

# COMPLETE STREETS IMPLEMENTATION GUIDE

JULY 1, 2021



AN ELEMENT OF THE KEYPORT COMPLETE STREETS DESIGN AND IMPLEMENTATION PLAN



This report has been prepared as part of the North Jersey Transportation Planning Authority (NJTPA) Planning for Emerging Centers Program with financing by the Federal Transit Administration and the Federal Highway Administration of the U.S. Department of Transportation. This document is disseminated under the sponsorship of the U.S. Department of Transportation in the interest of information exchange. The NJTPA is solely responsible for its contents.

Report prepared for the North Jersey Transportation Planning Authority and the Borough of Raritan by:

**FHI Studio**, in collaboration with  
**Street Plans**



Adam Tecza, AICP, PP  
Hannah Brockhaus  
Kristen Ahlfeld, PP, AICP

Mike Lydon  
Dana Wall

## **INTRODUCTION**

This Implementation Guide supports the Complete Streets Ordinance and Design Guide. It discusses the different components of implementation including:

- identifying a champion (or champions)
- project delivery pathways
- identifying and securing funding
- project prioritization; and
- reporting

This section starts with a broader discussion of the key challenges associated with complete streets implementation and explores the different approaches to help address those challenges. The goal of this first section is to build an understanding of the different pathways for complete streets implementation and lay the foundation for the technical discussion that follows.

### **Public and Stakeholder Involvement**

This work is the result of extensive public involvement which included a series of meetings with Keyport Stakeholders, 262 responses to an online survey, the feedback from 103 registrants during an online workshop, and multiple working group meetings with a Technical Advisory Committee (TAC) made up of residents, business owners, stakeholders, and elected officials. This work is summarized in Complete Streets Outreach Summary.

### **Best Practices**

This project began with the project team reviewed dozens of plans from the NJTPA region as well as case studies from around the country to identify lessons that Keyport can learn from other communities. The project team also met with staff from two regional leaders in complete streets implementation: Jersey City and Hoboken. Both cities adopted complete streets policies more than a decade ago and have substantial improvements to accommodate multiple modes.

In the report titled, *Review of Existing Policies, Guidelines, and Plans* the project team identified several lessons that Keyport can utilize to better implement this plan. Pages 2 - 3 outline those findings for the readers' convenience.

### **Engagement Process**

The following implementation recommendations were developed in concert with the Technical Advisory Committee (TAC), which included representatives from the following entities:

- Mayor
- Borough Administrator
- Borough Council
- Planning Board
- County Planning
- Borough Engineering
- Board of Education
- Downtown Business District
- Library
- Clean Communities
- Police, Fire, and EMS

The Project Team developed a framework for implementation based on findings from the plan review, the National complete streets Coalition's Elements of a Complete Street Policy, and the NJDOT's State Model Complete Streets for All Policy. The TAC then tailored this framework to Keyport to ensure that it was consistent with operations in New Jersey and in Keyport.

As such, these recommendations draw from the combined wisdom and experience of both national and local leaders. However, no plan is perfect. As implementation continues, the Borough should re-evaluate this process to ensure that it is working well and achieving the desired results.

# COMPLETE STREETS IMPLEMENTATION BEST PRACTICES

The following strategies summarize key takeaways from a thorough review of state and national complete streets advisory documents as well as interviews with representatives from Jersey City and Hoboken, two communities that have extensive experience implementing complete streets.

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

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

**Start where there is energy in the community:** Communities often decide they need complete streets for different reasons. Although all emphasize safety, others would like complete streets for promoting stormwater management, economic development, environmental stewardship, public health, aesthetic, or transportation equity reasons. Emphasizing the additional strengths of complete streets can build momentum for implementing projects.

**Utilize existing standards:** In the past, municipalities used to develop their own design guidelines for complete streets elements, such as sidewalk widths, street furniture, traffic calming features and bicycle facilities. However, there has been a surge of guides at the national and state level that more than meet that need. For example, the New Jersey DOT published the Complete Streets Design Guide (2017) and the National Association of City Transportation Officials (NACTO) published a number of guides including:

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

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

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

**Start as small as possible and with projects that will have very strong support:** Changes to the built environment do not always come easily. When

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

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

***Don't forget about Freight and Emergency Vehicle Operations:*** One of the obstacles that municipalities often confront during implementation is that they had not sufficiently engaged emergency responders and freight operator. These are important road users who are responsible for protecting people and ensuring they have the goods they need to live their lives. They also have very specific road needs that must be in the policy and design process.

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

***Integrate complete streets into the Master Plan and Capital Budget:*** Keyport has a circulation element that is supportive of complete streets policy. In fact,

the 2017 Master Plan was the impetus for this study. However, the plan may need updates based on the results of this work.

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

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

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

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

## Change the Process & How You Think about Streets

Of those lessons learned and identified in Task 1, this Implementation Guide deals most directly with “change the decision-making process.” However, it is important to note that the institutional changes should pair with continued efforts to re-conceive of streets as places for everyone. This design and implementation guide provides a roadmap for moving away from a car-centric view of streets. It will be the responsibility of every member of the community to approach each street project from a complete streets mindset. From project selection to design and through to maintenance and upkeep, all stakeholders must learn to ask how their decisions will impact all road users, not just automobiles. In the initial years, this will require all stakeholders to question old habits.

Communities that have successfully implemented complete streets, stakeholders have courageously engaged in the difficult conversations that arise when, invariably, tough choices had to be made about which road users to prioritize. By compassionately and thoughtfully working through these issues, Keyport will develop a shared complete streets mentality that will become the bedrock of its work for decades to come.

## Start Implementation Today

Implementation of the complete streets network includes numerous tasks that requires careful attention both before and after a project is constructed. Although winning a substantial federal grant seems like the simplest approach, funding may be competitive. At the same time, small wins can go a long way in the implementation process and help build support for more work.

It is strongly recommended that the Borough of Keyport fund one highly-supported project to implement within a year of adopting this plan. The Borough should work with the Complete Streets Advisory Committee to identify the project.

At the same time, the Borough should work with the Complete Streets Advisory Committee, to identify a medium-term project that can make a substantial

change in the community. The Borough should target projects that they have considerable control over, and which would not require approval from outside entities such as the County. The project should be one that the Borough can implement within three years of adoption of this plan.

## CHAMPIONS

The path to implementation is not always direct. Much of the work begins before streets are identified or planning gets underway. Communities that have successfully implemented complete streets have noted that champions are a critical part of the early implementation process. These champions are responsible for keeping the municipality focused on safety issues, developing an implementation timeline, assigning roles and responsibilities, and reevaluating existing processes that favor drivers over other road users.

### Complete Streets Advisory Body Composition and Roles

*The following summarizes guidance from the New Jersey DOT Complete & Green Streets For All: Model Complete Streets Policy & Guide (2019)*

A Complete Streets Advisory Body should reflect the community’s demographic profile. Membership considerations should include but not be limited to race, ethnicity, socioeconomic status, age, political beliefs, physical ability. Not every community will have every recommended group represented. However, including low and moderate income representation is important to ensure an equitable distribution of resources.

Ongoing feedback from the Advisory Board can include: Short, medium, and long-term goals for implementing the policy; periodic policy review, policy checklists review; monitoring implementation of projects and programs; pursuing grant opportunities; program reporting; and exceptions input.

Another part of implementation is keeping the community informed of redesign efforts. As municipalities begin to consider options for a redesigned street, residents and other stakeholders should have a seat at the table. Meaningful engagement can help foster a coalition of support and provide constructive input among regular road users.

The Keyport Complete Streets Ordinance, developed as part of this project, establishes a Complete Streets Advisory Committee to serve both roles: advocating for complete streets and ensuring widespread engagement in the process.

## **PROJECT DELIVERY PATHWAYS**

Once the project reaches the design phase, the Borough will have to utilize a variety of implementation approaches, identified below, to build a complete streets network. Keyport should utilize all of these, choosing the right tool based on the specific circumstances. Some of the temporary and piecemeal approaches identified below may be particularly helpful in instances in which the Borough would like to make quick improvements and/or where funding is limited.

## **All at once redesign**

In this approach, Keyport will undertake a comprehensive redesign of a corridor and implement a fully developed complete street with accommodations for a wide range of road users. These efforts often require more than a year of planning and design work. These projects ultimately cost millions of dollars, so they often require funding from a variety of sources. An example of one of these approaches is the \$17 million redesign of Washington Street in Hoboken.

This approach is best in areas where the Borough has imagined a substantial reconfiguration of the street. These types of projects often require studies to understand the impact to automotive, bicycle and pedestrian traffic as well as extensive public engagement to ensure that stakeholders have an opportunity to contribute their local knowledge of how the street works.

Potential projects that may require a more all at once redesign include the Broad Street & Main Street One-Way redesign project and the Third Street One-Way project. However, these projects may also benefit from some of the Temporary Project opportunities identified below.

**Figure 1. Reconstruction of Division Street in Somerville, NJ**



*The creation of a pedestrian only street in Somerville is an example of an all at once design intervention. Although Somerville used other techniques identified in this report to demonstrate the potential of the project, ultimately it was designed and implemented as a single project*

## Incremental updates with repaving

Roads are typically repaved every five to ten years. The same roadway alignment is often repainted. Many municipalities use repaving as an opportunity to redesign the street to accommodate non-automotive road users. This may include the provision of bike lanes, wider shoulders, bus lanes, or pedestrian safety features. Hudson County, for instance, allows for public input before repaving certain corridors. With each repaving, they include high visibility crosswalks and consider speed reduction and bicycle safety measures.

One of the advantages of this strategy is that it allows for relatively cheap interventions that can often have big impacts. The additional costs of implementing complete streets strategies are often negligible because re-stripping, or similar interventions, are already part of the project budget.

As part of this strategy, the Borough should strongly consider interim projects (see Temporary Projects below) that “block out” key areas for future, more intensive, investment. As an example, the Borough may put down paint and flexible delineators around a curb where there are plans for future curb extensions. Although the Borough may not have sufficient

resources to make that improvement during repaving, the paint and delineators clearly establish that space as preserved for pedestrians. This approach has the added benefit of allowing the Borough to test ideas and correct issues before making expensive interventions.

This approach, however, is not without its limitations and pitfalls. Repaving often does not include sidewalk projects, and therefore the Borough may miss opportunities to improve the pedestrian network. Also, there are often more streets that need repaving than the municipality has capacity to do in a given year. In these instances, it is not uncommon for municipalities to identify streets that need to be repaved based on driver needs.

As recommended below, changing the process by which projects are prioritized will help address both of these issues. From this perspective, some streets may get repaved ahead of schedule because investments in bicycle and pedestrian infrastructure are identified as a high priority in those areas. Likewise, the Borough may forgo repaving some streets so that they can invest those funds in other projects, such as sidewalk repairs.



**Figure 2. Jersey City Demonstration Project**

*This one-day intervention was designed to show how curb bump-outs could reduce crosswalk distances and make it safer and easier for pedestrians to cross the street.*



## Maintenance

Many residents noted throughout the project that improved maintenance of existing facilities, especially sidewalks, would result in more complete streets. Maintaining existing facilities and identifying improvements that can be made during routine maintenance can be an effective incremental approach.

## Temporary Projects

Many communities hope to see changes more rapidly than a full-scale redesign would allow. In response, municipalities across the country are developing temporary projects that allow them to make improvements faster. As a result of its widespread use, there has been a proliferation of approaches that are best categorized by their duration and purpose. The following provides a framework for understanding temporary projects. In addition, the Borough should use the **Quick Builds for Complete Streets** document created as part of this project. The Quick Build guide provides guidance on the tools in the Design Guide that are appropriate for quick-build intervention, provides information on materials, and details the project planning process.

**Demonstration Projects:** These projects allow a community to test out design tools without the high-cost investment or multiple months of planning. They utilize materials that are completely removable. These projects typically range from a single day to a week. Although the location of the project is selected to address a specific need, these interventions typically have never been utilized in the community and the goal is to “demonstrate” that they are effective. The temporary intervention of a two-way cycle track between Church and Atlantic Streets in order to connect the Henry Hudson Trail through the intersection with Maple Place is an example of such an intervention.

**Pilot Projects:** These projects often apply more complex than demonstration projects and utilize longer lasting materials. They often aim to prove the viability of a project idea. As such, they can be useful for complex interventions where the Borough may need to build public support for the project or evaluate it before it is fully constructed. Thus, these projects need considerable thought and design to ensure that they work for all users.

By starting the process with a pilot project, the Borough has an opportunity to show the

**Figure 3. Sunset Triangle Plaza**

*In Silverlake, CA the City identified an opportunity to convert an underutilized section of a street into a plaza. The intervention included paint, some planters, and seating, but did not require any new “hard” infrastructure.*



overall viability of the project, get feedback from stakeholders, and make adjustments before more substantial investments are made. An example of such a project may include a 3rd Street two-way bike connection project. Pilot projects can be designed to last for months or even years and they use materials such as thermoplastic or flexible delineators.

Pilot projects can also be an effective way of phasing improvements. In situations in which there is insufficient funding for a project, or there is a need to demonstrate that it can be successful long-term, municipalities have used pilot projects as an interim step. These projects often utilize the same space that would be needed for the final project (for example, for a curb bump-out) but will use low costs materials.

**Interim Design:** At times, the Borough may have a project that it determines is viable but may not yet have the resources to implement a full capital improvement. Nonetheless, it can utilize materials that may last a couple of years. For example, a solid color pavement coating (like Methyl Methacrylate, abbreviated MMA, or Ruby Lake Glass) could be applied to the pavement. Planter boxes could be upgraded to durable, self-watering plastic (like Sybertech planters) or concrete planters.

What distinguishes these projects from more permanent solutions is that they often do not require any structural changes to the roadway, such as

re-curb-ing or repaving. Jersey City has used this approach successfully to quickly implement many complete street recommendations. Because of the scale and duration of the intervention, these efforts are often more expensive than demonstration projects.

**Pop-Up Installations:** Pop-up installations are meant to change the use of the street for a temporary period of time, which can be for as short as a single day but may last an entire season or for large portions of the year. Rather than demonstrating viability, these projects aim to allow more flexible use of the street during times when certain areas may be underutilized. Examples include:

- Parklets that allow for outdoor dining during the summer.
- Play streets that close the street to automotive traffic and allow recreational activities during certain times of the week or year.
- Food trucks that allow food service vendors to utilize parking spaces during certain periods of the day, week, or year.

**Placeholder Space:** Municipalities across the country, especially smaller ones like Keyport, are struggling to identify how to make costly improvements to streets with limited budgets. At times, the Borough may not even have the budget to make pilot projects work. Nonetheless, it can still be beneficial to block out space for future improvements. Strategies include striping a shoulder to a street to narrow the roadway



**Figure 4. Pershing Drive Complete Streets**

*In Arlington VA, improvements were made to street that included new bicycle lanes. The City striped out areas that could potentially provide space for stormwater management or pedestrian refuge islands.*

in anticipation of future sidewalk expansions or striping no parking areas along a street in anticipation of future stormwater improvements. By reserving this space, the municipality ensures that its available when funding is ready and helps road users adjust to not using that space in the meantime.

## County Partnership

Many of the most important streets in Keyport are under County jurisdiction. As such, the Borough will have to work closely with Monmouth County to implement this plan. Fortunately, the County has demonstrated a commitment to supporting the Borough in this effort by actively participating in its development and supporting the pilot project at the intersection of Maple Place, Atlantic Street, and Church Street.

County planning staff had representation on the Technical Advisory Committee and they are identified as a member of the Complete Streets Advisory Committee in the Keyport Complete Streets Ordinance. In addition the project team recommends that:

- The County consider appointing a representative of the County Engineering Department to join the Complete Streets Advisory Committee.
- The County and the Borough develop a Memorandum of Understanding (MOU) in which the County and the Borough jointly express their support for the Design Guide, especially with respect to the Street and Intersection Typologies. This MOU could ensure the hard work the Borough and County put into complete streets is carried through future planning and design decisions.
- Development of this MOU will help both parties in the future, reducing ambiguity and ensuring that the hard work of both entities is not lost in future planning and design decisions.

The Design Guide identifies plans, developed in consultation with the County, for major changes to two County roads in Keyport: Broad Street and Maple Street. As part of the early implementation efforts, the Borough and County should jointly develop a project implementation framework for improvements to one of these corridors. The framework should identify:

- Potential funding sources, including Transportation Alternatives Set-Aside Program (TAP) grant funding and/or NJDOT or NJTPA technical assistance.
- Any municipal or utility projects which would need to be completed before the County would undertake improvements.
- Roles and responsibilities for costs associated with the complete streets improvements, including municipal responsibilities.
- Maintenance responsibilities.
- Tentative timeline for project design and construction.

## PROJECT PRIORITIZATION

### Overview

As Keyport embarks on building a complete streets network, understanding where to start can be daunting. The Borough understands there is a need to prioritize projects to ensure that all street user are considered during the project selection process.

It is common for municipalities and regional planning associations to use a variety of prioritization processes to allocate funding. These processes can consider a combination of factors pertaining to access, mobility, land use, environment (e.g., climate resiliency, greenhouse gas reductions), equity, and/or economic development.

The criteria for each prioritization process are an indication of the communities' vision for their future. Whereas some communities emphasize the importance of economic development through prioritizing investments that promote job access, freight movement, and new development, other communities opt for investments in environmental justice communities or projects that will lead to increased transit, walking, or biking.

When developing a prioritization framework, it is also important to take into consideration the time and resources it will take to implement. Large cities often have big datasets that they can rely on to drive quantitative decision making. There is often the need for this because of the vast scales of their networks.

## Project Checklist & Prioritization Rubric

**Project Name** \_\_\_\_\_

*Projects receive points if the project meets the criteria (the answer to the question below is “yes”). Do not use partial scoring. Where appropriate, include supporting information as an addendum to this form.*

Criteria	Resources	Score*
<b>Required (No Points)</b>		
Does the project meet the minimum and maximum Design Standards identified in the Complete Streets Design Guide? †	Design Guide	Y / N
Does the project include all required Design Tools (both street and intersection) identified in the Complete Streets Design Guide? †	Design Guide	Y / N
<b>Two Points per Criteria</b>		
Will the project improve pedestrian conditions on a high-priority pedestrian street?	Design Guide - Priority Pedestrian Network Map	
Will the project improve bicycling on a high-priority bicycle street?	Design Guide - Priority Bicycle Network Map	
Does the project include high-priority design tools identified in the Street Typologies section of the Complete Streets Design Guide?	Design Guide	
<b>One Points per Criteria</b>		
Will the project improve transit service or access to transit?	technical determination	
Does the project promote universal access and safety for people with limited mobility?	technical determination	
Does the project mitigate a flood risks?	technical determination	
Will the project improve safety for drivers?	technical determination	
Will the project improve access to jobs, commercial establishments, and/or social services.	technical determination	
Will the project promote physical activity for residents?	technical determination	
Does the project improve access to a recreational opportunity, such as the Henry Hudson Bike Trail?	technical determination	
Is the project in an area with a high concentration of one or more Priority Communities or would it lead to substantial improvements for members of Priority Community.	technical determination; Design Guide & Design Guide - Priority Communities Map	
Is the project within half of a mile of a school?	technical determination	
Is the project at an intersection with a history of crashes or near misses?	NJTPA Network Screening Lists & police reports	
<b>Total Score</b>		

† Projects that fail to meet these criteria shall require a Exception as identified in the Complete Street Ordinance.

For smaller municipalities like Keyport, this type of analysis is often inappropriate. Not only does the Borough lack extensive data sets, but there often is not a need to use them to understand the core issues. The small scale of Keyport's network also allows the Borough to include more qualitative evidence into its decision-making process, which will allow it to respond more directly to residents' needs. The most important factor for smaller municipalities like Keyport is the added transparency that a project prioritization rubric can bring. The rubric presented below will help ensure key factors the community cares about are considered in the project prioritization process.

## Project Checklist & Prioritization Rubric

The Project Checklist & Prioritization Rubric (following page) will support the Borough as it identifies and prioritizes projects. The Complete Streets Ordinance requires that the Borough include a checklist and rubric for each project in the Capital Improvement Plan. The Borough Engineer should fill out the rubric in consultation with the Borough Administrator and other Borough staff.

The intent of this rubric is to support the Borough's decision-making process and provide guidance on where the Borough should be concentrating its efforts. The outcome of the scoring rubric is not intended to bind the Borough to a specific prioritization order. As part of the CIP development and project delivery process, the Borough may need to interject other factors, including the actions of outside entities (such as utility operators or the County) and the availability of funding. For example, the County may announce intentions to repave a major street, which may provide an opportunity to implement complete streets improvements even if it is not identified as one of the highest priority projects. Likewise, a new development in the Borough or the actions of a utility operator may change the calculus on which projects to prioritize.

Nonetheless, major deviations from the prioritization framework should be justified in the CIP to support transparency in decision making.

## Project Prioritization Data and Point

## Determination

The proposed scoring rubric asks the Borough Engineer to identify whether projects are in certain areas and/or whether they make improvements that are recommended in this plan. To support this determination, the design guide includes resource maps that will help the Borough make this determination. Over time, these maps may need to be updated. Moreover, there may be circumstances that call for a judgment without relevant or available metrics. The Borough Engineer may rely on the support of the Complete Streets Advisory Committee determine whether projects qualify for that specific criteria.

## FUNDING

Complete streets funding is competitive, and the available funding changes annually. Although the federal surface transportation bill is anticipated to change in the coming year, the following is a list of commonly pursued complete streets funding opportunities.

### Federal

- The primary source of federal funding for pedestrian improvements, the **Transportation Alternatives Set-Aside Program**, replaced the former Transportation Alternatives Program (TAP) under the current federal surface transportation bill. This funding source supports on- and off-road pedestrian and bicycle facilities, as well as improving access to public transportation. Because federal grants are often more generous than state or local grants, the Borough could pursue federal funding for the most expensive efforts. Keyport has recently been successful at applying for TAP grant funding and should continue to pursue it.
- The **Local Safety Program** aims to reduce fatalities and injuries. Projects submitted for this program must be on roadways or at intersections listed on the network screening lists, which are prepared by NJDOT.<sup>1</sup>

---

<sup>1</sup> Network Screening Lists are available on NJTPA's website: <https://www.njtpa.org/Projects-Programs/Local-Programs/Local-Safety-Program/High-Crash-Network-Screening-Lists.aspx>

- The **Center for Disease Control (CDC) State Physical Activity and Nutrition Program (SPAN)** grants frequently have active transportation components. These can be used for developing active transportation plans, education and marketing materials, or creating demonstration projects to promote walking and biking. The Connecticut Department of Public Health is currently working with the Capitol Region Council of Governments to create demonstration projects in communities across the state.
- FEMA's **Hazard Mitigation Assistance (HMA) grant** programs provide funding for eligible mitigation activities that reduce disaster losses and protect life and property from future disaster damages including the Hazard Mitigation Grant Program (HMGP), Pre-Disaster Mitigation (PDM), Flood Mitigation Assistance (FMA) and Building Resilient Infrastructure and Communities (BRIC).

## State

- The **NJDOT Municipal Aid Program** funds supports a variety of pedestrian safety, roadway safety, or bikeway funding. Keyport recently received \$270,000 from this program for improvements to Fulton Street
- The **NJDOT Bikeway Grant Program** supports the State's goal to construct 1,000 new miles of bike paths separated from vehicle traffic. Bikeways located within the highway right-of-way are eligible.
- The **NJDOT County Aid Program** is a non-competitive grant allocated based on county population and road mileage. This source is directed toward county-owned roads.
- The **NJDOT Safe Streets to Transit Program** is a competitive grant process aiming to improve pedestrian access to transit. This grant provides funding for ADA-access ramps, lighting, pedestrian signals, and traffic calming. Bicycle projects and bus stop shelters are ineligible.
- The **NJ Clean Water State Revolving Fund** provides loans to finance a wide variety of projects that help to protect, maintain and improve water quality in

New Jersey. The loans are generally awarded to municipalities, counties and utility authorities for actions related to improving water quality in the State.

- The **New Jersey Statewide Nonpoint Source Program** is responsible for administering the federal Section 319(h) Grant Program. Section 139 Grants support a wide variety of activities including technical assistance, financial assistance, education, training, technology transfer, demonstration projects and monitoring to assess the success of specific nonpoint source implementation projects.

## Non-profit, Foundation & Corporate

- **Sustainable Jersey.** This small grant program aims to help governments achieve sustainability goals. Transportation issues are among the objectives considered.
- Less common sources of funding include foundation grants (e.g., the Robert Wood Johnson Foundation) and corporate grants. These sources may be particularly useful where education or promoting recreational activity are involved.

## Local Sources

- Local funding sources can come from municipal allocations, impact fees, or private-sector funding.

## Other sources

- In March 2019, the New Jersey legislature passed NJ S1073, commonly referred to as the **Stormwater Utility Law** and officially known as the **Clean Stormwater and Flood Reduction Act**. This law authorizes local and county governments and certain utilities to create stormwater utilities that can levy taxes, the revenues from which can be used to improve stormwater management. As identified in numerous planning reports, Keyport suffers from serious flooding issues. The Borough should consider developing a stormwater utility and using the revenues to implement the green streets components of the complete streets

recommendation in this plan, along with other projects.

- Together North Jersey provides support to municipalities through the **TNJ Sustainability & Resilience Toolkit**. This toolkit explains how municipalities and counties should plan for and implement an environmentally sustainable and resilient future through their master plans. The

## **EVALUATION & REPORTING**

The Borough should allocate funding every year for a temporary complete streets project. During that time, the Complete Streets Advisory Committee can distribute a one-page flyer that identifies the successes in complete streets work from the previous year(s) and preview the upcoming year.

Developing a summary of complete streets efforts within a calendar year is an opportunity to tout successes, document funding, and grow a coalition of support. The summary can showcase photos of new projects or events, share grants that were awarded, or discuss lessons learned.

Documenting successes will help grow a coalition of supporters and the following key metrics should be collected yearly and included in the flyer:

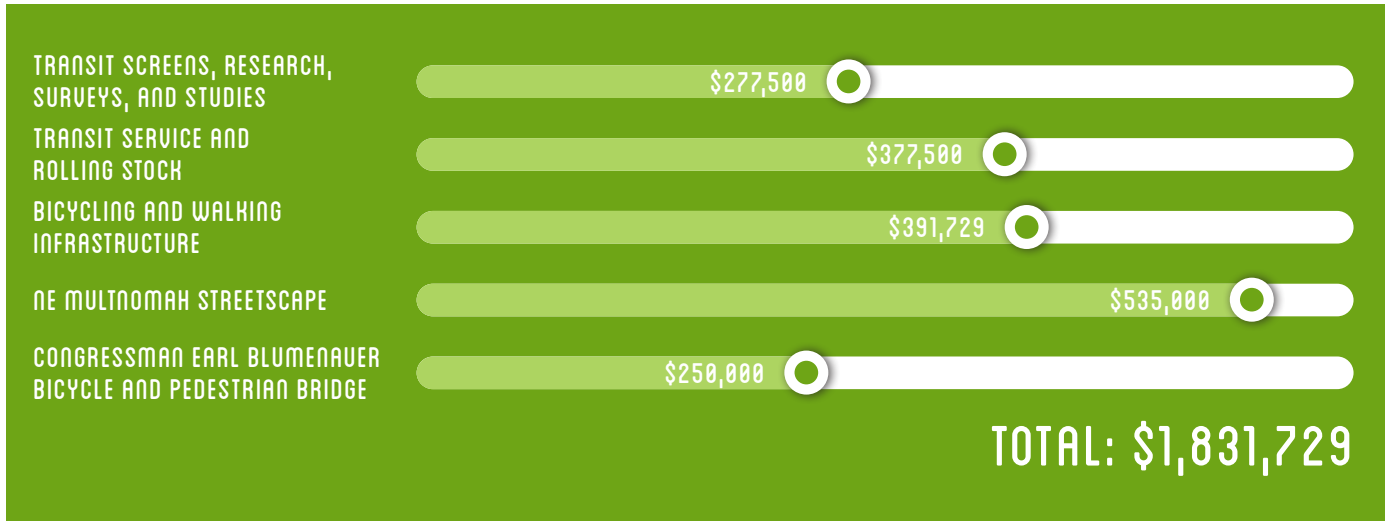
- Reduction in the number of crashes, serious injuries, or fatalities.
- The number of linear feet of bicycle lanes constructed.
- The linear feet of sidewalks improved.
- The number of ADA accessible improvements made.
- The proportion of population that has better access to pedestrian, bike, or transit improvements.

In addition, the Complete Streets Advisory Committee should provide a short report to the Governing Body outlining the successes of the previous year and any recommendations for the coming year in more detail. It may be beneficial for this report to coincide with the yearly budgeting process to allow the Borough to incorporate recommendations into the next capital program.

The following page shows statistics reported by the Lloyd District Transportation Management Association (TMA) as part of its annual report. The page demonstrates the ability to communicate important information about progress made in simple, easy-to-understand graphics.

# 2019 PROGRAM OUTCOMES

## METER REVENUE REINVESTMENT



### Notable Projects



Twin ornamental streetlight painting on NE Holladay and NE Multnomah Streets



Public garbage can purchase and installation on NE Grand Avenue and NE MLK Jr. Blvd

These funds are leveraged every year by private investment in transportation services through Go Lloyd and millions of dollars in annual transit passes from employers in Lloyd. Key partnerships like these contribute to improved access for all and help reduce the number of single-occupancy vehicles on Lloyd streets.



**644,232**

Transit trips taken by Lloyd employees



**4357766**

Vehicle miles NOT traveled<sup>1</sup>

**180,847**

gallons of gas and

**\$598,604**

saved this year<sup>2</sup>



**10,339**

lbs of hydrocarbons,

**90,228**

lbs of carbon monoxide,



and

**3,536,124**

lbs of carbon dioxide NOT released into the air in 2019



## **ROLES AND RESPONSIBILITIES**

Figure 5 provides a top-level overview of the roles and responsibilities of key Borough entities. The table is intended to guide implementation and each phase will require coordination among all entities to ensure the complete streets are implemented.

**Figure 5. Roles and Responsibilities**

	<b>Council</b>	<b>Planning Board</b>	<b>CS Advisory Committee</b>	<b>Borough Admin &amp; Engineer</b>	<b>Public Works</b>	
<b>Phase</b>	<b>Project Selection and Prioritization</b>	Adopts Complete Street Plan and Policy Adopts CIP	Adopts Master Plan Circulation Element Prepares the CIP	Reviews and Comments on CIP	Develops initial CIP with Public Works Prepares Complete Streets Checklist & Prioritization Rubric	Comments on CIP
	<b>Concept Development</b>	Reviews and comments May adopt as official plan	Reviews and comments May adopt as official plan	Review and comment Supports grant application process	Develops concepts Applies for grants	Reviews and comment
	<b>Design/Engineering</b>	Approves projects and funds their implementation	--	Reviews and comments	Develops design	Reviews and comments
	<b>Construction</b>	--	--	Supports community engagement	Coordinates & advises	Undertakes and/or oversees construction
	<b>Maintenance</b>	Allocates funding	--	Provides input on where maintenance is needed	Coordinates & advises	Undertakes and/or oversees maintenance
	<b>Evaluation / Reporting</b>	Reviews and funds Promotes achievements	Promotes achievements	Supports evaluation Promotes achievements	Leads evaluation	Supports evaluation

CIP = Capital Improvement Plan

## IMPLEMENTATION STEPS

The following implementation matrix that summarizes the recommendations from this Complete Streets planning effort. The implementation matrix is a tool to help the Borough to organize its efforts and track progress.

Status	Action	Actor	Supporting Material
	Adopt Complete Streets Ordinance	Governing Body	-
	Adopt Complete Streets Design Guide (as part of Complete Streets Ordinance)	Governing Body	-
	Adopts the Complete Streets Design Guide, the Complete Streets Existing Conditions Report, and the Implementation Guide as supplements to the Circulation Element of the Master Plan	Planning Board	-
	Prepare and adopt Capital Improvement Plan that includes Complete Streets projects	Borough Administrator and Governing Body	Implementation Guide
	Adopt new standards for residential parking development and apply for Special Area Designation to the RSIS standards	Governing Body	LUSDO Report
	Adopt Shared Parking Ordinance	Governing Body	LUSDO Report
	Investigate a parking ratio of 1.5 per unit for all multi-family residential construction.	Governing Body	LUSDO Report
	Establish a maximum parking ratio of 2 cars per unit for all single-family residential construction.	Governing Body	LUSDO Report
	Permit single-family home applicants to request a reduction in parking from 2 to 1 through design waiver rather than variance.	Governing Body	LUSDO Report
	Exempt all single-family homes from the “Parking Deficiency Schedule” identified in § 25-1-18.g(2) and § 25-1-18.g(2).	Governing Body	LUSDO Report
	Amend § 25-1-18.g [Parking Deficiency]	Governing Body	LUSDO Report
	Amend § 25-1-18 [Off-Street Parking and Loading Requirements]	Governing Body	LUSDO Report
	Amend 25-1-18.a(3) [Parking Access]	Governing Body	LUSDO Report
	Amend § 25-1-18.j [Bicycle Parking]	Governing Body	LUSDO Report
	Amend § 21-1-15 [Complete Street Standards]	Governing Body	LUSDO Report
	Adopt Development Checklist	Planning Board	

*LUSDO Report = Land Use and Subdivision Ordinance Report*

intentionally blank

