

September 13, 2010

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SUBJECT: Resolution of Support - FM Metro COG Complete Streets Policy Statement

RECOMMENDATION: It is respectfully requested that the Mayor and Council consider a resolution supporting the Fargo-Moorhead Metropolitan Council of Governments Complete Streets Policy Statement.

BACKGROUND: The Fargo-Moorhead Metropolitan Council of Governments (Metro COG) has developed the attached Draft Complete Streets Policy Statement for the FM Metro Area. The goal of complete streets concepts and policies is to create a transportation system which accommodates all travelers – including vehicles, transit users, pedestrians, and bicyclists – and allows all users to travel safely and efficiently. As noted in the Draft Complete Streets Policy Statement, jurisdictions are currently required to accommodate bicycles and pedestrians in the planning and design of all proposed transportation projects that utilize federal funds.

If the Council approves the attached Resolution of Support, the Resolution will be forwarded to Metro COG to include in the final comments for the Metro COG Policy Board. The Policy Statement will be utilized by Metro COG for transportation planning projects including the Long Range Transportation Plan, Transportation Improvement Program, Unified Planning Work Program and others.

During the September 8th Planning Commission meeting, the Commission recommended that the City Council approve the Resolution of Support, with Commissioner Stueland voting against the recommendation. Commissioner Stueland's comments and concerns included:

- Concern regarding the additional costs of suggested strategies in the Metro COG policy statement, such as paving areas for bicyclists, bikeways on arterials and collectors, colored/textured sidewalks and on-street bikeways
- Roads are the most efficient for transporting people and goods and provide the greatest value for the greatest number of people
- Increasing crossing times for pedestrians – efficiency in the roadway system is delayed when you increase crossing time for limited pedestrian traffic
- Sidewalks and bike trails in the city appear to not be heavily used and maintenance for sidewalks and bikeways is a trade off for maintenance and repair of roadways
- Exceptions clause in the Metro COG policy statement sets the bar too high to justify exceptions to the policy and removes the ability to address citizen needs.

KEY ISSUES: Metro COG will utilize the Policy Statement and consider complete streets principles during transportation planning projects for the Metro area. City staff currently review development and redevelopment projects for “complete streets” elements, as this was a component in the 2009 Update to the Comprehensive Plan. Therefore, if the City Council passes a Resolution of Support for the Draft Complete Streets Policy Statement, there would not be a shift in the review or approval process. The Draft Complete Streets Policy Statement is a guidance document that may be utilized by all FM Metro communities, yet allow each community determine whether the strategies should be used and the most appropriate strategy or combination of strategies to utilize.



POLICY CONSIDERATIONS: During the formation of the 2009 Update to the 2004 Comprehensive Plan, there was an extensive effort to gather input on the desires and goals of city residents, land owners, business owners and other interested parties. Outreach efforts included six neighborhood/college meetings, landowner and developer forums, community forums and workshops, and a Community Assessment survey.

As a result of the input received, Vision Elements were defined and Strategic Initiatives were developed to address how to achieve the community vision. Vision Elements in the 2009 Update to the Comprehensive Plan included:

- Flood Risk Reduction,
- Transportation – *Multi-Modal Connections and Complete Streets*,
- Redevelopment and Reinvestment,
- Growth Management, and
- Community Identity.

The ‘Transportation’ Vision Element in the 2009 Update to the Comprehensive Plan states:

- *Multi-Modal Connections:* Moorhead’s roads, transit, trails and sidewalks provide easily recognizable linkages among neighborhoods and to surrounding communities. Bicycle and pedestrian facilities provide recreational opportunities and transportation options for residents of all ages and abilities, and are part of a multi-modal transportation system. Attention to street design of major corridors and the surrounding built environment helps strengthen Moorhead’s identity and contributes to unified, stable, and sustainable neighborhoods.
- *Complete Streets:* Moorhead embraces a “complete streets” philosophy that ensures that all users of the transportation system, including pedestrians, bicyclists, and transit users as well as children, older individuals, and individuals with disabilities, are able to travel safely and conveniently on streets and highways.

To address the transportation vision element, a *Strategic Initiative* in the 2009 Update to the Comprehensive Plan included the adoption of a “complete streets” design philosophy. Staff recommends that, if the City desires to adopt a complete streets philosophy, that the policy be geared specifically towards Moorhead and that various stakeholders – including developers, transit and pedestrian advocates, engineers and others – be included in the discussions.

The Metro COG Draft Complete Streets Policy Statement would not become City of Moorhead policy, but would indicate the City’s commitment to working with Metro COG on planning, designing, building and operating streets to safely accommodate all modes of local and regional travel as appropriate.

NOTE: 2004 Comprehensive Plan and 2009 Update to the Comprehensive Plan may be found at:
<http://www.cityofmoorhead.com/housing/zoning.asp>

FINANCIAL CONSIDERATIONS: The Draft Complete Streets Policy Statement is meant to act as a guidance document for member units of government and the guidance within the document is not a requirement set upon any of Metro COG’s member local units of government. The resolution of support would not require any financial obligations from the City.

Agenda Item No. 14.



LEGAL CONSIDERATIONS: A resolution of support serves as an expression of interest to work with Metro COG on planning, designing, building and operating streets to safely accommodate all modes of local and regional travel as appropriate. The resolution is not a legally binding document.

Respectfully Submitted:



Michael J. Redlinger
City Manager

Department/Response Person: CSD-Planning/Kristie Leshovsky

Attachments: Draft Resolution
FM Metro COG Draft Complete Streets Policy Statement
September 8 and June 1, 2010 Planning Commission Memos
2009 Update to the 2004 Comprehensive Plan Excerpts

Agenda Item No. 14.



REQUEST FOR COUNCIL ACTION

AGENDA SECTION: Community Services Department	ORIGINATING DEPT. Planning	MEETING DATE: 9/13/2010
ITEM NO. 14.	ITEM DESCRIPTION: Resolution of Support - FM Metro COG Complete Streets Policy Statement	PREPARED BY: Leshovsky

DRAFT RESOLUTION

WHEREAS, the Fargo-Moorhead Metropolitan Council of Governments (Metro COG), in coordination with all member local units of government, cognizant agencies and interested persons, has developed a Draft Complete Streets Policy Statement; and

WHEREAS, the term complete streets means the process of planning, designing, building, and operating streets so they routinely and safety accommodate all modes of local and regional travel; and

WHEREAS, Metro COG has requested that agencies and jurisdictions review and consider the Draft Complete Streets Policy Statement; and

WHEREAS, the Draft Complete Streets Policy Statement is meant to act as a guidance document for member units of government and the guidance within the document is not a requirement set upon any of Metro COG's member local units of government; and

WHEREAS, Metro COG will consider Complete Streets principles outlined in the Draft Complete Streets Policy Statement during the development and implementation of required metropolitan transportation planning projects and processes developed by Metro COG, including the Long Range Transportation Plan (LRTP), the Transportation Improvement Program (TIP), the Unified Planning Work Program (UPWP), and the Public Participation Plan (PPP); and

WHEREAS, the City of Moorhead has been involved in multi-modal transportation design prior to the "complete streets" concept becoming popular around the nation – including recommendations in the 2004 City of Moorhead Comprehensive Plan to improve pedestrian and bicycle movement along roadways and provide pedestrian connections between key destinations; and

WHEREAS, the 2009 Update to the 2004 City of Moorhead Comprehensive Plan emphasized the desire to integrate "complete streets" principles in planning and transportation system which would provide safe access to all users of the transportation system; and

WHEREAS, there are numerous strategies that may be utilized to provide safe access to all users of the transportation system; and

WHEREAS, the Draft Complete Streets Policy Statement is a guidance document that can be utilized by all FM Metro communities, yet allow each community determine the most appropriate strategy or combination of strategies to utilize.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Moorhead that the City Council does hereby support the FM Metro COG Draft Complete Streets Policy Statement.

PASSED by the City Council of the City of Moorhead this 13th day of September, 2010.



Fargo-Moorhead Metropolitan Council of Governments

701.232.3242 • FAX 701.232.5043 • Case Plaza Suite 232 • One 2nd Street North • Fargo, North Dakota 58102-4807

Email: metrocog@fmmetrocog.org



August 17, 2010

Kristie Leshovsky
City of Moorhead Planning
PO Box 779
Moorhead, MN 56560

Dear Kristie:

As recommended by the Metro COG Transportation Technical Committee (TTC) I am transmitting to you the Draft Complete Street Policy Statement for the FM Metropolitan area (Policy Statement). The Draft Policy Statement has been developed cooperatively by Metro COG, all member local units of governments, cognizant agencies, and interested persons.

Metro COG asks that you consider sharing this Draft Policy Statement internal to your agency/jurisdiction, as appropriate, and **provide comments to Metro COG by 4:00 pm October 4, 2010.** Pending comments received by Metro COG, the Final Policy Statement will be considered by the TTC on October 14, 2010 prior to be forwarded to the Metro COG Policy Board on October 21, 2010 for final approval.

Once adopted, Metro COG envisions several uses for the Policy Statement at the local/state level:

- Foundation for the development of a standalone local policy or ordinance regarding Complete Streets;
- Justification for a comprehensive review of all existing local/state ordinances and codes to ensure satisfactory concurrence with principles supported by Complete Streets;
- Justification for the allocation of local/state staff resources to ensure that the principles supporting Complete Streets are reflected in local and state plans and polices;
- Form the basis for local staff to work with appointed and elected officials to transmit the principles of Complete Streets; and how they should be integrated into local ordinances, codes, polices and plans.
- A guide for local/state officials to ensure that all surface transportation projects in the FM Metropolitan area are planned and designed in keeping with the Complete Streets principles, where feasible.

Inherent in the Draft Policy Statement is Metro COG's integration of the principles of Complete Streets into all facets of the Metropolitan Planning Program. Complete Streets principles shall be considered regarding development and implementation of the following required metropolitan transportation planning products and processes developed by Metro COG:

- Long Range Transportation Plan (LRTP), and its modal sub elements;
- Transportation Improvement Program (TIP)
- Unified Planning Work Program (UPWP);
- Public Participation Plan (PPP).

If you have further questions please feel free to contact Justin Kristan at 701-232-3242 x.36 or via email at jkristan@fmmetrocog.org.

Sincerely,

Justin Kristan
Assistant Transportation Planner

JK

Cc: Bob Walton, NDDOT; Sara Aultman, Mn/DOT

A PLANNING ORGANIZATION SERVING

FARGO, WEST FARGO, CASS COUNTY, NORTH DAKOTA AND MOORHEAD, DILWORTH, CLAY COUNTY, MINNESOTA

**Fargo-Moorhead Metropolitan Area
Complete Streets Policy Statement
August 12, 2010**

1. Purpose

The term Complete Streets means the process of planning, designing, building, and operating streets so they routinely and safely accommodate all modes of local and regional travel.

Completing a street will expand its capacity to serve everyone who travels on it, be it by motor vehicle, foot, bicycle, transit, or other means. Complete streets are essential for those who cannot drive – because of age, disability, income, or other reason – and for those who choose not to drive to save money, protect the environment, or be healthier by living a more active lifestyle.

Complete Streets is not a revolutionary planning concept; it is essentially practicing coordinated, comprehensive and contextual planning and design. It is not a prescriptive design or outcome; it is a process based on guiding principles. Complete Streets and the concept of planning for Complete Streets are recognized nationally by numerous states and local jurisdictions. The state of Minnesota passed a Complete Streets law in July of 2010. The Federal Government is also cognizant of the benefits of planning for all users of the transportation system. The Federal Complete Streets Act of 2009 is presently moving through Congress.

This Policy Statement is meant to act as a guidance document. The guidance within this document is not a requirement set upon any of Metro COG's member local units of government. The hope is that member local units of government will consider all modes of transportation during the planning, design, construction, and operation phases as provided in this Complete Streets Policy Statement.

The benefits of Complete Streets can be both qualitative and quantitative, and can act both in the short and long-term:

- **Safety** – reduction of conflict and encouragement of more predictable interaction among motorists, bicyclists and pedestrians of all ages and abilities
- **Environmental** – less air and noise pollution
- **Maintenance** – less use of roads by automobiles if significant mode shifts occur
- **Congestion** – integration of transit and non-motorized modes can reduce local congestion if a mode shift occurs
- **Health** – increased physical activity and reduction in healthcare costs
- **Accessibility** – approximately one-third of the population cannot or does not drive a car (Complete Streets Report, 2009, MnDOT); increased compliance with

the Americans with Disabilities Act (ADA) will provide better access for people of all ages and abilities

- **External Costs** – reductions correlated with less costly modal choices
- **Economic Activity** – A network of complete streets is safer and more appealing to residents and visitors, which is good for retail and commercial development.
- **Quality of Life** – A variety of transportation options allow everyone – particularly people with disabilities and older adults – to get out and stay connected to the community.

In June 2009, the Center of Disease Control released a report titled Recommended Community Strategies and Measurements to Prevent Obesity in the United States, which recommends the adoption of Complete Streets policies as a strategy for obesity prevention.

The establishment of well-connected walking and bicycling networks is an important component for livable communities. The overall design of a community's transportation system will have a significant effect on its perceived livability. Walking and bicycling foster safer, more livable, more family-friendly communities; promote physical activity and healthy lifestyles; and reduce vehicle emissions and fuel use. Planning for Complete Streets is not only being recognized by local communities it is now recognized by the Federal Government.

In March of 2010 The Secretary of the Department of Transportation (USDOT) announced an updated policy statement on bicycle and pedestrian accommodation. This policy reaffirms the concept of planning for non-motorized forms of transportation as well as transit use.

The DOT policy is to incorporate safe and convenient walking and bicycling facilities into transportation projects. Every transportation agency, including DOT, has the responsibility to improve conditions and opportunities for walking and bicycling and to integrate walking and bicycling into their transportation systems. Because of the numerous individual and community benefits that walking and bicycling provide — including health, safety, environmental, transportation, and quality of life — transportation agencies are encouraged to go beyond minimum standards to provide safe and convenient facilities for these modes.

Regional planning for Complete Streets is supported by the Code of Federal Regulations (CFR) and the United States Code (USC). The State and Metropolitan Planning Organization (MPO) planning regulations describe how walking and bicycling are to be accommodated throughout the planning process (e.g., see 23 CFR 450.200, 23 CFR 450.300, 23 U.S.C. 134(h), and 135(d)). Non-motorists must be allowed to participate in the planning process and transportation agencies are required to integrate walking and bicycling facilities and programs in their transportation plans to ensure the operability of an intermodal transportation system. Key sections from the United States Code (USC) and CFR include, with italics added for emphasis:

- The scope of the metropolitan planning process "will address the following factors...(2) Increase the safety for motorized and *non-motorized users*; (3) Increase the security of the transportation system for motorized and *non-motorized users*; (4) Protect and enhance the environment, promote energy conservation, improve the quality of life..." 23 CFR 450.306(a). See 23 CFR 450.206 for similar State requirements.
- Metropolitan transportation plans "...shall, at a minimum, include...existing and proposed transportation facilities (including major roadways, transit, multimodal and intermodal facilities, *pedestrian walkways and bicycle facilities*, and intermodal connectors that should function as an integrated metropolitan transportation system..." 23 CFR 450.322(f). See 23 CFR 450.216(g) for similar State requirements.
- The plans and transportation improvement programs (TIPs) of all metropolitan areas "shall provide for the development and integrated management and operation of transportation systems and facilities (including *accessible pedestrian walkways and bicycle transportation facilities*)." 23 U.S.C. 134(c)(2) and 49 U.S.C. 5303(c)(2). 23 CFR 450.324(c) states that the TIP "shall include ...trails projects, pedestrian walkways; and bicycle facilities..."
- 23 CFR 450.316(a) states that "The MPOs shall develop and use a documented participation plan that defines a process for providing...representatives of users of *pedestrian walkways and bicycle transportation facilities, and representatives of the disabled*, and other interested parties with reasonable opportunities to be involved in the metropolitan planning process." 23 CFR 450.210(a) contains similar language for States. See also 23 U.S.C. 134(i)(5), 135(f)(3), 49 U.S.C. 5303(i)(5), and 5304(f)(3) for additional information about participation by interested parties.

The Fargo-Moorhead Metropolitan Council of Governments (Metro COG) recognizes the need for Complete Streets and therefore has developed this Policy Statement (Section 2). Metro COG encourages local units of government in the metropolitan area including Mn/DOT and NDDOT to take this Complete Streets Policy Statement under reasonable advisement. In addition, Metro COG has developed the Implementation Plan detailed in Section 4, which describes how this Policy Statement will be incorporated into Metro COG's Metropolitan Planning Program. Metro COG encourages local units of government to incorporate the Policy Statement into the planning, design and construction of federally and locally funded projects.

2. The Fargo-Moorhead Regional Complete Streets Policy Statement

Complete Streets is an on-going and comprehensive planning, design, construction, and operations process, with a long-range perspective, aimed at improving safety, usability, and quality of life. By embracing Complete Streets, Metro COG seeks to plan and program public rights-of-way that fully integrate and balance the needs of all street users, including bicyclists, pedestrians, transit, commercial truck drivers, and motorists. Users of all ages and abilities will be considered. The Complete Streets process will apply to all street projects, including construction, reconstruction, and maintenance. Because Complete Streets are context sensitive, a Complete Street in one neighborhood may look

very different from a Complete Street in another neighborhood, but both are designed to balance the safety and convenience for everyone using the public right-of-way. Successful achievement of this vision will result in the creation of a complete transportation network for all modes of travel (as opposed to trying to make each street perfect for every traveler), fewer crashes, lower severity crashes, improved public health, less air, water, and noise pollution, and lower overall transportation costs for the public and for their governing bodies.

By approving this policy, Metro COG and its member local units of government as well as the Minnesota Department of Transportation (MnDOT) and the North Dakota Department of Transportation (NDDOT) have dedicated themselves to planning, designing, constructing, and/or operating the transportation network to a higher/ more inclusive standard. Exceptions to this standard should be rare and difficult to achieve. Metro COG encourages its member local units of government to adopt an official Complete Streets exception process that involves enhanced public input and to officially document exceptions when they occur.

3. Consistency with Federal Guidance and Regulation

Congress has consistently and progressively encouraged the development of a transportation system that favors the movement of people and goods -- not just automobiles -- beginning with the passage of the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1991, and continuing through the Transportation Equity Act for the 21st Century (TEA-21) in 1998, and the Safe, Accountable, Flexible, and Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU) in 2004 (See 23 CFR 450.200, 23 CFR 450.300, 23 U.S.C. 134(h), and 135(d)). The USDOT's issuance of an updated bicycle and pedestrian accommodation policy statement in March of 2010 further solidifies the United State's commitment to recognizing the need to overtly plan for non-motorized transportation.

In 2009, Congress introduced the Federal Complete Streets Act (HR 1443/SR 584) which defines Complete Streets as:

"A roadway that accommodates all travelers, particularly public transit users, bicyclists, pedestrians (including individuals of all ages and individuals with mobility, sensory, neurological, or hidden disabilities), and motorists, to enable all travelers to use the roadway safely and efficiently."

Though this legislation has not been signed into law; this legislation is still moving toward passage.

On March 15, 2010, the Secretary of Transportation, Ray LaHood, signed an updated and enhanced policy statement on bicycle and pedestrian accommodation, which states, in part:

“Because of the numerous individual and community benefits that walking and bicycling provide – including health, safety, environmental, transportation, and quality of life – transportation agencies are encouraged to go beyond the minimum standards to provide safe and convenient facilities for these modes.”

In May of 2010, Minnesota’s Governor Pawlenty signed in to law the *Minnesota Complete Streets Bill*. Among its provisions, the recently passed legislation defines Complete Streets as “the planning, scoping, design, implementation, operation, and maintenance of roads in order to reasonably address the safety and accessibility needs of users of all ages and abilities. Complete Streets considers the needs of motorists, pedestrians, transit users and vehicles, bicyclists, and commercial and emergency vehicles moving along and across roads, intersections, and crossings in a manner that is sensitive to the local context and recognizes that the needs vary in urban, suburban, and rural settings.”

The law directs the Commissioner of the Minnesota Department of Transportation to implement a Complete Streets policy after consultation with stakeholders, state and regional agencies, local governments, and road authorities. The law also states that local road authorities are encouraged, but not required, to create and adopt Complete Streets policies for their roads that reflect local context and goals.

The development of Metro COG’s Complete Streets policy statement demonstrates recognition of and a plan to address Federal guidance regarding Complete Streets as well as local support for the planning and creation of Complete Streets.

4. Metro COG Implementation Plan

So as to achieve the purpose and intent articulated in sections 1, 2 and 3; the following steps will be taken by Metro COG:

Metro COG will **integrate Complete Streets criteria** in the development of the Transportation Improvement Program (TIP), products of its Unified Planning Work Program (UPWP), the Long-Range Transportation Plan (LRTP), its modal sub-elements as well as its Public Participation Plan (PPP). These criteria will be designed to efficiently and accurately indicate a project’s overall compatibility with the regional Complete Streets Policy Statement.

- A. Metro COG will **promote the use of Context Sensitive Solutions (CSS) planning**, which is a multi-disciplinary, collaborative approach that involves all stakeholders to develop a transportation facility that fits its physical setting and preserves scenic, aesthetic, historic, and environmental resources, while maintaining safety and mobility. CSS is an approach that considers the total context within which a transportation improvement project will exist, and employs early, continuous, and meaningful involvement of the public and all stakeholders throughout the project development process. CSS emphasizes six key principles:

- 1 Balance safety, mobility, community and environmental goals in all projects
- 2 Involve the public and affected agencies early and continuously
- 3 Use an interdisciplinary team approach for each project
- 4 Address all modes of travel
- 5 Apply flexibility inherent in design standards
- 6 Incorporate aesthetics as an integral part of good design

The reader is referred to <http://www.ite.org/css/> for more details and information on the CSS process.

Many of the principles of CSS can be met using Metro COG's Congestion Management Toolbox (see pages 2.22 through 2.27 of the 2009 Metropolitan Transportation Plan). As Metro COG conducts planning studies, the toolbox will be given due consideration during the planning, programming and development of transportation projects. Not every strategy is right for all projects, and some strategies may be only partially effective. But it is important that each strategy be evaluated for effectiveness. The intent is not to dictate specific strategies, but to encourage evaluation and implementation of the most appropriate and cost effective measures.

- B. Metro COG will support the development of **a complete system of bikeways and pedestrian facilities, connected across the FM Metropolitan Area**. Further, Metro COG will plan context-appropriate facilities to the best currently available standards and guidelines.
- C. Metro COG will **make Complete Streets part of the process for assigning functional classification to area roadways**. As Metro COG updates functional classifications, it will consider how each roadway functions not just for automobiles, but also for bicycles and pedestrians.

5. Local Implementation Guidance

Project sponsors are required to accommodate bicycles and pedestrians in the planning and design of all proposed transportation projects that use federal funds (*23 USC Section 217 (g)*). Project sponsors are encouraged to accommodate bicycles and pedestrians in the planning and design of all proposed transportation projects, regardless of funding source, where bicycles and pedestrians are permitted by law.

Project sponsors are responsible for determining, for each project and within the context of the metropolitan long-range plan, the most appropriate facility or combination of facilities for accommodating bicyclists and pedestrians of all ages and abilities, including but not limited to striped bicycle lanes, paved shoulders, wide outside lanes, signed bike routes, shared-use paths, sidewalks, bike racks on buses, bicycle parking facilities, marked or raised street crossings, and pedestrian signals and signs. Design solutions should be context sensitive and should actively involve all stakeholders.

Providing access for people with disabilities is a civil rights mandate that is not subject to limitation by project costs, levels of use, or exceptional circumstances. The Americans with Disabilities Act of 1990 (*Public Law 101-336*) is a civil rights statute that prohibits discrimination against people with disabilities in all areas of public life. The ADA addresses State and local government services, activities and policy making under the Department of Justice's ADA Title II implementing regulations. The ADA, under Title II, Subpart A, covers public rights-of-way. The ADA requires that recipients of Federal aid and State and local entities that are responsible for roadways and pedestrian facilities do not discriminate on the basis of disability in any highway transportation program, activity, service or benefit they provide to the general public; and to ensure that people with disabilities have equitable opportunities to use the public rights-of-way system. Section 504 of the Rehabilitation Act of 1973 states that responsibilities not detailed specifically in Title II of the ADA are: Rest areas on Interstate highways must be accessible; and pedestrian overpasses, underpasses, and ramps constructed with Federal financial assistance must be accessible.

Complete Streets are easier to implement if all levels of government are concurrently applying the same Complete Streets principles, thus minimizing the difference between design standards being applied by the various agencies with jurisdiction over roadways (e.g., city, county, state). Project sponsors within the FM Metropolitan Area are encouraged to consider adopting Complete Streets policies that are consistent with the Complete Streets Policy Statement.

Local Implementation Strategies

So as to achieve the purpose and intent articulated in sections 1, 2 and 3 possible strategies for use by implementing agencies are identified below. These implementation strategies are meant to be contextual in nature yet are standardized enough that it is likely most jurisdictions will implement these strategies in very similar ways. Thus, aesthetics will likely be unique to each jurisdiction but the methods of design will likely be similar. Metro COG encourages all jurisdictions to always fall back to these key strategies for all their transportation projects.

Planning

- Review codes, ordinances and zoning regulations and make changes necessary to remove barriers and assist in the achievement of the Complete Streets vision
- Use the Congestion Management Toolbox from the 2009 Metropolitan Long-Range Transportation Plan when conducting corridor studies to give explicit consideration to all modes of travel as well as other measures to reduce single-occupant automobile trip generation
- Reference the Metropolitan Bicycle and Pedestrian Plan when conducting corridor studies to give explicit consideration to bicyclists and pedestrians and to reduce single-occupant automobile trip generation
- Reference the Metro Transit Plan when conducting corridor studies to give explicit consideration to transit use to reduce single-occupant automobile trip generation

- Utilize a public participation process that ensures all street users within the Metropolitan Area are given adequate notice of public input opportunities related to planning studies
- For all corridor studies, ask transit provider(s) to review alternatives as a standard part of the planning process
- Include charrettes, walkability audits and bicycling audits where appropriate to gain stronger, more detailed public input relative to Complete Streets planning efforts

Design

- Minimize the posted speed of roadways in residential areas and where pedestrian activity is high
- Evaluate existing and potential on-road bicycle use in all repaving and re-striping projects (i.e. striping of bicycle lanes, wide curb lanes, paving of roadway shoulders or widening of curb lanes) as well as new roadway construction and reconstruction projects
- Evaluate the effectiveness of narrowing pedestrian crossing distances at intersections where high motor vehicle counts and high pedestrian counts are expected. Narrowing can be accomplished with pedestrian refuge islands or curb bump-outs
- Reduce the number of travel lanes on roadways where feasible to create more operating room for bicyclists and improve vehicular flow for motorists
- The latest design standards and guidelines should be used. Some common sources for design standards include:
 - AASHTO *Guide for the Development of Bicycle Facilities*
 - AASHTO's *A Policy on Geometric Design of Highways and Streets*
 - AASHTO's *Guide for the Planning, Design, and Operation of Pedestrian Facilities*
 - Federal Highway Administration's *Manual on Uniform Traffic Control Devices for Streets and Highways*
 - ITE's Recommended Practice *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach Recommended Practice*
 - Draft Proposed Rights-of-Way Accessibility Guidelines (PROWAG)
 - Mn/DOT Bikeway Facility Design Manual
 - Respective State Guidelines for design standards
- Provide appropriate bicycle accommodation on and along all arterial and collector streets
- Use colored and/or textured crosswalks in high-count pedestrian areas
- Use pedestrian-scale design adjacent to sidewalks and other pedestrian facilities
- Evaluate the use of traffic calming features along all roadway corridors

Construction

- Provide pedestrian accommodation in the form of sidewalks or shared-use paths (if design guidelines are met) adjacent to all arterial and collector streets
- Consider using colored pavement for on-street bike lanes

- Where physical conditions will allow, consider planting trees along newly constructed or reconstructed roadways in residential neighborhoods
- Identify funding to retrofit sidewalks and curbs with ADA compliant pedestrian ramps

Operations

- Time traffic signals to provide adequate pedestrian crossing time. Consider exclusive pedestrian timing or leading pedestrian intervals where pedestrian crossing volumes are high enough.
- Develop a traffic calming policy; or review existing policies or ordinances to ensure that consideration is given to various traffic calming techniques
- Develop a maintenance schedule or program to address roadway, sidewalk and shared use path maintenance needs
- Regularly inspect and fix pavement and/or surface defects before they become issues for pedestrians and bicyclists
- Develop a schedule of regular pavement marking maintenance for on-road bicycle facilities
- Develop a sweeping program that is sensitive to the needs of on-road and off-road bicyclists

Exceptions

Not every street can be ideal for every traveler. However, it is still important to provide basic, safe and direct access (to the maximum extent possible) for all users regardless of the design strategy used.

Exceptions should be made where:

- Non-motorized use is prohibited by law, such as on some sections of interstate highways
- A suitable or more desirable alternative is available within a reasonable distance based on public and staff input. (General acceptable total out of the way distances: pedestrians ¼ mile; bicyclists ½ mile.)
- The cost of accommodation would be excessively disproportionate to the need or probable use. (Note: Excessively disproportionate is sometimes defined as exceeding twenty percent of the cost of the larger transportation project. In this case, the project sponsor may propose an alternate design or spend twenty percent of the project cost of the larger project to improve accommodations for all users.)
- There is a documented absence of current or future need. Documentation should be in a standalone document and easy to access by the public.
- There is public consensus that the accommodation is unwanted. Evidence of this should be well documented and defensible.



Memorandum

To: Chair Schultz and Members of the Moorhead Planning Commission
From: Kristie Leshovsky, City Planner
Date: September 8, 2010
RE: FM Metro Council of Governments – FM Metro Area Complete Streets Policy Statement

In June, the Planning Commission discussed the concept of Complete Streets (see attachment 2). The Fargo-Moorhead Metropolitan Council of Governments (FM Metro COG) has developed the attached Draft Complete Streets Policy Statement for the FM Metro Area (see attachment 1). As noted in the Draft Complete Streets Policy Statement, jurisdictions are currently required to accommodate bicycles and pedestrians in the planning and design of all proposed transportation projects that utilize federal funds and a Complete Streets Policy Statement would demonstrate local compliance with federal guidance documents and regulations.

One of the *Vision Elements* in the 2009 Update to the 2004 Comprehensive Plan, included:

- Moorhead embraces a “complete streets” philosophy that ensures that all users of the transportation system, including pedestrians, bicyclists, and transit users as well as children, older individuals, and individuals with disabilities, are able to travel safely and conveniently on streets and highways.

Further, a *Strategic Initiative* in the 2009 Update to the Comprehensive Plan included the adoption of a “complete streets” design philosophy (see attachment 3). The Draft Complete Streets Policy Statement is a guidance document that can be utilized by all FM Metro communities, yet allow each community determine the most appropriate strategy or combination of strategies to utilize.

City staff currently review development and redevelopment projects for “complete streets” elements, as this was a component in the 2009 Update to the Comprehensive Plan. If the Planning Commission supports and the City Council passes a Resolution of Support for the Draft Complete Streets Policy Statement, there would not be a dramatic shift in the review process. The Draft Complete Streets Policy Statement and implementation tools within that Statement would be used as guidance document.

The first bullet under the “Planning” section of the Local Implementation Strategies (page 7) in the Draft Complete Streets Policy Statement is to review codes, ordinances and zoning regulations and make changes necessary to achieve “complete streets”. The City has been working with the FM Home Builders Association (HBA) and local developers to discuss current development standards in Moorhead, and more specifically, if various options could be explored and discussed that may result in a cost savings to development. The HBA has been working directly with Moorhead developers and the HBA has provided the City with comments from this working group.

Comments received from the HBA Working Group included elements related to “complete streets” strategies, including reduced widths for residential roads. City staff are currently providing analysis on the HBA Working Group comments, including road and sidewalk cost analysis. There is a balance to achieving complete streets and managing infrastructure costs – reducing roadway widths may reduce costs, although boulevard trees and sidewalks are also important elements of creating an environment conducive to non-vehicle transportation (ie: traffic calming and pedestrian movement).

STAFF RECOMMENDATION

Staff suggests that the Planning Commission recommend approval of the attached Resolution of Support to the Moorhead City Council.

June 1, 2010

To: Chair Schulz and Members of the Planning Commission
From: Kristie Leshovsky, City Planner & Zoning Administrator
Subject: Introduction to Complete Streets

ACTIVE IN MOORHEAD

In August of 2008, the City of Moorhead entered into a partnership with Clay County Public Health and Metro COG entitled Active In Moorhead (AIM). AIM is a contract under Active Living Minnesota that is provided by Blue Cross Blue Shield of Minnesota. Seven other communities in MN were also awarded grants under the Active Living Minnesota contract. The contract funds are provided by Prevention Minnesota based on a tobacco settlement in which Blue Cross was a plaintiff.

The main goals of Prevention Minnesota are to reduce tobacco rates, increase physical activity and increase healthy eating. The AIM project was based upon increasing physical activity, specifically, increasing physical activity through community design. AIM supports an approach called "Active Living", an effort to create and promote environments that are safe and convenient for people to integrate physical activity into their daily routines and to promote health and wellbeing.

AIM – PLANNING AND PREPARATION

The first years (2008/2009) of the AIM contract were the *Planning and Preparation* years. During this time, numerous planning activities occurred, including:

- Incorporate Active Living principles into the 2009 Update to the 2004 Comprehensive Plan;
- 4 neighborhood and 2 college meetings were held to gather resident feedback on Active Living and other issues for the Update to the Comprehensive Plan;
- A presentation by Mark Fenton, a National Active Living expert and advocate (presentation to senior citizens and a town hall meeting);
- A presentation from two experts from the National Center for Bicycling and Walking;
- A Community Assessment completed in the summer of 2009;
 - o <http://www.ndsu.edu/sdc/publications/AIM/2009ActiveInMoorheadReport.pdf>
 - o http://www.ndsu.edu/sdc/publications/AIM/NeighborhoodMeetingResults_FINAL.pdf
- A public forum held in July 2009;
- A Complete Streets Workshop held in August of 2009;
- Jim Charlier, a nationally recognized transportation planner, held a presentation in the fall of 2009; and
- Coordination with the Statewide Health Improvement Program (SHIP) and Cass-Clay Healthy People Initiative.

AIM – IMPLEMENTATION

Year two and subsequent years will focus on implementation of Active Living principles. The 2009 Update to the 2004 Comprehensive Plan was approved by the City Council in November of 2009. Within that document, Support of the Active Living partnership was included as Strategic Initiative #4 and Adoption of a "Complete Streets" design philosophy was Strategic Initiative #5 (see attached). In December of 2009, the City Council authorized the execution of a contract with Clay County Public Health that provided \$30,000 to the City of Moorhead in support of Active Living activities, such as a review of City standards and regulations to identify areas that may lead to land use decisions which encourage access and activity and the review and analysis of Complete Streets concepts and standards.

WHAT ARE COMPLETE STREETS?

The term "Complete Streets" was coined around 2003 by the development of a policy initiative by "America Bikes". The concept they defined stated "A complete streets policy ensures that the entire right of way is routinely designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists and transit riders of all ages and ability must be able to safely move along and across a

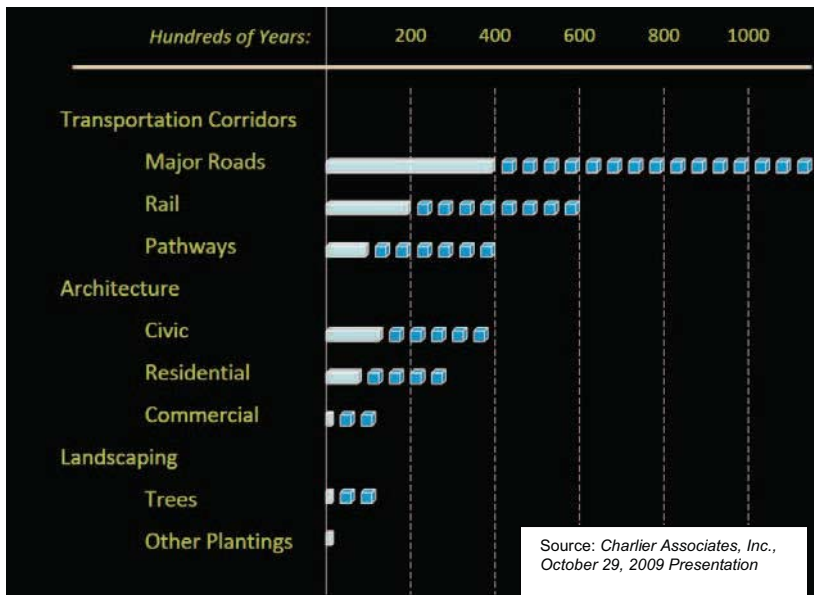
complete street”¹. The goal of Complete Streets policies is to make wise investments that will enhance the entire community. In 2009, the US Congress passed the Federal Complete Streets Act (HR 1443/SR 584) which defines Complete Streets as “A roadway that accommodates all travelers, particularly public transit users, bicyclists, pedestrians (including individuals of all ages and individuals with mobility, sensory, neurological, or hidden disabilities), and motorists to enable all travelers to use the roadway safely and efficiently”.

Implementing Complete Streets policies or regulations does not necessarily require additional funding for projects – instead, it should aim to utilize the same funds with different options for design (ie: reduce lane width, timing signals to control speeds and increase safety, restripe bike lanes without moving curb/gutter, ect.).

WHY ARE COMPLETE STREETS IMPORTANT?

Some of the reasons communities have implemented Complete Streets policies include: safety, health, accessibility, and environmental. One of the more widely studied of these is safety. Researchers gathered safety data and reported that “close to 5,000 pedestrians and bicyclists die each year on U.S. roads, and more than 70,000 are injured. Over 40 percent of these pedestrian fatalities occur on roads that have no crosswalks”². Additional research indicated that “before and after comparisons conducted in several states show that a common complete streets technique, the road diet (ie: reduced lane width) reduced traffic crashes between 18 and 43 percent while also increasing bicycle and pedestrian travel” (italics added)³. The Moorhead Police Department is gathering data from the last few years regarding pedestrian-vehicle accidents in Moorhead that will be placed on a map to determine whether there are particular intersection in Moorhead that have a higher incident rate of pedestrian-vehicular accidents.

In addition to safety, complete streets policies also work towards providing options for groups that may have limited access to motor vehicles, such as children, older adults and those that may require mobility aids. Further, the investment in infrastructure, especially major roads, is one of the longest lasting decisions a community can make – once that road is platted and paved, it will, most likely, not change for many decades.



HOW DOES A COMMUNITY WORK TO CREATE COMPLETE STREETS

Policy initiatives related to Complete Streets differ with each jurisdiction and are dependant upon many factors, but typically focus on comprehensive planning, design and construction of transportation modes with a long-range perspective which balance the needs of all street/transportation users.

Rochester, MN received an Active Living grant from Blue Cross/Blue Shield of Minnesota. The City set a goal of “creating a safe, convenient transportation system that encourages walking, bicycling and general traffic movement that meets the needs of all its users, regardless of transportation mode and ability”. The City adopted a Complete Streets Policy in 2009 which outlined the considerations and objectives to accomplish

¹ APA, “Complete Streets: Best Policy and Implementation Practices”, p.3
² APA, “Complete Streets: Best Policy and Implementation Practices”, p.4
³ APA, “Complete Streets: Best Policy and Implementation Practices”, p.4

that goal. Said resolution is attached for your information. The Rochester Complete Streets Policy clearly states the City's commitment to Complete Streets principles, but also allows for flexibility based upon factors such as right-of-way availability, cost, and safety.

IS MOORHEAD UTILIZING COMPLETE STREETS POLICIES NOW?

Yes! There are not many "new" concepts when looking at Complete Streets policies and Moorhead has numerous policies and regulations which directly relate to the goals of the Complete Streets movement. Sidewalks and boulevard trees are required for newly subdivided land, transit routes and stops are reviewed to analyze timeliness and reliability, bike lanes are included in areas outlined in the FM Metropolitan Bicycle and Pedestrian Plan (2005), and traffic calming measures are reviewed and, if feasible and recommended, included along roadways.

Further, the Minnesota Legislature commissioned a Complete Streets report which was prepared by the MN Department of Transportation. The full report may be found online at:

<http://www.dot.state.mn.us/planning/completestreets/docs/final/CompleteStreetsFinalReport.doc>

The Minnesota DOT has adopted a strategic vision which supports a Complete Streets approach to transportation investment. In February of 2010, the Minnesota legislature introduced Complete Streets legislation which would ensure that every road construction, reconstruction, or rehabilitation project funding partially or completely by the state would follow a Complete Streets approach. One of the reasons cited for the legislation was safety – as over the past decade, 500 bicyclists and pedestrians were killed in Minnesota and another 20,000 injured. The Bill, HF 2801, is currently before the Governor.

With congressional bodies at both the federal and state level encouraging Complete Streets approaches to planning and design of roadways, the adoption of goals and objectives towards creating Complete Streets at a local level would demonstrate local efforts to comply with these guidance documents and regulations.

WHAT'S NEXT?

The Fargo-Moorhead Metropolitan Council of Governments (FM Metro COG) has been working with the Metropolitan Bicycle and Pedestrian Committee to review options for a FM Metro Area Complete Streets Policy Statement. Jurisdictions are currently required to accommodate bicycles and pedestrians in the planning and design of all proposed transportation projects that utilize federal funds and a Complete Streets Policy would demonstrate local compliance with federal guidance documents and regulations.

Further, the City has been working with the FM Home Builders Association and local developers to discuss current development standards in Moorhead, and more specifically, if various options could be explored and discussed that may result in a cost savings to development. The HBA has been working directly with Moorhead developers and the HBA will be providing the City with information gathered by the working group.

Next steps may include:

- Continue communication with FM Metro COG regarding a FM Metro Complete Streets Policy Statement,
- Receive comments from the HBA/Moorhead development community working group and provide comments and recommendations regarding current City policies and regulations, and
- In connection with the HBA/development group comments, review current City Code requirements to determine whether Complete Streets policies may be appropriate to incorporate into current City regulations and provide analysis on how said policies may impact the price of development. Engage various stakeholders in this process.

Strategic Initiative #4
Support the Active in Moorhead (AIM) Partnership


The AIM partnership is between the City of Moorhead, Clay County Public Health and Metro COG. AIM supports an approach to quality of life that is often labeled "Active Living". The guiding principle of this effort is to *create and promote environments that are safe and convenient for people to integrate physical activity into their daily routines, and to promote health and well-being.*



Because these efforts focus on the physical environment, the city has an opportunity to incorporate these principles into its planning efforts. Strategic initiatives that support the AIM partnership and a physical environment that promotes "Active Living" include the following:

1. Continue to actively participate in the AIM Partnership by being a member of the core leadership team responsible for planning, implementation and evaluation of AIM's goals and work plan.
2. Participate in Active Living Minnesota activities such as workshops and conferences.
3. Assist in implementing Safe Routes to School projects in conjunction with the school district and other applicable partners.
4. Continue to accommodate and maintain trails and sidewalks in new developments. Sidewalks and trails should be developed to connect to neighborhood attractions such as schools, churches, parks, or neighborhood retail centers. *Surveyed residents² indicated they would walk or ride a bike to destinations within 15 minutes.*
5. Trails should be designed to accommodate multiple recreational activities including walking, jogging, biking, in-line skating or cross-country skiing. Consistent signage and single path design that accommodates walking and jogging with biking or in-line skating should be encouraged.
6. Work to retrofit and maintain trails and sidewalks in existing developed areas through redevelopment activities initiated by the private or public sector. *On average, surveyed residents indicated that sidewalk maintenance (e.g., no crumbling, cracks, unevenness), continuous sidewalks, and sidewalk winter care (e.g., snow or ice removal) are very important items in order for them to live actively.*

² The AIM Partnership Survey was conducted by the North Dakota State Data Center and mailed to a random sample of Moorhead, Minnesota, residents in June 2009. The results of the survey were documented in a report, entitled *Active in Moorhead (AIM) Partnership: 2009 Resident Survey Results*. The survey is posted on the Data Center's website www.ndsu.edu/sdc/publications/AIM/2009ActiveInMoorheadReport.pdf.

7. Maintain and promote attractions and recreational opportunities that encourage residents to be active. *Over half of surveyed residents indicate parks; indoor walking facilities; concerts, festivals, celebrations, or parades; and park amenities (e.g., picnic tables, gazebos, drinking fountains, restrooms) are attractions and recreation opportunities that do or would encourage them to be active. On average, surveyed residents indicated that they want and would be most willing to pay for recreational facilities (e.g., indoor public pool, community or recreation center, athletic courts or fields, ice skating rink). They also indicated they are willing to pay for some public green space, parks, and plazas.*
8. Work with MAT to improve access to transit and to identify future transit needs and service areas.
9. Identify transportation improvements, such as additional and improved bike lanes or pedestrian crossings that will create a safer transportation system for motor vehicles, pedestrians and bicyclists. One of the key elements of this effort will be the adoption of a "Complete Streets" design philosophy.
 
10. Accommodate mixed use and higher density development that are designed to create more compact and safe pedestrian environments.
11. Provide a safer and more pleasant pedestrian environment through good lighting and police presence. *On average, surveyed residents supported paying for additional police presence through taxes, special assessments, subsidies, or user fees.*

***Strategic Initiative #5
Adopt a "Complete Streets" Design Philosophy***

Over the past several decades the design of streets in the United States has been focused primarily on the traffic capacity of the roadway. This has often resulted in streets that function well for motor vehicles but can interfere with or even create more dangerous situations for other modes of transportation including, pedestrians, bicyclists and transit riders. *Complete Streets* is a policy concept that attempts to move away from that singular focus and views streets as an important land use that have a profound influence on shaping neighborhoods. *Complete Streets* are designed and operated to provide safe access to all users. This includes pedestrians, transit riders, and bicyclists of all ages and abilities.

There is not a "one size fits all" design solution for *Complete Streets*. Typical elements can include the following:

- Sidewalks
- Bicycle lanes or trails
- "Bike boxes"
- Pedestrian and bicycle signal buttons
- Pedestrian refuges
- Striping
- Transit stops or special lanes
- Landscaped separation between sidewalks/trails and the roadway
- Traffic calming

The actual elements chosen for each design are dependent on the multi-modal needs of the surrounding neighborhood and the city as a whole. For instance, transit facilities might be critical in some areas, but completely unnecessary on local, residential streets. Narrow sidewalks might be acceptable in one part of the city, but inadequate in commercial areas. Trails may make sense in one situation and sidewalks in another.

None of these elements are new and many have been used in Moorhead for years. The difference with *Complete Streets* is the change in the focus of street design and operation so that it considers the needs of all users and not just motorized vehicle capacity.

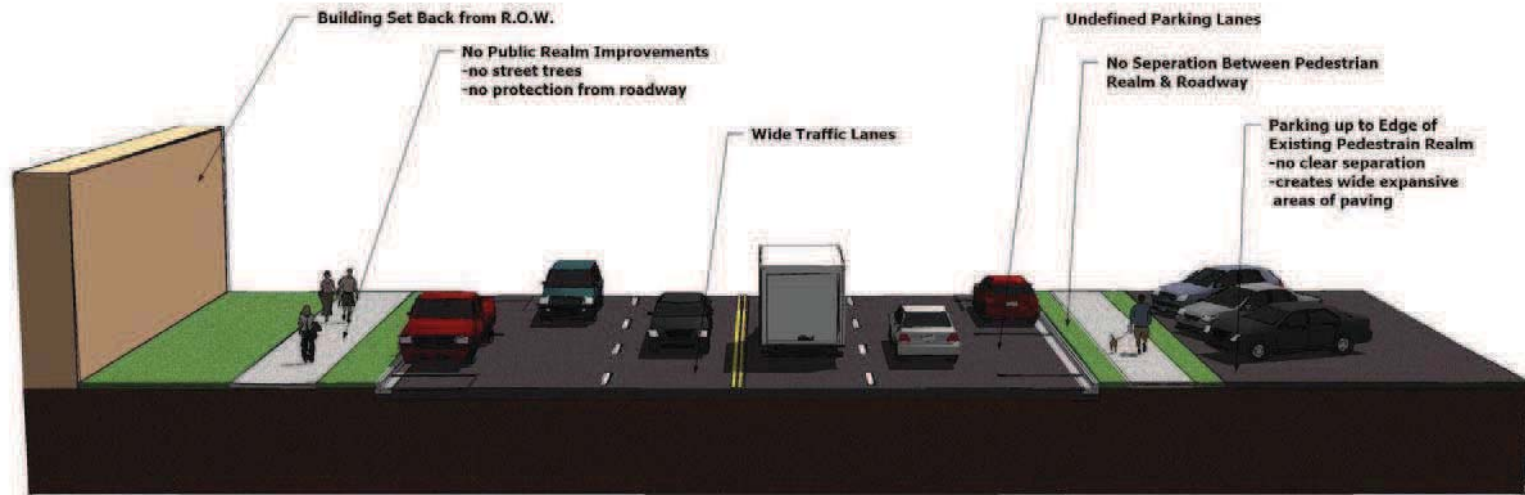
Some of the problems that an effective *Complete Streets* policy can address include the following:

- Dangerous head on and T-Bone collisions between vehicles.
- Collisions between vehicles and pedestrians/bicycles.
- Missing segments of sidewalks, bicycle lanes and trails that force pedestrians and bicyclists into unsafe or confrontational situations with vehicles.
- Narrow sidewalks located adjacent to the curb that do not provide a perception of safety to pedestrians from car doors, vehicle splashing, snow storage, etc.
- Transit corridors that are inefficient due to lack of transit design elements (stops, "bump outs", dedicated lanes, etc.).
- Lack of pedestrian refuges and signal timing that makes it difficult or impossible for children and the elderly to cross safely.
- Local streets that are designed to primarily provide access to abutting properties being constructed with too wide for their needs, encouraging excessive speeds and pass-through traffic.
- Network connectivity.

Implementing a "Complete Streets" policy includes the following initiatives:

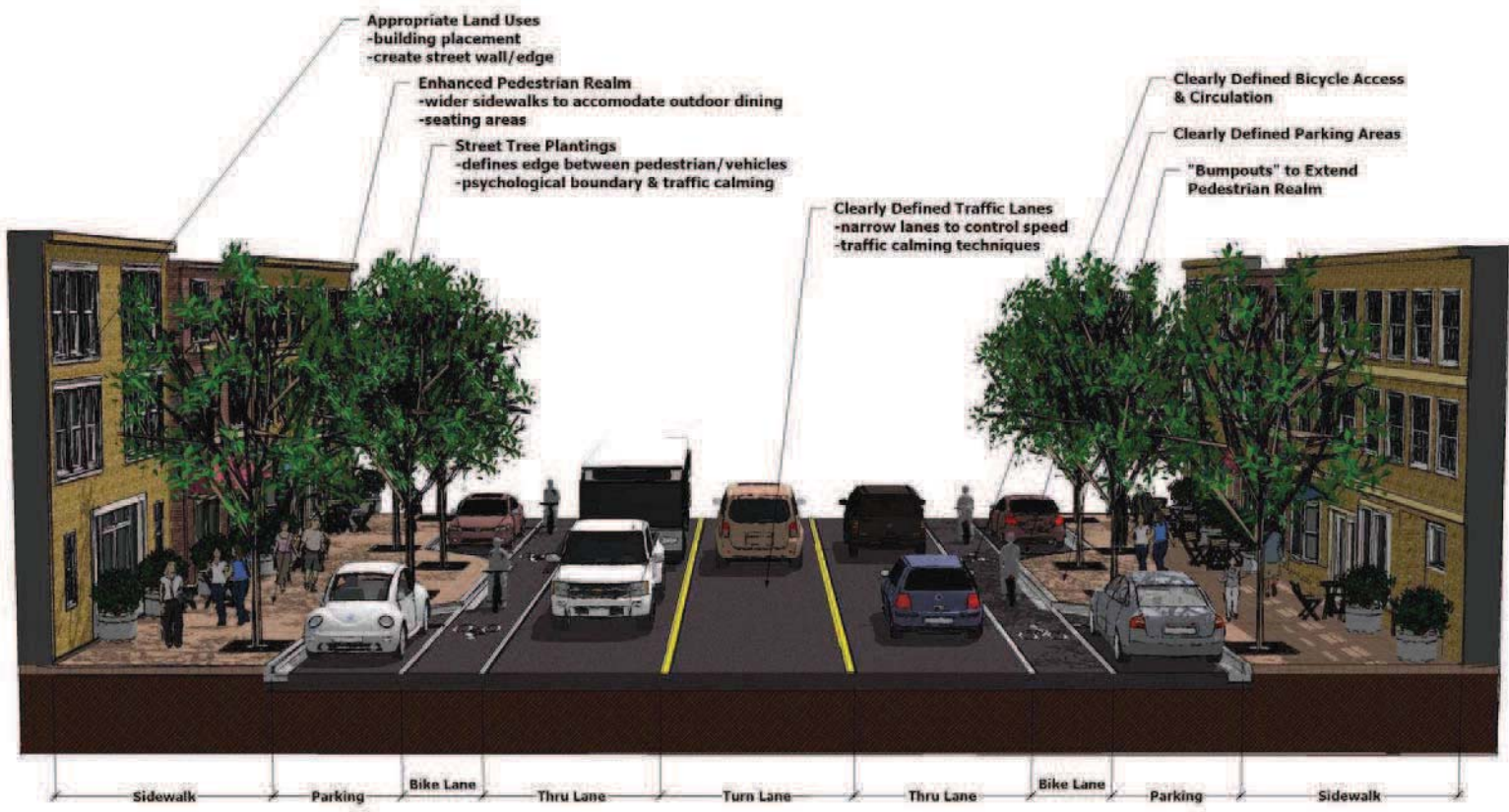
1. Develop a *Complete Streets* policy for street design and operation that is consistently applied throughout the community. To achieve maximum community benefit, it would be preferable if this were a regional system to ensure multi-modal transportation is integrated across communities.
2. Identify key multi-modal corridors that should be the priority areas for implementation of *Complete Streets* policies.
3. Examine existing four "general purpose" lane roadways for opportunities to use relatively inexpensive "road diet" strategies to jump start the process. "Road diet" cross sections allow the conversion of these roadways to a three lane cross section with bike lanes, on-street parking and improved pedestrian amenities.
4. Identify standards to prioritize streets for pedestrian facilities (sidewalks/trails) including access to transit corridors, schools, recreation facilities, shopping, higher education and employment.
5. Evaluate existing design standards to ensure they provide equal emphasis and safety for all modes of transportation. This analysis should include a review of elements beyond the curb such as street trees, sidewalks, trails, transit stops, etc.
6. Adopt decision criteria for determining when bike lanes, sidewalks, trails etc. should be built as arterials and collectors are initially constructed or undergoing major reconstruction.
7. Identify the role that "green standards" such as the use of rain gardens, permeable pavements, and other techniques should have in street design, if any.
8. Include emergency service providers and public works departments in the policy development process to ensure that no significant obstacles are created for safe and efficient emergency service.

FIGURE 27 - TYPICAL URBAN CORRIDOR SECTION



Typcal Urban Corridor Section

FIGURE 28 - COMPLETE STREETS SECTION



Urban Corridor Section - Complete Streets Improvements

Chapter 2: Planning for the Future

Vision

The city's 2004 Vision statements were revised and edited based on neighborhood meeting discussions, landowner and agency forums, and visioning exercises completed by the public, Planning Commission, and Steering Committee. The vision statements are arranged into the five themes as follows:

- *Flood Risk Reduction*
- *Transportation*
- *Growth Management*
- *Redevelopment and Reinvestment*
- *Community Identity*

The vision statements provide the foundation for the Comprehensive Plan Addendum. These elements will guide planning efforts and result in comprehensive plan implementation strategies.

City Vision

Located in the heart of the Red River Valley, Moorhead is a community rich in history, tradition, diversity and community pride. Building upon its past and looking toward its future, Moorhead is a caring community where residents lead healthy, active lives, work, learn, play and grow. As part of a growing metropolitan region, Moorhead is defined by its colleges, educational excellence at all levels, plentiful parks and natural amenities, and distinct and diverse neighborhoods.

Vision Elements

Flood Risk Reduction

- ***Enhanced Environment***

Moorhead preserves, maintains and enhances its natural areas for the benefit of the community. Our community celebrates, learns from and respects its most visible environmental element, the powerful Red River. Beyond the river, Moorhead has enhanced the built environment using natural features and native landscaping to serve as both infrastructure and amenities.

- ***River as an Amenity***

Moorhead works with neighboring communities and affected agencies to provide effective and equitable long-term flooding risk reduction solutions in the region. Public greenspace along the river provides for flood risk reduction and is a valuable community amenity. Open space, trails, and entertainment opportunities along the river attract many visitors. The river is connected to the rest of the community through urban design strategies and a network of pedestrian and bicycle facilities, serving as a key community and regional asset.

Transportation

- ***Multi-Modal Connections***

Moorhead's roads, transit, trails and sidewalks provide easily recognizable linkages among neighborhoods and to surrounding communities. Bicycle and pedestrian facilities provide recreational opportunities and transportation options for residents of all ages and abilities, and are part of a multi-modal transportation system. Attention to street design of major corridors and the surrounding built environment helps strengthen Moorhead's identity and contributes to unified, stable and sustainable neighborhoods.

- ***Complete Streets***

Moorhead embraces a "complete streets" philosophy that ensure that all users of the transportation system, including pedestrians, bicyclists, and transit users as well as children, older individuals, and individuals with disabilities, are able to travel safely and conveniently on streets and highways.

Redevelopment and Reinvestment

- ***Distinct, Diverse, and Active Neighborhoods***

Neighborhoods in Moorhead provide a strong sense of identity based on distinctive design and combinations of housing densities, retail, business and recreation. Pedestrian and bicycle facilities provide convenient access to neighborhood retail and recreation opportunities. Neighborhoods enjoy diversity of ages, incomes and ethnicities. Residents know one another, work cooperatively to address concern and are active in neighborhood organizations. Cohesive neighborhoods are distinct yet connected to the greater community.

- ***Housing Variety and Adequacy***

Moorhead has maintained its existing housing stock and increased the diversity with new housing opportunities, enabling residents to live comfortably in the community over their entire life-cycle. By promoting contiguous new residential neighborhoods on the edge, increasing density at the core and preserving existing neighborhoods, Moorhead provides a range of housing types, styles and affordability.

- ***Vibrant Downtown***

Downtown is a gathering place for the community. Its interesting architecture, inviting landscape, connections to the Red River, mixture of uses and pedestrian experience make it a great place to live, work, shop, dine or just gather. Downtown Moorhead's identity draws people from the community and the region just for the experience or to satisfy a retail, economic, recreational or entertainment needs.

- ***Retail Variety and Abundance***

Retail continues to expand and diversify to meet community needs and preferences. Our emergence as a unique community has fostered local entrepreneurs as well as drawn new regional retail services. The successful integration of retail into select neighborhoods provides convenient shopping, dining, and entertainment.

Growth Management

- ***Quality Public Facilities, Services and Infrastructure***

Careful planning and broad community involvement, including landowners and developers, ensures that public infrastructure, facilities, and services meet current and future needs to support the desired lifestyle of the community efficiently and attractively. Public lands and buildings are a reflection of the value the residents place on their community. Governmental and community organizations provide quality and friendly customer service responsive to the concerns of all community members.

- ***Park and Recreation Opportunities***

Moorhead's diverse park and recreational facilities provide year-round opportunities for people of all ages and abilities to engage in recreation and fitness. With locations and connections throughout the community, individuals and families have convenient access to facilities and opportunities.

Community Identity

- ***Educational Excellence***

Moorhead's tradition of educational excellence offers a life long experience. Moorhead's educational institutions collaborate to enhance learning at all levels and foster partnerships in the greater community. Public support of education remains strong with continued investment in quality instruction and school facilities. The integration of school facilities into surrounding neighborhoods ensures their continued viability and maximum use to taxpayers.

- ***Plentiful Arts and Culture***

Arts and cultural activities abound in Moorhead. The university, colleges, schools and community organizations offer residents and visitors the opportunity to be both spectators and participants. Cultural activities showcase the diversity in the community and assist in building positive relationships. Moorhead's arts and cultural venues give residents and businesses a sense of community identity.

- ***College Atmosphere***

The neighborhoods around Moorhead's university and colleges serve as a gathering place and identity builder for the entire community. Faculty, staff, students and alumni living on or close to the campuses add vitality to the neighborhood and community. The mix of housing, dining, shopping and entertainment along 8th Street provides places for students and residents alike to interact in a common intellectual environment.

- ***Economic Opportunities***

Moorhead's businesses offer a variety of quality job opportunities that pay livable wages. Students are able to find employment close to their homes and schools, and graduates are able to find job opportunities that keep them in Moorhead. Local entrepreneurs are successful because of an educated and skilled workforce in combination with a supportive business and investment climate. Strong relationships between the civic community and the business community foster new economic development opportunities, job growth and business retention. As the digital age evolves, Moorhead's technological infrastructure connects the community to the world, keeping the community connected and informed. Moorhead is viewed as a progressive leader and steward among area communities, a partner to other Minnesota cities, and an active participant in the national and global economy.