



Institutionalize Complete Streets

Implementation Brief

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Institutionalize Complete Streets

This implementation brief provides general guidance for advancing the transportation demand management (TDM) and mobility strategy to institutionalize complete streets. NJDOT defines a complete street as “means to provide safe access for all users by designing and operating a comprehensive, integrated, connected multi-modal network of transportation options.”¹ Complete streets are streets designed for all users, all modes of transportation, and all ability levels. They balance the needs of drivers, pedestrians, bicyclists, transit riders, emergency responders, and goods movement based on the local context.²

Strategy Overview

Implementing complete streets facilities can encourage walking, bicycling, and transit use, affecting a sustained increase in active transportation and improving safety for all travelers. Reducing traffic speeds and improving sidewalks, crosswalks, bus stops, and other elements in the right of way may increase access to jobs and community services, while making the streets safer for all users. Implementing the actions proposed in this strategy will address policy and procedural barriers to implementation, increase the scope of technical assistance available to local governments, and ultimately generate improved outcomes for accessibility, travel behavior, and public finances.

The NJTPA currently offers a Complete Streets Technical Assistance program for local initiatives including workshops on walkability, bicycle network plans, conceptual designs, and safety assessments. In addition, the NJDOT provides local technical assistance through consultant-supported projects and the NJ Bicycle and Pedestrian Resource Center and sponsors a Complete Streets Summit. Transportation management associations (TMAs) also provide support to municipalities related to complete streets and walk and bike safety. However, a cohesive regional strategy is needed to institutionalize complete streets policies and implementation.

As of March 2021, eight counties and more than 160 municipalities in New Jersey have adopted resolutions in support of complete streets. While NJDOT and many local jurisdictions have complete streets policies, barriers to implementation remain. A significant barrier is conflicts between state and federal roadway design standards that emphasize vehicle travel needs and the traffic calming and active transportation approaches that better meet bicycle, pedestrian, and transit rider needs. Other barriers include the lack of funding for bicycle and pedestrian facilities and disconnects between state roadway design standards,

¹ NJDOT. 2009. “Complete Streets Policy.” Policy No. 703. December 3.

<https://www.state.nj.us/transportation/eng/completestreets/pdf/completestreetspolicy.pdf>

² USDOT. 2015. “Complete Streets.” August 24. <https://www.transportation.gov/mission/health/complete-streets>



local circulation plans, development requirements, and complete streets policies. Additionally, county and municipal engineers may lack familiarity with NJDOT's Complete Streets Design Guide³ or acceptable, alternative design guides, such as the National Association of City Transportation Officials (NACTO) Urban Street Design Guide⁴, to deviate from NJDOT's design manuals. To address these issues, the NJDOT Office of Bicycle and Pedestrian Planning has established a Complete Streets Task Force as directed by the New Jersey 2020 Strategic Highway Safety Plan "to improve complete streets integration on state, county, and municipal projects, assess implementation by municipalities, gather lessons learned, and share best practices."⁵ This new task force is seeking participation at state, county, and local levels and across functional areas of design, access management, and operations, and is particularly interested in local government control over intersection features and sidewalks.

Expert and stakeholder interviews conducted as part of this strategy development also underscored the need for infrastructure to improve safety for all users, therefore making sustainable options like walking, bicycling, and transit more viable for everyday transportation.

Connections to Other Strategies

This strategy's focus on implementation of active transportation facilities aligns with strategies to improve local land use and transportation policy, provide first/last mile solutions, and support telework and teleservices.

Land Use and Transportation Policy: While many municipalities have complete streets policies and access to training, local governments may benefit from targeted assistance to develop policies and plans that prioritize and advance complete streets implementation.

First/Last Mile Solutions: Complete street facilities can often be a solution for first/last mile trips, which are trips to and from fixed-route transit: the "first mile" from a trip origin to transit and/or the "last mile" from transit to the trip destination. Understanding first/last mile needs in the region can help municipalities prioritize complete streets strategies to help travelers complete the first or final leg in their journey.

Support for Telework and Teleservices: As more people telework and use teleservices, complete streets will be needed to support increased demand for shorter, home-based trips that can be made by walking and biking.

³ NJDOT. N.d. "2017 State of New Jersey Complete Streets Guide." NJDOT.

https://www.state.nj.us/transportation/eng/completestreets/pdf/NJCS_DesignGuide.pdf

⁴ NACTO. N.d. "The Urban Street Design Guide." NACTO. <https://nacto.org/publication/urban-street-design-guide/>

⁵ NJDOT. 2020. "New Jersey 2020 Strategic Highway Safety Plan." August. Page 42.

<https://static1.squarespace.com/static/5daa109ed4fca675858f0522/t/5f627147f17b32569d4d8833/1600287059872/NJ+2020+SHSP+Final+Report+-+09-08-2020.pdf>



Potential Actions

Potential actions to institutionalize complete streets are presented below along with anticipated next steps, resources, implementation partners, and timeframes. Many of these actions support each other and can be conducted concurrently. Actions are presented in order of anticipated level of effort, starting with the lowest.

1. Review Laws, Policies, and Guidance Documents

Stakeholders cite state and federal roadway design standards, which prioritize vehicle throughput over other modes, as a barrier to institutionalizing complete streets. A review of laws, policies, and guidance for roadway design standards (including lane width, design speed, average daily traffic thresholds, level of service, roadway classification, and other specifications) would illuminate specific barriers to institutionalizing complete streets at state and local levels, as well as the jurisdictional issues at the interface of state, county, local, and private roads.

Findings of a review may call for revisions to specific roadway design standards or for general flexibility to use alternative, acceptable guidance. It is important to note that some state guidance is derived directly from federal requirements and therefore provides limited flexibility at the state level. For example, the NJDOT Roadway Design Manual establishes functional classes for roadways in accordance with standards and procedures established by the Federal Highway Administration (FHWA) that determine eligibility of roadways for federal funding along with design characteristics. Changes to New Jersey's functional classification process would require coordination with the FHWA New Jersey Division Office.⁶ Similarly, the federal Manual on Uniform Traffic Control Devices (MUTCD) specifies the design of traffic control devices for bicycle, pedestrian, and vehicular traffic, and non-compliance with the MUTCD can result in the loss of federal-aid funds.⁷ Deviations from the MUTCD would require coordination with the FHWA New Jersey Division Office.

As noted in the strategy overview, the NJDOT has established a Complete Streets Task Force as recommended by the Strategic Highway Safety Plan to improve complete streets integration in all projects at the state, county, and municipal levels. The Task Force will conduct a statewide evaluation of complete streets policies and implementation. Based on the

⁶ FHWA. 2013. "Highway Functional Classification Concepts, Criteria and Procedures." Office of Planning, Environment, & Realty. https://www.fhwa.dot.gov/planning/processes/statewide/related/highway_functional_classifications/section01.cfm#Toc329359418

⁷ FHWA. 2021. "Manual on Uniform Traffic Control Devices." FHWA. March 5. <https://mutcd.fhwa.dot.gov/kno-overview.htm>



TDM & Mobility Plan findings, the following laws, policies, and guidance documents would be appropriate to include in the review.

- **NJDOT Complete Streets Policy:**⁸ The policy was approved in 2009 to implement complete streets through the planning, design, construction, maintenance, and operation of transportation facilities that are funded with federal or state dollars.
- **NJDOT Complete and Green Streets for All Model Complete Streets Policy and Guide:**⁹ Serves as a resource for local governments and other partners, providing best practices in complete streets policy language.
- **NJDOT Guide to Creating a Complete Streets Implementation Plan:**¹⁰ Guides municipalities in translating a complete streets policy into action: implementing strategies, procedures, plans, and projects to create networks of safe and multimodal streets.
- **NJDOT Roadway Design Manual**¹¹: Provides engineering guidelines for roadway design on the State Highway system, including complete streets elements.
- **NJDOT Design Exception Manual**¹²: Any deviations from the NJDOT Roadway Design Manual design guidelines for controlling design elements (which include design speeds, lane widths, and shoulder widths) will require a design exception from the NJDOT Design Exception Manual.
- **NJDOT Project Development Process Guidance**¹³ including **Project Customizations Guideline:**¹⁴ Provides guidelines for implementing project customization for NJDOT's project delivery process. The five phases of the process are: Problem Screening, Concept Development, Preliminary Engineering, Final Design, and Construction. There are various controls and approvals for project customization during the phases, including the Design Communications Report.
- **NJDOT Jurisdictional Manual for Highway Maintenance & Control:**¹⁵ Provides guidelines for apportioning the jurisdiction for highway maintenance and control in an equitable manner between NJDOT and local governments to prevent future legal or

⁸ NJDOT. 2009. "Complete Streets Policy." NJDOT. December 3.

<https://www.state.nj.us/transportation/eng/completestreets/pdf/completestreetspolicy.pdf>

⁹ NJDOT. 2020. "Complete & Green Streets for All Model Complete Streets Policy & Guide." NJDOT. January.

https://www.state.nj.us/transportation/eng/completestreets/pdf/CS_Model_Policy_2020.pdf

¹⁰ NJDOT. 2012. "A Guide to Creating a Complete Streets Implementation Plan." NJDOT. December.

<https://www.state.nj.us/transportation/eng/completestreets/pdf/cscreateimplementationplan.pdf>

¹¹ NJDOT. 2015. "Roadway Design Manual 2015." NJDOT.

https://www.state.nj.us/transportation/eng/documents/RDM/documents/2015RoadwayDesignManual_20201002.pdf

¹² NJDOT. 2019. "Design Exception Manual 2019." NJDOT.

<https://www.nj.gov/transportation/eng/documents/DEM/pdf/DEM20190821.pdf>

¹³ NJDOT. N.d. "Capital Program Management Project Delivery Process and Phases." NJDOT.

<https://www.state.nj.us/transportation/capital/pd/phase.shtm>

¹⁴ NJDOT. 2017. "Project Customization Guideline." NJDOT. July.

<https://www.state.nj.us/transportation/capital/pd/pdf/PDPPProjectCustomizationGuideline.pdf>

¹⁵ NJDOT. 2015. "Jurisdictional Manual for Highway Maintenance & Control." NJDOT.

<https://www.nj.gov/transportation/eng/documents/pdf/jurisdiction.pdf>



maintenance problems where State Highways intersect with local roadways. The manual provides guidance for jurisdictional agreements and jurisdictional limit maps.

- **State Highway Access Management Code:**¹⁶ Provides various general requirements and provisions that can impact design considerations in relation to State highway access. For example, there are established acceptable spacing standards between adjacent lots or sites. Nonconforming lots are subject to maximum trip limitations.
- **NJDOT Americans with Disabilities Act ADA/504 Self-Evaluation and Transition Plan:**¹⁷ Fulfills the requirements of the American with Disabilities Act, providing a self-evaluation and prioritizing actions and timeframes for improvements to meet pedestrian accessibility needs.
- **Residential Site Improvement Standards (RSIS):**¹⁸ Establishes statewide standards related to residential subdivisions and site improvements. The streets and parking include guidance and requirements related to street design, particularly in the clarifications for rural streets and lanes. Two areas in the State have special area standards for streets and sidewalks.

Implementation Partners: The NJDOT Complete Streets Task Force established through the Strategic Highway Safety Plan has initiated this review with consultant support.

Resources: This action will require consultant support as well as staff time of NJDOT, the NJTPA, and other partners.

Next Steps: This action is underway by the NJDOT and their consultants. The NJTPA should participate in and support the NJDOT Complete Streets Task Force, and look for opportunities to encourage and support involvement by counties and municipalities.

Timeframe: Short term (6-18 months)

2. Support Improved Complete Streets Policies

The NJDOT, the NJTPA, and partner organizations should continue to encourage and support the adoption of complete streets policies that meet best practice. Actions to support improved complete streets policies include enhancing model policies or guides; incentivizing local governments to adopt and implement complete streets through recognition programs or as eligibility requirements to access resources; and providing support through technical assistance and trainings. Enhancing partnerships and coordination across implementing organizations is a key tactic underlying each of these actions.

¹⁶ NJDOT. N.d. "State Highway Access Management Code Overview." NJDOT. <https://www.state.nj.us/transportation/business/accessmgt/NJHAMC/>

¹⁷ NJDOT. 2013. "Americans with Disabilities Act ADA/504 Self-Evaluation and Transition Plan." NJDOT. September. <https://www.state.nj.us/transportation/business/ada/pdf/adaselfevaltransitionplan.pdf>

¹⁸ The New Jersey Office of Administrative Law. 2020. "New Jersey Administrative Code 5:21-1.1." Department of Community Affairs. November 2. https://www.state.nj.us/dca/divisions/codes/codreg/pdf_regs/njac_5_21.pdf



Local governments already have several resources to guide and incentivize them to develop complete streets policies including NJDOT policy and design guidance, NJDOT Local Aid applications, Plan Endorsement, and Sustainable Jersey certification. NJDOT provides guidance on complete streets policies, planning, and design. Additionally, NJDOT Division of Local Aid and Economic Development provides an incentive to municipalities with complete streets policies that apply for Local Aid. The New Jersey Office of Planning Advocacy (OPA) implements Plan Endorsement, a voluntary process that provides municipalities with priority access to grants through a range of state funding programs. Adoption of a complete streets policy is an absolute requirement of Plan Endorsement, while adopting a complete streets implementation strategy is a conditional requirement. The Sustainable Jersey municipal certification program is a recognition program that includes complete streets policies among its voluntary actions, and provides municipalities with access to grants and technical assistance. Sustainable Jersey works with NJDOT and the Voorhees Transportation Center at Rutgers University to maintain up-to-date municipal complete streets policy requirements.

Based on the review of laws, policies, and guidance in Action 1, there may be a need to update materials such as NJDOT manuals or the state complete streets policy in order to address specific barriers identified to institutionalize complete streets. Findings from the evaluation of local complete streets implementation in Action 3 may also inform the updates to laws, policies, and guidance.

Implementation Partners: Because this action encompasses programs from a range of implementation partners including the NJTPA, NJDOT, OPA, Sustainable Jersey, Tri-State Transportation Campaign, Rutgers University's Voorhees Transportation Center, and TMAs, it should involve these organizations, municipalities, counties, and other stakeholders. In addition to planning and engineering staff, support from elected officials at local and state levels is vital to improving complete streets policies through executive and legislative actions.

Resources: This action would require staff time to coordinate across implementation partners and incentive programs and enhance existing model policies, guides, technical assistance, and training programs.

Next Steps: Develop a work plan for this action that prioritizes enhancements to model policies or guides, incentives for adopting and implementing complete streets, and technical assistance and training programs. Each item within the work plan should identify the measure(s) of success, the lead and support partners, resources, and timeframes. The work plan may contain an outreach component to ensure that efforts are coordinated across partners.

Timeframe: Short term (6-18 months) and ongoing.³



3. Evaluate Local Complete Streets Implementation

While many municipalities and counties in New Jersey have adopted complete streets policies, many do not have strong mechanisms for implementation. Shared barriers and best practices can be difficult to understand because each municipality operates independently. An evaluation of complete streets implementation at the local level would illuminate common barriers and best practices across the state.

As recommended by the New Jersey 2020 Strategic Highway Safety Plan, the NJDOT Complete Streets Task Force will be assessing complete streets implementation by municipalities, including maintenance and department of public works responsibilities, updating of complete streets policy, and compiling lessons learned. Based on the TDM & Mobility Plan findings, it may be appropriate for this assessment to evaluate the following factors:

- Complete streets resolution, policy, and/or implementation plan
- Master plan
- Related local transportation plans (such as a bicycle and pedestrian plan)
- Project selection process for its capital program
- Existence of a local complete streets or bicycle and pedestrian advisory group
- Development requirements for complete streets elements such as sidewalks, bicycle facilities, crosswalks, and street amenities (such as trees), while limiting the number or size of driveways or other interruptions in sidewalks or bicycle lanes

The Complete Streets Task Force and partners could apply the following methods to conduct the evaluation of local complete streets implementation:

- Desk research and scanning web-based planning and zoning ordinance repositories such as the New Jersey State Library's municipal code database¹⁹
- Survey of municipal planning officials about complete streets practices tied to project development, planning, zoning, and development approvals
- Review of complete streets policies and implementation across the country to identify national best practices

Implementation Partners: The NJDOT Complete Streets Task Force established through the Strategic Highway Safety Plan has initiated an evaluation with consultant support. If requested, support could be provided by the NJTPA, VTC, the New Jersey Bicycle and Pedestrian Advisory Council, the South Jersey Transportation Planning Organization, the Delaware Valley Regional Planning Commission, and municipalities. Organizations such as the New Jersey League of Municipalities and/or New Jersey Planning Officials could assist with outreach to municipalities.

¹⁹ Municode. N.d. "New Jersey." Municode. <https://library.municode.com/NJ>



Resources: This action will require consultant support as well as staff time of NJDOT, the NJTPA, and other partners.

Next Steps: This action is underway by the NJDOT and their consultants. The NJTPA should participate in and support the NJDOT Complete Streets Task Force and look for opportunities to encourage and support involvement by counties and municipalities.

Time Frame: Short term (6-18 months)

4. Expand Technical Assistance for Planning

Through the Complete Streets Technical Assistance Program, the NJTPA works in partnership with Sustainable Jersey, Together North Jersey, and the Voorhees Transportation Center at Rutgers University to provide training and consulting services to municipalities related to complete streets planning. At current funding levels, this program reaches eight to nine municipalities per year. In addition, technical planning assistance related to complete streets is provided through the NJTPA Planning for Emerging Centers program, the NJTPA Subregional Studies Program, NJ Bicycle and Pedestrian Resource Center and Safe Routes Resource Center, NJDOT Local Technical Assistance, TMAs, Sustainable Jersey, and other programs.

The NJTPA should look for opportunities to extend the reach of its complete streets-related technical assistance offerings, either alone or in partnership with other state agencies, counties, universities, and nonprofit organizations.

In addition, the NJTPA and partners should promote common resources (such as policy guides), data sources, mapping capabilities, analyses, public outreach strategies, and bicycle/pedestrian count equipment that would support local complete streets planning and coordination across the region, including existing resources such as those offered by the OPA's Research Unit.

Implementation Partners: Because this action encompasses programs from a range of implementation partners including the NJTPA, NJDOT, OPA, TMAs, Sustainable Jersey, and the New Jersey Bicycle and Pedestrian Resource Center and Safe Routes Resource Center, it should involve these organizations, along with municipalities, counties, and other stakeholders.

Organizations such as the New Jersey Society of Municipal Engineers and/or New Jersey Planning Officials may assist with outreach to municipal engineers and planning officials.

Resources: This action could require NJTPA staff time and additional funding to expand the number or scope of technical assistance projects supported through the NJTPA's programs.



Next Steps: The NJTPA should review results of the evaluation of existing laws, policies, and guidance documents in the previous Action 1 as well as local complete streets implementation among local jurisdictions in Action 3. This would inform the scope and eligibility criteria of enhanced technical assistance programs by illuminating potential gaps and opportunities to deliver assistance for opportunities or barriers to institutionalizing complete streets. After reviewing the results of the evaluations, the NJTPA should review best practices in other regions, existing regional programs, and available resources.

Timeframe: Medium term (1-2 years).

5. Revise Project Scoring to Align with Complete Streets

Complete streets is one of the scoring criterion for the NJTPA's Transportation Improvement Program (TIP) under the System Coordination category. Projects that support complete streets principles can receive up to 43 points on local highways and bridges and up to 28 points on state highways and bridges. This criterion is implemented by evaluating project features versus the definition of complete streets as outlined in the Together North Jersey Plan and in NJDOT's or Subregion's Complete Streets Policy. The NJTPA could strengthen this incentive by creating additional criteria related to complete streets implementation and/or by reallocating points from other criteria toward the existing complete streets criteria. Any new criteria should be subject to evaluation with readily available data, such as project location within designated geographies (such as locations identified in the NJTPA's Congestion Management Process as suitable for complete streets) or a project type that fits into a clear category, such as bicycle or pedestrian safety features. The NJTPA Project Prioritization Criteria Rule Book states that incremental changes to the TIP scoring criteria should be avoided, so any changes to support institutionalizing complete streets will likely occur concurrently with updates to other criteria.

The NJTPA could also formally integrate complete streets criteria into the technical evaluation of projects for inclusion in the Study & Development Program, which dedicates NJTPA staff resources to concept development for capital projects for potential future inclusion in the TIP in support of the long-range transportation plan (LRTP) objectives. While prioritization criteria for the Study & Development Program are not as explicit as those for the TIP, there is opportunity for this program to favor projects that advance LRTP objectives while supporting complete streets.

Implementation Partners: The NJTPA would be primarily responsible for this action. To approve changes to the NJTPA's project prioritization criteria, review and approval would be needed from the NJTPA Regional Transportation Advisory Committee (RTAC), the NJTPA Project Prioritization Committee (PPC), and the NJTPA Board of Trustees.

Resources: This action would require NJTPA staff time.



Next Steps: Evaluate existing NJTPA project prioritization criteria related to complete streets and opportunities to strengthen these criteria. Propose amendments to the criteria in coordination with the NJTPA Project Prioritization Committee (PPC). Explore new and additional funding sources with partners.

Time Frame: Long term (2-6 years)

Outcomes

The intent of this strategy is to increase the number of streets that are designed and constructed for all types of users. Tracking outcomes will help the NJTPA better understand the state of complete streets implementation and track progress towards goals. The NJTPA has developed a regional performance measures²⁰ framework to supplement the required federal performance measures to provide a more holistic snapshot of transportation system performance with respect to livability, natural environment and resiliency, mobility, and more. The NJTPA regional performance measures most directly related to complete streets implementation include:

- Percent of work trips that are not drive-alone
- Total transit ridership
- Bicycle and pedestrian fatalities and serious injuries

The NJTPA can supplement this framework with complete streets indicators such as miles of bike lanes installed, percent of sidewalks in good condition, and others identified in this section. The NJTPA would need to work with NJDOT, counties and municipalities to collect and analyze data for the region. Outcomes of implementation include the scope of technical assistance delivered, changes in accessibility, travel behavior, and fiscal impacts. Outcomes and potential indicators are outlined in the table below.

Outcomes	Potential Indicators
Scope of technical assistance	<ul style="list-style-type: none"> • Number of municipalities and/or planning projects supported • Number of and/or spending on capital projects programmed as a result of planning efforts • Percent of funded projects that include complete streets elements • Number of facilities built, including bicycle facilities, pedestrian facilities, transit stops, street furniture (benches or pedestrian lighting), crosswalks • Number of municipalities that have adopted and/or updated a complete streets policy
Accessibility	<ul style="list-style-type: none"> • Percent of rail transit stations that are ADA accessible • Number or percent of residents within ½ mile walk to amenities

²⁰ NJTPA. 2020. "Regional Performance Measures." NJTPA. November. <https://www.njtpa.org/RegionalPM.aspx>



	<ul style="list-style-type: none"> • Percent of jobs and households within ½ mile of regional transit • Percent of population within ½ mile of complete streets (or elements, such as transit or low-stress bike routes) • EPA National Walkability Index (Census block group level) • Ratio of sidewalk mileage to roadway mileage • Ratio of bike facility mileage to roadway mileage
Travel behavior	<ul style="list-style-type: none"> • Reduced driving trips • Reduced trip distance • Increased bike/walk/transit trips and commute mode share • Percent change in safety (crashes, crashes involving cyclists or pedestrians)
Fiscal impacts	<ul style="list-style-type: none"> • Reduced costs related to sprawl (measuring net municipal costs of new and existing developments) • Reduced road maintenance costs due to lower vehicle traffic volumes on complete streets • Reduced costs related to injury and loss of life from motor vehicle crashes

Resources and Funding

Funding programs, incentives, and other resources for transportation planning assistance are described below.

Technical Assistance

Since FY 2019, the **NJTPA** has provided municipal training and planning assistance through the Complete Streets Technical Assistance Program in partnership with Sustainable and the Voorhees Transportation Center at Rutgers. In 2020, eight municipalities received technical assistance from this program in the form of walkable community workshops, bicycle corridor or network plans, and safety audits. In 2019, nine municipalities received technical assistance.

The **Delaware Valley Regional Planning Commission (DVRPC)** Healthy Communities Planning Program provides technical assistance on complete streets and related topics to member governments and stakeholders on an ongoing basis²¹.

The **South Jersey Transportation Planning Authority (SJTPA)** central staff work program includes complete streets planning activities, through which the SJTPA promotes and conduct trainings and other technical assistance in the region that advance complete

²¹ DVRPC. N.d. "Healthy Communities." DVRPC. <https://www.dvrpc.org/health>



streets in partnership with NJDOT, the NJTPA, the VTC, the Sustainability Institute at The College of New Jersey, and others.²²

The **NJDOT** provides local technical assistance to municipalities on complete streets and bicycle and pedestrian planning topics through on-call consultants.

Incentives

NJDOT Division of Local Aid and Economic Development administers a complete streets incentive to municipalities that apply for Local Aid. The Division's grant programs are extremely competitive and municipalities with a complete streets policy receive an extra point during the Municipal Aid application review.

New Jersey Office of Planning Advocacy (OPA) implements Plan Endorsement, a voluntary process for municipalities to align local plans and policies with statewide planning objectives established through the New Jersey State Development and Redevelopment Plan²³ (2001). Plan Endorsement provides municipalities with priority to access to grants through a range of state funding programs²⁴. Adoption of a complete streets policy is an absolute requirement of Plan Endorsement, while adopting a Complete Streets Implementation Strategy is a conditional requirement: it would be required at the discretion of OPA, if the absolute requirement (having a complete streets policy) is already met, and/or as a post-endorsement requirement.

In addition, the Sustainable Jersey Certification program²⁵ offers points for having a complete streets policy, incentivizing local governments to adopt complete streets policies in order to earn the Sustainable Jersey designation.

Voluntary Resources

The **New Jersey Department of Transportation (NJDOT)** provides many technical assistance resources for complete streets projects. These include the following:

- The Complete Streets Checklist²⁶ is a tool that was created to help designers and project managers to certify that complete streets designs and projects are in line with policy requirements. The checklist applies to all NJDOT projects that undergo the Capital Project Delivery Process²⁷ and is intended for use on projects during the earliest stages of

²² SJTPO. 20201. "Unified Planning Work Program: Fiscal Year 2021." April 26. <https://www.sjtpo.org/wp-content/uploads/2020/03/FY-21-UPWP-1.pdf>

²³ NJ State Planning Commission. 2001. "New Jersey State Development and Redevelopment Plan." <https://nj.gov/state/planning/state-plan.shtml>

²⁴ NJ State Planning Commission. 2019. "Plan Endorsement Incentives." <https://nj.gov/state/planning/assets/docs/pe-docs/plan-endorsement-benefits-2019-9.pdf>

²⁵ Sustainable Jersey. N.d. "Certification." <https://www.sustainablejersey.com/certification/>

²⁶ NJDOT. 2011. "NJDOT Complete Streets Checklist." NJDOT. October. <https://www.state.nj.us/transportation/capital/pd/documents/CompleteStreetsChecklist.doc>

²⁷ NJDOT. N.d. "Capital Project Delivery." NJDOT. <https://www.state.nj.us/transportation/capital/pd/>



the Concept Development or Preliminary Engineering Phase so that any pedestrian or bicycle considerations are included in the project budget. The Project Manager is responsible for completing the checklist and must work with the Designer to ensure that the checklist has been completed prior to advancement of a project to Final Design.

- **Complete & Green Streets for All: Model Complete Streets Policy & Guide²⁸**. This document contains detailed checklists and instructions for municipalities. These materials are meant to ensure that pillars of complete streets are being followed and integrated into relevant planning documents such as master plans, circulation plans, and green infrastructure. The checklists are posted on the NJDOT website, and while NJDOT has not formally adopted them, some municipalities have. The model policy contains a section about equity as well as public health and safety, economic vitality, and green streets, appealing to a wide range of stakeholders and interests.
- **The New Jersey Complete Streets Design Guide²⁹** provides technical resources for complete streets design for a variety of neighborhoods and communities. This easy-to-use resource is designed to be used by transportation professionals, designers, real estate developers and neighborhood groups who are working to redesign streetscapes in the state.
- **Making Complete Streets A Reality: A Guide to Policy Development³⁰**. This resource provides an efficient guide for those localities, neighborhoods, government agencies, non-profits and community groups who are interested in creating complete streets projects. The policy guide helps users focus on implementation and incorporating complete streets policy, while ensuring social equity and wellness priorities.
- **A Guide to Creating a Complete Streets Implementation Plan³¹**. This resource provides guidance on the project development and delivery process for a complete streets project.

The New Jersey Bicycle and Pedestrian Resource Center (BPRC) is funded by the NJDOT and helps municipalities and counties to develop a complete streets policy or advance implementation. The New Jersey Ambassadors in Motion program provides trained outreach staff to deliver safety education to bicyclists, pedestrians, and motorists across the state, as well as training to practitioners on complete streets policy formation, adoption, and implementation. The BPRC maintains a listing of counties and municipalities that have enacted complete streets policies. Currently, approximately one third of New Jersey's 565

²⁸ NJDOT. 2019. "Complete & Green Streets for All Model Complete Streets Policy & Guide." NJDOT. July. https://www.state.nj.us/transportation/eng/completestreets/pdf/CS_Model_Policy_2019.pdf

²⁹ NJDOT. 2017. "2017 State of New Jersey Complete Streets Design Guide." NJ Bicycle & Pedestrian Resource Center. <http://njbikeped.org/wp-content/uploads/2017/05/Complete-Streets-Design-Guide.pdf>

³⁰ NJDOT. 2012. "Making Complete Streets a Reality: A Guide to Policy Development." NJDOT. <https://www.state.nj.us/transportation/eng/completestreets/pdf/cspolicydevelopmentguide2012.pdf>

³¹ NJDOT. 2012. "A Guide to Creating a Complete Streets Implementation Plan." NJDOT. December. <https://www.state.nj.us/transportation/eng/completestreets/pdf/cscreateimplementationplan.pdf>



municipalities have enacted complete streets policies³². The BPRC also hosts a statewide Biennial Complete Streets Summit; the most recent Summit was held in 2019.

AARP Livable Communities Initiative offers publications, educational events, and other resources related to complete streets, walkability, bicycling, and related topics. Publications can be accessed online, and AARP also fulfills orders of printed copies at no cost.³³ The initiative also hosts an annual AARP Community Challenge grant program for governments and nonprofits to implement small, quick-action projects that increase connectivity, wayfinding, access to transportation options and roadway improvements.³⁴

Best Practices

Best practices for implementing complete streets or transportation infrastructure to support walking, bicycling, and transit use include planning regulations, actionable and specific complete streets policies, dedicated funding, and training for practitioners responsible for project development. The New Jersey Department of Transportation developed the Model Complete Streets Policy & Guide³⁵ in partnership with a wide range of organizations including AARP–NJ, American Heart Association–NJ Chapter, Greater Mercer TMA, Bicycle Coalition of Greater Philadelphia, New Jersey Future & Jersey Water Works, RideWise TMA, Sustainable Jersey, Tri-State Transportation Campaign, and the Voorhees Transportation Center. The Policy & Guide was published in 2019 and includes many applicable examples and best practices as a resource for planners, practitioners, and anyone interesting in supporting complete streets in the state. Best practices from other states are noted below.

Massachusetts Complete Streets Program. The Massachusetts Department of Transportation (MassDOT) provides funding for complete streets technical assistance and capital projects. Applicants must participate in complete streets training workshops offered by MassDOT in order to be eligible to receive funding.³⁶

San Francisco Streetscape Requirements for Developments. The City of San Francisco requires developments meeting certain size thresholds to submit a streetscape plan as a part of the development approval process. In some cases, developments are required to construct sidewalks along with other pedestrian amenities.³⁷ In addition, San Francisco's

³² NJ Bicycle & Pedestrian Resource Center. 2021. "Complete Streets in NJ." NJ Bicycle & Pedestrian Resource Center. March 1. <http://njbikeped.org/complete-streets-2/>

³³ AARP. 2021. "Livable Communities Publications Order Form." January. <https://www.aarp.org/livable-communities/tool-kits-resources/livable-publications-order-form/>

³⁴ AARP. N.d. "The AARP Community Challenge." <https://www.aarp.org/livable-communities/community-challenge/>

³⁵ NJDOT. 2020. "Complete & Green Streets for All Model Complete Streets Policy & Guide." NJDOT. January.

https://www.state.nj.us/transportation/eng/completestreets/pdf/CS_Model_Policy_2020.pdf

³⁶ Massachusetts DOT. N.d. "Complete Streets Funding Program." Commonwealth of Massachusetts.

<https://www.mass.gov/complete-streets-funding-program>

³⁷ SF Better Streets. N.d. "Developer Requirements." SF Better Streets. <https://www.sfbetterstreets.org/learn-the-process/developer-requirements/#summary-of-streetscape-requirements>



TDM Program provides a menu of options required for most new developments that include complete streets elements, such as marked crosswalks or corner curb extensions.³⁸

Complete Streets Checklist for Transportation Projects or New Developments.

Some states and municipalities require government agencies and private developers to complete a checklist for complete streets (or similar program, such as active transportation) prior to project approval. In some cases, the developer or lead agency is required to provide justification for not including active transportation or complete streets elements. In these cases, the review process for exceptions to projects that do not provide bicycle, pedestrian, or transit elements should be strictly applied. Some municipalities, counties, and the NJDOT have established complete streets checklists as part of their complete streets policies, however, the impact of these checklists is limited.

New York State Complete Streets Act, 2011. New York State's Complete Streets Act was signed into law in 2011 and took effect in 2012. The Act establishes complete streets principles that encompass the consideration of the needs of all users of our roadways, including pedestrians, bicyclists, transit riders, motorists, and people of all ages and abilities. To support the institutionalization of this Act, the New York State Department of Transportation (NYSDOT) conducted a comprehensive review of its policies and procedures that directly or indirectly relate to the implementation of complete streets principles. NYSDOT's internal review of its policies and procedures illustrated how the Department has integrated the principles of the Complete Streets Act into its policies and procedures, and in instances where guidance was absent or not consistent, NYSDOT identified the steps required to address those gaps.

³⁸ San Francisco Planning. 2018. "Standards for the Transportation Demand Program." San Francisco Planning. June 7. https://default.sfplanning.org/transportation/tdm/TDM_Program_Standards.pdf

