

MEMORANDUM

June 9, 2023

To: Keith Hamas

Organization: North Jersey Transportation Planning Authority

From: Toole Design (Lily Ko and Michael Blau) and Equitable Cities (Carmen Kuan and Charles Brown)

Project: North Jersey Transportation Planning Authority Regional Active Transportation Plan

Re: ATP Strategy Guide – FINAL

INTRODUCTION

The Active Transportation Plan's Strategy Guide is a component of the NJTPA's regional Active Transportation Plan (ATP) dedicated to advising subregions (member counties and cities) and municipalities on active transportation network implementation with a set of recommended strategies. The strategies are based on recommendations from municipal, county, regional, and community representatives involved in successful implementation of local active transportation projects across the North Jersey region.

The Strategy Guide includes six recommended strategies for local jurisdictions and counties to advance active transportation, with 29 supportive actions. The strategies include actions for local municipalities and agencies within the NJTPA subregions, and are categorized as follows:

1. Capacity Building
2. Interjurisdictional and Multidisciplinary Collaboration
3. Equity and Environmental Justice
4. Data Collection
5. Communication and Public Outreach
6. Funding for Active Transportation Implementation

Table 1 lists all recommended strategies and supportive actions. The table serves as a quick reference menu for local and county organizations seeking guidance on active transportation network implementation. Additional guidance for the recommended strategies is explained in the following section.

A set of active transportation case studies, a separate component of the ATP, emphasize connections to or gaps among regional active transportation corridors and provide high-level conceptual, policy, and programmatic recommendations for two key study areas. Refer to the Case Studies memo to see how selected actions from the Strategy Guide can support and advance real-world projects in the North Jersey region.

Table 1: Recommended Strategies for Subregional and Local Jurisdictions

Strategy	Action
1. Capacity Building Advance active transportation projects efficiently with support from staff, consultants, and stakeholders.	1A. Leverage Complete Streets policy adoption by elected officials to shift paradigms and catalyze changes within existing programs, and match changes with an internal checklist for staff.
	1B. Ensure that on-call support vendors, engineering, and planning staff are knowledgeable about and engaged in using active transportation design best practices.
	1C. Invite county or municipal staff and elected leaders to a walk/bike audit or for data collection to experience a corridor via walking or biking.
	1D. Train staff to communicate ongoing projects accurately and effectively to the public and to enhance public participation in the planning process.
	1E. Create a multi-disciplinary body, including public stakeholders and other jurisdictional representatives, to assist with communication and strategy for active transportation projects.
	1F. Map the project process from planning to maintenance to identify opportunities for collaboration and cross communication between departments and/or jurisdictions.
2. Interjurisdictional and Multidisciplinary Collaboration Encourage consistent, open communication between stakeholders on active transportation project implementation.	2A. Build relationships through consistent and substantial communication between counties, municipalities, and the state to lay groundwork for a connected, regional network.
	2B. Quickly implement low-cost improvements, even incrementally, to demonstrate success, rally public support, and motivate decisionmakers to make more long-term, permanent investments.
	2C. Bring opportunities for interjurisdictional collaboration to the attention of elected leaders at the county and municipal levels.
	2D. Pursue consistent, open dialogue with jurisdictions and between departments about planned or ongoing projects.
	2E. Communicate and set expectations early between municipal and county stakeholders by clearly conveying the project scale, scope, and goals.
3. Equity and Environmental Justice Integrate equity and environmental justice into active transportation planning processes.	3A. Develop an internal equity and environmental justice rubric to align with the equity criteria used for federal or state funding.
	3B. Encourage or require staff engineers and planners to participate in continuing education on ways to incorporate equity and environmental justice in their work.
	3C. Incorporate equity into all components of active transportation projects.
4. Data Collection Collect and analyze active transportation data to prioritize and evaluate projects.	4A. Collect baseline data, such as bicycle and pedestrian counts.
	4B. Gather existing conditions data through field visits and by collecting information from residents using qualitative methods.
	4C. Routinely revisit traffic count data, such as Average Annual Daily Traffic (AADT) or bike/ped count data, to evaluate the accuracy of past projections compared to actual traffic counts.

Strategy	Action
	4D. Include post-implementation evaluation when setting project scopes and budgets.
	4E. Develop both internal key performance indicators, such as construction authorization, and external key performance indicators, such as post-installation counts, to evaluate active transportation project implementation.
5. Communication and Public Outreach Create transparency around active transportation projects through open communication with the public.	5A. Provide a way for interested residents to stay informed about future changes or modifications after project implementation.
	5B. Create or adjust land development review procedures to flag proposed developments near planned active transportation projects, future trail corridors, or priority network corridors.
	5C. Add <u>the NJDOT Model Complete and Green Streets checklists</u> to project development forms at each stage of the project process (e.g., Concept Development, Preliminary Engineering, Construction, and Maintenance) to adhere to recommended practices.
	5D. Clearly communicate the objectives, benefits, costs, and impacts of the project with the public.
	5E. Use community feedback received in other outreach efforts for related projects to inform small-scale active transportation projects with shorter timelines, such as projects included in scheduled resurfacings.
6. Funding for Active Transportation Implementation Use a wide range of resources to fund active transportation project implementation.	6A. Deliver local active transportation projects consistently, and potentially with greater impact, by using local funds to incorporate active transportation elements into existing projects.
	6B. Support shovel-ready projects through interjurisdictional collaboration on combined grant applications.
	6C. Pursue active transportation funding opportunities.
	6D. Consider maintenance and operations challenges and costs early in the planning process by including public works staff on project committees.
	6E. Become familiar with various funding opportunities (local, state, federal, or private) and application deadlines and requirements, and take advantage of available active transportation funding programs.

RECOMMENDED STRATEGIES FOR SUBREGIONS AND MUNICIPALITIES

This section includes recommended strategies for counties and municipalities. Strategies emerged from a series of small group interviews with municipal, regional, and community representatives. Findings from the small group interviews were a key input for developing a set of informed, successful strategies for implementing active transportation projects and programs at the local level. The small group interviews' objective was to bring together town, city, county, regional, and state stakeholders to describe their methods and approaches to successfully implementing active transportation projects. Interview findings set the framework for the strategies included in this section. The small group interview process, methods, and outcomes, including recommended strategies, are described in Appendix A.

Quotes from interview participants are highlighted throughout this section to demonstrate the value and practical application of strategies and supportive actions.

1. Capacity Building

Advance active transportation projects efficiently with support from staff, consultants, and stakeholders.

Responses received during the interviews about staff capacity and organizational structure highlighted the importance of having executive leadership and in-house staff who are committed to Complete Streets, Vision Zero, or active transportation professionally or personally. Even with minimal staff capacity for active transportation, “public support aligned with policies and programs can equate to success” when there are staff who are invested in active transportation.

Actions

1A. Leverage Complete Streets policy adoption by elected officials to shift paradigms and catalyze changes within existing programs, and match changes with an internal checklist for staff.

- » For example, consider how existing pavement management program standards can be broadened to include Complete Streets infrastructure, and small-scale active transportation projects.
- » Use Complete Streets policies and this Active Transportation Plan to support the inclusion of large-scale, multi-jurisdictional active transportation projects in regional projects and programs.

1B. Ensure that on-call support vendors, engineering, and planning staff are knowledgeable about and engaged in using active transportation design best practices.

- » This may be especially important in instances where municipalities require the assistance of on-call support to undertake planning or engineering tasks, due to lack of in-house capacity.
- » Add an annual reporting requirement that asks vendors to demonstrate understanding of and adherence to best practices through professional training, projects, or updated planning and design procedures.

1C. Invite county or municipal staff and elected leaders to a walk/bike audit or for data collection to experience a corridor via walking or biking.

- » Participation in shared biking and walking activities can shift perspectives on existing conditions and generate understanding with staff or elected leaders.
- » Utilize walking or biking data collection on cross-jurisdictional corridors as opportunities to work alongside county or municipal partners. Working together will help build a shared understanding of others’ needs and priorities at later project stages when all parties have a stake in the game.

“Something that I found useful out of our work when we are early in the process of doing planning for bicycle pedestrian improvements at the George Washington Bridge was an intercept survey. We didn’t hire consulting staff to go out and put the boots on the ground. We went out there with our in-house planners and project manager. I feel like that in house boots on the ground effort was really invaluable.”

1D. Train staff to communicate ongoing projects accurately and effectively to the public and to enhance public participation in the planning process.

- » Media coverage of recent and ongoing active transportation projects can improve visibility and build public support across a broad spectrum of the public.

- » For upcoming and current active transportation projects, establish a baseline set of talking points for staff with a one-sheet reference page or a standard external-facing presentation template. These communication points will set expectations on schedules, coordination, and the expected outcomes of the project.

1E. Create a multi-disciplinary body, including public stakeholders and other jurisdictional representatives, to assist with communication and strategy for active transportation projects.

- » Smaller towns may find success forming a subcommittee of elected leaders, or a standing working group of cross-departmental leadership.
- » Counties may aid with increasing interjurisdictional communication by facilitating a networking group, or by establishing project-based working groups across multiple jurisdictions.
- » This coordination is especially important for larger regional projects and has been successfully implemented through the Morris Canal Working Group.

1F. Map the project process from planning to maintenance to identify opportunities for collaboration and cross communication between departments and/or jurisdictions.

- » Individual jurisdictions should first work internally to outline roles and responsibilities in instances where the project process for active transportation projects is unclear or lacks direction.

2. Interjurisdictional and Multisectoral Collaboration

Encourage consistent, open communication between stakeholders on active transportation project implementation.

Several interview participants from communities with demonstrated success in active transportation projects attributed that success to interjurisdictional and multisectoral collaborations. Interviewees noted persistence and communication as two paramount values in any approach to work with other departmental staff or jurisdictions. While the availability of federal funding may be the catalyst for collaborative efforts, participants noted that trust is built through clear, consistent formal and informal communication between parties, and that relationship building is an ongoing process.

This theme includes the greatest detail for recommended strategies because of its importance to building a regional, connected network of active transportation facilities.

Actions

2A. Build relationships through consistent and substantial communication between counties, municipalities, and the state to lay groundwork for a connected, regional network.

- » Multi-agency collaboration and alignment of priorities adds to the success of active transportation projects. Some agencies may prioritize safety over mobility and vice versa.
- » This may look like collaboration through a standing working group. The standing working group would provide a venue for staff to share their active transportation priorities and challenges and learn from one another's solutions.

"We found success with the county by involving county officials in our planning efforts from bike master plans to roadway redesigns...we include county officials to get their buy-in and understand their goals and objectives." – Local transportation planner

2B. Quickly implement low-cost improvements, even incrementally, to demonstrate success, rally public support, and motivate decisionmakers to make more long-term, permanent investments.

- » Temporary demonstration projects are short- to medium-term interventions (installed for less than one year) using low-cost materials. Quick-build (or rapid implementation) projects refer to semi-permanent installations or long-term pilot projects of one to five years. Both project types allow for street designs to be tested and improved before committing large investments to permanent street reconstruction projects.
- » Pilot/temporary demonstration projects and quick-build projects can disarm skepticism and are one of the quickest ways that the public sector can implement, test, and evaluate new treatments.

"We started with one pilot project and now we have over 100 quick-build curb extensions throughout the city. We're moving to hardscape several of them going forward in the future, but there's no way that we would have been able to install curb extensions at 100 intersections that are fully built out with the funding that we have. It was easy to do that as quick-build projects more efficiently and with cheaper material, and I think that's what has been really successful in pushing these pilot projects forward."

- » The NJTPA has supported several temporary demonstration and quick build projects, including:
 - i. Pedestrian Safety Demonstration Project in the Borough of Red Bank, Monmouth County.
 - ii. Keyport Complete Streets Policy and Implementation Plan, which included the construction of a temporary demonstration project at the intersection of Maple Place, Atlantic Street, and Church Street.
 - iii. Quick Builds For Complete Streets is a companion document to the Keyport Complete Streets Policy and Implementation Plan.

2C. Bring opportunities for interjurisdictional collaboration to the attention of county and municipal elected officials.

- » This strategy is particularly effective when jurisdictions are working together to address a shared goal, with support from public advocates.
- » Collaborative efforts strengthen eligibility for state and federal funding opportunities.
- » Counties and subregional entities can support collaborative opportunities by coordinating and planning for active transportation projects on the regional network.

"Learn from and support one another, even when there are frustrations." – NJTPA TAC member

2D. Pursue consistent, open dialogue with jurisdictions and between departments about planned or ongoing projects.

- » This strategy may be necessary to match project timelines, address challenges on streets with other jurisdictions, forecast projects, or work together to submit federal or state grant applications.
- » Communication with jurisdictions and between departments on projects to synchronize project timelines can avoid any missed opportunities to include active transportation (for example, synchronizing repaving projects with waterline replacements).
 - Persistence and patience are crucial for interjurisdictional collaborations because of the long timelines for transportation projects.

- A shared goal between engineers and planners is to "keep everything safe and functional."
- Interagency conversations may require additional explanation or education about new approaches to active transportation designs.

2E. Communicate and set expectations early between municipal, county, and public stakeholders by clearly conveying the project scale, scope, and goals.

- » Communication on county and municipal jurisdictions' project goals should be clear, including how they are each responding to the community.
- » Municipal and county stakeholders should agree on the scope and scale of the project before conveying them to the public.
- » Uniform communication and messaging with public stakeholders will minimize confusion and mitigate potential miscommunication in future project stages.
- » Clearly convey the project's scale with the public, such as whether it is a long-term visioning plan or a conceptual design, to ensure effective and actionable feedback.

3. Equity and Environmental Justice

Integrate equity and Environmental Justice into active transportation planning processes.

Equity and Environmental Justice (EJ) were a core theme among all four small group interviews. Remarks about this theme ranged from outreach strategies to performance measures. Several participants across all interviews noted that the type, extent, and methodology of equity and environmental justice considerations in a project will vary depending on the funding source for local active transportation projects.

*"We actually went to a church in Newark that gives masses in Spanish and did a presentation...in Spanish. And then what happened is the church groups actually took it up as part of *laudato si'*, which is the Pope's encyclical for stewarding Mother Earth, and then it became an issue that was taken up by the church women groups, and they went out into the neighborhood and created outreach for this. So, utilizing the existing community that has ties is really key... to reach people that either are suspicious of these projects, have not participated in the past, or feel that their voice would not be heard." – NJTPA TAC member and community stakeholder*

A unique recommendation which emerged through the interview process was to use professional development requirements as opportunities to learn more about how to apply equity and environmental justice to transportation projects. In two interviews, the consensus was that planners are more adept at how to consider equity and environmental justice in decision making than engineers. One participant noted that this perception may be a result of differences in curriculum in each profession's formal training, referencing a recent study from Rutgers University which looked at cultural differences between engineering and planning students.¹

¹ Ralph, Kelcie. 2022. "Are Transportation Planning Views Shared by Engineering Students and the Public?" Journal of Planning Education and Research.

Actions

3A. Develop an internal equity and environmental justice rubric to align with the equity criteria used for federal or state funding.

- » Equity and environmental justice may not be considered as necessary factors in active transportation planning or projects unless there are specific requirements tied to funding sources.
- » The NJTPA's Subregion Diversity Profiles can support this action.

3B. Encourage or require staff engineers and planners to participate in continuing education on ways to incorporate equity and environmental justice in their work.

- » Continuing education credits are frequently offered through the Transportation Research Board for webinars focused on practical applications of research and best practices. For example, credits can be earned by watching the TRB Webinar: Advancing Transportation Equity (October 2020).
- » Many other organizations (i.e., APA, NACTO, PBIC, APBP) offer similar opportunities.

3C. Incorporate equity into all components of active transportation projects.

- » Clearly define “equity,” including goals, objectives, and outcomes, at the beginning of the project or planning process with the public.
- » Connect minority or moderate- and low-income households to commercial and other service locations when selecting corridor alternatives.
- » Provide local community organizations with capacity and resources to apply for federal or state grants.
- » Use an EJ and equity lens to prioritize projects by focusing on areas near and around public assets that serve under-resourced communities, such as community centers, libraries, public housing, public schools, etc.
- » Use an EJ and equity lens to guide active transportation and safety infrastructure efforts and investments by prioritizing high injury networks or high-crash intersections and corridors. Across the United States, areas immediately adjacent to high-injury or high-crash networks are least likely to have continuous sidewalks and are low-income or minority neighborhoods.²
- » Incorporate equity considerations into public engagement activities.³
 - Host meetings, open houses, focus groups, town halls, etc. in other languages, and have outreach materials available in other languages.
 - Have participatory art, food, childcare, and activities at open houses. Create a community event, not just a meeting.

² Fox, Jenn, and Shahum, Leah. 2017. “Vision Zero Equity Strategies for Practitioners.” Vision Zero Network; League of American Bicyclists and Sierra Club. (2013). The New Majority: Bicycling Towards Equity. Retrieved from: http://www.bikeleague.org/sites/default/files/equity_report.pdf; People for Bikes. (2015). Building Equity: Race, ethnicity, class, and protected bike lanes: An idea book for fairer cities. Retrieved from: <https://wsd-pfbsparkinfluence.s3.amazonaws.com/uploads/2017/07/EquityReport2015.pdf>; Safe Routes to School National Partnership. (2015). At the Intersection of Active Transportation and Equity. Retrieved from: <https://www.saferoutespartnership.org/resources/report/intersection-active-transportation-equity%20>.

³ U.S. Department of Transportation. 2022. “Promising Practices for Meaningful Public Involvement in Transportation Decision-Making.” Washington, D.C.

“We prioritize the areas around schools and parks and senior centers in our communities... basically places that we know that are going to attract a lot of people who might be who might be less vocal at community meetings about these issues that we're trying to solve, and [whom] we don't get a lot of feedback from. So, that's one way we look to prioritize those investments when we do roadway projects or improvements.” – Local Transportation Planner

4. Data Collection

Collect and analyze active transportation data to prioritize and evaluate projects.

Data emerged as a theme from the interviews when participants were asked about how to resolve challenges in planning, implementing, and evaluating active transportation projects. One municipality noted that their success in building trails as active transportation facilities was largely due to the baseline bicycle and pedestrian count program they had prioritized and implemented.

“Data such as bicycle and pedestrian counts set the baseline for projects and can build justification into projects. The data informs decision making about growth and can bring focus to planning efforts.” - County parks and trails planner

In connection with Strategy #2: Interjurisdictional and Multisectoral Collaboration, other participants noted that being in the field to ground truth existing datasets, such as traffic counts and existing conditions through safety audits, offered opportunities to generate buy-in from other staff and elected officials.

NJTPA active transportation mapping resources:

- Level of bicycle compatibility (LBC) index – Includes a four-level categorization of bicycle compatibility (i.e., bicycle comfort or level of traffic stress) for each road and path in the region.
- Strategic Highway Safety Plan Data Viewer - Online mapping tool that combines data from multiple sources to help with crash analysis and project development for the NJTPA, DVRPC, and SJTPO regions. The data include fatal and serious injury crashes, high-crash locations and corridors, FHWA Highway Safety Improvement Program (HSIP) funded projects, Road Safety Audits, and Environmental Justice communities. There is also a Demographic Index based on the EPA EJ Screen Tool, which takes the average of two demographic indicators: Percent Low-income and Percent Minority. The NJTPA Network Screening Lists webpage provides a link to the map as well as the user guide.
- Priority pedestrian count locations – As part of the NJTPA's Pedestrian Count Project, 225 potential count locations were identified through a quantitative data model based on factors associated with pedestrian volumes, such as population and employment density, proximity to transit, and roadway type.

Actions

4A. Collect baseline data, such as bicycle and pedestrian counts.

- » These data can build justification for expanding active transportation facilities.
- » Data inform the decision-making process and can bring focus to planning efforts.

- » Establish a bicycle and pedestrian count program, and share data with park planning and trail planning staff. County-level data collection may help both county and local staff understand subregional travel patterns using the trail network.

4B. Gather existing conditions data through field visits and by collecting information from residents using qualitative methods.

- » Data collection prior to project implementation will set a baseline for post-implementation evaluation.

4C. Routinely revisit traffic count data, such as AADT or bike/ped count data, to evaluate the accuracy of past projections compared to actual traffic counts.

- » Verifying past projections that were used to justify construction and funding of roadways will help traffic engineers and planning staff better understand “the true needs of a roadway.”

4D. Include post-implementation evaluation when setting project scopes and budgets.

- » Post-installation data is especially crucial for continued justification of pilot projects.

4E. Develop both internal key performance indicators, such as construction authorization, and external key performance indicators, such as post-installation counts, to evaluate active transportation project implementation.

- » Indicators should be based on whether people use a given facility, whether it solves a safety or access issue, and whether it has attractive start/end destinations. For example, crash data (fatalities and injuries) can inform safety performance indicators.
- » Success measures can include internal metrics, such as construction authorization, or post-installation safety performance indicators. The planning and outreach component of the project timeline can set the baseline for success measures. For example, a road safety audit (and any outreach included in that audit) can be incorporated into a corridor improvement project plan, as was the impact of a road safety audit in Essex County on Chancellor Avenue and Lyons Avenue.⁴ The road safety audit was wrapped into a broader safety project. The project was funded, implemented, and led to additional funds from the county to continue to make improvements.

5. Communication and Public Outreach

Create transparency around active transportation projects through open communication with the public.

The importance of communication for active transportation project implementation was raised often during all four small group interviews – both internally within organizations and externally with the community. The most common responses from interview participants about community engagement and outreach were to start early, be clear about goals and timeline, and to present both pros *and* cons of the proposed project.

“Clear, consistent communication between planners and engineers is crucial to the success of a project's engagement and outreach efforts.”

Actions

⁴ Rutgers Transportation Safety Resource Center (TSRC). 2014. LYONS AVE/CR 601 ROAD SAFETY AUDIT. Road Safety Audit, Irvington Township, NJ: North Jersey Transportation Planning Authority.

5A. Provide a way for interested residents to stay informed about future changes or modifications after project implementation.

- » Consistent agency communication and follow-up has been key to the success of the Morris Canal Greenway. Agencies continue to stay connected with local advocacy groups and provide support to them as needed, even after the project has been implemented.

5B. Create or adjust land development review procedures to flag proposed developments near planned active transportation projects, future trail corridors, or priority network corridors.

- » Integrate references to bike/ped plans in land development review procedures so that staff can request either an easement or land dedication on the proposed development site.
- » For example, Warren County development review policies require subdivision or site plan review applicants to indicate whether the subject property is “located within or adjacent to the Morris Canal.”⁵ This policy allows county staff to know when a proposed development would affect the planned Morris Canal Greenway, and provides an opportunity to ask the property owner or developer for a land dedication or a fee-simple easement for the planned trailway.

5C. Add the NJDOT Model Complete and Green Streets checklists to project development forms at each stage of the project process (e.g., Concept Development, Preliminary Engineering, Construction, and Maintenance) to adhere to recommended practices.

- » Use the checklists at each project stage to identify opportunities to communicate with the public, collaborate with other stakeholders or departments, and clarify active transportation project processes.
- » Review the checklists to refine talking points with the public about active transportation projects.

5D. Clearly communicate the objectives, benefits, costs, and impacts of the project with the public.

- » Consider what additional education may be needed for success (e.g., how to use new active transportation facilities).
- » Early engagement throughout the project can build rapport and trust with the public. It can also set baseline expectations and build momentum for future projects.
- » Project goals should be right-sized for the community of focus so that they are achievable within fiscal, political, and other constraints.

5E. Use community feedback received in other outreach efforts for related projects to inform small-scale active transportation projects with shorter timelines, such as projects included in scheduled resurfacings.

- » Balance the degree of outreach with the scope and scale of the project. For example, outreach efforts for a long-term visioning plan will be more extensive and have greater reach than efforts for a 0.5-mile streetscape design plan.

⁵ Warren County. 2020. “Warren County Development Review Regulations.” Page III-8, Warren County, NJ.

“For smaller scale projects, though, I think that there’s a balance to be had there. Because if you have basic projects that are being implemented as part of municipal aid, or as part of your resurfacing program, there’s less time to kind of move these projects forward. A way to get that community feedback is to get it through an Active Transportation Plan or some other plan upfront, and then allows you to more efficiently implement those smaller scale projects when the funding is available.”

6. Funding for Active Transportation

Use a wide range of resources to fund active transportation project implementation.

Some notable responses from interview participants about funding emphasized the importance of working collaboratively across jurisdictions to write grant proposals for active transportation project funding, especially if there is limited municipal staff capacity for grant writing. Responses also emphasized the strategy to use local or county aid funding to build momentum for active transportation projects. In reference to using local aid, participants noted that municipalities may find success in active transportation projects that are small, but substantive, to initiate momentum for public support and future funding.

Actions

6A. Deliver local active transportation projects consistently, and potentially with greater impact, by using local funds to incorporate active transportation elements into existing projects.

- » Integrating bike/ped projects into larger projects or planning efforts can bring about buy-in more easily, especially when there is a larger, inspirational vision that aligns with active transportation.
- » Take advantage of local and state resurfacing and restriping schedules to implement street changes that can be accomplished with paint, such as upgraded crosswalks or new bike facilities.
- » Coordinate with state utilities, such as electricity and natural gas suppliers, on their infrastructure maintenance projects that require street resurfacing to incorporate restriping treatments such as upgraded crosswalks or new bike facilities.
- » Funds are available across different scales, but active transportation projects can especially benefit from local funding and move into larger federal funding requests once momentum has been established.
- » Local municipalities without staff capacity to write grants can find a consistent potential funding source through local or county aid.

“I think for most communities in New Jersey, that’s the secret sauce is municipal or county aid for a dedicated consistent, reliable funding source year after year after year... That’s been the secret sauce for the Hoboken Complete Streets program. We’ve taken our pavement management program and kind of changed the paradigm so that it functions like a Complete Streets program. Now, it’s not only about pavement condition. We get money for roadway preservation, and we use that category almost every year for local aid. We use that to layer on Complete Streets improvements, whether it’s concrete bumps or painted bump outs or bike lanes or traffic signal improvements, whatever it is. We try to standardize that implementation so that those features are incorporated just like an ADA ramp, or a center line or crosswalks—those basic components of those projects. And for most communities, that’s going to be the best way to fund things, not just relying on grants that may be hit or miss or require a lot more resources to apply for.”

6B. Support shovel-ready projects through interjurisdictional collaboration on combined grant applications.

- » Collaborate with other jurisdictions to submit for large pools of funding. This may also add grant writing capacity if other organizations have a dedicated grant writer.

6C. Pursue active transportation funding opportunities.

- » Support funding requests with data (e.g., bicycle and pedestrian counts, crash data, or public feedback) that demonstrate the need for infrastructure improvements.
- » Getting buy-in from departmental leadership for funding requests requires data, including comparisons, alternatives, and the pros and cons of each alternative.

6D. Consider maintenance and operations challenges and costs early in the planning process by including public works staff on project committees.

- » Incorporating Complete Streets infrastructure into asset management systems can enhance active transportation implementation and post-implementation evaluations.⁶
- » Counties and cities may find success in working with public works staff to create application and development standards for active transportation infrastructure.

6E. Become familiar with various funding opportunities (local, state, federal, or private) and application deadlines and requirements, and take advantage of available active transportation support programs.

- » Complete Streets Technical Assistance Program – Supports municipalities by providing technical assistance to develop the knowledge, skills, and resources to develop Complete Streets solutions.
- » Safety Programs – Seek HSIP funds to advance safety improvements. Projects must be located on High Injury Networks.
 - The Local Safety Program (LSP) supports construction of cost-effective, high-impact safety improvements on county and local roadway facilities.
 - The High Risk Rural Roads Program (HRRRP) uses funding set aside to address safety needs in rural areas – on rural roadways that have been identified as high risk.
 - The Engineering Assistance Program (EAP) helps subregions prepare applications in advance of a solicitation for the LSP and HRRRP.
- » Local Capital Project Delivery (LCPD) Program – Provides funding to prepare proposed transportation projects for eventual construction with federal funding.
- » Safe Routes to School (SRTS) Program – Provides funding for projects and activities that enable and encourage children to walk and bike to school, make walking and bicycling a safer and more appealing transportation option, improve safety, and reduce traffic and air pollution around New Jersey schools.
- » Transportation Alternatives Set-Aside (TA Set-Aside) Program – Provides federal funds for community-based “non-traditional” surface transportation related projects designed to strengthen the cultural, aesthetic, and environmental aspects of roadways.

⁶ Gadsby, A., Tsai, Y., & Harvey, J. (2021). Technology Review and Roadmap for Inventorying Complete Streets for Integration into Pavement Asset Management Systems. UC Davis: National Center for Sustainable Transportation. <http://dx.doi.org/10.7922/G2XW4H3Q>

- » Road Safety Audits – Formal safety performance examination of a roadway by an independent, multidisciplinary team that qualitatively estimates and reports on potential road safety issues and identifies opportunities for safety improvements for all road users.

RESOURCES

- **FEDERAL AND NATIONAL DESIGN GUIDANCE AND BEST PRACTICE**
 - The National Association of City Transportation Officials (NACTO) provides several design guides centered around designing streets that safely accommodate pedestrians, bicyclists, and transit riders.
 - While ADA guidelines are the current accessibility standard, local jurisdictions should seek to meet accessibility best practices in PROWAG, which addresses access to sidewalks and streets, crosswalks, curb ramps, pedestrian signals, on-street parking, and other components of public rights-of-way.
 - Federal Highway Administration (FHWA) Guide for Improving Pedestrian Safety at Uncontrolled Crossing Locations
 - FHWA Bikeway Selection Guide
 - FHWA Small Town and Rural Design Guide
 - FHWA webpage on curbside management resources
 - AASHTO Guide for the Development of Bicycle Facilities
- **ENVIRONMENTAL JUSTICE AND EQUITY**
 - Environmental Justice Resources – From NJDEP, provides tools and training to assist in considering environmental justice during planning projects.
 - National Academies of Sciences, Engineering, and Medicine. 2012. *Practical Approaches for Involving Traditionally Underserved Populations in Transportation Decisionmaking*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/22813>.
- **TEMPORARY DEMONSTRATIONS AND QUICK-BUILD PROJECTS**
 - Quick Builds For Complete Streets - The Keyport project referenced above includes a guide for implementing quick build projects.
 - Tactical Urbanist's Guide – Provides a tactical project materials palette as well as a chart on iterative project delivery illustrating the various levels of tactical project types, schedules, and design flexibility:
 - Quick-Build Library - The Association of Bay Area Governments provides a library with a series of webinars, quick build reports and slide presentations, and information about quick build materials. One webinar addresses Quick-Build: Projects for Small Towns, Rural & Suburban Contexts.
 - Quick Builds for Better Streets – A PeopleforBikes that report draws on the experiences of eight cities nationwide to create a general guide for quick build project delivery.
- **DATA COLLECTION**
 - National Bicycle and Pedestrian Documentation Project – Provides a methodology for bike and pedestrian counts.
- **MULTIMODAL CONNECTIONS TO TRANSIT**
 - NJTPA's First/Last Mile Solutions Implementation Brief – Provides a typology of first/last mile solutions by mode.
 - TNJ Guidebook for Transit Hub Planning - Together North Jersey offers this guide that addresses the core principles of transit-friendly planning, highlights examples of successful implementation efforts, and “North Jersey Special Concerns.” The toolkit provides information on transit hub strategies, planning tools, funding, and technical assistance programs that a community can use to support transit hub planning.

- Transit Street Design Guide – From NACTO, provides design guidance for the development of transit facilities on city streets, and for the design of city streets to prioritize transit, improve transit service quality, and support other transit-related goals.
- Manual on Pedestrian and Bicycle Connections to Transit – From FTA, provides best practices to support the work in improving pedestrian and bicycle safety and access to transit. It includes references to many other existing guidance documents.
- VULNERABLE ROAD USER SAFETY
 - Safe System Technical Resource – ITE provides this resource for the Safe System Approach, explaining the framework and principles along with examples of appropriate design treatments.
 - Resource Library – Provided by the Vision Zero Network.
 - Safe Streets and Roads for All (SS4A) – Discretionary program with \$5 billion in appropriated funds over 5 years (starting with FY 2022) to support USDOT's goal of zero deaths and serious injuries.
 - NJ Bicycle and Pedestrian Resource Center developed best practices for integrating Safe System Approach and Vision Zero into statewide transportation planning:
 - Zero Deaths Initiatives and the Safe System Approach
 - Addressing Fatal and Serious Injuries through the Safe System Approach

APPENDIX A: SMALL GROUP INTERVIEW METHODOLOGY

Recruitment

The project team worked with NJTPA staff to select candidates for the small group interviews by identifying successful local active transportation projects in the North Jersey region. Active transportation projects were compiled and shortlisted by considering the following factors: geographic representation, place types, and degree of active transportation implementation. A roster of local staff members from each candidate project locality was compiled upon confirmation by the NJTPA.

The list of potential interview participants was organized into four small groups. The project team scheduled one interview session for each participant category. Participants were notified of the small group interview opportunity and invited via email in December 2022. The number of participants is listed below in parentheses.

1. NJTPA staff (7)
2. City and county staff focused on planning or policy (6)
3. City and county staff focused on engineering and public works (4)
4. A subset of members from the project Technical Advisory Committee (10)

27 participants joined one of the four small group interviews. The city and county interviews each included a blend of staff members from both sets of professions, planning and policy, and engineering and public works.

Format

The project team facilitated the small group interviews as formal listening sessions, wherein interview participants individually responded to a discussion prompt from the facilitator. In a listening session, participants may elect to respond directly to the prompt or to each other over the course of the discussion. The discussions in the small group interviews followed a series of predetermined questions to cover themes applicable to active transportation implementation at the local level.

Facilitators used four sets of discussion questions to guide the small group interviews. Each set of prompts contained questions specific to the participant group and questions posed to all groups. Common questions between all four interviews were about equity and environmental justice, community engagement and outreach, interdepartmental or multijurisdictional collaborations, and a catch-all question for advice to local municipalities. Other questions in the small group interviews were about funding, public engagement, and data and performance measures. Appendix C shows all small group interview questions.

Participant statements were noted during the interview using Otter.AI, an automated transcription tool. The use of Otter.AI allowed facilitators to fully engage with the participants in conversation. During the discussion period, a facilitator highlighted key takeaways directly in the transcript to return to during strategy development.

Analysis of Key Highlights

The compilation of responses received during all four small group interviews formed several core themes for the ATP Strategy Guide. Most themes are related to the small group interview questions or emerged from common responses among participants. The project team identified common responses by paraphrasing and consolidating the main takeaways from each small group interview.

The main takeaways were compiled directly from interview transcripts. Quotes to represent the main takeaways were transferred into a table without personal identification information to anonymize the respondents. Each quote

was paraphrased into a key highlight based on the context and question and tagged with keywords. Facilitators referred to original transcripts to ensure accuracy and applicability of each key highlight to the original question. The keywords were used to organize each paraphrased statement into themes for recommended strategies. The compilations of key highlights from the full set of interview highlights set the recommendations for each theme.

Within each recommended strategy are actions which advance or provide supportive statements for each. The actions emerged by consolidating key highlights in a mind map from all four interview discussions. The mind map of actions is shown in Appendix E.

APPENDIX D: SMALL GROUP INTERVIEW PARTICIPANTS

Organizations

- Avenues in Motion
- Alan M. Voorhees Transportation Center at Rutgers University
- Delaware Valley Regional Planning Commission
- EZ Ride
- New Jersey Bike & Walk Coalition
- New Jersey Transit
- NJTPA (including Long Range Transportation Planning; Systems Planning, Data & Forecasting; Local Project Development, Capital Programming)
- Port Authority of New York and New Jersey
- Tri State Transportation Campaign

Counties and Municipalities

- Franklin Township
- Hoboken
- Hudson County
- Jersey City
- Middlesex County
- Morris County
- Passaic County
- Somerset County
- Warren County

APPENDIX C: SMALL GROUP INTERVIEW QUESTIONS BY INTERVIEW GROUP

Focus Group #1 (TAC subgroup)

- Consider the lifecycle of an active transportation project from concept to final design and construction. At what point does outreach start with the community? How does this affect community buy-in and local politics? Separately, what are the approval processes and interdepartmental collaborations that occur?
- How are equity and environmental justice incorporated into the planning and funding of active transportation projects?
- Think about the active transportation projects and programs you were involved in. What local successes do you want to highlight? Why?
 - What was unique about their approach to:
 - Local politics?
 - Community buy-in?
 - Policy commitments?
 - Leadership and interagency/department collaboration?
- What role did you/your agency or organization play?
- Who were key players or collaborators that brought the project to fruition?
- What were some unexpected challenges? How were they resolved?
- What would you do differently next time?
- Any additional comments on the planning, funding, or implementation of a local active transportation project?

Focus Groups #2 (NJTPA staff)

- Consider the lifecycle of an active transportation project from concept to final design and construction. At what point does outreach start with the community? How does this affect community buy-in and local politics? Separately, what are the approval processes and interdepartmental collaborations that occur?
- How are equity and environmental justice incorporated into the planning and funding of active transportation projects?
- Think about the active transportation projects across the region. Are there any local projects that have been particularly successful? Why?
 - What was unique about their approach to:
 - Local politics?
 - Community buy-in?
 - Policy commitments?
 - Leadership and interagency/department collaboration?
- What role did you/your agency or organization play?
- Consider an active transportation project (failed or successful) with challenges which seemed insurmountable—what was the most important lesson learned? What would you do differently next time?
- What funding advice would you provide to a local municipality looking to plan, design, and construct an active transportation project?
- How can regional active transportation projects achieve greater attention and implementation amongst all projects?
- Any additional comments on the planning, funding, or implementation of a local active transportation project?

Focus Groups #3 (City & county staff – planning & policy)

- Consider the lifecycle of an active transportation project from concept to final design and construction. At what point does outreach start with the community? How does this affect community buy-in and local politics? Separately, what are the approval processes and interdepartmental collaborations that occur?

- How are equity and environmental justice incorporated into the planning and funding of active transportation projects?
- What does a fellow town looking to implement their own project need to pay attention to in the process?
- Which operational policies have been key to the success of the project, if any? Or, which policies required changing or updating?
- Do you use any performance measures to track progress on active transportation planning?
- Any additional comments on the planning, funding, or implementation of a local active transportation project?

Focus Group #4 (City & county staff – engineering & public works)

- Consider the life cycle of an active transportation project from concept to final design and construction. What are the approval processes and interdepartmental collaborations that occur?
- How are equity and environmental justice incorporated into the implementation and funding of active transportation projects?
- What does a fellow town looking to implement their own project need to pay most attention to when designing and constructing an active transportation project?
- What are common obstacles that you face when designing and constructing active transportation projects? How do you resolve them through design, planning, and policy?
- What types of operations and maintenance challenges do you encounter with your active transportation infrastructure? Does this create concern or pushback when new projects are proposed?
- Any additional comments on the planning, funding, or implementation of a local active transportation project?

APPENDIX D RECOMMENDED STRATEGIES MINDMAP

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