



MEMO

To: Metropolitan Planning Commission

From: Greg Claxton, Planning Manager, Advanced Planning & Research, Metro Nashville Planning

Date: September 10, 2024

Subject: Proposed metrics for evaluating Green and Complete Streets Policy progress

This memo outlines the Planning Department's answer to Mayor Freddie O'Connell's request, issued in Executive Order 045 in January, to recommend metric for measuring the performance of Nashville's Green and Complete Streets policy. This is in advance of a Planning Commission action at a future meeting in which a final set of proposed metrics will be considered, approved, and adopted.

Mayor Freddie O'Connell's Executive Order Number 045 (attached to this memo and effective January 17, 2024) lays out an updated vision, intent, commitment, and implementation plan for Nashville's Green and Complete Streets Policy. This new executive order builds on Mayor Karl Dean's 2010 executive order (No. 40) which called for a Complete Streets Policy and informed the adoption of our Major and Collector Street Plan (MCSP) and Mayor Megan Barry's 2016 executive order (No. 031) which further specified a Green and Complete Streets Policy for Metro Nashville. Incorporating national best practices that have emerged and evolved since 2016 alongside local lessons learned and new plans including 2021's Vision Zero Action Plan and 2022's WalknBike Plan update, the updated Green and Complete Streets Policy defines a new approach to all transportation projects across Metropolitan Nashville built around the executive order's following six Guiding Principles:

1. Safety
2. Accessibility
3. Equity, Diversity, and Inclusivity
4. Land Use
5. Environment and Health
6. Economic Vitality

Section VIII of Executive Order Number 045 calls for performance measures related to Green and Complete Streets (GCS) to be selected, gathered, and reported annually by the Metro Planning Commission. From Executive Order Number 045:

The Metropolitan Government shall measure the success of this Green and Complete Streets policy using performance measures selected by the Planning Commission, and as derived from NashvilleNext Guiding Principles including measures around equity. This includes identification of barriers to equitable implementation of Green and Complete Streets in priority areas with history of disinvestment or underinvestment, areas with poor health outcomes, and/or an area with diminished access to transportation options, and corresponding solutions.

The performance measures and corresponding data shall be annually reported to the public at large via a widely accessible format, such as Nashville.gov and Metro's Open Data Portal.

To answer this request, Planning reviewed potential measures for satisfaction of the following criteria:

- a) **Assess all stages of the Green and Complete Streets policy from process to implementation to impact.** The Green and Complete Streets policy is mandated by the mayor's executive order, to be funded through budgets passed by council, to then be implemented by Metro departments, and finally experienced by Nashvillians through improved mobility and better access to everything the city offers. Each successive step is necessary, but not sufficient, for the step that follows.

The department proposes metrics organized by Process, Implementation, and Impact¹ to evaluate every step of the path from the mayor’s executive order to Nashvillians’ lived experience. By evaluating the full causal chain, these metrics will not only measure progress but also help identify possible explanations when progress diverges from expectations.

- b) **Align with the Guiding Principles.** Each metric should align with one or more of the Guiding Principles, and each Guiding Principle should be comprehensively measured by the proposed metrics. Given the order’s statement that “all transportation improvements [are] opportunities to foster a vibrant, healthy, equitable, interconnected, accessible, environmentally sustainable, and more livable region where everyone can move about safely, comfortably, and with dignity,” most of the proposed metrics reflect countywide progress rather than being attached to only a subset of specific projects.

The proposed metrics are organized by Guiding Principle, except “Equity, Diversity, and Inclusivity” which is a cross-cutting principle embedded within each of the other five.² The superscript ^E indicates metrics that will be reported overall, by demographic subgroup (for individually-linked data), and by a location-based equity metric such as GNRC’s Degree of Vulnerability or CDC’s Social Vulnerability Index. Some metrics, such as Air Quality Index, can only be reported at a countywide level and cannot be linked to equity measures.

- c) **Can reflect and direct core operations of respective Metro departments.** Selected impact metrics should be responsive to any efforts or decision-making that advances the Guiding Principles. Similarly, the metrics should offer value to project and policy decisionmakers within Metro.
- d) **Align with specific goals and actions specified in existing Metro plans.** The Green and Complete Streets policy creates a new nexus between several existing Metro plans.³ To help support criterion (c) above, Planning prioritizes metrics already named within these existing plans in order to identify measures that should capture other departments’ existing efforts, use concepts and language already familiar to other department staff, and draw from existing data sources.
- e) **Readily interpretable and appreciated by average Nashvillians.** Members of the public are not only parallel and equal to Metro departments as an audience for the Green and Complete Streets progress metrics, but necessary for the metrics to serve as a mechanism of accountability. With this in mind, the department focuses on metrics that are easy to understand and interpret without a technical background in any of the related areas.
- f) **Measures, not milestones.** For this process, the department is focused on quantifiable and continuous metrics that will help track the progress of Nashville’s Green and Complete Streets policy over time rather than check boxes or one-time milestones. Annual progress reports may include narrative sections highlighting achievements, new initiatives, or other developments related to Green and Complete Streets in a given year, but the metrics proposed herein are those we believe will be of perpetual interest in monitoring progress under the policy.

The following metrics represent consideration of the above criteria as well as conversations with representatives from the Nashville Department of Transportation (NDOT), Metro Water Services (MWS), and an internal working group at the Metro Planning Commission (MPC).

1. Safety

Process: Budget allocation for Vision Zero projects (total dollars and percentage of transportation spending)

Implementation: Street crossings improved^E; traffic calming projects completed^E; pedestrian-scale lights added^E; Play Street/Open Street/Tactical Urbanism permits issued^E

Impact: Roadway injuries and fatalities^E; traffic speed reduction from traffic calming projects^E

¹ These categories align with Smart Growth America’s [Guide to Measuring Complete Streets Progress](#) (May, 2024).

² Viewing equity as a cross-cutting principle rather than a parallel category is a recommendation in Smart Growth America’s [Guide to Measuring Complete Streets Progress](#) (May, 2024).

³ Plans referenced in the development of this proposal include Access Nashville, WalknBike, the Vision Zero Action Plan, the ADA Transition Plan, and the Climate Change Mitigation Action Plan.

2. Accessibility

Process: Budget allocation for sidewalks, bikeways, and transit (total dollars and percentage of transportation spending)

Implementation: Miles of sidewalks and bikeways (by level of protection) added^E; percentage of priority bikeway and sidewalk networks completed^E; number and percentage of ADA sidewalk deficiencies and signal issues corrected^E; transit stop and center improvements^E; transit service (route miles, frequency, span, etc.); new nodes created^E between sidewalks, bikeways, and transit

Impact: Transit ridership^E, bike and pedestrian counts^E, commute mode shift^E, student mode shift^E, per-capita vehicle miles traveled (VMT)

3. Land Use

Process: Capital project funding by NashvilleNext concept plan centers (Tier 1, Tier 2, and Tier 3)

Implementation: Percentage of new housing and government services placed on multimodal networks

Impact: Percentage of population with walking, biking, and transit access to government facilities^E, public amenities^E, schools^E, and healthy food retail^E

4. Environment and Health

Process: Funding for tree canopy, tree bank, and stormwater projects

Implementation: Street trees planted^E, stormwater projects completed^E

Impact: Air pollution (AQI and CO₂); per-capita vehicle miles traveled (VMT); street tree canopy; street tree carbon storage and sequestration; street tree rainfall interception and pollutant removal; urban heat effects^E

5. Economic Vitality

Process: Capital project funding by NashvilleNext concept plan centers (Tier 1, Tier 2, and Tier 3)

Implementation: Multimodal network expansion by NashvilleNext concept plan area

Impact: Percentage of population with walkable, bikeable, and transit connections to NashvilleNext concept plan centers^E; average number of jobs walkable, bikeable, and transit-accessible^E; private vehicles per household^E

The Metropolitan Government of Nashville and Davidson County

Freddie O'Connell, Mayor

Executive Order 45

Subject: Green and Complete Streets Policy

WHEREAS, former Mayor Megan Barry's Amended Executive Order No. 31 issued in 2016 ("Former Order No. 31"), committed the Metropolitan Government to encouraging a safe, reliable, efficient, integrated and connected system of Green and Complete Streets that promotes access, mobility and health for all people, regardless of their age, physical ability, or mode of transportation; and

WHEREAS, Former Order No. 31 made strides to fairly balance the accommodation of all users of the transportation system, including, but not limited to, people who walk, bike, take transit, drive, transport freight, operate emergency vehicles, or own adjacent land; Moreover, the Order addressed environmental quality by encouraging inclusion of green-street elements such as street trees, swales, native plants and grasses, that reduce storm-water runoff, optimize storm-water quality, and enhance natural environments; and

WHEREAS, residents of Metropolitan Nashville have benefitted from Former Order No. 31 and the policies and processes specified therein, namely over 100 miles of sidewalks and over 50 miles of bikeways constructed since 2017; and

WHEREAS, in 2022 the Metropolitan Government adopted Resolution RS2022-1724 approving the Vision Zero Action Plan and Vision Zero Five-Year implementation plan and pledged its support to implementing Vision Zero in Nashville and Davidson County to reduce the number of traffic-related deaths and serious injuries to zero; and

WHEREAS, since issuance of Former Order No. 31, best practices around Complete Streets policies, as offered by national leaders such as Smart Growth America and the National Complete Streets Coalition, have changed significantly, with added emphasis on community engagement, equity, implementation and transparency; and

WHEREAS, the Metropolitan Government has analyzed barriers to implementing Complete Streets in Nashville and incorporated best practices around Complete Streets policies and implementation into a Complete Streets Implementation Guide and associated resources which direct considerations for vulnerable road users and safety and comfort factors for all projects and programs that apply to the transportation network; and

WHEREAS, despite progress initiated by the Green and Complete Streets policy, the need remains great for a safer, more accessible, and better-connected transportation system for all residents of Nashville and Davidson County, with around 4,500 miles of sidewalks still missing and over 100 roadway fatalities in both 2022 and 2023.

NOW, THEREFORE, I, Freddie O'Connell, Mayor of the Metropolitan Government of Nashville and Davidson County, by virtue of the power and authority vested in me, do hereby find, direct, and order the following:

I. VISION, INTENT, AND GUIDING PRINCIPLES

Vision and Intent

The Metropolitan Government views all transportation improvements as opportunities to foster a vibrant, healthy, equitable, interconnected, accessible, environmentally sustainable, and more livable region where everyone can move about safely, comfortably, and with dignity. Nashville's Green and Complete Streets Policy shall guide the development of a safe, connected, and equitable transportation network that promotes greater mobility for people of all ages and abilities including, but not limited to, people walking, biking, using transit, driving, or using wheelchairs or other mobility devices.

This includes integrating and prioritizing multimodal street improvements such as bicycle boulevards, protected bicycle lanes, high-capacity transit corridors (such as bus rapid transit or streetcar/light rail lines), connected and accessible networks of sidewalks/walking paths, safe and convenient street crossings, and comfortable and inviting streetscapes. Prioritization shall be based on equity considerations such as the location of vulnerable populations, safety factors such as the High Injury Network and High Injury Intersections identified in Vision Zero, and multimodal transportation plans.

The Green and Complete Streets policy shall also enhance access to destinations such as schools, parks, healthy food retail establishments, public transit, and other key locations.

The Green and Complete Streets policy shall incorporate, where applicable, new street trees and green stormwater infrastructure to reduce urban heat islands, water pollution, and flooding, improving sustainability and resilience.

To the extent consistent with applicable law and procedures, the Metropolitan Government shall consistently fund, plan, design, construct, and operate an interconnected transportation network that safely accommodates all anticipated users and transportation modes. Specific attention shall be given to the safety and comfort needs of the most vulnerable individuals on our streets—people walking, biking, taking transit, and using wheelchairs or other mobility devices—while still balancing the needs of those driving private, commercial, freight, and emergency vehicles. To achieve consistency in applying complete streets practice in infrastructure planning and delivery, the Metropolitan Government shall apply the Complete Streets Implementation Guide in scoping, designing, and constructing roadway infrastructure.

This policy recognizes that all modes cannot receive the same type of accommodation on every street, but the overall goal is that everyone can safely and comfortably travel throughout the network. To accomplish this goal, the Metropolitan Government will rebalance transportation investments to make walking, biking, public transit, and shared mobility safe, attractive, and viable travel options in Nashville and Davidson County. The Nashville Department of Transportation and Multimodal Infrastructure (NDOT) will also revise the existing Major and Collector Street Plan to incorporate a layered network that will provide a clear modal hierarchy on every street, with clearer guidance to manage trade-offs and ensuring safe, complete, and connected networks for all modes.

In addition to their transportation function, streets are the largest form of public space in the region. Therefore, in implementing this Policy, the Metropolitan Government intends to enhance the potential of our streets to become healthy, vibrant, and inviting "places to be" with car-free streets, pedestrian-scale lighting, shade trees and landscaping, public art, walkable destinations, street furniture (such as benches, bus shelters, planters, drinking fountains, trash cans, etc.), and other amenities.

Guiding Principles

This Policy is built upon the following six guiding principles and provides a framework for integrating a Green and Complete Streets approach into the plans, policies, decision-making processes, funding priorities, and other everyday practices of NDOT as well as other relevant departments.

1. **SAFETY:** Complete Streets provide a safe travel experience to all and designing Complete Streets is a safety strategy to eliminate preventable traffic fatalities.
2. **ACCESSIBILITY:** Complete Streets serve people of all ages and abilities.
3. **EQUITY, DIVERSITY, AND INCLUSIVITY:** Complete Streets elements are implemented equitably and inclusively throughout the region.
4. **LAND USE:** To the extent permitted by law (where construction of public right of way elements are required of developers), Complete Streets will incorporate context sensitive, flexible design approaches and consider the surrounding community's current and expected land use and transportation needs in an interconnected manner.
5. **ENVIRONMENT AND HEALTH:** Complete Streets support the health and wellbeing of Nashville's residents and environment by enhancing sustainable transportation options, providing opportunities for physical activity through active transportation (such as walking and biking), improving air quality through reduced vehicle emissions, mitigating urban heat island effect, utilizing stormwater runoff and decreasing stormwater pollutants, and maximizing shade trees and vegetation.
6. **ECONOMIC VITALITY:** Complete Streets help spur economic development by supporting business and job creation and fostering a more resilient workforce that has greater access to employment opportunities through improved travel options.

II. COMMITMENT IN ALL PROJECTS AND PHASES

All transportation projects are potential opportunities to make the transportation network safer, as well as more accessible, convenient, affordable, and reliable. Therefore, this Complete Streets Policy, through the Complete Streets Implementation Guide, shall inform decision making throughout all phases of all transportation projects. This includes new construction and reconstruction/retrofit projects as well as maintenance projects and ongoing operations like resurfacing, repaving, restriping, rehabilitation, and signal upgrades, when applicable.

Construction and repair work can create a burden especially for people walking, biking, or using wheelchairs or other mobility devices. Therefore, the Metropolitan Government shall require that all public departments and private contractors provide accommodations for people using all modes of transportation to continue to use the street safely and efficiently during any construction or repair work that infringes on the right-of-way, sidewalk, bicycle lanes, transit stops, or accessibility infrastructure such as curb ramps.

III. EQUITY

The Metropolitan Government is committed to advancing transportation equity through the Green and Complete Streets approach by investing in the most underserved communities, involving the people who

have historically been excluded from the transportation planning process, and prioritizing projects and roadway designs that serve the most vulnerable users of the transportation network.

There are populations and communities within the region that face higher transportation burdens and experience greater barriers to accessing resources and opportunities, as well as disenfranchised populations and communities that have traditionally been underrepresented in regional planning and decision-making processes. These populations include low-income individuals, people of color, older adults, children, youth, people with disabilities, and people living in households without access to a private automobile.

Each of these groups are either at higher risk of injury or death while walking or biking and/or more likely to walk, bike or use public transit than the population as a whole and, therefore, needs to be considered specifically when improving the transportation environment. To begin to address these inequities, and consistent with applicable law, the Metropolitan Government shall incorporate equity criteria into the project prioritizing process (as outlined in Section IX) and undertake inclusive community engagement plan (as outlined in Section X) to reach our most vulnerable users and underrepresented populations.

IV. CLEAR, ACCOUNTABLE EXCEPTIONS

Exceptions may be appropriate when:

1. An affected roadway prohibits use by specified users (such as a limited-access highway or a pedestrian mall), in which case a greater effort shall be made to accommodate those specified users elsewhere;
2. The activities are ordinary maintenance activities designed to keep assets in serviceable condition (e.g. mowing, cleaning, sweeping, spot repair, or other interim measures);
3. Severe topographic, historical, natural resource, or right-of-way constraints preclude construction of complete street facilities without incurring extreme cost.

Any exception to the Green and Complete Streets Policy, including for eligible private projects, must receive an interdepartmental staff review and approval among the Mayor's Director of Transit and Mobility, the Director of NDOT, the Metropolitan Transit Authority, the Director of Planning, the Director of Metro Water Services, and other Metropolitan Government departments as applicable.

Documentation for proposed exceptions, including supporting information that indicates a basis for the decision, must be made available to the public prior to final approval of an exception, and the public must be afforded the opportunity to offer comment.

The process for pursuing an exception is outlined in the Complete Streets Implementation Guide and associated resources.

V. JURISDICTION

Implementing the Green and Complete Streets Policy is the work of various Metro departments, as well as private partners who manage or fund projects that impact the right-of-way (to the extent permitted by law), the transportation network, and/or the public realm. Therefore, collaborations among multiple departments and other entities are necessary to identify opportunities to incorporate Green and Complete

Streets elements and to implement them. To that end, NDOT, the Planning Department, the Metropolitan Transit Authority, Metro Water Services, the Health Department, the Police Department, the Vision Zero Advisory Committee, the Mayor’s Bicycle & Pedestrian Advisory Committee, and other applicable departments, boards, commissions, and committees of the Metropolitan Government, shall collaborate among themselves and with Nashville Electric Service and other utility/communications providers on engineering, educational, enforcement, and evaluation activities that support the implementation of the Green and Complete Streets Policy, with the goal of achieving zero traffic-related deaths on Nashville streets.

The Metropolitan Government shall foster partnerships with the State of Tennessee, the Nashville Area MPO, neighboring communities and counties, utility providers, private parties, the Mayor’s Bicycle & Pedestrian Advisory Committee, businesses and school districts to develop facilities and agreements that further the Green and Complete Streets policy.

In addition, to the extent possible, the Metropolitan Government shall work closely with relevant entities to incorporate Green and Complete Streets elements into transportation projects that are located within the regional boundaries but are not under the direct control of the Metropolitan Government, such as state-owned roadways.

In some cases, projects that impact the right-of-way are managed and funded by private partners. Therefore, to ensure consistency in the new construction or reconstruction of public streets, the Metropolitan Government shall, to the extent permitted by law, ensure that private development will comply with this Policy through design and development standards and the Guidelines for Multimodal Transportation Analysis for Site Development authorized by Chapter 17.20.140 of the Metropolitan Nashville Code of Ordinances.

VI. DESIGN SECTION

The Metropolitan Government strives to use the best and latest design standards and guidelines to maximize design flexibility and innovation, and to ensure that design solutions are proactively applied to address the safety and comfort of everyone using regional streets.

Therefore, to the extent permitted by applicable law and procedures, the Metropolitan Government will adopt and develop new transportation design resources, including standard details and specifications based upon best practices in urban design or street design.

These may include, but are not limited to, the following:

- The Urban Street Design Guide, Transit Street Design Guide, and Urban Bikeway Design Guide, publications of the National Association of City Transportation Officials, hereinafter referred to as “the NACTO Guides”, that have been endorsed by the United States Department of Transportation, the Tennessee Department of Transportation, and NDOT, that provide design guidelines for green and complete street elements.
- Alternate roadway design publications recognized by the Federal Highway Administration under the Bipartisan Infrastructure Law (BIL) and FAST Act.

In addition, the Low Impact Development Stormwater Management Manual of the Metropolitan Government of Nashville and Davidson County, the NACTO Urban Street Stormwater Guide, and/or other applicable documents shall be consulted in regard to sustainable water-quality management solutions.

To the extent permitted by applicable law, the Metropolitan Government shall revise Access 2040 and the Major and Collector Street Plan and other all existing Public Way plans, guides, regulations, engineering specifications and details to ensure they align with a Complete Streets approach as outlined in the Complete Streets Implementation Guide

Nothing in this policy shall preclude the Metropolitan Government from complying with the Manual on Uniform Traffic Control Devices, the Public Right of Way Accessibility Guidelines, or other design guidelines or standards which may be appropriate based on context or required by law.

The Metropolitan Government shall publish online a summary review of these interdepartmental updates or amendments to all Public Way plans, guides, regulations, engineering specifications and details in regard to Green and Complete Streets.

VII. LAND USE AND CONTEXT SENSITIVITY

The Green and Complete Streets approach is not a one-size-fits-all solution and doesn't mean that every street will have exactly the same elements to accommodate all modes of transportation in the same manner. Implementing Green and Complete Streets design elements must be done in a context sensitive manner with respect to the surrounding community, the natural and built environments, demographics, current and future land uses, and transportation needs. In addition to improving safety and mobility, this approach to process and design aims to support a range of goals—such as enhancing scenic, historic, and environmental resources, ensuring access to business, and allowing for roadway designs to be flexible and sensitive to community needs and values—to better balance economic, social, and environmental objectives.

There is an inextricable connection between land use and transportation. Transportation facilities and investments influence development and neighborhood character. In turn, land use and development patterns affect travel behavior and help determine whether walking, biking, and public transportation are appealing and convenient transportation options. Therefore, complementary land use policies and zoning ordinances are needed for effective Complete Streets Policy implementation to occur, for example, to the extent permitted by law, by facilitating the creation of walkable neighborhood destinations as well as higher density, mixed-use, transit-oriented development in appropriate locations (such as along high capacity transit corridors).

To this end:

1. The Metropolitan Government shall continue to support coordination between its various departments to identify opportunities to integrate land use and transportation in plans, policies, and practices.
2. The Metropolitan Government shall review and, in coordination with our development community and applicable law, revise land use policies, plans, zoning ordinances, and/or other relevant documents and procedures to incorporate the vision of the Green and Complete Streets Policy. After

a comprehensive review of existing documents, a timeline shall be established for the revisions to be completed.

3. With the update of the Major & Collector Street Plan, the Metropolitan Government shall consider how transportation projects will serve current and future land uses and shall incorporate new street typologies that take into account the adjacent land uses, densities, and local context of the surrounding neighborhoods, as well as natural environments and hydrological characteristics for integration of green stormwater infrastructure.
4. In certain instances, significant public investment in transportation infrastructure can trigger an increase in land values and housing costs. In the planning phases of large-scale transportation projects, the Metropolitan Government shall ensure collaboration with NDOT to thoroughly consider measures to preserve housing affordability and increase new affordable housing options in order to help meet community needs and mitigate unintended consequences such as involuntary displacement tied to gentrification.

VIII. PERFORMANCE MEASUREMENT, REPORTING, AND ACCOUNTABILITY

The Metropolitan Government shall measure the success of this Green and Complete Streets policy using performance measures selected by the Planning Commission, and as derived from NashvilleNext Guiding Principles including measures around equity. This includes identification of barriers to equitable implementation of Green and Complete Streets in priority areas with history of disinvestment or underinvestment, areas with poor health outcomes, and/or an area with diminished access to transportation options, and corresponding solutions.

The performance measures and corresponding data shall be annually reported to the public at large via a widely accessible format, such as Nashville.gov and Metro's Open Data Portal.

IX. PROJECT SELECTION CRITERIA

Allocating funding to projects with Complete Streets design elements is key to building a safe and interconnected transportation network. To facilitate this, NDOT shall develop a project prioritization tool based on a point system to prioritize projects that improve safety and increase multimodal level of service for the most vulnerable communities. This tool builds upon and expands the project prioritization tools applied in the WalknBike 2022 Update and 2022 - 2024 Work Plan and the Vision Zero High Injury Network, High Injury Intersections. Any regional or projects already prioritized for funding in the Transportation Improvement Program (TIP) prior to developing the project prioritization tool shall automatically be included in the priority list and shall include as many Complete Streets elements as possible, consistent with applicable law and within the criteria set by the funding source.

The tool shall incorporate various ranking criteria including an analysis of demographic attributes for vulnerable communities, walking/ bicycling/transit demand, network connectivity, existing crashes/fatalities and the Vision Zero High Injury Network and High Injury Intersections, multimodal level of service improvements, and inclusion of Green and Complete Streets elements. The tool shall also incorporate criteria to ensure equitable implementation of this Policy, to help alleviate disparities by prioritizing geographic areas and communities that have had the least investment in Complete Streets infrastructure.

Additionally, the tool shall further prioritize projects with Complete Streets elements in neighborhoods where residents disproportionately rely on low-cost mobility options and shall, at a minimum, consistent with applicable law, include criteria to direct investment to neighborhoods with higher concentrations of low-income individuals, people of color, and households without access to a private automobile. The tool shall also include additional equity-focused criteria to prioritize projects that directly benefit other vulnerable users of the transportation system such as children, older adults, and people with disabilities.

Health impact assessments may also be utilized during the project decision-making processes as a way to evaluate the health effects of proposed projects and to promote health equity.

X. IMPLEMENTATION STEPS

The Metropolitan Government shall view Green and Complete Streets as integral to everyday decision-making practices and processes. To this end:

1. All departments, agencies, or committees will review and modify current standards, to the extent consistent with law, including but not limited to internal policies, land use policies, zoning codes and ordinances, to ensure they effectively implement Green and Complete Streets principles by December 31, 2024; and to the extent permitted by law, such groups shall incorporate Green and Complete Streets principles into all future planning documents, manuals, design standards, zoning ordinances, checklists, decision-trees, rules, regulations, programs, and other appropriate endeavors. To the extent permitted by law, new or revised plans, policies and standards should state how they support Green and Complete Streets.
2. Review and revise street design standards currently used in the planning, designing, and implementation phases of transportation projects, in a manner consistent with applicable law, to ensure that they reflect the best available design guidelines for effectively implementing Complete Streets facilities. Draft and publish updated transportation standard details and drawings, pulling from nationally recognized best practices by July 31, 2024.
3. The Metropolitan Government shall offer training opportunities at least once per fiscal year to boost staff capacity in Green and Complete Streets Policy implementation. Trainings can focus on Green and Complete Streets design and implementation, community engagement, equity, smart technology, or other relevant topics. The Metropolitan Government shall also encourage and facilitate professional development in the Green and Complete Streets approach by sending staff to national conferences or other trainings. The Vision Zero Advisory Committee and the Mayor's Bicycle & Pedestrian Advisory Committee members shall be included in these trainings, as appropriate. The general public may also be included in these trainings, whenever feasible.
4. Identify performance targets and select performance measures as outlined in Section VIII by July 31, 2024.
5. Develop a project prioritization tool as outlined in Section IX and develop and adopt other tools associated with the Complete Streets Implementation Guide, such as a Project Charter, Complete Streets Checklist, Project Development Manual, Plan Review Checklist, Design Exception Form, and other resources as necessary to help guide project implementation by July 31, 2024.
6. Identify ways to improve other Metro practices to better align with the vision and intent of the Complete Streets Policy and changing trends in the industry, including smart technologies, parking regulations, and guidelines for transportation impact studies that include multimodal metrics (such as multimodal level of service analysis and multimodal/urban trip generation methods). This step

shall build upon and expand the updates included in the Multimodal Transportation Analysis Guidelines.

7. Proactively implement automobile speed-management strategies—such as roadway right-sizing, striping narrower lanes, narrowing turn radii, and adding traffic-calming/green stormwater infrastructure features like speed tables, neighborhood traffic circles, curb extensions, diverters, and chicanes—during planned maintenance and operations as well as retrofitting projects.
8. Support materials, staffing, and other resources needed for new "tactical urbanism" installations, aligned with NDOT's Tactical Urbanism Guidelines, utilizing temporary materials—like paint, planters, and portable street furnishings—for a variety of Complete Streets enhancements (such as protected bike lanes, traffic calming and management features, plazas, parklets, and intersection safety improvements), to test out ideas, implement pilot projects, and gather community input more quickly.
9. Develop a plan for accommodating each mode of transportation at a network or system level as a part of an update to Access 2040 and the Major and Collector Street Plan. This Multimodal Mobility Master Plan(3MP) will integrate WalkNBike, nMotion, and new guidance for street trees, green stormwater infrastructure, freight traffic and curbside management. It will also include an updated classification system and new street typologies to provide a multi-modal emphasis and a context-sensitive approach in the way streets are classified and designed.
10. Create an Equitable Engagement Plan to ensure robust, meaningful, and inclusive community engagement, with a particular emphasis on engaging communities that have traditionally been underrepresented in planning and decision-making processes. The plan shall include specific strategies for overcoming barriers to engagement associated with race/ethnicity, income, age, disability, English language proficiency, vehicle access, and other factors linked to historic disenfranchisement.
11. To the extent consistent with applicable law and procedures, the Metropolitan Government shall identify sources of funding for street improvements and maintenance programs and recommend potential budgetary improvements to support and maintain Green and Complete Streets projects.

Ordered, Effective and Issued: January 17, 2024

Freddie O'Connell

Metropolitan County Mayor