Acknowledgements

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- Piqua, Ohio
- Upper Arlington, Ohio
- Cleveland Heights, Ohio
- Hilliard, Ohio
- Newark, Ohio
- Canton, Ohio
What is Active Transportation?

Active transportation is human-powered transportation that engages people in healthy physical activity while they travel from place to place. People walking, bicycling, using strollers, wheelchairs/mobility devices, skateboarding, and rollerblading are engaged in active transportation. Active transportation supports transit use, since many people reach transit stops using active travel modes.

Ohio communities of all sizes are making investments in active transportation. Types of transportation projects that support active transportation include:

- **Construction of new sidewalks and curb ramps** – provide spaces for neighborhood interaction and enhance property values. As an example, to date there are over 1,700 miles of improved sidewalks within the City of Cincinnati (5’ minimum width, smooth ADA compliant surface, and new walkways for added network connectivity).
- **Implementation of bicycle lanes, cycle tracks, trails and pathways** – in cities big and small, new facilities are popping up throughout much of the State in response to the need for more comfortable facilities to ride bicycles. For example the Cleveland Lakefront Bikeway spans the entire length of Cleveland’s 17-mile Lake Erie shoreline from the City’s eastern border with Euclid and its western border with Lakewood.
- **Implementation of bike share programs** – new active transportation alternatives that expand transit options and are now being planned in cities around Ohio. Bike share systems are already established in Columbus and are being considered in both Cleveland and Cincinnati.

Transportation systems that support active modes of travel like walking and bicycling can bring many benefits to counties and cities, including:

- **Greater economic prosperity**, because workers, tourists and businesses are attracted to locations with high-quality, multimodal transportation systems.
- **Better transportation choices** for residents, making it easier for people of all ages and abilities to get around.
- **Improved access to transit stops, local businesses and other services** connecting residents to activity centers and jobs.
- **Healthier communities** where physical activity is a valued part of people’s daily lifestyles.
- **Cleaner air and water** due to reduced greenhouse gas emissions and stormwater contamination.
- **Improved social equity** created by low cost transportation options that are available to all people, regardless of income or background.

This guide can be used by regions, counties, and cities that are planning for the future of their transportation systems. It provides a “road map” for incorporating active transportation into the planning process and ensuring that today’s transportation investments help support and sustain healthy communities of the future.

What is an Active Transportation Plan?

An Active Transportation Plan (ATP) outlines the vision, goals and strategies needed to support increased walking, bicycling and other active modes of transportation. An ATP may be developed by a state, regional or local agency. It should identify a combination of programs, policies and physical improvements (such as new sidewalks or bicycle paths) that are needed to ensure the safety, comfort and convenience of active travel modes. The ATP might be one element of a broader planning process, such as a regional long-range transportation plan, or it might be a stand-alone document (sometimes also called a Bicycle/Pedestrian or Complete Streets Plan).
Who should use this Guide?
This Guide is a handbook for those interested in active transportation and who want to bring an Active Transportation Plan (ATP) to their community. It is designed to be used by:

- Elected officials and other policy makers
- Citizens and community organizations
- Local municipalities
- Transportation and health professionals working for city, county and regional agencies

Key steps in developing an Active Transportation Plan
This guide is organized following the eight key steps in an active transportation planning process. Depending on the needs of your community, you may follow this process sequentially or only use those sections that are relevant to your needs.

**Defining the Scope**
What are the objectives, timeframe and geographic focus of the ATP? Who needs to be at the table during the planning process?

**Vision and Goals**
If the Active Transportation Plan is implemented, what will be different in the future?

**Public and Stakeholder Involvement**
What do the public and key stakeholders need from their transportation system?

**Data Collection and Existing Conditions**
How many people are using active transportation today? What facilities, programs and policies exist that support this?

**Needs Assessment**
Are there gaps or barriers in the transportation system that the ATP should address?

**Recommendations**
What specific strategies and actions will be undertaken to increase active transportation?

**Implementation**
Who will take the lead and which recommendations will be initiated first? What funding strategies will support plan implementation? How will the public be involved in the planning and implementation of the plan?

**Evaluation**
How will progress be measured over time?
Who is Involved in Creating an Active Transportation Plan?
A successful ATP is based on an inclusive process that includes several key collaborators. The following chart highlights the typical stakeholders and when during the process they should be involved.

The Many Players and Partners in the ATP Process

- **Community leaders** and **planners** initiate the planning process and identify stakeholders, roles and responsibilities.

- The public involvement process should incorporate interested stakeholders throughout the process. Each stage of public involvement contributes to the plan content, while a feedback loop ensures an ongoing exchange of ideas.

- **The steering committee** should be a group of core staff and stakeholders that are continuously involved in project activities. This includes regular in-person meetings and participation in all public involvement activities.

- **Agency partners**, such as staff from transit agencies, health departments or state DOTs, should participate in project meetings that relate to their expertise and should be invited to public events. Some agency partners may serve on the steering committee.

- **Stakeholder groups** and the **public** should be included in small-group interviews, focus groups, workshops or other public meetings. They can help identify focus topics or geographies for the plan and should be given sufficient time to comment on the draft plan document.

- **All participants** work together to review the draft plan and facilitate ongoing implementation.
Defining the Scope
- Establish the scope of the project
- Identify the project team and assign responsibilities
- Identify available and needed resources

Vision and Goals
- Establish a vision for the future of Active Transportation
- Articulate goals and objectives for the project

Public/Stakeholder Involvement
- Determine when and how to involve the public

Data Collection and Existing Conditions
- Identify relevant plans and policies
- Develop maps showing current conditions

Needs Assessment
- Identify gaps and barriers
- Identify focus areas

Recommendations
- Address infrastructure needs
- Include policies, programs, and support facilities

Implementation
- Plan for prioritization and phasing
- Explore funding sources
- Adopt the plan

Evaluation
- Track progress

Additional Resources
- Planning Resources
- General Design Resources
- Pedestrian Facility Design Resources
- Bicycle Facility Design Resources
- Traffic Calming Design Resources
- ADA-related Design Resources
- Trail Design Resources
DEFINING THE SCOPE

Establish the scope of the project

Before the planning process begins, it is important that the primary participants have a common understanding of the objectives, time frame, geographic focus and cost of the Active Transportation Plan (ATP). A kickoff meeting with key players can help get everyone on the same page. Participants in the meeting should include the main group of people responsible for overseeing plan development. This may include agency staff, local governments, volunteers, consultants (if applicable), and any elected officials whose support will be essential for plan implementation. Other potential participants include health department or school staff, advocates or representatives from community organizations, and local businesses. Participants can work together to identify key project goals and objectives. It is also important to identify key stakeholder groups, staff and committee roles, any schedule constraints, data needs and available resources. Discussing the project scope with stakeholders in the beginning of the process can help build the consensus needed to keep the project on track. Jurisdictions may use this Guide as a draft outline for developing a complete ATP. Appendix 1 provides a sample ATP outline and follows the general sections of this guide.

Identify project team and assign responsibilities

Planning for and implementing active transportation projects requires the involvement of people from many disciplines, including city planners, traffic engineers, staff from transit agencies, as well as data and GIS analysts. It is important to be clear about everyone’s role in the process from the outset of the planning process. Some communities create a project management team, which will oversee day-to-day decisions related to the plan, and a larger steering committee that will provide input on higher-level, strategic decisions. The steering committee should represent many of the key stakeholder groups affected by the project, and can act as a sounding board for ideas that arise during the planning process. The steering committee also provides an effective group for disseminating information, raising and discussing ideas, increasing participation, and fostering communication.

Assigning a coordinator or project manager is key: this person is the glue that holds the ATP process together. Some of the project manager’s responsibilities include assembling the project team, facilitating discussions amongst stakeholders, serving as the central point of contact for project communications and keeping the project moving on schedule. Assigning individual responsibilities amongst team members will help define individuals’ involvement in the ATP.

Identify available and needed resources

Ideally, plan recommendations should be supported by reliable data that shows what facilities exist, how and where people travel, and what motivates the choices they make regarding transportation. It will be helpful to make a list of data needs and to work with the project team to determine who has access to each resource. Valuable information for creating an ATP will include:

- Previous plans and ongoing initiatives.
- Existing traffic crash data.
- Recent bicycle and pedestrian traffic counts.
- GIS layers of existing transportation facilities (including roadways, bicycle facilities and sidewalks).
- Past resident or student surveys on travel habits and preferences.
- Community health data.
- Census data on demographics and commute modes.
Case Study on an ATP Project Team - Piqua, Ohio

As a small Midwestern community of around 21,000 people, Piqua has embraced active transportation and has amongst the highest trail and street facility miles per capita of all Ohio cities. Piqua has also utilized a number of innovative facility design techniques in the development of its infrastructure.

In 2007, a survey of residents conducted as part of the City’s Comprehensive Plan update indicated a strong desire among Piqua residents for more and better pedestrian and bicycle friendly amenities. The plan also identified a strong community interest in leveraging the highly regarded recreational trail system to provide greater access to destinations throughout the city. With these desires in mind, an Active Living Advisory Council was formed to advance pedestrian and bicycle friendly improvements in the community. Building on the goals and objectives of the Active Living Advisory Council, the City introduced Complete Streets principles and set about facilitating a dialogue on active transportation with the community, fellow city staff members, and City Commission.

By late summer of 2012, the dialogue had led to a general consensus on the merits of advancing a pedestrian and bicycle friendly culture in the community. A Complete Streets Policy was presented to the City Commission and was approved in January 2013. The city made changes to the design of numerous intersections and streets in order to achieve a higher level of comfort and safety for all modes of transportation. Traffic calming initiatives (i.e., changes to street design that help slow vehicle speeds) were implemented on priority corridors, demonstrating the role of street design in determining the safety and comfort of all transportation system users.

In addition to the Active Living Advisory Council, a Safe Routes to Schools (SRTS) committee was formed to identify barriers and obstacles preventing children from being able to walk or bicycle safely to and from school. The work of this group resulted in the City of Piqua securing $537,000 in infrastructure and non-infrastructure SRTS funds to address the concerns identified. The SRTS improvements, scheduled to be constructed in 2015, will result in the installation of pedestrian/bicycle facilities and high-visibility signs called Rectangular Rapid Flashing Beacons at pedestrian crossing locations along primary walking routes near schools.

Piqua, OH multi-use path

Piqua, OH ‘Bike To Work Day’ participants
Establish a vision for the future of active transportation

Active transportation relates to and can impact a broad range of community issues, such as mobility, access, equity, economic development, environmental sustainability, public health, and quality-of-life. Because active transportation is such a far-reaching concept, a vision statement will draw attention to the issue(s) that are the most important focus of the ATP. Some vision statements identify a “plan year” that might be ten or 20 years into the future, while others are more general. It will be hard to please everyone, but try to keep the vision statement short and concise.

Ideas for developing a vision statement:

- **Display a poster** at a public meeting or event asking “What will our transportation system look like in 20 years?” Allow people to use markers to write or draw ideas. Use their input to identify common themes or key words for the ATP vision statement.

- **Present the steering committee with multiple vision statements from other community plans.** Facilitate a discussion about what phrases or themes could work for your plan.

- **Use an online survey to ask the public or stakeholders,** “What three words would you use to describe the ideal, future transportation system in (your Region/City)?” Create a “word cloud” with the responses (see examples below) and use this to inform your ATP vision statement.

- **Work with a core group of stakeholders to create a vision statement that the larger project group may comment on.** Ask the larger group to identify the words and phrases of the draft statement that work, and those that do not.

Below are several vision statements from recent active transportation plans in Ohio. These may serve as models for other communities.

**Fairfield County Active Transportation and Open Space Plan** – To coordinate the activities of local governments to ensure the creation of an interconnected countywide system of active transportation and open space infrastructure, and to guide private development to ensure integration with current and future public infrastructure systems across the county.

**The Cleveland 2010 Active Transportation Campaign** – The vision is one of pedestrian- and bicycle-friendly neighborhoods linked to our employment centers in downtown and University Circle through a system of well-designed all-purpose trails, bike lanes and bike routes.

**Mid-Ohio Regional Planning Commission (MORPC) Active Transportation Plan (Draft June 2014)** – Provide tools to assist Central Ohio communities with planning efforts to ensure their residents and visitors can efficiently and safely access and move between pedestrian, bicycle and transit facilities.

Word clouds like these can be easily created by automated online systems including: WORDLE, WORD IT OUT, TAGUL, and MAKE WORD MOSAIC.
Articulate goals for the project

The ATP vision statement should be accompanied by a series of goals, which identify key focus areas for the Plan. Below are five goal areas that are often addressed in ATPs, and strategies to implement those goals. These examples are provided to stimulate discussion – each community should develop tailored goals that fit their unique priorities and context.

1. SAFETY
Safety for all users must be a top priority. Special attention must be paid to vulnerable street users, including children, the elderly and persons with disabilities. Similarly, schools, hospitals, churches and other land uses that generate foot traffic often require special treatments to manage vehicle speeds and improve comfort for pedestrians and bicyclists. Safety is often a pronounced concern at intersections, where crossings and conflicts (both among and between vehicles, pedestrians and bicyclists) are more concentrated.

The following are examples of strategies used to achieve the goal of increased safety:

- **Match speed to context.** A key way to improve safety for all road users is to design streets that match their surrounding context. In places with lots of pedestrians, there are many ways to encourage slower vehicle speeds and calmer driving behaviors, via speed limits and design. Design features that encourage slower speeds include: narrow travel lanes, curvilinear streets, street trees, and traffic control measures (TCM) such as signage, roundabouts, and speed bumps. Factors like land use, urban form and pedestrian volumes (existing and anticipated) should play a strong role in dictating street design.

- **Be open to new approaches.** Communities should consider innovations and new approaches to street design in meeting its needs for the transportation system and in maximizing safety. This may include reducing travel lane widths in appropriate settings or testing newer design treatments for bicycle and pedestrian facilities.

2. ACCESS AND MOBILITY
Active transportation planning recognizes the importance of a balanced street hierarchy that considers the mobility of both non-motorized and motorized users, and emphasizes access, or people’s ability to reach destinations within a community. Designing roadways that serve the needs of all users is generally referred to as “complete streets.”

Example goals related to Access and Mobility include:

- **Prioritize active modes where sensible.** The complete streets concept aims to balance the needs of all transportation system users throughout the network. This does not mean, however, that every street will equally serve all travel modes – typically there simply isn’t enough space in the public right-of-way. As Ohio communities expand their transportation systems and aim to maximize opportunities for active transportation, it may be helpful to identify “active transportation zones” or corridors where pedestrian and bicyclist mobility will be prioritized in street design and funding decisions.

- **Accommodate special uses (such as deliveries, events and emergency vehicles) without compromising everyday use.** Certain streets may feature more vehicle-carrying capacity than is typically needed because they occasionally serve heavy traffic associated with special events, deliveries or emergency access. Street designs should seek creative solutions for these special uses and keep a balance of users in mind, not allowing occasional circumstances to dictate street designs that are detrimental to everyday uses.

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**What are Complete Streets?**

Complete Streets are streets for everyone. They are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work.

- **Smart Growth America**
3. LIVABILITY
Streets take up a lot of the space in American cities and are one of a community’s most significant investments. This space should be used to the greatest extent possible to add value to the public and civic character of a community.

The following are examples of strategies to achieve increased Livability:

- **Preserve and enhance neighborhood character.** Local neighborhood streets should be designed in a way that manages speed and emphasizes use by local traffic. Established neighborhoods should feature landscaping and sidewalks in their design, and vehicle capacity should not be increased to the point that traffic and speeds degrade the neighborhoods’ character.

- **Make streets comfortable and fun.** Streets play a basic functional role in communities - connecting people with jobs, services and economic opportunity. However, they also serve as important community gathering spaces. The ATP can put an emphasis on programs (like temporary Open Streets/ street closure events) or design elements (like benches, public art and wayfinding) that transform streets into valued, interactive public space.

4. EQUITY
In active transportation planning, various “types” of equity are important to consider. Social and environmental equity aims to ensure that the needs of all people are met regardless of their economic situation, race or ethnicity. Geographic equity ensures a balanced focus on all of the neighborhoods or sub-areas that make up a city or region.

The worksheet included in Appendix 1 will help ensure that equity is considered in the ATP process.

Example strategies related to Equity include:

- **Encourage people from all walks of life to participate in transportation decision-making.** Translating project materials into multiple languages, holding events in various locations throughout the city or region and at different times of the day, as well as providing childcare at meetings, are ways to make meetings accessible to a diverse cross section of the community.

- **Distribute active transportation facility improvements and investments throughout the community.** Although resource constraints will mean that not all improvements will be undertaken at once, a map of proposed facility recommendations helps ensure all neighborhoods or subareas receive the appropriate emphasis regardless of their geographic location.
5. SUSTAINABILITY
Two types of sustainability - economic and environmental - influence whether the transportation system will continue to serve the community into the future.

Example strategies related to sustainability include:

- **Coordinate with other, ongoing activities.** Ohio communities can increase benefits and efficiencies by aligning the missions of different departments and projects. For example, new bike lanes could be implemented during street resurfacing, or maintenance efforts for trails, streets and bus stops could be consolidated under one department. A multi-disciplinary design review process for new transportation projects can also support coordination, by identifying conflicts or potential efficiencies early in the process.

- **Minimize impervious surfaces.** One of the greatest contributions the transportation system can make toward environmental sustainability is reducing the amount of impermeable surfaces on the streets. Street pavements, roads, sidewalks and driveways have historically been constructed with impervious or impermeable materials which tend to seal the soil surface, eliminating rainwater infiltration and natural groundwater recharge. To mitigate these effects, cities should use landscaped medians, buffers and permeable pavement when possible.

State of the art low impact design techniques and stormwater mitigation facilities at Grange Insurance Headquarters in Columbus, OH.
When and how to involve the public

Input should be sought from the public and stakeholders early and often throughout the planning process. Stakeholder and community involvement can help the ATP in two key ways:

A. Ensuring that the recommendations in the plan reflect community values, and

B. Building public support, which will facilitate a smooth implementation process.

Public and stakeholder involvement can take many forms in the active transportation planning process. Open houses allow people to talk directly to project planners and may include different stations where various topics related to the ATP are explored. Similarly, taking the “planning process” to the places people gather, perhaps by a “listening station” at a farmers market, can allow people to provide input without going out of their way. In most cases, a combination of techniques should be used, to allow people to pick how they want to engage with the process. In all cases, the following topics are important elements of a meaningful public engagement effort:

- **Inclusive participation.** Involve a wide variety of stakeholders by reaching out to groups that have been historically disenfranchised. Do this by hosting meetings in neighborhoods and venues that are convenient to the target audiences, and promote meetings/events in multiple languages.

- **Clear and concise project information.** Use clear language and short presentations to keep people engaged. Avoid jargon and acronyms.

- **Sharing between stakeholders.** Create opportunities for stakeholders to hear and understand one another, and encourage them to find consensus or compromise.

- **Mutual respect.** Use “meeting ground rules” and experienced facilitators to promote respect among all plan participants.

Public involvement allows two-way conversation and flow of information for the plan, and builds support for future projects.
Public Participation Case Study - Upper Arlington, Ohio

Upper Arlington, a first-ring suburb of Columbus, Ohio, originally developed as a 1920’s trolley community and incrementally expanded over the course of the 20th century. As a result, the neighborhood layout and street network vary greatly from place to place. While Upper Arlington remains a very high-quality community of choice, some areas of the City have experienced increased traffic and poor connectivity caused by suburban-style street patterns.

To address traffic pattern concerns, neighborhood leaders, city officials and other stakeholders came together to work on new approaches to sustainable and livable transportation options in the community. The City developed a new model of City-wide mobility and community form to address the existing unsustainable traffic concerns. These efforts translated into several site-specific design solutions and provided City staff the appropriate training on urban planning concepts, livable transportation and street design techniques. The City also established ‘test sites’ to provide direct interaction with local residents and ensured that community input was fully integrated into the development of concept projects.

The recommendations of the working group included implementing street improvements to Lane Avenue, traffic calming measures for neighborhood streets, and multiple modifications to the existing Unified Development Code (UDO) regarding shared parking standards, building height, buffering requirements, and development intensity/density. The hope is that these recommendations will allow the community to grow in a manner that preserves the historic integrity of the community and increases the value of the neighborhoods in the Lane Avenue Corridor.

Currently the City is preparing to implement several of the ideas developed through this process and help address existing traffic concerns including neighborhood cut through traffic, regional commuter patterns, school access, and retail Main Streets. One of these projects includes the promotion of a greater mix of land uses potentially leading to improved walkability, and more economic development along Lane Avenue – a commercial corridor flanked by established single family residential neighborhoods. The City has worked with community members and design professionals to help execute the community’s vision and provide a higher quality urban environment to the corridor.
DATA COLLECTION and EXISTING CONDITIONS

Review relevant plans and policies

In most cases, the ATP builds upon past planning efforts. It will be important to gather and review old or ongoing plans and studies, looking both at plans conducted by your organization or department as well as by others. Past plans may provide baseline data that will help demonstrate changes over time, and recent plans may include analysis that can be incorporated into the ATP, saving you time and money. Development codes (e.g., zoning and subdivision) and roadway design guidelines should be reviewed to make sure they are advancing and supporting active transportation. This review will help you identify plans or policies that need to be updated or revised as part of ATP implementation.

Develop maps showing current conditions

Maps can help make information accessible to people, allowing them to draw conclusions from otherwise complex data analyses. Maps can also help planning professionals, elected officials and the public at large understand a community’s active transportation assets and where there may be room for improvement. For example, assessing where bicycle facilities are present and where more are needed (perhaps due to planned growth or development) is a good exercise to go through to help craft an ATP.

Active transportation plans typically involve some level of analysis and mapping using geographic information system (GIS) data. Some cities have also begun using less complex online mapping tools such as Google Maps, Open Streets Maps or WikiMaps, which are easy to use in creating thematic maps related to the community’s existing conditions. These programs are often free or relatively inexpensive to use. Other communities work with their regional planning organization to develop relevant maps. It is a good idea to map existing and planned pedestrian and bicycle facilities, current concentrations of walking and/or bicycling, or high-crash locations. All of these pieces of data are usually maintained by the City’s Planning or Transportation Departments. Crash data is available from police reports on roadway incidents and is often maintained by the City’s Transportation Department or its Police Department. Other sources of data may be housed by regional planning organization (e.g., MPO, RPO) or via ODOT’s GCAT (GIS Crash Analysis Tool). One important note about crash data: while accident data is an important indicator of pedestrian and bicycle safety, it should not be the only or primary considerations when planning new facilities. Crash data for pedestrian and bicycle travel is often incomplete and does not capture “near miss” incidents, which can severely impact people’s willingness to walk or bike. Surveys, neighborhood discussions and workshops, volunteer ambassadors to monitor high crash areas, or other methods should be used to get the full picture regarding pedestrian and bicyclist safety.
In evaluating the need for active transportation facilities and programs, it is critical to look at important destinations or “trip generators,” including those that might be planned for the future. These destinations, such as retail districts, event venues, universities, schools or parks, help dictate where improved transportation facilities will be needed. Similarly, household and employment density should be evaluated. The recommended active transportation network should generally be more extensive in areas with higher population or employment densities or more significant destinations. Figure 1 shows the destinations used by the City of Philadelphia when mapping bicycle demand, and also shows the weight (a score used to estimate the relative volume of bicycle trips) assigned to each destination category.

Lastly, the project team should get a sense for how much active transportation is currently happening or is projected to happen in the future. Census commute mode data can be used for work trips, but local surveys (if they exist) can provide more robust data about how people travel for non-work trips. Review of area plans, development proposals, and population projections can help identify areas that are likely to generate increased numbers of walking and biking trips in the future.

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<td>Major Generators / Tourist Destination</td>
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<td>SEPTA Rail Station &amp; PATCO; Greyhound Bus Station</td>
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<td>Places of Worship</td>
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**Figure 1 - City of Philadelphia Bicycle Demand Generators Weighting Table**

Upper Arlington, OH resident riding a bicycle on the sidewalk in an area without on-street bicycle facilities.
Identify gaps and barriers

The mapping exercise discussed in the previous section will allow you to identify the issues in the existing network that need addressed. With the maps as a starting point, on-the-ground site review can help verify or add context to the data. Depending on the geographic focus of the plan, it may be possible to conduct field work for the entire study area or it may be necessary to identify priority corridors or focus areas. Field work should include high-level observations of existing facilities, including a scan of maintenance needs, signage and wayfinding features, and other amenities that support active transportation. Through a combination of mapping and field assessment, the project team should identify gaps in the existing transportation network that may inhibit active transportation, as well as barriers (e.g., challenging intersections, rivers or streams, and major land masses (e.g. railroad)).

Figure 2 – Cincinnati, OH Bicycle Master Plan Physical Barriers

Field work measuring street dimensions and identifying existing conditions
Identify focus areas

Because of constraints on staff resources, time and funding, it will likely be necessary to prioritize focus areas where active transportation plans and investments will have the greatest impact. Focus areas might be places with significant demand for walking or bicycling, or they may be areas with significant problems that need addressed. Some examples include:

- **Activity centers**: Activity centers are areas where people gather, including commercial or civic centers, main streets or other key destinations. Improving multimodal transportation access to and within these areas can be the most important outcome of an ATP.

- **Existing schools, parks and trails**: There has been a growing focus nationally on increasing opportunities for students to safely walk and bike to school. Similarly, active transportation connections to parks and trails can support healthy lifestyles and create a region or city-wide network of green spaces.

- **Transit stops**: Since many people access transit on foot or bike, improving access to bus stops and transit stations is essential. It can also improve the efficiency of the transit system, reducing the demand for parking at stations and improving the overall rider experience.

- **Bridges, wide streets, major waterways and other barriers**: In addition to the key destinations described above, the ATP may need to prioritize a few key issues or barriers that impede active transportation. Narrow bridges, wide intersections and freeway exchanges are examples of the types of barriers that could be prioritized and targeted for improvement through the ATP.

- **High crash locations**: The ATP might focus on a few intersections or corridors where several vehicle/bicycle or pedestrian crashes have occurred in the past three to five years. By identifying areas with known safety concerns, you may be able to prioritize projects that make active transportation easier and safer.

The identification of community priorities should also be weighed in the development of an ATP. Many times this prioritization complements the identification of geographic areas in need of improvement. For example, a community may select to prioritize the implementation of comfortable facilities for bicyclists and pedestrians, and/or it may choose to focus implementation efforts at activity centers or high crash locations.

**Focus Area Case Study - Cleveland Heights, Ohio**

Originally built as a ring road enclosing a shopping mall, Severance Circle is located in a vital suburb of Cleveland, Ohio. The 40-year-old Circle provided limited connectivity to existing housing, offices and shopping located in the area due to its unfriendly design for pedestrian and bicycle use. In 2002, recognizing the district as a key focus area for active transportation, the City worked with the Canyon Johnson Urban Fund to identify and implement road and sidewalk improvements as part of the redevelopment of the adjoining shopping mall.

To fully address pedestrian and bicycle connectivity to the site, the City Department of Planning and Development issued ambitious goals:

1. Create safe and convenient sidewalks internally connecting the commercial district and neighboring residential areas.
2. Provide some traffic calming mechanisms on Severance Circle
3. Create safe bicycle routes through Severance Town Center to increase bicycle travel

To achieve these goals a variety of measures were implemented including the provision of benches and bus shelters, the abutting of building facades onto the sidewalk and the provision of storefront displays. Pedestrian activated walk signals were also added to the busiest intersections and at mid-block crossings. In addition, light poles, shade trees, and awnings were installed. One of the more significant construction projects involved converting the four-lane road into a two-lane roadway with a two-way left-turn lane and bike lanes on either side. Drainage grates which posed issues for bicyclists were also eliminated from the roadway to improve bicyclist safety. Finally, as an added measure, the City increased the enforcement of speeding and other dangerous driving behavior.
RECOMMENDATIONS

Programs

Supporting active transportation requires programs focused on education, enforcement and encouragement. Programming efforts that should be incorporated into the active transportation plan might include:

A) Education and Enforcement
   • Public education campaigns on the rights and responsibilities of all road users
   • Adult cycling courses
   • Safe Routes to School campaigns
   • Enforcement “pedestrian stings” to catch people who do not yield to pedestrians
   • Crash reports that allow planners and law enforcement to document pedestrian and bicycle crash trends (e.g. specific location, time of day and day of week, etc.)

B) Encouragement
   • Community events that promote wellness and active transportation, like Open Streets or “Cyclovia” events
   • Community or school health and wellness policies
   • Employer incentives for active transportation

Policies

Policies are formal statements that serve to institutionalize a city's intentions. Policies are adopted in many different ways, including by resolution or ordinance, incorporated into adopted plans or design guidelines, created internally by staff, etc. The National Complete Streets Coalition has extensive resources including example Complete Streets policies. The Resources section of this ATP Guide provides links to Complete Streets policies in Ohio communities.

You will also need to assess public policies to ensure that they are aligned with the ATP. Areas related to policy that are important to review include:

   • Roadway design standards and guidelines, and complete streets policies
   • Maintenance policies related to bicycle facilities, trails, sidewalks and roadways
   • Zoning and subdivision regulations, including bicycle parking requirements

Support facilities

Support facilities are improvements that address the complete active transportation trip, from start to finish. Important support facilities to consider include:

   • Bike parking, including both short-term and secure/enclosed parking options
   • Showers and changing rooms at key destinations

Walking school bus demonstration
Case Study on a Complete Streets Policy - Hilliard, Ohio

In 2012, Hilliard became the first community in central Ohio to approve a complete streets policy. This achievement came at the end of almost 20 years of evolving thinking and processes within the City of Hilliard and its transportation department.

In the late 2000’s Hilliard updated its Comprehensive Plan. As part of it’s public outreach efforts, planning staff split the City into quadrants - a process that allowed each quadrant to have its own public meetings and have their individual issues and concerns heard. One common theme that derived from these meetings was that participants wanted the option to get from point A to B without having to use their personal vehicle. Additionally the general public asked for the promotion of active transportation choices, and safer conditions for children and elderly to walk and bike throughout town. Based on comments received, the City made a determination to develop a Complete Street Policy that addressed specific and detailed standards especially with regards to private development projects.

The Comprehensive Plan was adopted in fall of 2011 and its first recommendation called for formally adopting a Complete Streets Policy. As planned, the Complete Streets Policy would tie in with one of the main goals of Comprehensive Plan: developing “a safe, efficient, and balanced transportation network that provides all users with mobility choices, connects land uses, enhances the environment, and improves the quality of life for those who live and work in Hilliard.” With this directive, the Complete Streets Policy calling for more specific and detailed standards was adopted by March of 2012. Following the adoption of the Complete Streets Policy, the City began to develop and update its engineering standards to incorporate bicycle and pedestrian facilities into design standards. With these standards, developers and agencies now have a written policy that describes in detail what the City’s expectations are.

Some of the final Complete Street recommendations described in the plan include: wider sidewalks, pedestrian intersection treatments, narrower streets in low-speed residential areas, pedestrian refuge islands on moderate-speed arterial or collector streets, on-street and/or off-street bicycle facilities, enhanced landscaping and streetscape elements, more non-vehicular connections between the public right-of-way and private property, and transit accommodations along key corridors.
Infrastructure

A major outcome of an ATP is the development of a proposed bicycle and pedestrian network. How should the project team decide where to locate new active transportation facilities? Using the analysis described in the prior sections, identify a priority network that will:

- **Complete the existing active transportation network**: Are there places where a short, new segment of trail or a single intersection improvement could link existing facilities and create an important active transportation route? Looking for small fixes with big impacts can help stretch funding.

- **Identify critical safety improvements**: Are there locations that were identified as safety concerns, both from the data analysis and the public input? Addressing problem areas can improve both the real and perceived safety of active transportation system users.

- **Link dense areas and important destinations**: Using your “focus area” analysis, assess and expand the system to make sure it serves the places people travel most, and connects people between highly traveled destinations like schools and grocery stores.

- **Create multiple route options for crosstown trips**: The best active transportation networks provide people with choices. Look at the network (existing and planned) and see if there are adequate facilities in all directions; for example traversing the city north-to-south and east-to-west.

- **Help people navigate major barriers**: A good active transportation network will help bicyclists and pedestrians safely and comfortably cross major barriers such as highways, rivers, large closed campuses (military, federal, etc.). Connections should be as direct as possible and not require people to make major deviations.

- **Support populations that are already driving less**: Lower income households, older adults, people with disabilities, and young people are likely to use active transportation and transit more often than other populations. Assess and expand the active transportation network to ensure it serves the needs of these groups.

When planning the active transportation network, there may be a temptation to adopt typical designs or cross sections that are applied universally to all roadways of a certain type (for example by prescribing bicycle lanes on all roads classified as “minor arterials”). This approach can lead to inadequate facilities for bicycles and pedestrians on major roads (e.g. a narrow sidewalk on a six lane, high-speed urban arterial) and the over-design of local and neighborhood streets (e.g. striping bike lanes on low volume residential roads). Planning the priority network can be done at the city- or region-wide level, but identifying design treatments requires focused attention on local characteristics like travel speeds, lane widths, vehicle mix, adjacent land uses, traffic volumes, intended user and other critical factors. For example, bicycle and pedestrian facilities on a street classified as a “collector” leading to an elementary school may be different than facilities on the same class of street located in a busy commercial area. The National Complete Streets Coalition, part of Smart Growth America, maintains an extensive resource list of design guidance at the following website: [http://www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/resources](http://www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/resources).

Design charrette to work through the recommended network
Prioritization and phasing

Prioritizing all of the improvements identified in the ATP will create a road map for strategic investment in the transportation network. A data-driven prioritization process can help remove politics from the process, potentially streamlining implementation. Most prioritization processes sort recommendations into categories such as Near-term, Mid-term and Long-term improvements. Factors that can be used to prioritize plan recommendations include:

1. Stakeholder input
2. Physical constraints
3. Safety
4. Opportunities
5. Project cost and ease of implementation
6. Demand
7. Connectivity
8. Geographic and social equity

Regardless of how projects are prioritized, it is important to take advantage of all opportunities to implement ATP recommendations. While the community should pursue some stand-alone active transportation projects, many of the plan recommendations could potentially be implemented during routine street resurfacing, or incorporated into redevelopment plans and implemented by private sector partners.

Funding sources

No matter how active transportation projects have been funded in the past, the ATP creates an opportunity to explore a range of funding options, including federal, state, regional, local, private and philanthropic sources. The community should coordinate among agencies to develop a set of priorities, specific implementation projects, and a long-term capital plan for improvements, recognizing opportunities to combine funding sources into single projects for cost efficiency and completeness.

Below are several funding sources that should be evaluated as part of the ATP:

- **State and federal funding opportunities.** Transportation Alternatives (TA), Highway Safety Improvement Program (HSIP), and Surface Transportation Program (STP) are three of several state and federal funding programs that can be used to implement active transportation initiatives. ODOT provides a comprehensive summary of state and federal funding opportunities at the following link: bike.ohio.gov. Depending on where your community is located, these programs may be administered by a local Metropolitan Planning Organization, or the local City Transportation Department.
- **Capital obligation bonds and local taxes.** These types of funds are usually voter-approved taxes or bond measures that target specific projects and outcomes. They can include property taxes, bond measures, and local improvement districts.

- **Private sector funds.** The development community can also play a role in pedestrian and bicycle improvements through development approval conditions, right-of-way dedication and frontage improvements. These are an important way that communities improve areas for walking and bicycling.

**Plan adoption**

Adopting the plan may be the most important step: in some communities, having the plan officially adopted by City Council, the County Board or the other appropriate entity means that its recommendations have to be incorporated in (re)development efforts moving forward. How the plan is adopted (by ordinance, by resolution, etc.) will vary based on the community. Also, ODOT will give significant credence to a locally adopted plan when implementing a nearby state roadway project.

*Draft plan presentation at community public meeting*
Funding Case Study - Newark, Ohio

Newark, Ohio has a long history of prioritizing investments and focusing on providing improvements to trails and streetscapes that promote active transportation. Situated in close proximity to Columbus, Newark has always looked for ways to use planning to manage population growth. Its focus on active transportation started about 30 years ago when the TJ Evans Foundation was formed and began using its private funds to build multi-use paths on abandoned rail beds to connect small towns and communities around Newark and Columbus. Their main purpose was to be used for exercise, recreation, and ultimately for a mobility option. The City also grew with that mission and philosophy of active transportation choices, but relied on the Foundation for building these off street facilities.

About 15 years ago, the economy and subsequently investment by the Foundation declined. The City began using diversified sources of funding to continue expansion of its trail system, including working with ODOT to streamline its planning efforts. For example, prior to 2008 the City never had a planner on staff, and projects occurred in response to changes and development that was happening. After 2008, the City hired a planner and additional economic development staff. These new staff worked with local developers on a singular vision for the future of the City.

By February 2011, the City had passed a Complete Streets Resolution and had added a number of facilities and improvements to various street projects focusing on bicycle and pedestrian comfort. The City also organized an Active Mobility Committee to review and push for more active transportation projects. The committee’s engagement helped push implementation and adoption of a county-wide bicycle Master Plan in June 2014. The City now agrees that having a Complete Streets Resolution has not only helped with the focus of new roadway and project designs, but has also access more funding for projects while enticing further economic development.
Canton, Ohio has experienced growth patterns typical to many communities that were designed before the invention of the automobile. Although its streets were originally laid out in a grid and designed at a human scale, the sprawl in the 1960’s and 1970’s changed the landscape of its roadways. The exodus of automobiles from the downtown has allowed the City to rethink the design of streets, improving comfort for bicyclist and pedestrians while still supporting an adequate flow of vehicles.

The Canton Ohio Transportation Department has several strategies and philosophies that have guided the transformation of streets downtown. The Department has taken opportunities to narrow or calm streets, often going back to designs from the past when pedestrian travel was a valued part of the transportation system. The City also passed a Streetscape Policy that helped the Administration and City Council advance several innovative active transportation projects.

Canton is also fortunate to have several waterways that run north-south through the downtown, providing a linear open space system and a connection for bicyclists and pedestrians. The County’s parks department has worked to improve the connection between these trails and key destinations downtown. Furthermore, facing some public opposition to on-street bicycle facilities, the City has been successful in advancing a balanced package of streetscape and beautification improvements that included many types of improvements (and thus benefitted many types of people). By implementing new sidewalks, pedestrian-oriented lighting, street trees, improved transit connections and bicycle facilities as part of a package of improvements, the City was able to demonstrate how street improvements can serve all transportation system users.

Several of Canton’s newly constructed projects have incorporated innovative elements such as head out angle parking, which can improve safety for bicyclists and drivers, bicycle traffic signals, contra-flow bike lanes and green bike boxes. The City has learned how to prioritize its resources on bicycle and pedestrian oriented projects as well as to involve the community in the process. The City also helped develop a county-wide bicycle master plan focusing on providing improvements to main routes and trails and providing increased connectivity.

Canton, OH intersection before contra-flow design  Canton, OH intersection after contra-flow design
Track progress

The ability to effectively evaluate the successful implementation of the ATP is very important. Establishing performance measures will help track the effectiveness of active transportation investments. In many communities, documenting the positive outcomes of these investments (for example increased pedestrian safety due to a crossing improvement), will help justify future investments in walking and bicycling.

There are two types of performance measures:

- **Inventory measures** evaluate specific implementation of recommended improvements. For example, they may include the number of miles of bike lanes, the number of enhanced crossings with a pedestrian refuge, the number of pedestrian activated signalized crossings, the number of staggered crossings, the number of miles of wide (8 feet or more) sidewalks, and the percentage of the population within a given distance of a bike facility. These inventory measures may also include the percentage increase in these improvements across a jurisdiction in a given year.

- **Outcome measures** evaluate the effectiveness of active transportation in changing and shifting travel modes and thus reducing congestion and increasing air quality. As an example, outcome measures could assess reductions in crash rates and increases in rates of bicycle, transit, or pedestrian travel on streets that have become active transportation focused.

Newly installed mid-block crossing at school entrance

Community walking audit to review traffic calming efforts in Upper Arlington, OH
Conclusion

Working to support active transportation is not about creating a perfect balance between transportation modes or between different goal areas (e.g. safety, mobility, equity and environment). Instead, the ATP process should help your community find its right balance – between the various objectives articulated in the goal statements and between the different transportation modes that make up a complete, multimodal system.

Available resources and funding levels will likely limit the ability to accomplish more than a fraction of the desired improvements in the foreseeable future. But it is important to get started. Many thriving cities have realized that prosperity depends on safe, convenient, pleasant, and active ways of getting around. The ATP is a key first step in this important journey.
Planning Resources
Pedestrian and Bicycle Information Center: http://www.pedbikeinfo.org/.


Ohio Community Complete Streets Policy Examples

Columbus, OH MPO (MORPC) OH Complete Streets Policy int region 2004: http://www.morpc.org/transportation/complete_streets/completeStreets.asp


Toledo, OH Toledo Municipal Code, Chapter 901 leg ordinance city 2012 (click on “PartNine” to be directed to Chapter 901): http://www.amlegal.com/nxt/gateway.dll/Ohio/toledo/210/titleone-streetssidewalksandpublicground/chapter901completestreetspolicy?f=templates$fn=default.htm$3.0$vid=amlegal:toledo_oh$anc=0-0-0-15503

General Design Resources


Pedestrian Facility Design Resources


Bicycle Facility Design Resources


Implementing Bicycle Improvements at the Local Level, 1998. Federal Highway Administration (FHWA), HSR 20, 6300 Georgetown Pike, McLean, VA.


Bicycle and Pedestrian Design Resources
Oregon Bicycle and Pedestrian Plan, 1995. Oregon Department of Transportation, Bicycle and Pedestrian Program, Room 210, Transportation Building, Salem, OR 97310, Phone: (503) 986-3555


Traffic Calming Design Resources
Traffic Calming, 1995. American Planning Association, 122 South Michigan Avenue, Chicago, IL 60603


Florida Department of Transportation’s Roundabout Guide. Florida Department of Transportation, 605 Suwannee St., MS-82, Tallahassee, FL 23299-0450.

Making Streets that Work, City of Seattle, 600 Fourth Ave., 12th Floor, Seattle, WA 98104-1873, Phone: (206) 684-4000, Fax: (206) 684-5360.

**ADA-related Design Resources**


**Trail Design Resources**


Trail Intersection Design Guidelines, 1996. Florida Department of Transportation, 605 Suwannee St., MS-82, Tallahassee, FL 23299-0450.

**Transportation Project Management Resources**

Active Transportation Plan Worksheet

The following table can be used to help you organize your approach to developing your community active transportation plan. It is organized as described in the ODOT Active Transportation Plan Guide. The right column provides illustrative questions to facilitate your thinking on the different elements. Feel free to replace the italicized text in the right column with your ideas in a bulleted list or narrative form.

<table>
<thead>
<tr>
<th>Define the Scope</th>
<th>What are the objectives, timeframe, geographic focus and cost of the ATP?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Objectives:</td>
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<tr>
<td></td>
<td>Timeframe:</td>
</tr>
<tr>
<td>Describe the scope of the project</td>
<td>Geographic focus:</td>
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<td></td>
<td>Cost:</td>
</tr>
</tbody>
</table>
| Identify the project team and assign responsibilities | Who will be doing it and when? Who has the power to make the vision a reality? Who will be:

*Steering Committee Members (strategic decisions):*

*Project Management Team (day to day operations):*

*Coordinator/Project Manager (individual/specific position):*

| Identify available and needed resources | What resources are available to achieve the scope? Do we have:

- Previous Plans/initiatives
- Traffic crash data
- Recent bicycle and pedestrian traffic counts
- GIS layers/maps of existing transportation facilities (roadways, bicycle, sidewalks)
- Resident or student surveys on travel habits/preferences
- Community health data
- Census Data on demographics and commute modes
- Other:
## Vision and Goals

<table>
<thead>
<tr>
<th>Establish a vision for the future of Active Transportation</th>
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</thead>
<tbody>
<tr>
<td><strong>What should be the guiding principles of the ATP?</strong> Vision statements should be short and concise.</td>
</tr>
<tr>
<td><strong>Ask questions such as:</strong></td>
</tr>
<tr>
<td>- What do you want our transportation system to look like in 20 years?</td>
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<tr>
<td>- Who does your vision serve?</td>
</tr>
<tr>
<td>- What three words would describe your ideal transportation system?</td>
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</table>

<table>
<thead>
<tr>
<th>Articulate goals and objectives for the project</th>
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<tbody>
<tr>
<td><strong>ATP goals closely relate to community goals. What are our community goals related to:</strong></td>
</tr>
<tr>
<td><strong>SAFETY:</strong></td>
</tr>
<tr>
<td><strong>ACCESS &amp; MOBILITY:</strong></td>
</tr>
<tr>
<td><strong>LIVABILITY:</strong></td>
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<tr>
<td><strong>EQUITY:</strong></td>
</tr>
<tr>
<td><strong>SUSTAINABILITY:</strong></td>
</tr>
</tbody>
</table>
# Public/Stakeholder Involvement

What organizations, service or agencies have an interest in improving the community? Who will benefit from or be helped by this plan? What forms of engagement will be used? Who will the ATP target? When will the general public be reached? For how long?

**WHO TO INVOLVE:**

**Primary Agency Groups:**
- Health Department
- School District
- Air Quality Agency
- Transit Agency
- Parks & Recreation
- Chamber of Commerce/Business community
- Others:

How to involve them: scheduled meetings, invitation to participate in events, website contributions. Other:

**Stakeholder Groups and the Public**
- Bicycle Advocacy groups
- Walking Clubs
- Fitness Centers/YMCAs
- Civic organizations
- Senior organizations
- Youth organizations
- Faith Based community

How to involve them: Interviews, focus group meetings, workshops, website/social media interactions, public meeting presentations
## Data Collection and Existing Conditions

**Review relevant plans and policies**

Are there any existing plans that may have an effect on how the ATP is written and/or implemented? Are there policies that help or hinder active transportation?

### Potential Policies:
- Roadway design standards/guidelines
- Complete Street policies
- Maintenance policies
- Zoning and subdivision regulations
- Bicycle parking requirements
- Bicycle and pedestrian enforcement policies
- Health and wellness policies
- Other:

### Potential Plans:
- Safe Routes to School/School Travel Plan
- YMCA/Pioneering Healthy Communities
- Community bicycle master plan
- Community sidewalk/pedestrian plan
- Vehicle transportation plan
- Transit plan
- Other

**Develop maps showing current conditions**

What are the areas of the jurisdiction we want to target? Any problem areas?
## Needs Assessment

<table>
<thead>
<tr>
<th>Identify gaps and barriers</th>
<th>Are there any barriers or gaps in the existing infrastructure that need to be addressed?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gaps:</td>
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<tr>
<td></td>
<td>Barriers:</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Identify focus areas</th>
<th>Should we have a geographic focus for our resources? Are there any areas of the community that need more attention? What are the community priorities for active transportation?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Focus Areas can include:</td>
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<tr>
<td></td>
<td>• Activity centers</td>
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<tr>
<td></td>
<td>• Business areas</td>
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<tr>
<td></td>
<td>• Entertainment venues</td>
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<td></td>
<td>• Pools/sports fields</td>
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<td></td>
<td>• Schools</td>
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<td>• Parks</td>
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<td>• Trails</td>
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<td></td>
<td>• Transit Stops</td>
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<td></td>
<td>• Bridges</td>
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<td></td>
<td>• Wide Streets</td>
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<td></td>
<td>• Waterways</td>
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<td></td>
<td>• High Crash Locations</td>
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<td></td>
<td>• Other:</td>
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</tbody>
</table>
## Recommendations

<table>
<thead>
<tr>
<th>Policies, programs and support facilities</th>
<th>What policies and programs will need to be in place to support ATP vision?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs:</td>
<td>- Education programs&lt;br&gt;- Encouragement programs&lt;br&gt;Other:</td>
</tr>
<tr>
<td>Policy:</td>
<td>- Council adopted policy&lt;br&gt;- Executive order&lt;br&gt;- Ordinance&lt;br&gt;- Resolution&lt;br&gt;- Other:</td>
</tr>
<tr>
<td>Support Facilities:</td>
<td>- Bike parking&lt;br&gt;- Showers/changing rooms&lt;br&gt;Other:</td>
</tr>
</tbody>
</table>

## Infrastructure

| What improvements to the existing infrastructure are needed to address ATP concerns? |

## Implementation

<p>| Prioritization and | How and where should recommendations be implemented? |</p>
<table>
<thead>
<tr>
<th>phasing</th>
<th>Near Term Priorities:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mid Term Priorities:</td>
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<tr>
<td></td>
<td>Long Term Priorities:</td>
</tr>
</tbody>
</table>

| Funding sources | How are recommendations going to be funded? Can Federal/State/Local funding be used for proposed projects? |

<table>
<thead>
<tr>
<th>Plan adoption</th>
<th>The plan should be adopted and/or endorsed by:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>_ City council</td>
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<tr>
<td></td>
<td>_ County Board</td>
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<tr>
<td></td>
<td>_ Regional/metropolitan planning organization</td>
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<tr>
<td></td>
<td>_ Health department/board</td>
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<td></td>
<td>_ Local transit authority</td>
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<tr>
<td></td>
<td>_ Local school board</td>
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<tr>
<td></td>
<td>_ Email policy to National Complete Streets Coalition for national recognition: Laura Seafoss, <a href="mailto:lsearfoss@completestreets.org">lsearfoss@completestreets.org</a></td>
</tr>
</tbody>
</table>

<p>| Evaluation | Track progress | How is the ATP doing? What metrics should be tracked? How much has been implemented? |</p>
<table>
<thead>
<tr>
<th>How long has it taken? How much funding has been used?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inventory Measures:</td>
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<tr>
<td></td>
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<tr>
<td>Outcome Measures:</td>
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</tbody>
</table>
The table below serves as a guide for engaging the public and stakeholders. It provides a list of questions that should be considered for developing each step of the ATP.

<table>
<thead>
<tr>
<th>Topics of Discussion</th>
<th>Questions</th>
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<tbody>
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<td><strong>Defining the Scope</strong></td>
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<tr>
<td>Describe the scope of the project</td>
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<td>Identify the project team and assign responsibilities</td>
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<td>Identify available and needed resources</td>
<td>What resources are available to achieve the scope?</td>
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<td><strong>Vision and Goals</strong></td>
<td></td>
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<td>What should the ATP focus on to achieve the guiding principles?</td>
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<td>Public/Stakeholder Involvement</td>
<td>What forms of engagement will be used? Who will the ATP target?</td>
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<tr>
<td>When and how to involve the public</td>
<td>How will the general public be reached? For how long?</td>
</tr>
<tr>
<td><strong>Data Collection and Existing Conditions</strong></td>
<td></td>
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<tr>
<td>Review relevant plans and policies</td>
<td>Are there any existing plans that may have an effect on how the ATP is written and/or implemented</td>
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<td>Develop maps showing current conditions</td>
<td>What are the areas of the jurisdiction we want to target? Any problem areas?</td>
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<td><strong>Recommendations</strong></td>
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<td>Infrastructure</td>
<td>What improvements to the existing infrastructure are needed to address ATP concerns?</td>
</tr>
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<td>Policies, programs and support facilities</td>
<td>What policies and programs will need to be in place to support ATP vision?</td>
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<tr>
<td><strong>Implementation</strong></td>
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</tr>
<tr>
<td>Prioritization and phasing</td>
<td>How and where should recommendations be implemented?</td>
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<td>Funding sources</td>
<td>How are recommendations going to be funded? Can Federal/State/Local funding be used for proposed projects?</td>
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<tr>
<td>Plan adoption</td>
<td>The Plan is ready, now what?</td>
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<tr>
<td><strong>Evaluation</strong></td>
<td></td>
</tr>
<tr>
<td>Track progress</td>
<td>How is the ATP doing? What metrics should be tracked? How much has been implemented? How long has it taken? How much funding has been used?</td>
</tr>
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<td><strong>Conclusion</strong></td>
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</table>