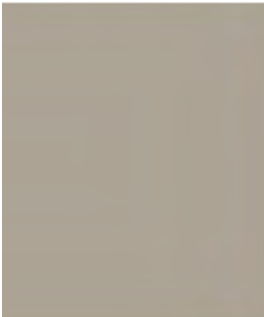




Smart Growth America
Improving lives by improving communities



National Complete Streets Coalition



Colorado Consortium Series

Next steps recommendations report

Executive Summary

The cities of Westminster, Aurora, and Arvada, Colorado collaboratively applied for and won an award for the Complete Streets Consortium Series, a technical assistance program funded by the U.S. Environmental Protection Agency (EPA) and executed by the National Complete Streets Coalition, a program of Smart Growth America (SGA). The program brings together three jurisdictions from the same state to identify shared challenges, barriers, and opportunities for Complete Streets implementation and develop better strategies for collaborating with their state department of transportation to implement, fund, and support Complete Streets.

Each organization assembled a team of ten participants composed of local staff from engineering, planning, public works, parks and recreation, open space, fire departments, elected bodies, and other related departments. In addition, the three cities invited representatives from regional and state transportation and public health agencies to participate in this technical assistance. Between April and July 2018, SGA conducted three workshops and three webinars with the teams from Colorado. This report summarizes lessons learned from this technical assistance. It also provides specific recommendations to help each city develop a custom Complete Streets ordinance that lays the groundwork for additional recommendations and implementation steps.

Recommendations

Strategy 1: Designate a new or existing interim Complete Streets task force to review and carry out the recommendations in this report by October 31, 2018.

Tactic 1.1: Schedule recurring quarterly or monthly meetings with the Complete Streets Consortium Series participants from the city along with partners from relevant state and regional agencies.

Tactic 1.2: Collaborate with existing committees, elected bodies, community partners, and city departments that make decisions about Complete Streets and related programs.

Strategy 2: Draft a citywide Complete Streets ordinance that clearly articulates the goals and benefits for the city and lays the groundwork for specific implementation steps by March 31, 2019 and formally adopt it by September 30, 2019.

Tactic 2.1: Refine and develop the exercises and assignments undertaken as part of the Consortium Series for inclusion in the Complete Streets ordinance. This includes:

- Articulating a clear vision for why the city needs a Complete Streets ordinance
- Identifying the vulnerable users in the city that the ordinance will prioritize

Tactic 2.2: Incorporate additional best practices for Complete Streets policies based on the guidelines provided in this report into the language for the city's Complete Streets ordinance. This includes:

- Committing to implement Complete Streets as part of all transportation projects and phases
- Establishing a clear, accountable exceptions process to the Complete Streets ordinance
- Formalizing interagency coordination on Complete Streets and requiring private developers to comply with the ordinance
- Considering the surrounding community context and land use as part of Complete Streets planning and implementation

Tactic 2.3: Refine the specific next steps needed to embed Complete Streets implementation into routine transportation planning and operation identified as part of Consortium Series exercises. Incorporate these implementation steps into the city's Complete Streets ordinance along with deadlines and assigned responsibility for each step. This includes:

- Formally establishing the Complete Streets task force and empowering it to oversee implementation of the ordinance
- Directing the use of the latest and best design criteria and guidelines or revising citywide design guidance to support Complete Streets
- Establishing specific performance measures that reflect the city's and community's goals
- Revising or establishing project selection criteria to ensure funding decisions for transportation projects reflect the city's commitment to Complete Streets
- Restructuring or revising related procedures, plans, regulations, or other processes to advance Complete Streets
- Offering workshops and other training opportunities related to Complete Streets implementation and community engagement
- Creating a community engagement plan that considers equity by addressing current barriers to participation for underserved populations

Tactic 2.4: Present the Complete Streets ordinance to partner agencies, community groups, and elected officials for feedback and to build support for adoption.

Overview of Workshops

The Complete Streets Consortium Series is a technical assistance grant opportunity for communities run by SGA. The Consortium Series is funded by a Building Blocks for Sustainable Communities grant from the EPA's Office of Community Revitalization in partnership with the Centers for Disease Control and Prevention. The cities of Westminster, Aurora, and Arvada, Colorado collaboratively applied for and won an award to receive the technical assistance through the Complete Streets Consortium Series.

SGA designed the Consortium Series to bring together three jurisdictions working with the same state department of transportation. The program enables these communities to identify shared challenges, barriers, and opportunities to Complete Streets implementation and develop similar strategies for implementing, funding, and supporting Complete Streets. In addition, the in-person workshops help to develop a statewide network of people trained in implementation, which helps build the capacity of communities across the state to deliver Complete Streets.

The cities of Westminster, Aurora, and Arvada each assembled teams of ten local staff to participate in the Complete Streets Consortium Series. In addition, the three cities invited representatives from regional and state transportation and public health agencies to participate in this technical assistance. Altogether, the local, regional, and state participants represented a variety of disciplines including engineering, planning, public works, transit, economic development, public health, government, and emergency response. For a full list of participants, refer to the Appendix.

Curriculum

Between April and July 2018, SGA conducted three workshops and three webinars with the teams from Colorado focused on building the skills necessary to move Complete Streets forward from a policy commitment to implementation. This included strategies such as policy adoption, inclusive community engagement, collaboration across sectors and jurisdictions, and using Complete Streets to create first-mile/last-mile connections. Topics covered included:

- Automated vehicles & Smart Cities technology
- Balancing transit
- Community engagement
- Complete Streets policy development
- Crafting your message
- Creating equitable transit networks
- Creating first-mile/last-mile connections through land use
- Creative first-mile/last-mile connections
- Curbside management
- Designing complete bike & pedestrian networks
- Designing transit for first-mile/last-mile
- How to work with consultants on community engagement
- Land use & urban design
- Lessons learned from Boulder
- Moving beyond Level of Service
- Performance measures & communicating Complete Streets
- Setting a vision for your community

In addition to modules on various topics, each workshop also included interactive sessions to give the teams the opportunity to practice new and improved skills, as well as foster better working relationships with participants from other departments, sectors, and jurisdictions. These included exercises, discussions, and on-the-ground case studies.

Case studies

The second day of each workshop focused on a local case study. After an introductory presentation about a nearby corridor or neighborhood, including current and planned infrastructure, safety concerns, and adjacent land uses, participants visited the case study sites in person to observe current conditions. SGA divided the group into interdisciplinary teams and tasked the teams with planning community engagement strategies, brainstorming design solutions, and identifying next steps they would need to take to implement those solutions on the ground, including which stakeholders need to be engaged from the community and other agencies as well as which policies, processes, and design guidelines need to be updated. The lessons learned from these case studies also informed the goals set by the participants and the strategies and tactics recommended by SGA to achieve those goals.

City of Westminster case study: W. 72nd Avenue



This case study exemplifies many of the safety, connectivity, and land use challenges Westminster faces as it struggles to balance the competing needs of people driving with an increase in people biking, walking, and riding public transit. W. 72nd Avenue runs through the center of historic Westminster and connects to Westminster's new regional commuter rail station and transit-oriented development area. In the 1990's, the city widened the street from two lanes to five. Today, W. 72nd Avenue has narrow sidewalks obstructed by utility poles and no bicycle facilities despite a high concentration of people walking, biking, and riding transit. As a result of these conditions, the street is extremely dangerous, especially for people walking and biking. Between

2010 and 2015, there were 60 crashes along W. 72nd Avenue between Sheridan and Lowell Boulevards.

During the first workshop of the Complete Streets Consortium Series, participants visited W. 72nd Avenue and worked in cross-jurisdictional teams to brainstorm design solutions for this corridor. The safety concerns at the site were readily apparent: during the site visit, a speeding vehicle making a right on red nearly struck participants in the crosswalk.

After visiting the site, participants worked in groups to brainstorm solutions to transform W. 72nd Avenue into a Complete Street with supportive land use, safer street design, and improved first-mile/last-mile connectivity to the regional transit station. These solutions included features such as bringing forward building easements, relocating parking lots behind buildings, adding bus shelters, replacing the outside travel lanes with protected bicycle facilities or mixed-use trails, and introducing mid-block crossings with pedestrian refuges and HAWK signals. However, to make these changes a reality, Westminster will first need to revisit its zoning ordinance, conduct a Complete Streets study along the corridor, and adopt a citywide Complete Streets ordinance.

Aurora case study: 13th Avenue



Much like W. 72nd Avenue in Westminster, Aurora's 13th Avenue corridor is a high-use area for people walking, biking, and riding public transit. The corridor connects several neighborhoods to Aurora's new regional commuter rail station and runs through a predominantly residential area. However, despite the local neighborhood character of the street, the wide, unmarked lanes encourage people driving to speed, creating safety concerns for all people who use the street, especially people walking and biking.

After visiting this corridor in two groups – one on foot, the other on dockless shared bikes – participants worked together to identify the specific problems the corridor faces and to develop a

new vision for 13th Avenue. The teams discussed ways to make the traffic speed and volume more consistent with the character of the surrounding context, including introducing traffic calming measures such as bulb outs and raised crosswalks at intersections or striping in advisory bike lanes. The teams also discussed opportunities to test out these changes first through temporary demonstration projects, eventually leading to permanent improvements.

Arvada case study: Columbine neighborhood



Rather than working on a specific corridor, the case study in Arvada focused on an entire neighborhood. Due to historic zoning patterns, the Columbine neighborhood is entirely residential but is surrounded on all sides by commercial and industrial uses, including Arvada’s upcoming commuter rail station, schools, and an area of planned mixed-use development. However, major arterial roads divide the neighborhood from these resources, making it difficult and unsafe for people to reach these nearby amenities on foot or bicycle. The sidewalks within Columbine are also extremely narrow, and crosswalks are largely unmarked or absent within and around the neighborhood.

After dividing into three teams for a site visit and exploring connections (or lack thereof) between Columbine and the surrounding schools, public transit hubs, and sites of future development, each team worked to develop a community engagement plan. The teams began by setting measurable goals then planned outreach and engagement events to collect input from the community. These included strategies such as hosting pop-up events at the local farmer’s market, collecting online surveys, sending information home with schoolchildren, working with paid community champions, and conducting focus groups. These strategies will help Arvada work closely with the community to identify their highest priorities and design projects that better serve the needs and desires of Columbine’s residents.

Common challenges

These case studies, along with discussions and exercises throughout the Consortium Series, highlight several shared challenges for these three cities. As the Denver region grows and expands its commuter rail network, Westminster, Aurora, and Arvada must contend with a rapidly growing and aging population as well as increased demand for multimodal travel alternatives, especially first-mile/last-mile connections to new transit facilities. Through Complete Streets, these three cities hope to move away from planning their roads exclusively for cars and shift toward serving all people who use the street, including people walking, biking, and riding public transit. Among many others, key learning objectives for the three cities include:

- Working together across departments and jurisdictions to improve regional mobility
- Improving connectivity to new and improved systems including trails and commuter rail
- Developing and implementing Complete Streets ordinances
- Modifying existing standards and processes to advance Complete Streets
- Incorporating equity and public health into policies and plans
- Conducting better, continuous community engagement

The following section details recommendations to help Westminster, Aurora, and Arvada draft robust Complete Streets ordinances that address many of these challenges and lay the foundation for longer-term implementation steps moving forward.

Recommendations

Over the course of the Consortium Series, the teams from Westminster, Aurora, and Arvada began developing elements of custom Complete Streets policies through discussions, exercises, and case studies. These recommendations provide each city with guidance to develop robust Complete Streets ordinances based on nationwide best practices and the results of Consortium Series exercises.

Ordinances directly modify the language of city codes and therefore establish more robust, binding recommendations than resolutions and other types of Complete Streets policies. Because of this, SGA's primary recommendation is that Westminster, Aurora, and Arvada strive to adopt Complete Streets ordinances. However, each city may also use these recommendations to adopt resolutions or other types of Complete Streets policies instead at their discretion.

This report details who should be involved in drafting, reviewing, and adopting the ordinance as well as outlines recommended implementation steps that should be formally built into the ordinance and carried out moving forward. Unless otherwise specified, these recommendations apply to all three cities. However, wherever appropriate, this report also provides additional details and guidance pertinent to Westminster, Aurora, and Arvada individually.

Strategy 1: Designate a new or existing interim Complete Streets task force to review and carry out the recommendations in this report by October 31, 2018.

Using the two tactics below, each city should start by creating an interim task force to review these recommendations in detail and develop an action plan to implement them. This interim task force will oversee the drafting and adoption of a Complete Streets ordinance. Additionally, this task force will serve as the body responsible for overseeing the implementation of the Complete Streets ordinance until it or a separate committee established by the ordinance formally takes over this responsibility. The below tactics provide additional recommendations for who should be represented on this interim task force.

Tactic 1.1: Schedule recurring quarterly or monthly meetings with the Complete Streets Consortium Series participants from the city along with partners from relevant state and regional agencies.

The core composition of the interim task force should include participants from the Consortium Series. Each city should schedule follow up meetings between members of its ten-person team along with representatives from the regional participants, including the Denver Regional Council of Governments (DRCOG), the Tri-County Health Department, the Colorado Department of Transportation (CDOT), and the Regional Transportation District (RTD). This task force should begin by reviewing these recommendations and discussing additional organizations and stakeholders that should be included on the task force, as outlined in the next tactic.

Tactic 1.2: Collaborate with existing committees, elected bodies, community partners, and city departments that make decisions about Complete Streets and related programs.

In addition to individuals from the departments and organizations that participated in the Consortium Series, each city should invite other local stakeholders to join the interim Complete Streets task force. In particular, each city should consider inviting representatives

from its city council to join the interim Complete Streets task force. Each city should also include representatives from local community organizations, particularly community groups that represent the underserved or vulnerable populations described in Tactic 2.1.2.

Strategy 2: Draft a citywide Complete Streets ordinance that clearly articulates the goals and benefits for the city and lays the groundwork for specific implementation steps by March 31, 2019 and formally adopt it by September 30, 2019.

As a first step to implementing a citywide Complete Streets program, the interim task force should take the lead on drafting a Complete Streets ordinance that lays the framework for Complete Streets moving forward. The remainder of this report details specific recommendations for what each city should include in its ordinance. For additional guidance on developing strong Complete Streets policies that address equity and implementation, each city should also consult the National Complete Streets Coalition's *Elements of a Complete Streets Policy* available online at <https://smartgrowthamerica.org/resources/elements-complete-streets-policy/>.

Tactic 2.1: Refine and develop the exercises and assignments undertaken as part of the Consortium Series for inclusion in the Complete Streets ordinance.

As homework for the first workshop of the Consortium Series, each city began laying the framework for its Complete Streets ordinance by developing a vision statement and defining vulnerable populations in their communities. This tactic reiterates these vision statements and vulnerable populations and, where appropriate, refines or strengthens the language drafted by each city.

- **2.1.1: Articulating a clear vision for why the city needs a Complete Streets ordinance**

The strongest Complete Streets ordinances begin by establishing why a community needs Complete Streets, including how Complete Streets will support the values and goals of that community. Articulating a clear vision for a Complete Streets network that serves all people who use the street, regardless of mode of transportation helps to communicate the importance of Complete Streets and build support for policy adoption and implementation. The vision statement each city developed as homework for the Consortium Series should form the basis of this element, along with the following recommendations for improvement:

- **Westminster:** “The City of Westminster’s vision is to become a vibrant, inclusive, creative and well-connected city with system wide transportation choices that ensures that all users of all ages and abilities of our transportation system are able to travel safely and conveniently on all streets and roadways within the public right-of-way **regardless of whether they travel on foot, on bike, by car, or by public transportation.**

Westminster’s Complete Streets policy ensures that any newly constructed, ~~or completely~~ reconstructed, **or repaved** roadway must be designed and constructed to provide for the safety and convenience of all users of all ages, ~~and of~~ all abilities, **and all modes** and address the needs of all users both along roadway corridors and crossing the corridors.”

- **Aurora:** “The City of Aurora’s vision for a Complete Streets policy includes improving safety, enhancing public health opportunities, improving economic vitality, improving connectivity and mobility within the regional network, and ensuring that the system is resilient, environmentally sound and equitable for a diverse group of users **who travel on foot, on bike, on public transportation, and by car. Aurora’s Complete Streets policy will ensure that all roadway projects work to advance this vision and serve all people who use the street.**”
- **Arvada:** “The City of Arvada is dedicated to delivering superior services to enhance the lives of everyone in our community **regardless of the mode of transportation they choose or rely upon.** This Complete Streets Policy ~~is intended to~~ **will** facilitate that goal by requiring innovative and context-sensitive roadway designs and programs that serve all road users regardless of race, age, income, or ability. By **considering ensuring its streets serve** bicycle, walking, transit, vehicular, and other modes, the City will work to create a comprehensive transportation network that improves the health, safety, sustainability, and unique identity of our community.”

In addition to articulating the above vision statements, each city’s Complete Streets ordinance should also establish a clear intent to implement the Complete Streets ordinance by consistently using binding language such as “shall” and “will” rather than watered-down language such as “will consider” or “may”.

- **2.1.2: Identifying the vulnerable users in the city that the ordinance will prioritize**

The strongest Complete Streets ordinances take into account the people who are most vulnerable to being hurt or killed on the streets, as well as the people and places who have experienced systematic underinvestment in their neighborhoods. The vulnerable users each city identified as homework for the Consortium Series should form the basis of this element, along with the following recommendations for improvement:

- **Westminster:** In the City of Westminster, 25 percent of the population is Hispanic and just over 10 percent of the population is foreign born. Additionally, Federal Boulevard acts as a clear dividing line, separating neighborhoods by race and socioeconomic status.

In addition to addressing the needs of these population groups and underinvested neighborhoods, Westminster also identified the following vulnerable users that should be explicitly prioritized in its Complete Streets ordinance: pedestrians, bicyclists, older adults, people living with disabilities, school bus riders, transit users, and other racial and ethnic minorities.

- **Aurora:** In the City of Aurora, 15 percent of the population is Black, 29 percent of the population is Hispanic, and almost 20 percent of the population is foreign born. Additionally, both 25th Avenue and Colfax Avenue act as clear dividing lines, separating neighborhoods by race and socioeconomic status. Aurora’s Complete Streets ordinance should explicitly prioritize these population groups and underinvested neighborhoods. Aurora should specifically take into consideration the needs of people who have limited proficiency in English.
- **Arvada:** In the City of Arvada, 15 percent of the population is Hispanic and just over 5 percent of the population is foreign born. Additionally, while Arvada is predominantly white, there are individual neighborhoods where low-income communities and communities of color concentrate.

In addition to addressing the needs of these population groups and underinvested neighborhoods, Arvada also identified the following vulnerable users that should be explicitly prioritized in its Complete Streets ordinance: limited English language populations, low socioeconomic status groups, older adults, students, and people living with disabilities.

Tactic 2.2: Incorporate additional best practices for Complete Streets policies based on the guidelines provided in this report into the language for the city’s Complete Streets ordinance.

The strongest Complete Streets ordinances establish frameworks to embed Complete Streets implementation into routine transportation planning, design, maintenance, and operation. This tactic provides recommendations for all three cities based on established best practices for Complete Streets policies. For additional information, the cities can consult the *Elements of a Complete Streets Policy*.

- **2.2.1: Committing to implement Complete Streets as part of all transportation projects and phases**

Each ordinance should explicitly require that all new construction, reconstruction, and retrofit projects must comply with the Complete Streets ordinance. In addition, the ordinance should require that maintenance projects including resurfacing, repaving, and restriping projects also comply with the ordinance. Finally, the ordinance should require safe accommodations for people walking and biking during construction projects that close or obstruct the right of way or sidewalk.

- **2.2.2: Establishing a clear, accountable exceptions process to the Complete Streets ordinance**

Each city should establish a process for how projects can be formally exempted from the Complete Streets ordinance. This includes stating who is responsible for approving exceptions and requiring some form of public notice prior to granting exceptions, such as holding a public meeting or sharing information online for comment. These exceptions may include any of the following approved exceptions based on Federal Highway Administration, but including additional exceptions not listed here may weaken the ordinance by creating loopholes.

- *“Accommodation is not necessary on corridors where specific users are prohibited, such as interstate freeways or pedestrian malls. Exclusion of certain users on particular corridors should not exempt projects from accommodating other permitted users*
- *Cost of accommodation is excessively disproportionate to the need or probable use. The Coalition does not recommend attaching a percentage to define “excessive,” as the context for many projects will require different portions of the overall project budget to be spent on the modes and users expected. Additionally, in many instances the costs may be difficult to quantify. A percentage cap may be appropriate in unusual circumstances, such as where natural features (e.g. steep hillsides, shorelines) make it very costly or impossible to accommodate all modes. The Coalition does not believe a cap lower than 20 percent is appropriate, and any cap should always be used in an advisory rather than absolute sense*
- *A documented absence of current and future need.*
- *Emergency repairs such as a water main leak that requires immediate, rapid response; however, temporary accommodations for all modes should still be made. Depending on severity of the repairs, opportunities to improve multimodal access should still be considered where possible.*
- *Transit accommodations are not required where there is no existing or planned transit service.*
- *Routine maintenance of the transportation network that does not change the roadway geometry or operations, such as mowing, sweeping, and spot repair.*
- *Where a reasonable and equivalent project along the same corridor is already programmed to provide facilities exempted from the project at hand.”*

- **2.2.3: Formalizing interagency coordination on Complete Streets and requiring private developers to comply with the ordinance**

Each city should explicitly state that all projects carried out by private developers shall comply with the Complete Streets ordinance. In addition, each ordinance should formalize the interdepartmental and interagency collaboration established by the Consortium Series by calling for coordination between specific departments and organizations to implement Complete Streets. These could include:

- Departments of planning, public works, engineering, parks and recreation, etc.
- Adjacent jurisdictions
- Tri-County Health Department
- DRCOG
- CDOT
- RTD

- **2.2.4: Considering the surrounding community context and land use as part of Complete Streets planning and implementation**

The Consortium Series included instruction and exercises about the connections between land use and Complete Streets. The Complete Streets ordinance each city adopts should reflect this interaction by stating that any new or revised land use policies, plans, or zoning ordinances moving forward shall specify how they support the city's vision for Complete Streets. Specific updates to each city's existing plans and zoning codes are discussed in greater detail in Tactic 2.3.5.

Tactic 2.3: Refine the specific next steps needed to embed Complete Streets implementation into routine transportation planning and operation identified as part of Consortium Series exercises. Incorporate these implementation steps into the city's Complete Streets ordinance along with deadlines and assigned responsibility for each step.

The strongest Complete Streets ordinances lay the groundwork for implementation steps moving forward. This includes identifying policies, practices, design guidance, and community engagement strategies that must be updated or revised to advance a Complete Streets approach. In addition, this entails empowering a multidisciplinary committee to oversee the ordinance and assigning deadlines and specific responsibility for each implementation step to a department, committee, or task force. This tactic includes specific recommendations for each city based on discussions and exercises completed over the course of the Consortium Series.

- **2.3.1: Formally establishing the Complete Streets task force and empowering it to oversee implementation of the ordinance**

Each ordinance should specifically empower a new or existing task force with the authority to oversee implementation of the ordinance, including ensuring projects and decision-makers are adhering to the ordinance and that next steps implementation steps are proceeding in a timely manner. As part of this, the ordinance should specifically list who needs to be represented on the task force. The task force designated in the ordinance should be similar or the same to the interim task force outlined in Strategy 1.

- **2.3.2: Directing the use of the latest and best design criteria and guidelines or revising citywide design guidance to support Complete Streets**

Each city should ensure that the design criteria and guidelines that planners and engineers rely on for their day-to-day work comply with the Complete Streets ordinance. This could include creating or revising internal design guidelines as well as formally adopting the latest and best existing design criteria.

- **Westminster:** The Westminster Complete Streets task force should convene a cross-departmental working group to develop an internal Complete Streets design manual. The design manual should include cross sections for various types of streets based on the range of surrounding land use contexts throughout Westminster. As part of developing these design guidelines, the working group and/or Complete Streets task force should also conduct public engagement to determine the type of walking, biking, and public transit infrastructure the community wants to see on their streets then work to incorporate these infrastructure into the design guidance.
 - **Aurora:** The Aurora Complete Streets task force in collaboration with staff members from Public Works, Planning, Parks, Recreation and Open Space, Life Safety, and Water should work to develop context-sensitive design guidelines. This should include specific recommendations or cross sections for how to safely accommodate all people who use the street in the various land use and transportation contexts throughout Aurora.
 - **Arvada:** The Arvada Complete Streets task force in collaboration with Traffic Engineering and other departments should work to update internal street standards and land development policies to support Complete Streets. These updated standards should include multimodal transportation options as well as green streets infrastructure to mitigate stormwater. The standards should be completed by December 2019 and utilized moving forward in the city's ongoing planning efforts and development review processes.
- **2.3.3: Establishing specific performance measures that reflect the city's and community's goals**

Each city's Complete Streets ordinance should list specific performance measures that the city will collect to evaluate its Complete Streets program. The ordinance should specify who will be responsible for collecting each performance measure, how often these measures will be collected, and how and when the results will be shared with the public. The performance measures should reflect the goals and values specified in the ordinance. The measures should also be broken out wherever appropriate to measure the impact of the Complete Streets ordinance on the vulnerable populations called out in the ordinance. Through various assignments and exercises, each city began developing a list of performance measures. Each city should include the following performance measures in its ordinance at a minimum, with the potential to list more if desired:

- **Westminster:**
 - Percent of Bike Master Plan projects completed overall and in high-vulnerable user neighborhoods
 - Percent of Mobility Action Plan projects completed overall and in high-vulnerable user neighborhoods
 - Miles of sidewalk gaps eliminated overall and in high-vulnerable user neighborhoods
 - Percent of ADA compliant bus stops
 - Crash rate and severity by mode, age, race, and/or ethnicity

- **Aurora:**
 - Crash rate and severity by mode, race, ethnicity, and/or immigration status
 - Mode share by age, race, ethnicity, and/or immigration status
 - Percent of persons living or working within ½ mile (walking) and 3 miles (biking) of a protected bike lane overall and in high-vulnerable user neighborhoods
 - Miles of new and improved sidewalks overall and in high-vulnerable user neighborhoods

- **Arvada:**
 - Crash rate and severity by mode, age, income, and/or immigration status
 - Mode share by age, income, and/or immigration status
 - Qualitative feedback about satisfaction and comfort with bicycle, pedestrian, and transit facilities
 - Investment in Complete Streets projects overall and in high-vulnerable user neighborhoods
 - Percent of Bike Master Plan projects completed overall and in high-vulnerable user neighborhoods
 - Percent of Missing Sidewalk projects completed overall and in high-vulnerable user neighborhoods

In addition to the above performance measures, Arvada is working to develop a Mobility Index that incorporates miles of bike lanes, transit access, vehicular traffic delay, and crash rates, among other measures. This Mobility Index should also be listed as a performance measure to evaluate the Complete Streets program.

For additional performance measures, cities can consult *Evaluating Complete Streets Projects: A guide for practitioners* available online from <https://smartgrowthamerica.org/resources/evaluating-complete-streets-projects-a-guide-for-practitioners-2/>.

- **2.3.4: Revising or establishing project selection criteria to ensure funding decisions for transportation projects reflect the city’s commitment to Complete Streets**

Each ordinance should require the city to develop specific project selection criteria that at a minimum achieve the following:

- Require any projects receiving city funding or approval to comply with the Complete Streets ordinance
- Award higher priority or additional points to projects that specifically serve the vulnerable users identified in the ordinance
- Award higher priority or additional points to projects that provide missing first-mile/last-mile connections
- Award higher priority or additional points to projects that make safety improvements at high-crash corridors or intersections
- Awarded higher priority or additional points to projects that advance the values and objectives specified in the Complete Streets ordinance

These criteria could be captured either quantitatively through a formal project evaluation and grading process or qualitatively through narrative responses from project sponsors. The Complete Streets ordinance should also clarify who is responsible for making decisions about which projects to fund or approve and how often they will evaluate proposed projects.

- **2.3.5: Restructuring or revising related procedures, plans, regulations, or other processes to advance Complete Streets**

The strongest Complete Streets ordinances call for existing procedures, plans, regulations, and decision-making processes to be reviewed and revised as needed in order to ensure they support a Complete Streets approach. The cities should list at a minimum the following documents in their ordinances and assign a task force or department to review and revise them by specific deadlines:

- **Westminster:** Westminster should review and revise its transportation and mobility plan, sustainability plan, and project delivery standards and specifications to ensure they support a Complete Streets approach.
- **Aurora:** Aurora should revisit and update its comprehensive plan Aurora Places and its neighborhood and citywide zoning codes. In addition, as part of this broader review and revision process, Aurora should work to embed its newly approved traffic calming toolbox into these transportation processes.
- **Arvada:** Arvada should incorporate Complete Streets into the documents currently undergoing revision, including its land development code, traffic and engineering codes, and comprehensive plan.

- **2.3.6: Offering workshops and other training opportunities related to Complete Streets implementation and community engagement**

Each ordinance should call for additional trainings on Complete Streets best practices and community engagement strategies for transportation professionals, private developers, elected officials, community leaders, and others as desired. These trainings could be conducted in partnership with the regional and state agencies that participated in the Consortium Series. They could also include peer-led sessions by the Consortium Series participants for their colleagues in various government departments.

- **2.3.7: Creating a community engagement plan that considers equity by addressing current barriers to participation for underserved populations**

Each ordinance should charge a specific task force or department with developing a community engagement plan that specifically prioritizes the vulnerable user groups identified in the ordinance. The plan should list creative, effective strategies for targeted outreach, methods to overcome barriers to previous engagement efforts, and tools to make public engagement sessions interactive and engaging in a way that is culturally relevant to the target community. Examples of community engagement strategies discussed over the course of the Consortium Series include:

- Hosting pop-up meetings at local farmers' markets, parks, and other community events
- Leading fun, simple exercises
- Making a decision at every meeting or engagement
- Coordinating with community ambassadors and champions
- Collecting demographic data on who's being engaged and who's being missed
- Conducting intercept surveys at parks, bus stops, and other locations
- Translating outreach into multiple languages
- Sending information home to parents through schools
- Developing working relationships with local media sources

The ordinance should also direct the responsible party to collaborate with representatives from the vulnerable user groups identified to develop the community engagement plan. This could include collecting feedback, conducting focus groups, or other outreach methods.

Tactic 2.4: Present the Complete Streets ordinance to partner agencies, community groups, and elected officials for feedback and to build support for adoption.

Once the interim Complete Streets task force has completed a first draft of the ordinance, it should present the ordinance to relevant partner agencies, community groups, city council committees, and other elected bodies to generate support for Complete Streets. The interim task force should then work closely with relevant departmental leadership and elected officials to revise the ordinance if needed and introduce it for formal adoption.

In the time between completing the draft ordinance and formally adopting it through city council, city departments should also consider adopting the draft or a modified version of it as an internal policy to immediately begin putting it into practice.

Appendix

Participant list

First name	Last name	Title	Organization
Anita	Seitz	City Councillor	City of Westminster
Anna	Bunce	Traffic Manager	City of Aurora
Annemarie	Heinrich	Land Use & Built Environment Specialist	Tri-County Health Department
Barb	Cinkosky	Streets Project Specialist	City of Westminster
Beth	Doliboia	Planner	Denver Regional Council of Governments
Bill	Gilchrist	Principal Engineer	City of Aurora
Bob	Manwaring	Director, Public Works	City of Arvada
Brenden	Paradies	Planner I	City of Aurora
Carol	Ibanez	Senior Planner	City of Arvada
Chad	Giron	Senior Planner	City of Aurora
Charise	Canales	Neighborhood Engagement Coordinator	City of Arvada
Charlie	Stanfield	Transportation Planner	Regional Transportation District
Chip	Gurkin	Environmental Protection Specialist	Environmental Protection Agency
Chris	Ricciardiello	Principal Landscape Architect	City of Aurora
Christiana	Lacombe	Traffic Operations Engineer in Training	Colorado DOT Region 1
Daniel	Ryley	Deputy Director, Economic Development Association	City of Arvada
David	DeMott	City Councillor	City of Westminster
Debra	Baskett	Senior Transportation & Mobility Planner	City of Westminster
Derik	Minard	Deputy Chief, Fire & EMS	City of Westminster
Dot	Miller	City Councilmember	City of Arvada
Emily	Lindsey	Transportation Planner	Denver Regional Council of Governments
Emma	Pinter	City Councillor	City of Westminster
Gabriella	Arismendi	Transportation & Mobility Planner	City of Westminster
George	Adams	Director, Planning	City of Aurora
Heath	Klein	Traffic Engineer	City of Westminster
Herb	Atchison	Mayor	City of Westminster
Huiliang	Liu	Principal Transportation Planner	City of Aurora
Janet	Fulton	Branch Chief	Centers for Disease Control and Prevention
Jessica	Strege	Traffic Engineer / Bike & Ped Coordinator	City of Arvada
John	Vann	Senior Landscape Architect	City of Westminster
John	Hersey	Senior Associate for Transit Oriented Development	Regional Transportation District
John	Firouzi	Transportation Planning Engineer	City of Arvada
Jon	Villines	Engineer	City of Aurora
Josh	Vaughn	Associate Planner	City of Westminster
Katie	Schwartz	Associate Planner	City of Westminster
Kelly	Sheehan	Sergeant, Police Department	City of Arvada
Ken	Rose	Senior Policy Advisor	Centers for Disease Control and Prevention
Kimberly	Pardue-Welch	Environmental Protection Specialist	Environmental Protection Agency

Lance	Henkel	Senior Landscape Architect	City of Arvada
Mac	Callison	Transportation Planning Supervisor	City of Aurora
Mallory	Roybal Bettag	Land Use & Built Environment Specialist	Tri-County Health Department
Maria	Hajiaghaee	Roadway Design Project Manager	Colorado DOT Region 1
Maureen	Phair	Executive Director, Urban Renewal Authority	City of Arvada
Michelle	Teller	Planner I	City of Aurora
Mike	Dean	Building Compliance Supervisor	City of Aurora
Nathan	Enck	Civil Engineer	City of Arvada
Nicole	Ankeney	Landscape Architect	City of Westminster
Paul	Jesaitis	Region 1 Director	Colorado DOT Region 1
Paul	Schmiechen	Chief Sustainability Officer	City of Westminster
Phil	Neal	Traffic Field Operations Supervisor	City of Arvada
Riley	Pennington	Civil Engineer I	City of Arvada
Sarah	Washburn	Senior Landscape Architect	City of Arvada
Scott	Bauman	Manager of Parking & Mobility Services	City of Aurora
Sean	McCarthy	City Urban Designer	City of Westminster
Sheila	Lynch	Land Use, Built Environment, and Health Program Manager	Tri-County Health Department
Stacey	Eriksen	Urban Watershed Revitalization Coordinator	Environmental Protection Agency
Stephanie	Ashmann	Senior Planner	City of Westminster
Stephanie	Troller	Economic Development Coordinator	City of Westminster
Steve	Gardner	Principal Engineer	City of Aurora
Tom	Worker-Braddock	Senior Transportation Planner	City of Aurora
Victor	Rachael	City Engineer	City of Aurora
Wendy	Williams	Civil Engineer Project Manager I	Colorado DOT Region 1