under-built for people

In addition to what already has been described, there is much found in Augusta's built form that is worthy of praise, including the housing along Broad Street that fronts and honors the street; the fine-grid pattern of streets that enhance connectivity and offer choices of routes through the Olde Town and downtown areas; the linear park on Broad Street; the Augusta Riverwalk; and more.

There also are many opportunities for improvement, however. In general, streets in Augusta are over-built for cars and under-built for people. Some streets have unnecessary vehicle travel lanes, to the detriment of adjacent businesses and people using other modes of travel. Some streets have lanes so wide that multiple cars could fit within them. This is a serious concern because the wider a street, the more dangerous it tends to be for all people.

Additionally, sidewalks are too frequently "attached" to the roadway, meaning there is no buffer between people walking and the cars passing by them. This creates uncomfortable and unsafe conditions that deter people from using active modes of transportation. And as with many towns nationwide, many of Augusta's pedestrian and bicycle facilities such as sidewalks and bike lanes have been poorly maintained or not installed in the first place.

Vehicle speeds generally are too high and pedestrians are marginalized

Although the Active Living Workshop doesn't create an opportunity for a comprehensive speed study, the walking audits left participants feeling that vehicle speeds are too high in various parts of Augusta.

Because parts of Augusta lack many of the design elements that encourage 25- to 35-mph vehicle travel even close to downtown, cars go fast and the road is uncomfortable for bicyclists and pedestrians. Note above the wide travel lanes, excessive number of lanes, and wide-open feeling that translates into a runway for drivers, as opposed to a great destination. Contrast the conditions above with the transition envisioned for the area below that is along a street with land uses similar to those above.

Below, conditions in Onancock, Virginia are similar to those pictured above. This road is going to become more walkable and age-friendly through the use of narrower vehicle lanes, lower vehicle speeds, colorized bike lanes, on-street parking, curb-and-gutter, landscaping, a safer intersection, and buildings that front and honor the street.

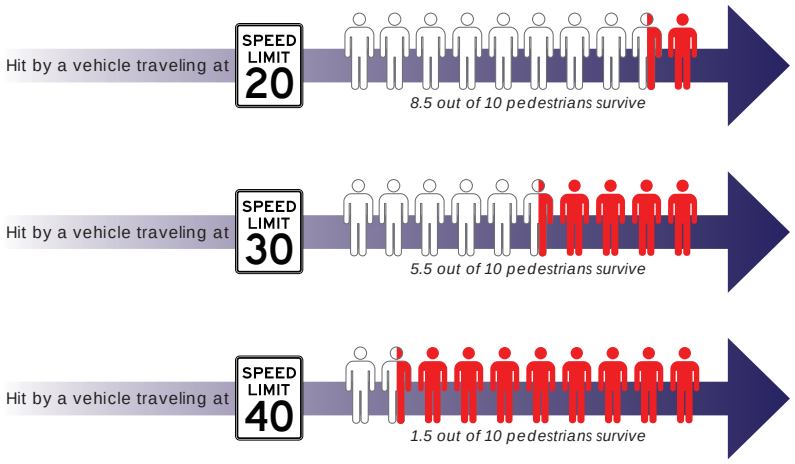
Throughout the parts of Augusta visited, vehicle speeds seemed too fast for areas where people should be expected to be walking or bicycling, such as in residential neighborhoods, near schools and in Olde Towe and downtown.

These overly fast vehicle speeds not only create an uncomfortable environment due to the noise of fast cars passing, but also pose safety risks for all roadway users, including people driving, walking and bicycling. The most vulnerable roadway users—people outside of cars—are at the greatest risk, as illustrated by the graphic below.

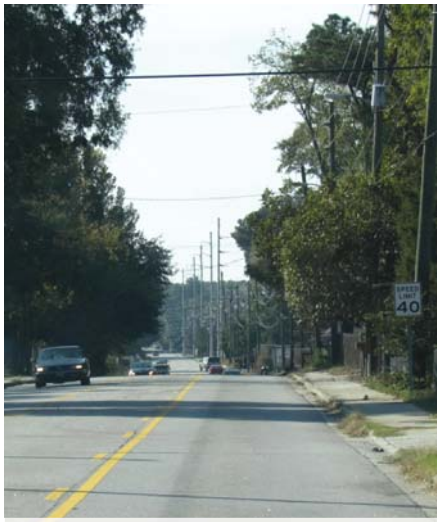
Many communities throughout the U.S. are reducing posted speed limits to 20 mph on residential streets and are refocusing efforts on traffic-calming and redesigning streets to achieve safe "target" speeds.

Of particular concern in the areas of Augusta visited are the downtown, Olde Town and school areas. These are environments where pedestrians and bicyclists should be expected and the roadway conditions should support safe and comfortable use for all modes of transportation.

Vehicle speeds are affected by street-design features such as sight distance, turning curvature, lane widths, total roadway widths, street trees, the distance (setbacks) of buildings from the street, on-street parking, curbs, and more. See the appendix of this report for fact sheets that include best practices and references for street designs that support all roadway users, whether in a car, on foot or on a bike.



SOURCE: *Killing Speed and Saving Lives,* UK Dept. of Transportation, London, England. See also Limpert, Rudolph. Motor Vehicle Accident Reconstruction and Cause Analysis. Fourth Edition. Charlottesvill, VA. The Michie Company, 1994, p. 663.



On Milledgeville Rd., near an elementary school, the posted speed limit is a dangerous 40 mph, sidewalks are minimal and there is no buffer between people and cars.

Olde Town is a people-rich place where streets should support all modes of transportation and access for even the most vulnerable roadway users.

On East Boundary Road, like many streets visited in Augusta, overly wide roads tend to contribute to vehicle speeds that make pedestrians uncomfortable and that are less safe for all roadway users.

Streets near Bayvale Elementary are of particular concern

Especially near schools, safe routes for all roadway users are critical. Throughout Augusta and near Bayvale Elementary School, streets and sidewalks don't fully support residents, children and families walking or bicycling to and from their destinations.

Where sidewalks exist, they are narrow, with little to no buffer between cars and pedestrians.

People were observed crossing mid-block on Milledgeville Rd. in places without marked crossings, as in the bottom left images. This may be due to pedestrians feeling they would need to travel an unreasonable distance to use a marked crossing, or feeling that the marked crossing isn't any safer than crossing mid-block. Sometimes, this is a sign of a system that is failing its users.

All of the images on this page are from Milledgeville Rd. or near Bayvale Elementary School.

People vote for a good design or a poor one with their feet .... Generally, we don't obey the system when the system is failing us.

- Dan Burden, WALC Institute Co-Founder, addressing pedestrian behavior on streets that don't have frequent crossing locations, adequate crossing signals, or safe vehicle speeds

Sidewalks and other public travelways are in need of maintenance and clean-up

Existing sidewalks need some attention and care. A common site around town is that of a sidewalk blocked by garbage bins, overgrowth, utility poles, parked vehicles or other barriers. This creates significant challenges for anyone pushing a stroller, with a walker or cane, who is blind, who is in a wheelchair and who is with children.

More seating, bike racks and other amenities are needed

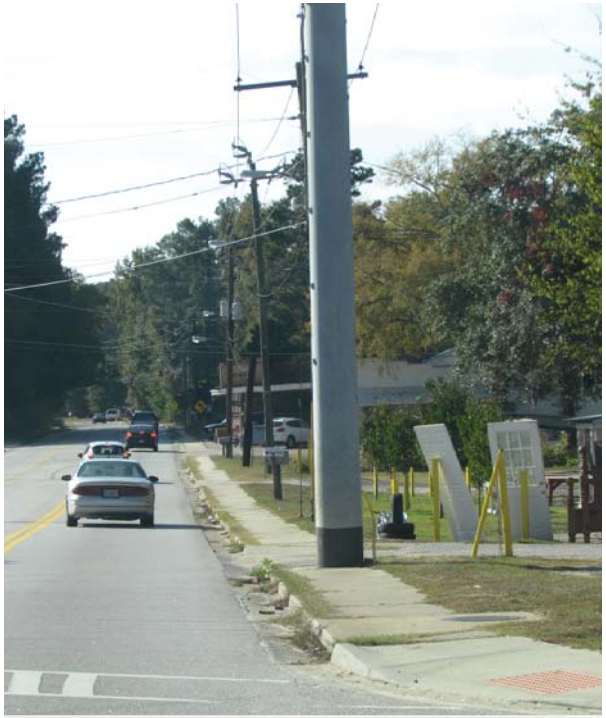
Over the past few decades, seating and other amenities have been removed from towns around the country. Benches, sheltered bus stops, water fountains, rest rooms, and bike racks encourage active transportation and put "eyes on the street." With eyes on the street, more people are observing one another and their surroundings, which discourages unwanted behaviors.

Universal Design is largely absent

Universal Design ensures that we provide opportunities for all to participate in community life. Our goal should be to minimize the limitations that built environments impose on people. In order to do this, Augusta needs to assess the built environment for Universal Design and compliance with the Americans with Disabilities Act. A good model program to learn from is Disability Awareness Starts Here, located in Port Townsend, Washington. DASH is an organization of people with and without disabilities who believe that education and advocacy are key to improving community access for people with disabilities. See their Accessibility Map and Restaurant/Venue Map at http://dashproject.org/index.htm.

Garbage bins hinder access and potentially impede pedestrians and young bicyclists on Milledgeville Rd.

Overgrowth partially covers the sidewalk along Broad St. in Olde Town.



A utility pole blocks the way.

Waiting for public transportation on Milledgeville Rd.

The Savannah River is an under-utilized asset

The Savannah River can be better utilized to the community's benefit.

Although the Augusta Riverwalk is a nicely landscaped community amenity, it currently ends downtown near Gordon Highway, at the Railroad Depot. Plans exist to extend it toward Olde Town and the Community Boat House, which will help improve its value and impact.

Additionally, streets that run north-south toward the river in Olde Town fail to provide connections to the river. Where stairs do exist to get atop the levee, no signage or lighting is provided. Workshop participants indicate the top of the levee also feels isolated and unsafe.

Providing better connections to the water will create a stronger sense of place and enhance quality of life. It also may help the community capture more value from the Ironman 70.3 Augusta, reportedly the world's biggest "half-Ironman" triathlon.






Above: *Opportunities abound for creating connections to the water and pulling some of the economic value of the river into the neighborhood. These images all are from streets that lead to the levee from Broad Street in Olde Town but that don't provide any meaningful connections to the water.*

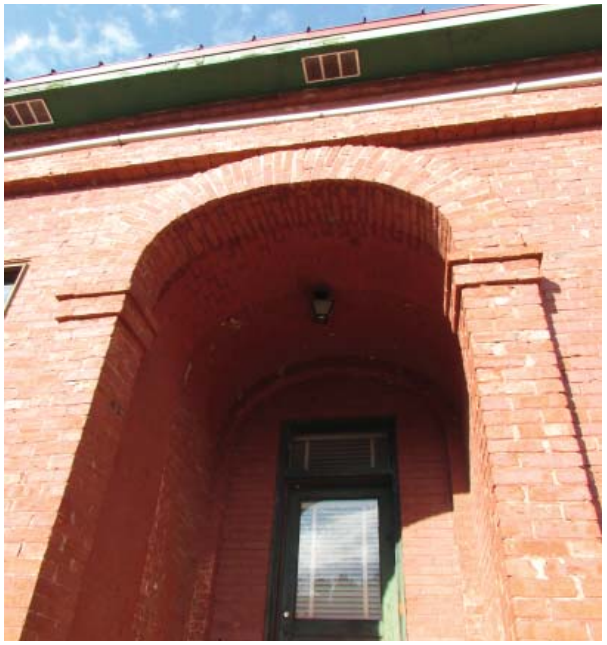
Below Left: *From atop the levee, one can see it is an important safety and flood-prevention feature, but that it feels secluded and isn't yet maximized as a community asset.*

Below Right: *The Riverwalk is a valuable community amenity that is expected to extend toward the Boat House and a planned river-education and recreation site. (Image courtesy Botanica Design, LLC.)*

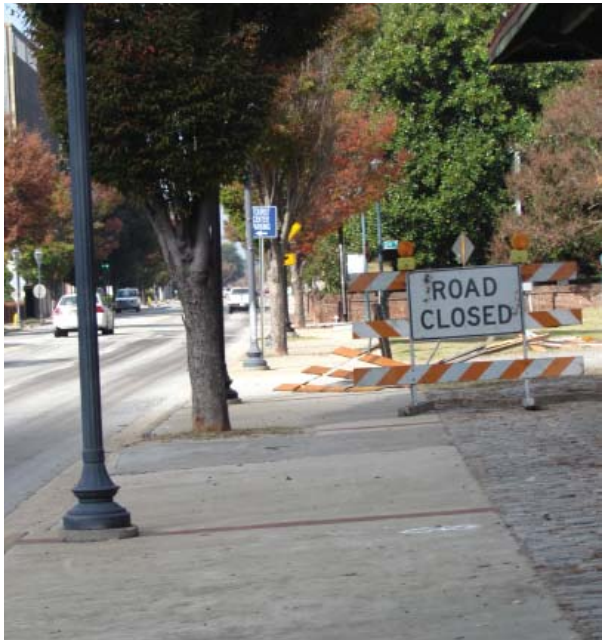
The Railroad Depot is a key redevelopment opportunity

Community leaders and residents agree the Railroad Depot is primed for redevelopment. Although previous plans haven't come to fruition, the site is ideally located to become a key community asset that draws people closer to the river, maximizes the value of the waterfront property and creates a sense of place and arrival that becomes an anchor point for the downtown.

The eventual use of the site could only be very briefly discussed during the Active Living Workshop, but the form of the street and the interface between the street and any future buildings on the site was addressed and envisioned with the workshop participants. The greatest value will come by also investing in a people-scaled street with calm traffic and buildings that front and honor the street.



During the walking audit, workshop participants discussed existing conditions in front of the Railroad Depot and identified changes the community could make to the street to maximize the area's value and provide a community asset when the site redevelops.



Recommendations and Next Steps

The WALC Institute team and workshop participants noted that Augusta has numerous opportunities to greatly improve walking and biking conditions. Some can be accomplished at little cost, while others require a more elaborate process, additional funding and a longer time-frame. Thus, the recommendations for making the greater Augusta area more walkable and age-friendly have been grouped into three categories: short-term goals, several of which could be accomplished in 100 days or less (see right); mid-range projects; and long-term initiatives.

Further, the WALC Institute team's time in Augusta focused on three primary areas: Broad Street and Olde Town; Milledgeville Road and Bayvale Elementary School; and the edge of downtown and the Railroad Depot. Recommendations specifically for these areas are grouped into individual sections.

Participants at the Active Living Workshop introduce themselves to start the day.

The 100-Day Challenge for Augusta

The 100-Day Challenge sets goals that can be accomplished within 100 days to show a genuine commitment to walkability and age-friendly community design. The following short-term goals are presented here collectively as Augusta's 100-day challenge.

- Review this report with community leaders and call a meeting of the appropriate steering committee. At this meeting, build consensus on a specific action plan for the first 100 days and the first six months, based on this report but including changes and additions the committee deems appropriate.
- During the workshop, there was strong support for holding a community clean-up. Several workshop participants volunteered to help spearhead it. Maximize the clean-up's impact by making it an inclusive and cross-generational activity; by securing media coverage; and by incorporating messages related to age-friendly community design, pedestrian safety and access for all people. Build upon initial successes to make the clean-up a regular event that not only cleans public and private spaces, but also builds networks and social capital.
- Workshop participants indicated that south-county areas, including along Milledgeville Rd., near Bayvale Elementary School and near Fort Gordon, suffer from pedestrian-safety and access issues that need to be identified and addressed. Engage elected officials, residents and key stakeholders in conducting walking audits in these areas. Document the findings, and include an action-planning session. AARP and the WALC Institute provide free online tools to help communities organize and conduct walkability audits and to act upon the results. See the "Sidewalks and Streets Survey" at www.CreateTheGood.org, as well as "Walkable 101: The Walkability Workbook" and "Community Guidance: Implementing Projects" at www.WalkLive.org.

Maintain sidewalks and landscaping

Sidewalks should be maintained to ensure that even the most vulnerable of pedestrians—including those in wheelchairs or young children on bicycles—can use the sidewalks at any time. In parts of Augusta, sidewalks are blocked by overgrown landscaping, utility poles, garbage bins and other debris.

Local government should prioritize maintenance in areas that should be heavily traveled by pedestrians, such as near schools, in Olde Town, in downtown, and near community centers, churches and medical facilities.

Further, to engage business operators, homeowners and renters in properly maintaining landscaping and sidewalks, develop an education and engagement program, and consider how it can be strenghthened through the community clean-up program launched as part of the 100-Day Challenge.

Faded markings in Augusta marginalize pedestrians.

Enhance crossings

High-intensity crosswalk markings benefit all. Different materials can be used to make crossings more visible day and night, but low-cost options—such as paint—are better than none. In Augusta (inset image), faded crosswalks are dangerous, as they send conflicting messages to pedestrians and motorists. In Asheville, NC, (below right) high-emphasis, ladder-style markings with thick stripes send a message that pedestrians should be expected here.

Provide lighting at parks

Although the Active Living Workshop didn't allow for a comprehensive study of Augusta, workshop participants noted the need for lighting at parks. This is true of the linear park along Broad Street and community members indicated it's particularly important at Dyess Park. Choose ecologically friendly options for park lighting.

Best practice: A high-emphasis crossing with a crossing island in Asheville, NC sends a better message.

Reduce vehicle speeds throughout Augusta

In places where people should be expected to be walking—such as in downtowns, near schools, in residential areas, near medical centers and in commercial districts, vehicle speeds should be low and safe. Start by reducing the posted speed limit.

However, recognize that drivers will respond to the cues the street provides beyond the posted speed limit. In Augusta, the "design" speed of many streets is higher than the posted speed limit. Drivers have a hard time obeying posted speed limits when the design speed encourages different behaviors.

Overly wide lanes tend to increase vehicle speeds and increase the severity of injuries when crashes occur. Narrowing lanes is relatively easy and inexpensive; sometimes, it just takes paint. Apply bold edge stripes that are 8 to 12 inches wide to improve visibility and safety. Where there is room, add six-foot-wide bike lanes, and if there is additional room, use the space for on-street parking or a zebra-striped buffer zone. Retain on-street parking where it already exists. If more parking is needed, consider head-out angled parking, which is arguably the safest form of parking. See the fact sheets in the appendix of this report for more information on parking.

One example of a place to reduce vehicle speeds and narrow a roadway is Bay Street downtown.

Right: Many streets throughout Augusta signal to drivers that it's okay to go fast, even near medical facilities. In contrast, streets can be designed to foster lower, safer vehicle speeds and still move high volumes of traffic, through the use of narrower lanes, narrower overall roads, shorter sight distances, landscaping, high-emphasis markings, and more-efficient intersections. Note the traffic-calming effect of the "road diet" below in Santa Cruz, CA, where a four-lane road was converted to one lane in each direction plus a center turn lane. See the appendix for more information about road diets.

Adopt a Complete Streets policy and implementation plan

"Complete Streets" are designed to support all modes of travel and people of all ages and abilities.

Augusta benefits from a Georgia Complete Streets policy adopted in 2012. But a strong city/county-approved ordinance would ensure that Complete Streets is institutionalized in Augusta's ongoing and future planning and public works efforts.

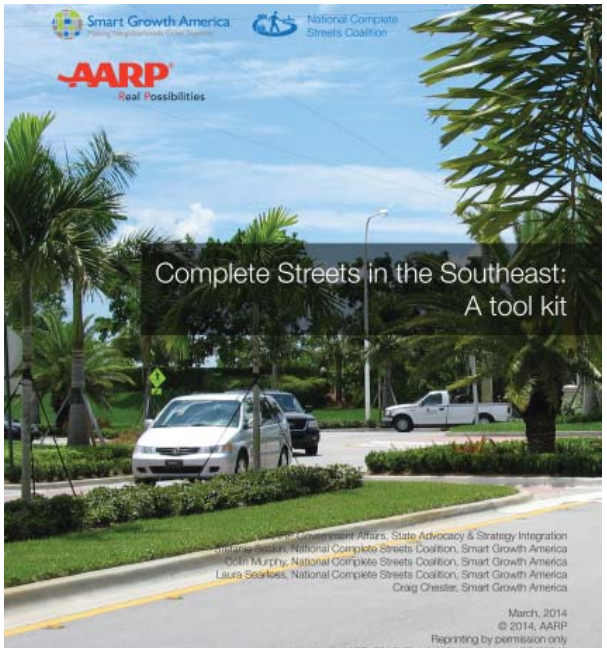
Adopt the most up-to-date best practices for Complete Streets policies to ensure that a Complete Streets policy will actually achieve the desired outcome.

AARP and several national partners produced "Complete Streets in the Southeast: A Tool Kit" that is available to download for free and includes model policies and implementation plans. Find the toolkit at http://www.aarp.org/livable-communities/info-2014/complete-streets-southeast-toolkit.html.

Also, model Complete Streets policies and a local-policymaking workbook are available at the National Complete Streets Coalition's website at http://www.smartgrowthamerica.org/complete-streets.

Additional Complete Streets resources are available through ChangeLab Solutions at http://changelabsolutions.org/publications/what-are-complete-streets.

Above, a street in Morrow, GA becomes more "complete" with wider sidewalks, bike lanes, a comfortable bus stop, a safer intersection and buildings that create a human-scaled environment. Below, many resources are available to help communities develop a Complete Streets policy and implementation plan.



Olde Town

Including Broad St. from
E. Boundary Rd. to 6th St.

Reduce vehicle speeds and noise

During the portion of the walking audit on Broad St. from East Boundary Rd. to 5th St., workshop participants were frequently interrupted by vehicles, including trucks, traveling at speeds that felt too fast and that created enough noise to disrupt conversations. In residential districts such as Olde Town and in historic districts and downtowns, streets should be traffic-calmed so that vehicles travel no faster than 20 to 25 mph.

Reduce vehicle speeds on Broad by posting a lower speed limit, reducing it from 35 mph to no more than 25 mph.

Narrow the vehicle lanes to 10 feet each and allocate remaining paved space to bike lanes or buffer zoness. In fact, there could be a benefit to making the default vehicle travel-lane width 10 feet throughout Augusta, giving exceptions for 11-foot lanes only on roads that carry a large number of cargo trucks, or on primary emergency-response routes.

Apply bold edge stripes that are 8 to 12 inches wide to improve visibility and safety. Where there is room, add bike lanes. Retain on-street parking where it already exists. If more parking is needed, consider head-out angled parking, which is one of the safest forms of parking. See the fact sheets in the appendix for more information on parking.

Mid-range, install curb extensions—also called bump-outs—to reduce the speed at which vehicles turn and to reduce the crossing distances for pedestrians. Build mid-block crossings, even if just with paint temporarily, to allow residents to access the linear park more safely.

Long-term, consider whether it is feasible to restore the brick that is reportedly under the asphalt. Brick roadways tend to keep vehicle speeds low while also creating a stronger sense of place.

The road feels too wide and vehicle speeds too fast.

Best practice: In Fairhope, AL, many streets are being restriped to narrow the lanes, both to calm traffic and provide a better buffer between people and the cars passing them by.

Reducing vehicle speeds and vehicle noise also will allow more opportunities for residents to get outside to socialize, use their front porches, and access the linear park that runs down the middle of Broad Street.

Connect Broad Street to the levee

As illustrated earlier in this report, most of the streets intersecting Broad Street in Olde Town that lead to the levee and the river don't create any meaninful connections to these great community amenities.

Provide lighting and signage to direct pedestrians to the existing stairs that lead up the levee. Over time, add more connections and stairs.

Connections to the levee can be simple, but should be highly visible and feel safe. Image: Hercules, CA

Consider adopting form-based code

By using the physical form rather than the separation of "land uses" as an organizing principle, form-based code offers a powerful alternative to conventional zoning.

With form-based code, what matters are the relationships between buildings and the street, pedestrians and vehicles, public and private spaces and the size and types of roads and blocks. Instead of dictating or limiting activities, the code focuses on such elements as parking locations and limits, building frontages and entrances, window standards, street-scaping and building elevations.

Form-Based Code

A LIVABILITY FACT SHEET

Smart zoning and land use codes are the foundation upon which great communities are built.

The use of zoning regulations began in the early 20th century in response to urban overcrowding and the intrusion of heavy industry into residential and retail areas. Communities chose to address the problem by separating incompatible uses and limiting residential density.[1] Those efforts shaped the form of the built environment in unintended and occasionally unwanted ways.

For instance, because traditional zoning rules often promote low-density development and limited "one-size-fits-all" housing choices, the policies encourage excessive land consumption and automobile dependency.[2] Such zoning can stand in the way of communities seeking to create vibrant, walkable neighborhoods that give residents the option of walking to a store, park or work. Some zoning ordinances can even interfere with a person working from home or operating a home-based business.[3]

By using the physical form rather than the separation of uses as an organizing principle, form-based code offers a powerful alternative to conventional zoning. With form-based code what matters are the relationships between buildings and the street, pedestrians and vehicles, public and private spaces and the size and types of roads and blocks.[4] Instead of dictating or limiting activities, the code focuses on such elements as parking locations and limits, building frontages and entrances, window standards, streetscaping and building elevations.

Form-based code can be customized to fit a community's vision, be it to preserve and enhance a neighborhood's character or dramatically change and improve it. Form-based codes can do both.[5]

1. Michigan Association of Planning. (January 2007) "Form-Based Codes." *Smart Growth Tactics*. Issue No. 28. http://www.mml.org/pdf/map_article_issue28.pdf
2. Chicago Metropolitan Agency for Planning. (2013) *Form-Based Codes: A Step-by-Step Guide for Communities*. http://formbasedcodes.org/files/CMAP_FBCGuideforCommunities.pdf
3. EPA, "Examples of Codes That Support Smart Growth Development," Retrieved March 21, 2014, http://www.epa.gov/smartgrowth/codeexamples.htm

Learn more about the benefits of form-based code in the appendix.

Form-based code can be customized to fit a community's vision, be it to preserve and enhance a neighborhood's character or dramatically change and improve it. For more information, see the fact sheet on form-based code included in the appendix.

Install mid-block crossings on East Boundary

On East Boundary south of Broad Street, pedestrians were observed crossing mid-block and at unmarked crossings. There clearly is a "desire line" there—a place where people naturally want to cross the street—to get from homes to shopping. Where desire lines exist, it is important to provide quality, safe crossings.

A mid-block crossing with a median makes crossing safer on a four-lane road in University Place, WA.

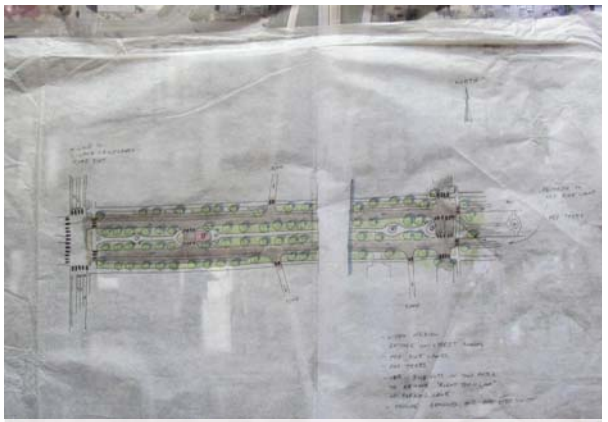
Olde Town

Including Broad St. from
E. Boundary Rd. to 6th St.

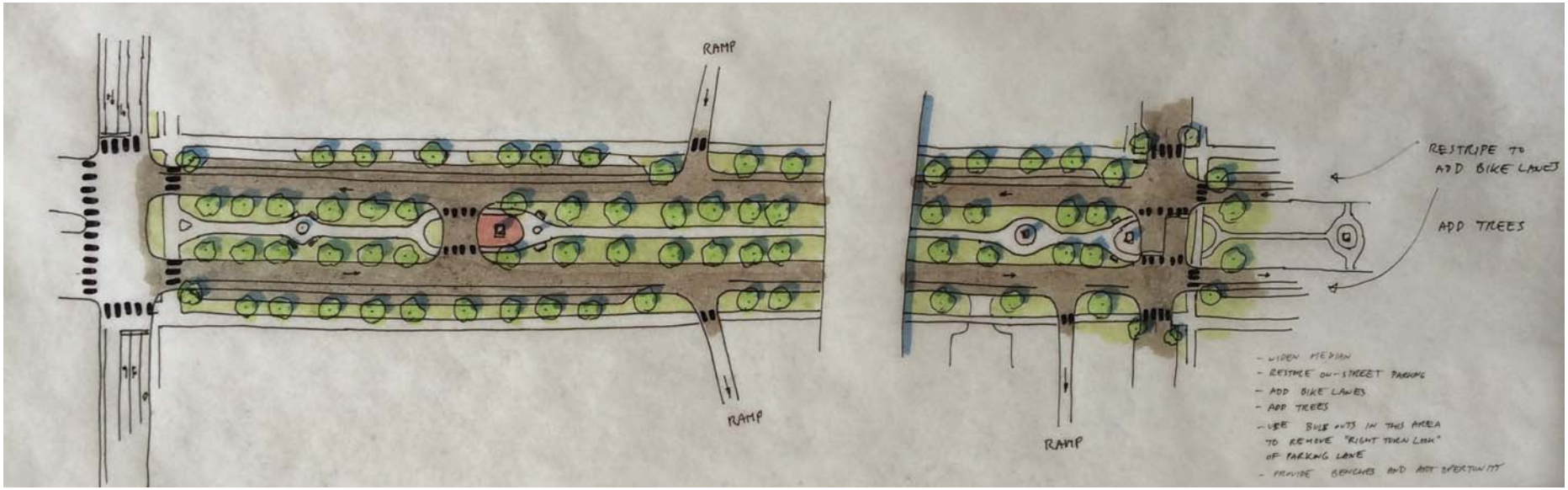
Put Broad Street on a diet

Move forward with plans to maximize the $25 million available for Broad Street over the next ten years from the Transportation Reinvestment Act. Specifically, put Broad Street on a "diet." Convert it to two lanes in each direction, plus a center turn lane, bike lanes and on-street parking. Widen the median, plant street trees and use bulbouts/ curb extensions to remove the right-turn look of the parking lane. Provide benches or other seating and opportunities to create public art. Paint high-emphasis crosswalk markings. Learn more about road diets in the appendix. See the WALC Institute team's conceptual sketch pictured here.

Existing conditions



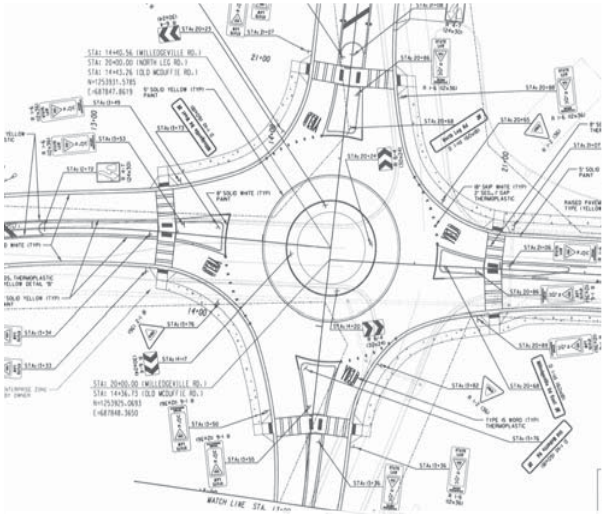
Proposed concept. See detail below.



Build the modern roundabout at Milledgeville Rd., North Leg Rd. and Old McDuffie Hwy.

A modern roundabout is planned by Georgia Dept. of Transportation for Milledgeville Rd., North Leg Rd. and Old McDuffie Hwy. Modern roundabouts are generally safer for all intersection users when designed properly and can often handle 30-percent more vehicular traffic than conventional signalized intersections.

The WALC Institute team was provided copies of preliminary plans for the roundabout and generally supports its placement at this intersection. However, because modern roundabouts must be well-designed to operate properly and in a manner that is safe for pedestrians, the Institute team strongly encourages an engineering peer review by a roundabout design professional who has strong experience in designing roundabouts as placemaking and pedestrian-safety tools, not just moving cars. Note that this recommendation isn't based upon any specific knowledge of shortcomings in the current plans; rather, this is a general best practice for designing modern roundabouts in critical locations, such as near schools, especially because modern roundabouts are relatively new tools in the U.S.



A proposed modern roundabout on Milledgeville Rd. Image courtesy Georgia Dept. of Transportation.

For more information on modern roundabouts, see the fact sheets included in the appendix of this report.

Improve sidewalks on Milledgeville Rd.

Explore and maximize any opportunity to leverage the building of the roundabout on Milledgeville Rd. to also improve the sidewalks from the roundabout to the elementary school. If this can't be done in conjunction with the roundabout project, plan for it as soon as feasible.

The sidewalks should be at least five feet wide on both sides of Milledgeville Rd., and should include a buffer between people on the sidewalks and the vehicles passing them. Buffers often are provided by street trees, on-street parking, light or utility poles, guardrails, informational signs, street furniture and short bushes or other landscaping.

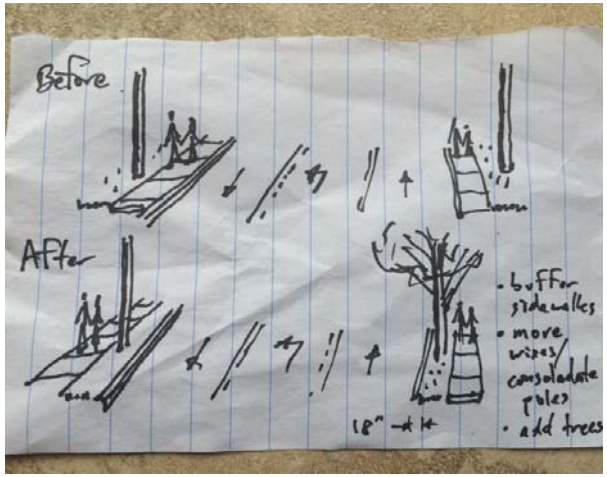
Traffic-calm Milledgeville Rd. and reduce the posted speed limit

Milledgeville Road's 40-mph posted speed limit—with a 25-mph school zone near Bayvale Elementary during certain hours—is too fast. Reduce the posted speed limit to 25 or 30 mph, with a 20-mph school zone. Calm the traffic on Milledgeville in part by narrowing the travel lanes to 10 feet each. The remaining paved space can be allocated to bike lanes, a paved buffer space or on-street parking.

Milledgeville Rd. can be retrofit to calm traffic and move vehicles at safer speeds.

Consolidate utility poles or provide other buffers

Consolidate utility poles onto one side of the Milledgeville Rd. and maximize them as a buffer between pedestrians and vehicles. Otherwise, provide other means of buffering people from traffic. The strategy pictured below should be considered throughout Augusta, including on Reynolds St. and Broad St.



Provide mid-block crossings and median crossing islands on Milledgeville Rd.

As illustrated earlier in this report, there is a demand for pedestrian access along Milledgeville Rd. The demand includes "desire lines" where people want to naturally cross due to the destinations that are across the street from each other, such as homes located across from a school. Unfortunately, Milledgeville doesn't provide many safe crossings, whether at intersections or mid-block. People cross mid-block anyway. As WALC Institute Co-Founder Dan Burden explains, "People vote for a good design or a poor one with their feet .... Generally, we don't obey the system when the system is failing us."

Especially near the elementary school and other people-rich destinations, provide mid-block crossings and median crossing islands. These crossings should incorporate as many of the following treatments as possible.

Curb extensions

Also called "bump outs," curb extensions visually narrow the street, which encourages drivers to slow down, and minimize the crossing distance, which keeps people in the path of vehicles for as short a time as possible. Inexpensive or temporary options as shown in the bottom images include planters and rubber bumps.

Crossing island with a 'Z' design, or angled walkway

Crossing islands provide pedestrians a safe refuge and reduce the distance they must cross at one time. Angle the walkway through the island to position the pedestrian to face oncoming traffic. In combination with curb extensions, crossing islands can reduce crossing distances to eight feet at a time.

A 'Z' crossing in Kailua Town, HI

Curb extensions and a raised table in Golden, CO

Low-cost curb extensions: rubber bumps and paint

Also low-cost: moveable curbs and potted plants

A raised table

Especially near schools, it can be helpful for crossings to be raised in order to make people—like youngsters—more visible. The raised table also serves to slow vehicles down to safer speeds. Where snow must be accommodated, the table can be sloped to allow for snow plows.

Signage and high-emphasis markings

A best practice in signage for mid-block crossings is to ensure drivers see signs on both sides of the street as they approach. Also, the crossing itself should have high-emphasis markings such as those shown below and to the right.

Boulder, CO

Mililani, HI

Photo-vision for ideal signage at mid-block crossings

Charlotte, NC

Golden, CO

New Ulm, MN

Envision safer access for all

Envision Milledgeville Road providing the same level of support to the Bayvale Elementary School community as the streets on this page provide their communities.

Buffered sidewalk in Birmingham, AL

Separated walkway in Tioga, FL

Narrow lanes and short median in Austin, TX

Narrow lanes and crossing median: Village Park, NC

Mid-block crossing in Hamburg, NY

Below: *This street in Winter Garden, FL is a primary means of access to an elementary school. The street is being retrofit to better support the school community and still move thru traffic. With developable land on three corners of the intersection, the community envisions that a quality public investment—a modern roundabout that will calm the traffic, pictured below middle—will bring quality private investment (below right) that will still allow children to safely and comfortably walk or bike to school.*

Edge of Downtown and the Railroad Depot

Including Reynolds St.
between 5th St. and 6th St.

The edge of downtown Augusta has great bones—that is, the town has maintained good street connectivity and has multiple routes to get to destinations. Several important changes are needed to improve quality of life for existing residents and to revitalize the area through infill development and redevelopment. In addition to extending the Riverwalk to the planned education center and recreational fields, the community will reap many rewards from implementing the following recommendations.

Heavy truck traffic on Reynolds St. limits its redevelopment potential.

Work with the Georgia DOT to change the truck route

The potential for Reynolds St. to become a prime destination is limited by its status as a truck route. Work with the Georgia Dept. of Transportation to change the truck route to keep heavy trucks off Reynolds.

Install public art

Install public art, such as a mural on the wall of the museum, below, or other installations. For funding ideas:

- Read the excellent tutorial provided by the Project for Public Spaces at http://www.pps.org/reference/artfunding/
- Visit the National Endowment for the Arts at http://arts.gov/grants
- Contact the Georgia Council for the Arts at http://gaarts.org/9-grants/176-gca-grants

The museum wall is an ideal location for a mural.

Public art in Charlotte, NC

A mural in Port Angeles, WA

Retrofit Reynolds St. to prime it for a great Railroad Depot redevelopment project

Even important destinations such as downtowns can suffer disinvestment when their streets are designed only to move cars through, and to move them through fast.

The Railroad Depot presents a unique opportunity for Augusta to create a stellar anchor point for its downtown, provide a quality destination for residents and visitors alike, and to maximize the value of the river and the site's proximity to the water.

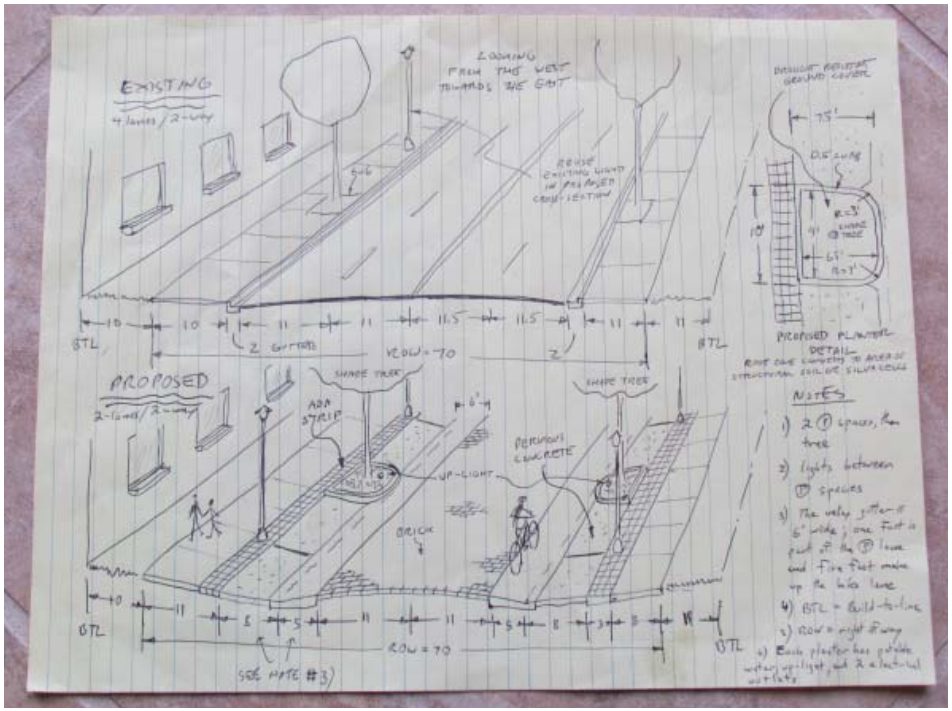
The Active Living Workshop participants discussed generally the Railroad Depot's potential to revitalize this part of town and agreed that the public investment in the street and the manner in which the redeveloped site interactes with the public realm will be critically important.

The WALC Institute team recommends the street be redesigned as a shared space or "festival" street without curbs that can accommodate vehicles safely and at low speeds, but that can be closed to traffic and become people-focused during special events.

Moreover, whatever the Railroad Depot becomes, it shouldn't "turn its back" on the street; rather, it should front and honor the street. The redevelopment also should provide strong connections from the street to the river and allow people multiple ways to access the water. This will draw people to the site, and also draw more value from the river.

The conceptual sketch to the right provides a summary of existing dimensions, and proposes new dimensions and treatments. See the following pages for a photo-vision of the street's transformation with the recommended concepts applied.

Above: *Reynolds St. is car-focused and difficult to cross. The Railroad Depot redevelopment opportunity will be maximized with a better street: one that creates a sense of place, provides a destination for special events, and can still move traffic safely.* ***Below:*** *The WALC Institute team's conceptual sketch and notes for transforming Reynolds.*



Reynolds Street - Existing Conditions: *The street is overly wide, especially for what appeared during three visits at varying times of day to be a relatively low volume of traffic. Vehicle speeds feel too fast and should be lowered as part of a revitalization effort. The lack of a mid-block crossing creates a significant barrier for pedestrians. Notable positive qualities include the street trees that help create a sense of place and the lighting fixtures that add character and are properly scaled for making people walking and biking feel welcome.*

Reynolds Street - Vision for an Age-Friendly Future: *Reynolds becomes a shared space—in this case, a "festival street" without curbs—that better supports all roadway users at all times, but that can be closed to vehicle traffic for special events. The new features fit within the existing 70 feet of right-of-way. Between 20 and 22 feet are allocated for the two vehicle travel lanes—one in each direction, without a center line. Bike lanes double as "valley gutters" to help with stormwater management. Inset parking and tree wells help keep traffic calm. Trees provide shade and beautify the street. New development should front and honor the street. Pervious concrete used in the parking lanes helps manage stormwater.*

Make the northeast corner of Reynolds and 6th St. a truly great place

Regardless of the type of "land-use" that the site becomes, it—and the community—can benefit greatly from a public park or plaza on the corner of Reynolds and 6th St. This park should help connect people to the Riverwalk and the water.

Envision from this .....

Looking south from the Riverwalk toward Reynolds. The existing Railroad Depot building is on the left; ahead is the museum. (Image: Google)

... to this!

A public park makes this mixed-use development in Arcata, CA even more vibrant. Include such a space when the Railroad Depot redevelops.

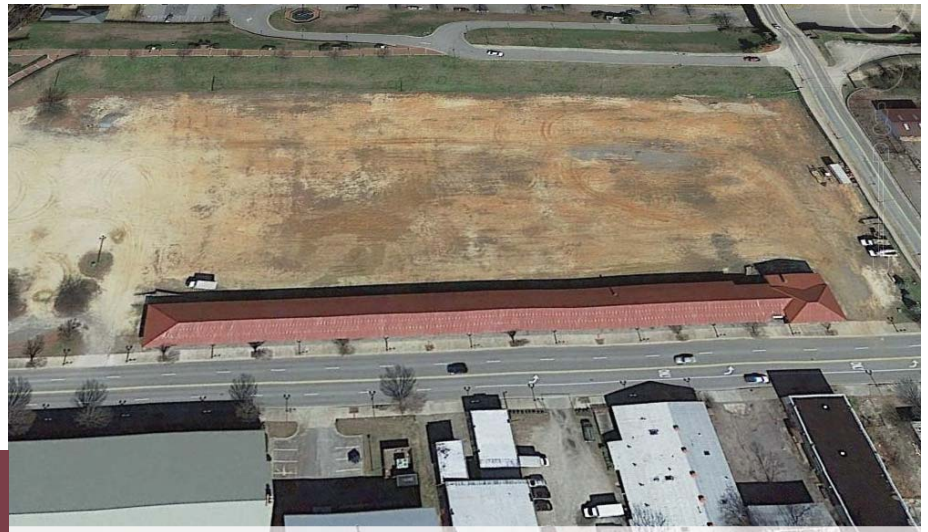
Looking north up 6th St. toward the river. The Railroad Depot is off-frame to the right of this image. (Image: Google)

A trail connection like this one in Charleston, SC would provide access between the Riverwalk and the redeveloped Railroad Depot.

Ensure the Railroad Depot redevelopment is walkable

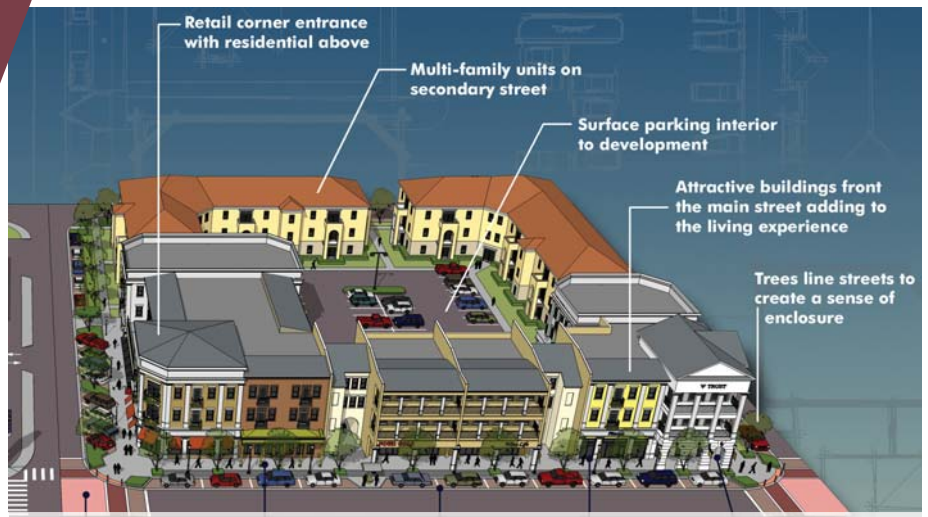
There already appears to be a driveway just west of the Railroad Depot building. Consider making this a narrow street, with buildings lining it on the east, and the public park or plaza lining it on the west. This would create a walkable block and maximize the site's economic value. It also can help create more access to the Riverwalk and the water. *Top images: courtesy Google Earth.*

The existing Railroad Depot. Envision from this ...



Ensure the Railroad Depot redevelopment honors the principles of walkability and age-friendliness.

... to this! A street in Winter Park, FL where businesses on the right benefit from the public park on the left.



Whether or not the site becomes this dense, the way the buildings interface with the street is important. See the full guide in the appendix.

Appendix:
Active Living Toolbox

Active Living Toolbox

Engage Residents in Finding Solutions
Take Them to the Streets
Visioning Versus Hearings and Process
Set Ground Rules for Facilitators
Do More than Translate
Learn from Elders and Children
Work Effectively with Others
Share Successes
Plan for Pedestrians
Bicycle/Pedestrian Funding Opportunities
Funding Sources and Potential Partners Checklist

Livability Fact Sheets by AARP and WALC Institute

Town Maker's Guide to Healthy Building Placement

Engage Residents in Finding Solutions

Effective community engagement is critical when developing policies and projects that impact a community's built form. Regardless of setting – whether urban, rural, large city or small town – the benefits of effective community engagement in projects affecting the built environment are numerous. Effective community engagement improves the success rates of policies and projects affecting the built environment. This is in large part because community engagement helps the agencies and organizations that are leading a project understand and respond to the local conditions that will influence the project's development. For example, agencies that create true community engagement are more successful at adapting to socioeconomic changes that may influence the effort than those that do not conduct effective outreach. Additionally, when people affected by the project are involved from the beginning of the development process, it reduces the likelihood of unexpected or significant opposition when it comes time to implement the project. Community members also have unique knowledge of local contexts - including political, cultural and geographic settings. By interacting with the public and gaining important local insight, project leaders can shape and direct the project in keeping with the community vision and needs.

Effective community engagement is critical when developing policies and projects that impact a community's built form.

A conventional model of "public involvement" has been built around complying with legal requirements for issuing public notices about projects and related events, holding public hearings to solicit feedback and incorporating feedback into draft recommendations. The community has been invited in when project leaders have decided input is needed - or when it is mandated by law - and the public hearings, advisory councils, and public comment sessions have formalized the effort. At many public meetings or events, the meeting structure communicates to people that they are to listen and not converse. This model fails to truly engage the public. To engage communities, leaders must move from the conventional model to one that focuses on outreach, capacity-building, inclusiveness and collaboration.

A successful public process starts with developing a community outreach plan that describes the desired outcomes of the project and details the public process, including who the stakeholders and audiences are, how they should be reached, messages, the tools that will be most effective, and how the success of the effort will be measured. Additionally, efforts should be made to conduct workshops, events or meetings in places that are comfortable and familiar to the audiences, and to use language that is clear. Each communication or event should contribute to the public's understanding of the project and its purpose.

Specific outreach tools may include educational workshops, media outreach, paid advertising, surveys, print materials such as flyers and brochures, public service announcements, educational videos, slide presentations, charrettes, newsletters, websites and online communications, direct mail, letters to the editor or guest commentaries, councils, partnerships, coffeehouse chats, meetings, interviews, demonstrations, bulletin boards and more. The main point is that each of these elements has been identified and tied to other initiatives with outcomes

and measures of success so that a quality control and effectiveness feedback loop is in place.

The goal is to engage the community. If the community is not engaged, initially, leaders must take responsibility for developing effective and successful outreach programs that achieves this identified goal. A civic engagement plan allows creators to look at localized efforts to build capacity within the community.

Build Cultural Competence

Ensuring that programs and messages are designed to be relevant, appropriate and effective in different cultures and different languages is important to any successful community outreach. In fact, cultural competence has emerged as a key strategy to improving health and the quality of health care and social services for everyone in the U.S. regardless of race, ethnicity, cultural background or language proficiency. Translating important messages requires strong cultural knowledge, because a word for word translation will not be effective. Reaching people of all backgrounds often requires more than simply translating messages.

To increase their effectiveness, many organizations working with multi-cultural populations are developing "health promoters" programs that recruit people who live in and work in a community to be community educators and liaisons between the program and the community. An example is the DeSoto County, Florida program Promotores/as de Salud that serves Hispanic farm workers. Other communities are working to culturally adapt messages. For example, in California's San Joaquin Valley, campaigns to encourage people to reduce their contribution to summertime smog were developed for English-speaking and Spanish-speaking markets. The campaigns were culturally adapted to focus on types of behavior changes that would be relevant and appropriate in the cultural context of the different audiences. Adaptation of this type requires strong knowledge of the culture and language of the target audience.

Broaden the List of Stakeholders

To build effective community engagement, project leaders should broaden the list of stakeholders and partners whose involvement is sought. Stakeholders and partners commonly include city and county staff, advocacy groups, residents, business operators, property owners, elected officials, community leaders, neighborhood safety groups, school representatives, health agencies, "main street" or downtown groups, charitable non-profit organizations and regional employers. To be more effective, project leaders also should seek the early involvement of churches, news outlets, potential opposition groups and children. Now, more than ever, we identify community outside of geographical areas.

Churches - Across the country, churches build and sustain more social capital than any other type of institution. Thus, project leaders should seek innovative ways to work with church leaders to engage their membership in public projects.

Media - Conventional community outreach plans have treated the media as a means of simply disseminating information. A more effective approach is to engage members of traditional news outlets (newspaper, television and radio) and nontraditional outlets, or "new" media

Health promoters are local liaisons recruited to bridge the gap between the community and active living program.

(online news services, bloggers), as stakeholders and seek their involvement early in the process. Just as project leaders should build capacity amongst residents and within the community, so too should they seek to build capacity with journalists and news outlets.

Opposition Groups **-** Special efforts should be made to reach out to people and organizations that may be expected to oppose the project. It is important to build their trust and involvement. Try to identify and address their concerns both as part of the public process.

Children & Elders **-** Children and elders have much to offer in planning and design processes, yet they remain mostly untapped throughout community transformation processes. A child's imagination is a powerful tool; an elders knowledge inspiring. Together, they often create solutions and engage others in a way that can change the whole tenor of the events.

Start with a Base of Shared Values and Build Understanding

The conventional model for public involvement in projects that affect the built environment often engages the public too late in the process, and in a manner that pits interests against each other. For example, holding a public hearing on a proposed project sets up stakeholders to take a position either for or against the project, without any discussion about community values and whether the project supports those values. A better model is to start the public process with educational workshops or visioning sessions that build a base of shared values. In some communities, a vision plan already exists and in those cases, the vision plan should help guide the project development. In other communities, a simple visioning exercise during a public workshop can go a long way toward helping stakeholders see that they generally want the same things for their community.

Approach Engagement as a Two-Way Conversation

Effective public engagement involves much more than telling people about a project. Rather, it actually facilitates a dialogue that leads to reciprocal learning, collaboration and – ideally – consensus. By engaging in reciprocal learning through the public process, project leaders will gain insight and perspective that can help them ensure the project is tailored to meet the community's needs. Community members also will learn from each other.

Support a Coalition of Community Associations and Resident Activists

A coalition of community-based groups, such as the Community Associations and Main Street members, should organize a steering committee to represent the values and goals of the neighborhood, evaluate the recommendations of this report, prioritize efforts, and pursue funding for implementation. One of the working group's first tasks could be to reach out to faith-based groups, schools, residents and organizations to build capacity within the community. Because community is defined less by geographical boundaries and more by our habits and routines, this working group may need to reach outside of the annexed area, to organizations and groups that residents belong to, in order to meet neighbors. The Neighborhood Revitalization Group could look to the Port of Bellingham project and the success of its working group as a model: http://www.portofbellingham.com/index.aspx?NID=344.

Children and residents care about the built environment and the experiences it allows. Broadening the list of stakeholders ensures better representation.

Take Them to the Streets

Be done with boring public-involvement meetings

When invited to participate in public processes, many people envision dreary meetings in stuffy settings where government employees give presentations on a subject, a project or a goal, and participants are then asked to take turns sharing their feedback.

Who can blame people for not showing up, if they didn't already have a strong interest in the topic? The conventional format for public-involvement processes sometimes is the only option, but in most cases it doesn't build community interest. In fact, it can be downright boring and it fails to capitalize on opportunities to build social capital through the process or engage people in reciprocal learning. Even workshop formats that aim to be more educational can fall short in efforts to build a shared understanding of the issues being addressed or to make participants feel truly engaged in the process.

One approach being used by more and more communities throughout the country is to conduct active, or experiential, workshops that get participants out into the community to explore firsthand what shortcomings exist, and how to improve upon those conditions.

Active workshops include educational presentations, but focus on active learning and firsthand experience. They don't have to be long events – a successful one can be as short as three hours, if planned well.

One of the greatest benefits of an effective active workshop is that it also helps build social capital in the community. When people are taken outside of the classroom or presentation structure and are put in the actual context—such as for a walk along a street to evaluate the built environment—where they can converse freely and naturally with others, many shared interests and connections emerge.

This can foster partnerships that cross any existing real or perceived boundaries, such as differences in generation, culture, socioeconomic status or geography. An especially effective active workshop may even dedicate time toward the beginning of the event to help participants get to know each other through ice-breaking exercises that ideally will lead to long-lasting relationships.

Planning and conducting successful active living workshops require attention to several details that often aren't considered for conventional workshops:

Engage Key Partners Early: Identify community-based organizations, government agencies, healthcare providers, employers, school boards, the media and other organizations whose members or stakeholders may have an interest in the topic. To address active living, engage transportation, planning, emergency services and public works entities. To address healthy

Above: During a walkability audit in Gulf Shores, AL, participants describe their observations about the built environment. Below, in Helena, MT, participants learn firsthand the speeds at which cars travel through neighborhoods.

eating, engage public health and nutrition entities, as well as growers, grocers and restaurant operators. Engage the key partners very early in the planning process, and then enlist their help to conduct outreach and to issue invitations.

Choose the Right Audit Site: Work with the key partners to identify an audit site that captures the essence of changes needed throughout the community or that will have the greatest impact or potential to produce model projects that can serve as catalysts for other projects.

Draw a Strong and Diverse Mix of Participants: Engage the key partners to identify critical participants, such as community leaders with authority to enact the changes sought. Invite representatives from homeowners' associations and neighborhood groups, local elected officials, business groups such as the Chamber of Commmerce, students, residents and retailers. Ensure that the participants represent diverse interests and backgrounds, and be especially attentive to engaging people who might be opposed to the type of effort being addressed. It is important to get them to the table, build their trust and seek their involvement.

Consider Comfort and Abilities: Give careful consideration to participants' comfort and abilities. Everyone who wishes to take part in the full workshop should be able to do so, and any special needs should be accommodated. If the workshop is held during hot or cold months, conduct the outdoor portions at comfortable times of day.

Encourage Relationship-Building Next Steps: An effective active workshop will motivate and inspire those who take part, and many will be eager to contribute their energies toward enacting change. They will need to draw upon each other's strengths, stay in contact, offer each other support, and share information to undertake the important work to be done. Encourage them throughout the workshop to network with each other and exchange contact information. If possible, form a "working group" and decide upon a meeting date before the workshop ends; invite people to opt in.

Talking through concerns and engaging students in the planning processes builds understanding

Dan Burden, co-founder of the WALC Institute, says anyone doubting the power of an active workshop should consider this story:

"We once were doing a walking audit on Main Street and 7th Street in Grand Junction when I said to the group, 'Until you have someone buy and replace that old gas station on that corner, this corridor will never fully come alive.' A member of our group left us at that point. He crossed the street, made an offer to the owner, and bought the gas station on the spot. Today, it is a mixed-use building, and it has brought life and vibrancy to the entire corridor."

This not only reinforces the importance of having the right people involved in active workshops, but also illustrates the power of the effort.

Visioning Versus Hearings and Process

The old way of business gives way to new approaches

In the world of real estate development, the cliché is that nobody shows up at a public hearing to comment on a project unless it's in their backyard and they hate it.

But all too often, the real-life scenario is that people who get up to speak against a development never heard about it until a neighbor noted the announcement of a public hearing in the newspaper. By then, everyone in the neighborhood is complaining that they weren't consulted about this proposal to put a strip shopping center on land once eyed for a community center.

It's the way a lot of development gets proposed and approved. There are regulations in the building and zoning codes and a review process that the developer has to navigate. Then there's a public hearing where elected officials ask questions and residents get a chance to comment. Once the developer clears those hurdles, the deal is often done.

But the old way of doing business is starting to change, and it's giving way to new approaches to public engagement that are as varied as the communities and local governments involved.

Residents Really Want to Be Heard

Increasingly, local officials are engaging residents in visioning and brainstorming sessions when they have an area of open land or a high-profile redevelopment site that they know is a target for developers.

It's not enough to give people their three minutes to speak at a public hearing, where a little red light goes on when their time is up. There's no give and take in that. It's just a formality.

Most people want to hear about development plans as they're evolving. They want to have a conversation about them; an exchange of ideas about the pros and cons.

Even if their ideas aren't ultimately adopted, it's important that they get the chance to share them fully. And there are many workshop and meeting formats to accomplish that goal. A good starting point is a community visioning session, which might best be likened to a brainstorming session.

Say, for instance, there's an old boarded-up mill on a ten-acre site in the heart of an inner-ring suburb. Area residents and business owners are invited to a three-hour meeting in which they're encouraged to break up into small groups to talk about what would work well there. As they throw out ideas for how the property might be used, a facilitator sketches them. After a couple of hours, each of the groups gets up to present their respective vision for the

Increasingly, local officials are engaging residents in visioning and brainstorming sessions. Above, a community values exercise in Bellingham, WA. Below, envisioning potential design solutions in Sacramento, CA.

property, recommending what should be built there and what the area should look and feel like.

Such sessions provide an ideal format for neighbors to advocate for pedestrian-friendly design and good transit connections.

Local governments sometimes go even further with major planning exercises designed to create a blueprint for development over a large area.

In these cases, the right approach might be a more intensive, multi-day charrette where professional planners facilitate discussion among developers, community members, business leaders, environmentalists and other stakeholders.

They hear from housing experts and economic development professionals about the market for various land uses, and from retailers who know what kinds of retail and restaurants would work in a given location.

There are architects on hand to sketch what's discussed and planners to draft policy language, with both getting real-time feedback from participants.

In the end, a charrette aims to yield an actual plan for the study area that is viable and well vetted. One that participants understand at a level of depth and detail that they would never know with any development proposal that's finalized by a development group working solely with local government planners. They understand all of its individual features and the rationale behind them.

In a design charrette, the community voices their desires and concerns while graphic artists sketch out renderings for feedback and vetting.

Set Ground Rules for Facilitators

Set ground rules to improve productivity and success

A safe, friendly meeting environment can help leaders achieve the planned meeting goals and objectives. Establishing ground rules that respect individual rights and responsibilities builds trust among participants and can lead to a successful meeting experience. It is frustrating and unproductive to participants and facilitator alike when opinions are not respected, persons are criticized, and many views are not expressed. Other terms that may be used interchangeably with ground rules include guidelines, group agreements, covenants or norms. In this publication the term ground rules applies to a set of rules that are usually developed at a first meeting and used by the facilitator to manage individual and group interaction.

Here are ground rules for leading a meeting addressing controversial issues.

For Group Members:

- One person speaks at a time when the group is in full session and not at breakout tables.
- All will share ideas in order.
- Questions may be asked to clarify ideas.
- No one may criticize another.
- Ideas may be reviewed to look for themes.
- Feelings may be expressed. They are not to be ignored or denied.
- Discussions are about positions, not personalities.

For the Facilitator:

- Make sure participants are physically comfortable.
- Share the covenants with participants at the outset of the meeting. Repeat the covenants and convey that by being part of the meeting, everyone is agreeing to the covenants.
- Communicate with everyone at his/her level.
- Act as the neutral person. Refrain from giving a personal opinion.
- Maintain a positive group atmosphere.
- Allow thinking time.
- Avoid: lengthy comments, giving verbal rewards for good answers, asking loaded questions or conveying a "know-it-all" tone.

The following guidance is provided by the University of Minnesota Extension's publication, Facilitation Resources - Volume 4. *The full publication is available at* http://bit.ly/wWsRUJ.

Facilitators need to ensure everyone agrees to the covenants at the outset of the process, and that all voices are heard.

Do More than Translate

Build cultural competence by adapting, not translating

Ensuring that programs and messages are relevant, appropriate and effective in different cultures is important to any effort to conduct successful community outreach. But reaching people of all backgrounds requires more than simply translating messages.

Especially in rural communities, messages perceived to have been created by "outsiders" can actually do more harm than good by creating discomfort or mistrust. To increase their effectiveness, many organizations working with multi-cultural populations or in rural communities are developing programs to culturally adapt campaigns and messages.

For example, in California's San Joaquin Valley, the Air Pollution Control District's summertime smog-reduction campaigns encouraged people to change their behavior to be more air-friendly. The campaigns targeted multiple audiences from different cultural backgrounds, with the English-language campaign focusing on carpooling to reduce pollution. The strong cultural knowledge of staff and outside professionals helped project leaders understand that the Spanish-speaking target audience already carpooled as a standard practice. Thus, the Spanish-language campaign was adapted to focus on messages that were more meaningful to the audience: to drive less and keep the car tuned up.

Getting it Right

When culturally adapting messages, consider the following:

Language Doesn't Equal Culture: Although a shared language is important to culture, people who speak the same language often are from different cultures. Be sensitive to the differences and develop appropriate messages.

Start with Strong Cultural Knowledge: Tap the knowledge of colleagues, in-house staff or consultants who live, work or grew up in the culture.

Get Feedback: Work directly with members of the audience to determine appropriate approaches. Use focus groups to screen messages before they are distributed.

The San Joaquin Valley [Calif.] Air Pollution Control District culturally adapted its summertime smog-prevention campaign to focus on the types of behavior changes that would be relevant to different cultures. The English campaign focused on carpooling, whereas the Spanish campaign focused on driving less and keeping the car tuned up. (Images: San Joaquin Valley Air Pollution Control District.)

Learn from Elders and Children

Abilities are valuable, but often overlooked

Design "charrettes" are indispensable tools for hammering out solutions to complex community design issues. Through a mix of public workshops, open houses and creative, intense design sessions, charrettes create a collaborative planning process that harnesses the talents and perspectives of residents, town planners, community leaders and public health officials alike.

In fact, getting all of the right people together for a design charrette is key to ensuring that the outcome reflects the values and goals of the community. People from all sectors of society with diverse backgrounds are needed at a charrette, including local government officials, planners and designers, landscape architects, transportation engineers, nonprofit managers and public health officials.

But even with engaged and motivated participants from all relevant backgrounds, the charrette still may be missing two very important groups that can provide valuable insight about how to design a community to be healthier and happier: elders and children. Children have much to offer in the community planning and design process, yet they remain mostly untapped throughout community transformation processes.

A child's imagination is a powerful tool; they can dream up the perfect community in which to live, play and go to school. Beyond the power of their imaginations, they also can bring very practical solutions to the table. For example, children often are aware of shortcuts to the places they go that could be formalized into trails and added to the community's pedestrian network. Elder-child charrettes also help publicize the public process being undertaken and build social capital by bringing generations together. They foster collaboration among school representatives, local government staff and parents.

And involving elders and children in public processes can change the whole tenor of the events. Children very often speak readily about important values. Their honesty helps raise the discussion to the level of values and guiding principles. Elders bring a lifetime of observations and community history to share.

Simply asking a child the question, "What would you like to see on your walk to school and back?" can provide meaningful insight into the community that could be. The answers will capture community values, important street and sidewalk connections, playful aesthetics and other place-making elements that might be overlooked. This, combined with an elders perspective can yield surprising and beautiful results. The boundless imagination and colorful creativity of children combined with sage wisdom clarifies values quickly.

Above: Children often speak readily about important values - such as providing equipment that allows all children of all abilities the opportunity to swing.

Below: A children's charrette in Glenwood, CA.

Planning a child-elder design charrette requires attention to several details that a standard charrette doesn't require. Don't let these details be a deterrent, though; the benefits far outweigh the added responsibilities.

Keep it Fun. The chief objective is to keep a charrette fun and engaging. Work with schools, parks and recreation departments, and parent/teacher associations to identify the best venue for engaging children and to conduct the needed outreach to ensure that children attend.

Make it Age Appropriate. Children of all ages can be tapped for their talent. For younger children, from kindergarten to 3rd grade, a successful charrette may only include a short walking audit, allowing them to point out things they like and don't like along the way, and then returning to the workshop setting and drawing pictures that reflect their findings. They also can develop short skits or performances that describe the shortcomings they find in their existing environment and in the community they desire. The entire event might be only 30 to 45 minutes long. Students in the 4th grade and higher are better able to draw, photograph, interpret and explain their concerns. They can even use photography to create "photo voice" or poster presentations. Young teens can plot using trace paper and aerial maps. They often know what is missing from their neighborhoods, or where unleashed dogs, broken sidewalks and generally unsafe areas can be found.

Incorporate it Into the Larger Effort. Find ways to incorporate child-elder work into the larger charrette or community effort. If the primary children's charrette takes place at school, make advance arrangements with teachers or parents to have the children present their designs or posters during the community charrette. Present their findings first, as this often warms up the audience and allows them to see how quickly and easily children "cut to the chase," identifying what works and does not work. Also, consider whether it is appropriate and desirable to invite representatives of the news media to cover the children's charrette. If so, work very closely with the school or parents to ensure appropriate permissions are obtained and privacy is respected.

Above, children vote during a charrette in Sacramento, CA. Below, an "inter-generational" walking audit in Morrow, GA.

Work Effectively with Others

Dealing with challenges

We work best with others when we feel as if we belong and that our contributions are valuable. Disruptive behaviors fall into two main categories: progress-blocking and group-thwarting. Progress-blocking actions interrupt processes and discourage next steps. Group-thwarting actions undermine the confidence and ability of the group to act cohesively. Successful groups watch for indicators of disruptive behaviors.

While the motives for disruptive behaviors are complex, unclear objectives are the biggest barrier to effective team performance. If disruptive behaviors are interrupting progress or undermining the confidence of the group, it is time to discuss this as a group. All discussions and deeds should be examined for how they lead to the group's stated goals. When a disagreeable comment is made, the group should ask, "What is the desired outcome of that statement?" or "How does this conversation lead us to our goal?"

Staff and residents are partners in community building

Behaviors that Block Progress

- Confrontational instead of cooperative approaches
- Attacking a person rather than a problem
- Engaging in gossip, clique-forming or other power-seeking activities
- Excessive talking, loud voices or otherwise dominating a conversation
- Speeches rather than discussions
- Allowing ultimatums to be made
- Constantly joking, clowning or making sexually-charged remarks
- Silence or failing to engage others
- from task to task or set next steps
- Advocating ideas without actions
- Failing to complete assignments on time
- Not communicating successes or failures
- Not tying actions to goals or next steps
- Being unkind, unsupportive or mean-spirited
- Attention- or sympathy-seeking behaviors
- Failure to disclose interests or conflicts
- Dismissive or denial-seeking behaviors
- Arguing
- Presenting only one side of a topic
- Departing from the topic regularly
- Introducing unnecessary, anecdotal or tangential information
- Revisiting tasks that the group agrees are complete
- Showing an inability to transition

Share Successes

To help effectively convey existing conditions, try "digital storytelling." Create a presentation that uses images, video or graphics to show in a compelling way why changes are needed in a particular area.

Although videos and graphically rich presentations are great tools, they can be difficult for people not trained to do them. A simpler idea is to create a Power Point or other type of user-friendly presentation with digital images you capture yourself. Following are some tips, illustrated with slides from a presentation created by a resident in Winter Garden, FL who wanted to share concerns about nearby roadways with city staff.

- Determine the purpose of the presentation. Is it to show city staff that there is a safety issue? Is it to convince homeowners to support a roadway project? Is it to engage local business as stakeholders? Consider what messages and images will resonate with the intended audience.
- Carry your camera everywhere for a while. You need to get a variety of images and you never know when the perfect picture to document a particular concern will emerge.
- Avoid staging pictures. Be authentic. But by the same token, don't be afraid to use your friends and family in pictures. You spend more time with them than anyone else and so you're likely to be able to get pictures of conditions affecting them. Also, they are your reason for doing this work, so it's appropriate to let that concern for them come through in your presentation. And if it's important to document something but it would be dangerous to do so without staging it, then by all means stage it, but disclose that fact in the presentation.
- Use Google Earth (download it for free) to get an aerial view of the "study area."
- Use PowerPoint or a similar presentation program to put the images in order and put labels on them. Although it's ideal to be able to deliver your presentation in person, expect that it may also be viewed on its own, so it has to be self-explanatory. Consider using free or low-cost online tools such as social media or slide-sharing services to disseminate your presentation to multiple audiences.
- Be transparent and share your agenda. Let people know why you're so interested in the project. Whether for the health and safety of your family, for business or economic reasons or to simply make your community a more enjoyable place, include that in the presentation.
- Build the presentation the way you would tell a story.

Capturing existing conditions through photography helps to explain safety concerns and represent the community.

1. First, tell the story of the community or the neighborhood in the way you understand it. If you're not an engineer or planner, you're not expected to communicate like one. Explain things in a comfortable way.
2. Start by describing the context and explaining what the neighborhood is like, who lives there, and what the various land uses are. This gives the audience a sense of the community character.
3. Explain the problem. You don't need to be an expert in traffic operations to be able to point out that cars are moving too quickly for you to feel comfortable letting your children walk to the playground, or riding your bike to the store.

- Use images that document the things that make you feel unsafe or disconnected. Use statistics as appropriate.

The Problem

Intersection Width and Turning Radii

Use presentation software to put the images in order and apply labels and explanations. Explain the community character and context. Document the problems in your own terms. Use statistics if needed.

The Corridor

Great Land Uses

The Problem

Speed Limit, Speed and Conflicts

Plan for Pedestrians

Walkable communities outperform car-oriented communities economically. Nearly everyone, for at least some portion of every day, is a pedestrian. This is why pedestrian planning matters. Pedestrian master planning establishes the policies, programs, design criteria, and projects that will further enhance pedestrian safety, comfort, and access in a community. Through the pedestrian master planning efforts, a community will have environmentally, economically, and socially sustainable transportation systems.

A pedestrian master plan helps communities to:

- Review existing plans, policies, guidelines and codes to determine whether inherent conflicts exist within these documents that might impact the continuity of pedestrian infrastructure across the cities' borders.
- Build a toolbox and best practices that inform pedestrian planning. Tools can include performance methods and monitoring that functions within the area.
- Propose and refine treatments to ensure the integrity of the pedestrian network and to provide clear messaging to users about pedestrian rights and responsibilities.
- Perform field research to identify conflicts, especially noting conditions such as sidewalk gaps and the distribution of existing pedestrian facilities.
- Analyze needs and demand based on information gathered, allowing a broader understanding of patterns, behaviors and origins and destinations.
- Perform a security analysis because people will not walk if they feel that they must navigate through an area with no activity or "eyes on the street."
- Determine where they need to add shade to streets and sidewalks, because if you want people to walk in all temperatures, it's necessary to provide environments that are comfortable for walking.
- Develop criteria for ranking, prioritizing and implementing projects for maximum impact and to better support current initiatives.
- Develop funding strategies that might reduce the burden of improvements.

Pedestrian Master Planning focuses on pedestrian safety, comfort and access in a community.

Resources

The Pedestrian and Bicycle Information Center (PBIC) is a national clearinghouse for information about health and safety, engineering, advocacy, education, enforcement, access, and mobility for pedestrians (including transit users) and bicyclists. Model pedestrian plans are available at

http://www.walkinginfo.org/develop/sample-plans.cfm.

Bicycle/Pedestrian Funding Opportunities

Project type	NHS	STP	HSIP	SRTS	TEA	CMAQ	RTP	FTA	TE	BRI	402	PLA	TCSP	JOBS	FLH	BYW
Bicycle and pedestrian plan		•				•						•	•			
Bicycle lanes on roadway	•	•	•	•	•	•		•	•	•					•	•
Paved shoulders	•	•	•	•	•	•				•					•	•
Signed bike route	•	•		•	•	•									•	•
Shared use path/trail	•	•		•	•	•	•								•	•
Single track hike/bike trail							•									
Spot improvement program		•	•	•	•	•										
Maps		•		•		•					•					
Bike racks on buses		•			•	•		•	•							
Bicycle parking facilities		•		•	•	•		•	•							•
Trail/highway intersection	•	•	•	•	•	•	•								•	•
Bicycle storage/service center		•		•	•	•		•	•				•	•		
Sidewalks, new or retrofit	•	•	•	•	•	•		•	•	•					•	•
Crosswalks, new or retrofit	•	•	•	•	•	•		•	•						•	•
Signal improvements	•	•	•	•	•	•										
Curb cuts and ramps	•	•	•	•	•	•										
Traffic calming		•	•	•									•			
Coordinator position		•		•		•							•			
Safety/education position		•		•		•					•					
Police patrol		•		•							•					
Helmet promotion		•		•	•						•					
Safety brochure/book		•		•	•	•	•				•					
Training		•		•	•	•	•				•					

Source: http://www.fhwa.dot.gov/environment/bikeped/bp-guid.htm#bp4.

**See the key on the following page for funding sources.*

Bicycle/Pedestrian Funding Opportunities Key		
NHS	National Highway System	http://www.fhwa.dot.gov/planning/nhs/
STP	Surface Transportation Program	http://www.fhwa.dot.gov/safetealu/factsheets/stp.htm
HSIP	Highway Safety Improvement Program	http://safety.fhwa.dot.gov/hsip/
SRTS	Safe Routes to School Program	http://safety.fhwa.dot.gov/saferoutes/
TEA	Transportation Enhancement Activities	http://www.fhwa.dot.gov/environment/te/index.htm
CMAQ	Congestion Mitigation/Air Quality Program	http://www.fhwa.dot.gov/environment/air_quality/cmaq/index.cfm
FLH	Federal Lands Highway Program	http://www.flh.fhwa.dot.gov/
BYW	Scenic Byways	http://www.fhwa.dot.gov/hep/byways/index.htm
BRI	Highway Bridge Program	http://www.fhwa.dot.gov/bridge/hbrrp.htm
SCTSP	State and Community Traffic Safety Program	http://safety.fhwa.dot.gov/policy/section402/
PLA	State/Metropolitan Planning Funds	http://www.fta.dot.gov/grants/13093_3563.html
TCSP	Transportation, Community and System Preservation Pilot Program	http://www.fhwa.dot.gov/tcsp/index.html
JOBS	Access to Jobs/Reverse Commute Program	http://fta.dot.gov/grants/13093_3550.html
RTP	Recreational Trails Program	http://www.fhwa.dot.gov/environment/rectrails/index.htm
FTA	Federal Transit Capital, Urban & Rural Funds	http://www.fta.dot.gov/grants_263.html
TE	Transit Enhancements	http://www.fhwa.dot.gov/environment/te/te_provision.htm

Source: http://www.fhwa.dot.gov/environment/bikeped/bp-guid.htm#bp4.

Funding Sources and Potential Partners Checklist

Date Contacted	Agency	Website
	Health Department	http://www.apha.org/about/Public+Health+Links/LinksStateandLocalHealthDepartments.htm http://www.naccho.org/toolbox/
	Main Street Program	http://www.preservationnation.org/about-us/partners/
	Chamber of Commerce	http://www.uschamber.com/chambers/directory/default
	Community Foundations	http://www.cof.org/whoweserve/community/resources/index.cfm?navItemNumber=15626#locator
	Local and State Elected Officials	http://www.capwiz.com/apha/dbq/officials/
	Transportation Enhancement Funding by State	http://www.enhancements.org/Links.asp#statedot
	State Bike and Pedestrian Coordinator	http://www.walkinginfo.org/assistance/contacts.cfm
	State Safe Routes to School Coordinator	http://www.saferoutesinfo.org/program-tools/find-state-contacts
	American Public Health Association	http://www.apha.org/advocacy/priorities/issues/transportation
	Federal Highway Administration Bicycle and Pedestrian Program	http://www.fhwa.dot.gov/environment/bikeped/
	Federal Highway Administration State Manual	http://www.fhwa.dot.gov/planning/statewide/manual/manual.pdf
	Department of Housing and Urban Development CDBG	http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs
	Partnership for Sustainable Communities (DOT, HUD, EPA)	http://www.sustainablecommunities.gov/
	Centers for Disease Control and Prevention	http://www.cdc.gov/transportation/docs/FINAL%20CDC%20Transportation%20Recommendations-4-28-2010.pdf
	AARP Livable Communities	http://www.aarp.org/home-garden/livable-communities/
	Active Living By Design	http://www.activelivingbydesign.org/
	Alliance for Biking and Walking Resources	http://www.peoplepoweredmovement.org/site/index.php/members/members3/C258
	America Bikes	http://americabikes.org
	America Walks Resources	http://americawalks.org/resources/links
	Association of Pedestrian and Bicycling Professionals	http://www.apbp.org/
	Complete Streets Coalition	http://completestreets.org
	League of American Bicyclists	http://www.bikeleague.org/
	National Center for Bicycling and Walking	http://www.bikewalk.org/
	Partnership for a Walkable America	http://www.walkableamerica.org/
	Safe Communities	http://safecommunitiesamerica.org/
	Smart Growth America	http://www.smartgrowthamerica.org/about/our-coalition/
	Transportation for America	http://t4america.org