

traveled in the United States are for school-related purposes. Ashland residents must have the option to make school and personal business trips by foot or bicycle. All home-to-school links should have walkways and bikeways, and promotional and educational activities should be provided for students and parents.

#### RECREATIONAL TRIPS (10.12.02)

Social or recreational travel such as visiting friends, or trips to a park, account for another 24.8% of travel. Social meeting places such as coffee shops, neighborhood parks and sports parks should be within convenient walking or bicycling distance of residential areas.

#### WORK TRIPS (10.12.03)

While commuting to work may seem to be the day's primary trip, only one out of five trips actually involves travel to or from work. Less than 2% of trips involve on-the-job travel. Even though commute trips comprise a modest proportion of all trips, travel-to-work trips have typically been the focus of daily travel statistics and many multi-modal programs.

Census data shows that a significant portion of Ashland's working population makes short work trips. Almost two-thirds of the working population is employed in the city and travels less than 15 minutes to work. Since Ashland is approximately six square

miles in size, the trips made by people who live and work in the city are likely to be short enough to be within walking or bicycling distance.

Although many of the work trips are short enough to be within walking or bicycling distance, census data indicates that Ashland workers drive single occupant vehicles. In fact, as a transportation means, walking and bicycling declined approximately 5% from 1980 to 1990. At the same time, the number work trips made by driving alone increased by 9.6%. In the future, the number of walking and bicycling work trips should be increased.

Working people frequently use their lunch hour and break to run errands. They are more likely to make personal business trips by automobile if the area around their work site is automobile-oriented and if shopping and eating areas are distant or inaccessible by walking. Personal business trips from the work site on foot or bicycle should be convenient and pleasant.

### 10.13 What Makes People Drive?

The "Decision to Walk or Bicycle" model helps identify measures that facilitate walking and bicycling. The model looks at the psychological, cultural and physical barriers that encourage driving and discourage walking and bicycling.

**PERSONAL CONSIDERATIONS (10.13.01)**  
**Values, Attitudes, and Habits**

Many people do not seriously consider bicycling or walking because by habit they rely on a car. Driving represented affluence and convenience after World War II, and this attitude became part of our national culture. As a result, driving for all trips is now a typical nationwide pattern.

<p><b>DECISION TO WALK OR BICYCLE</b></p> <p><b>Personal Considerations</b></p> <ul style="list-style-type: none"> <li>• Values &amp; Attitudes</li> <li>• Habits</li> <li>• Distance &amp; Time</li> <li>• Family Responsibilities</li> <li>• Work Requirements</li> </ul> <p><b>Trip Barriers</b></p> <ul style="list-style-type: none"> <li>• Traffic Safety</li> <li>• Weather</li> <li>• Topography</li> <li>• Facilities &amp; Access</li> <li>• Route</li> </ul> <p><b>Destination Barriers</b></p> <ul style="list-style-type: none"> <li>• Parking</li> <li>• Showers</li> <li>• Employer/Organization Support</li> <li>• Peer Support</li> </ul>
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**Distance and Time**

Although distances may vary in what is suitable for bicycling or walking, it is likely that the farther one is from a destination, the less likely one is to walk or bicycle. Distance is probably the key factor, which

limits utilitarian pedestrian trips because walking is much slower than bicycling.

Studies show that utilitarian bicycle trips usually are two miles or less, while work bicycle trips tend to be average five miles. The 1990 Nationwide Personal Transportation Survey found average length walking trips to be .6 mile and bicycling trips to be two miles.

Travel time is highly valued in our society. The time people perceive a travel mode to require directly affects their choice to walk or bicycle. Common perceptions suggest that walking and bicycling sacrifice time even though it frequently does not. Walking and bicycling can save time by enabling travelers to avoid congestion and omit finding parking—two inconveniences associated with motorized travel.

<p><b>AVERAGE WALKING AND BICYCLING SPEEDS</b></p> <p>Walking = 3 miles per hour          = 264 feet per minute          = 1/4 of a mile in 5 minutes</p> <p>Bicycling = 10 - 12 miles per hour          = 880 - 1,056 feet per minute          = 1 mile in 5 - 6 minutes</p> <p><small>Adapted from Nelessen and Federal Highway Administration.</small></p>
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Family Responsibilities and Work Requirements  
 Automobile-oriented cities and regions make driving

the only option. Needs such as transporting children at school, running errands conveniently during the commute, using the car for work-related meetings or having to transport heavy or bulky items, lead people to drive. Walking and bicycling should be options for all our daily trips, not only in the neighborhood, but also in cities and regions.

#### TRIP BARRIERS (10.13.02)

##### Traffic Safety

Traffic safety is most often cited as a reason for not bicycling. Although people who regularly cycle in traffic are less fearful than non-riders, the general perception of danger can not be dismissed and must be changed through better facilities and training.

Pedestrian traffic safety concerns focus on specific facilities. Survey data suggests that sidewalks, traffic signals, pedestrian crossings and street lighting are important pedestrian safety concerns and determine whether or not they choose to walk<sup>42</sup>.

National safety statistics regarding pedestrians and bicyclists are sobering. The Fatal Accident Reporting System data for 1991 recorded 6,595 pedestrians and 841 bicyclist killed in crashes involving motor vehicles nationwide. In addition, an estimated 109,000 pedestrians and 77,000 bicyclists were injured in

motor-vehicle-related crashes. Pedestrians and bicyclists comprise more than 14% of all highway fatalities each year.

Approximately 15% of pedestrian accidents occur while the pedestrian walks in the roadway. While a sidewalk, shoulder or pathway would not necessarily prevent these accidents; it would clearly reduce the accident potential in locations where facilities do not exist.

##### Weather and Topography

Evidence suggests that rain and snow are the greatest barriers to walking and bicycling. Studies suggest that rain is a bigger barrier to bicyclists than to pedestrians. Weather was found to be a greater deterrent to fixed-schedule trips, such as the work commute, than it was to discretionary trips. Hills are a deterrent to walking and bicycling because climbing is strenuous. In Ashland, fall and winter weather as well as the steep slopes south of Siskiyou Boulevard, need to be considered in all walking and bicycling plans.

##### Facilities, Access and Route

Pedestrians and bicyclists need walkways and bikeways that are clean, free of obstructions and continuous. They must be able to cross barriers such as freeways, railroad rights-of-way, busy streets and waterways. Connectivity of travel routes is as impor-

*Pedestrians and bicyclists... must be able to cross barriers...*

tant as having a physical place to travel. Fragmented systems are a serious impediment to convenient travel.

#### DESTINATION BARRIERS (10.13.03)

##### Storage, Showers and Employer/Organization Support

People are discouraged from using a bicycle if their destination lacks safe and adequate bicycle parking. A lack of changing and shower facilities also deters bicycle commuting. Pedestrians and bicyclists need support and encouragement from employers, businesses, schools and the larger community. In order to make walking and bicycling viable travel options; residents need flexibility to adjust work and school schedules for daylight travel, and to have other forms of transportation available in case of emergencies.

##### Peer Support

Some professions and social groups consider utilitarian bicycling to be inappropriate. Potential riders cite dress requirements as a reason to eliminate bicycling as a method to travel to work and school. Walking and bicycling should be eventually viewed as acceptable and even fashionable modes of transportation.

### 10.14 Encouraging Walking and Bicycling Through Design

Walking and bicycling can be encouraged by provid-

ing mixed-use areas and by making the pedestrian environment more hospitable. Creating sidewalks and bikeways alone will not sharply increase the numbers of walking and bicycling trips. People probably will not walk five miles along a five-lane, high-speed boulevard to go to the store even if a sidewalk leads all the way there. They will be much more likely to walk and bicycle if the distance is reasonable and the environment is attractive.

In a study of the pedestrian environment in the Portland Metropolitan Region, walking and bicycling were found to be as low as 2.2% in uninviting pedestrian environments and as high as 7.4% in areas rated high as a pedestrian environment. The pedestrian environment factor is based on ease of street crossings, sidewalk continuity, local street characteristics (grid vs. cul-de-sac) and topography. Similarly, daily vehicle miles traveled (VMT) per household decreased from 38.3 in areas with the lowest pedestrian environment factor to 18.0 in areas with the highest pedestrian environment factor. Daily vehicle trips per household decreased from 6.5 to 5.7.

#### MIXED USES (10.14.01)

Mixed use is a term describing a heterogeneous mixture of commercial, retail, residential and light industrial uses in individual or interconnected buildings. Traditional single-use zoning strictly segregates

commercial areas from residential areas. In addition, residential zones are separated by density per acre—a situation, which creates a monotonous environment when subdivisions of similar size houses are placed on equally- sized lots.

Mixing land uses, housing and jobs reduces traffic by locating residences close to shopping, entertainment and job centers. Because trips are short, walking and bicycling are attractive transportation methods in the mixed-use environment.

Architect and Urban Designer Anton Clarence Nelessen suggests that every neighborhood should have a mixed-use core that is one-quarter mile from the periphery. This design is based on that of urban areas built prior to World War II when walking and bicycling were more prevalent. The core should contain office and retail uses to be utilized by residents on a daily basis. If possible, cores should be located where the largest number of jobs occur. Housing density is usually highest at the core and lowest at the neighborhood periphery. Walkways and bikeways must connect all neighborhoods to the larger downtown core.

#### THE PEDESTRIAN ENVIRONMENT (10.14.02)

When asked to identify the most likeable qualities of the pedestrian environment, respondents to a survey

identified the following (listed in order of popularity):

- trees and landscaping parks
- open space
- quiet streets and sidewalks
- shade on hot days
- historic buildings/neighborhoods
- safety from crime
- benches, places to rest.

When asked to identify the most unappealing qualities, they identified the following (listed in order of importance):

- air pollution/car exhaust
- litter and garbage
- dangerous street crossings
- traffic noise
- poorly maintained sidewalks
- skateboarders on sidewalks
- panhandlers cyclists on sidewalks

The pedestrian environment consists of the path and the area around and above it. Walking slow pace allows the pedestrian to absorb much more of the surrounding environment than motorists can. As a result, features, which appeal to the senses, make walking a more attractive option.

Streets are typically designed for automobiles, which isolate their drivers from the physical street environ-

ment. As a result, street design tends to neglect creation of an attractive pedestrian environment. Street design needs to create appealing pedestrian environments in order to increase the number of walking trips made.

Convenience of travel, safety from vehicles and an interesting environment must all be addressed in the physical design of the pedestrian path. These pedestrian needs are ensured on what Lennertz and Coyle describe as transportation balanced streets. These streets have narrow driving lanes, tight curb turning radii at corners, a buffer of on-street parking, planting strips between car lanes, and sidewalks and building front doors and windows at the sidewalk and street. Traffic calming measures may be necessary on neighborhood streets, which experience high traffic flows.

Grid street patterns enhance the pedestrian environment by providing people with many connections between destinations. Small blocks in a grid pattern are much more conducive to walking than are large blocks with cul-de-sac streets. Block perimeters of 1,200 to 1,600 feet provide convenient pedestrian circulation.

Pedestrian environment design must account for different types of walking trips. People's willingness to walk varying distances depends on the situation.

Studies show people will walk two to three minutes (one-eighth mile), from a parked car to the entrance of their destination. In a neighborhood, or an employment area, people will walk five minutes (one-quarter mile), from the core to the periphery. People will walk about twice as far—ten minutes (one half-mile) to get to school or to work.

The pedestrian environment must have human scale proportions and perceptions. Nelessen defines the human scale as the relationship between the dimensions of the human body and the proportion of the spaces people use. Adults are about six feet tall with an arm span of equal distance and travel at about three miles an hour. Conversely, automobiles are about six feet wide, twelve to fifteen feet long and travel about ten to 100 miles per hour. Clearly, spaces that feel comfortable to people are much smaller than those designed for automobiles. Streets must be designed for the pedestrian as well as to accommodate motor vehicles.

## 10.15 Pedestrian and Bicycles Goals & Policies

### GOAL I (10.15.01)

**To raise the priority of convenient, safe, accessible, and attractive walking and bicycling networks.**

**POLICIES (10.15.02)**

- 1) Provide walkways and bikeways that are integrated into the transportation system.
- 2) Incorporate pedestrian and bicycle facility needs into all planning, design, construction and maintenance activities of the City of Ashland
- 3) Provide walkways and bikeways in conjunction with all land divisions, street construction and reconstruction projects and all commercial, industrial and residential developments.
- 4) Require pedestrian and bicycle easements to provide neighborhood connectors and reduce vehicle trips. Modify street vacation process so pedestrian and bicyclist through access is maintained.
- 5) Target walkway and bikeway improvements that link neighborhoods, schools, retail and service areas, employment centers and recreation areas.
- 6) Use design standards that create convenient, safe, accessible and attractive walkways and bikeways.
- 7) Design walkways and bikeways for all types of users including people with disabilities, children and the elderly.
- 8) Require sidewalks and pedestrian access in all developments.
- 9) Require wide sidewalks in retail areas.
- 10) Require planting strips and street trees between the roadway and the sidewalk to buffer pedestrians from vehicles.
- 11) Require secure, sheltered bicycle parking in business developments, institutions, duplexes and multifamily developments.
- 12) Design street intersections to facilitate pedestrian and bicycle travel by using design features such as, but not limited to, raised medians and islands, curb extensions, colored, textured and/or raised crosswalks, minimum necessary curb radii, pedestrian crossing push buttons, left and right bike turn lanes, signal loop detectors in bike lanes and signal timing conducive to pedestrian and bicycle travel speeds.
- 13) Design intersections with equal attention to pedestrian, bicyclist and motorist safety. Identify existing intersections that are dangerous for pedestrians and bicyclists, and develop plan for redesign of unsafe areas.
- 14) Develop maintenance program to keep walkways and bikeways smooth, clean and free of obstructions.

15) Pedestrian Traffic should be separated from auto traffic on streets and in parking lots.

16) Encourage the establishment of a Community-owned Bicycle Program, allowing the provision of “loaner” bikes throughout the community for residents, commuters and tourists.

#### GOAL II (10.15.03)

**To support and encourage increased levels of walking and bicycling.**

#### POLICIES (10.15.04)

- 1) Promote decreased auto use and increased walking, bicycling, public transportation, ride sharing and other transportation demand management techniques.
- 2) Develop and implement a transportation safety education program.
- 3) Increase enforcement of pedestrian and bicycle traffic safety laws. Target motorists, pedestrians and bicyclists.
- 4) Increase neighborhood use of Sidewalk LID Program.
- 5) Encourage employer commuter programs to pro-

mote walking, bicycling, public transit, ride sharing and other transportation demand management techniques.

- 6) Encourage businesses to inform customers of available non-auto access to the business locations and to support customer use of non-auto access.
- 7) Establish aggressive but realistic performance targets for increasing walking and bicycling trips (for personal business, school, social and work).

#### GOAL III (10.15.05)

**Emphasize environments, which enhance pedestrian and bicycle usage.**

#### POLICIES (10.15.06)

- 1) Maintain and improve Ashland’s compact urban form to allow maximum pedestrian and bicycle travel.
- 2) Promote a mixed land use pattern, where appropriate, and pedestrian environment design that supports walking and bicycling trips.
- 3) Develop street design standards that outline street widths, curb radii, and other pedestrian environment factors which facilitate walking and bicycling.



- 4) Use traffic calming tools to create a safe, convenient and attractive pedestrian and bicycle environment to slow speeds, reduce street widths and interrupt traffic as appropriate in each particular location.
- 5) Establish a street tree program to plant more trees on existing streets and to promote/monitor street tree care throughout Ashland.
- 6) Identify areas needing pedestrian and bicycle amenities, such as rest rooms, benches, pocket parks and drinking fountains, and develop installation and funding plan.
- 7) Encourage public art along multi-modal travel corridors.

GOAL IV (10.15.07)

**To dedicate funding and staff support to implement the goals and policies of this section.**

POLICIES (10.15.08)

- 1) Identify funding sources for walking and bicycling promotion, planning and facilities construction.
- 2) Investigate the creation of the role of transportation coordinator to facilitate a viable multi-modal

transportation network and achieve Ashland's transportation goals.

- 3) Develop transportation program using a comprehensive approach with planning and engineering, education, enforcement and encouragement components.
- 4) Support participation by all City staff involved in creating the transportation network in educational programs covering transportation planning, design and engineering.
- 5) Consistently incorporate pedestrian and bicycle facilities in the City of Ashland Capital Improvement Plan.

## 10.16 Public Transit

### INTRODUCTION (10.16.01)

Public Transit, like walking and bicycling, constitutes an important transportation alternative to the automobile. Ashland has consistently encouraged public transportation as an integral part of its transportation goals. Because of that commitment, public transportation in Ashland has a relatively high level of use compared with other areas in the Rogue Valley. In fact, the Ashland bus routes accounted for 51% of the Rogue Valley Transportation District's (RVTD) total ridership between July 1, 1993 to June 30, 1994.

*Ashland bus routes accounted for 51% of the Rogue Valley Transportation District's (RVTD) total ridership between July 1, 1993 to June 30, 1994.*

In cooperation with Southern Oregon State College (SOSC) and Rogue Valley Transportation District (RVTD), the City developed the Reduced Fare Program and SOSC Student Pass Program. The Reduced Fare Program, funded by the City, reduces the fare on all bus trips within Ashland city limits to 25 cents per ride. This program increased ridership by 3,000 trips per month within the Ashland city limits. The SOSC Student Pass Program allows all students to ride the bus for free anywhere in the district service area. Students simply show their student identification to the driver for passage. This program is funded by student fees.

This unique partnership between the City of Ashland, SOSC and RVTD resulted in increased use of the public transit system in Ashland. Continued involvement by the City with RVTD is essential to assuring the current level of service and improving the future system.

The City must continually find ways to expand public transportation use in Ashland, for the automobile remains the most popular travel mode. The number of Ashland residents driving alone to work increased 9.6% from 1980 to 1990. At the same time, 3% fewer Ashland residents used public transportation to get to work. Overall, approximately 1% of the working population uses public transit to commute. This

means that only 78 of the 7,759 Ashland workers aged 16 and over regularly use RVTD services to get to work.

On an average day, a person boarding one of the RVTD buses on an Ashland route will find that over one-half of the seats are empty. Although Ashland bus routes generated 51% of RVTD's total ridership from July 1, 1993 to June 30, 1994, they run on average at 16.2% of total capacity. Ashland bus routes accounted for 51% of the Rogue Valley Transportation District's (RVTD) total ridership between July 1, 1993 to June 30, 1994.

Two out of five Ashland residents (43%) used public transportation in 1993 according to the Public Awareness and Perception Study completed in Spring 1994 by Laurel Research for RVTD. No single use dominated the public transportation trips. However, 65% of ridership is centered on commuting to work, school, and shopping.

## 10.17 Existing Public Transit Services

### ROGUE VALLEY TRANSPORTATION DISTRICT: SERVICE AREA AND GOVERNANCE (10.17.01)

The Rogue Valley Transportation District is Jackson County's regional mass transit resource. The Dis-

trict, which covers approximately 159 square miles, includes the incorporated cities of Medford, Ashland, Central Point, Jacksonville, Talent and Phoenix, and the unincorporated community of White City. The District serves approximately 122,000 residents who live within its jurisdiction.

Created in 1975, RVTD is an Oregon special district. It is supported by revenues from a property tax levy, state and federal grants, advertising fees, and fares paid by passengers.

The Oregon legislature established the Elderly and Disabled Special Transportation Fund (STF) during the 1984-1985 session. The fund is to help provide adequate transportation services to those who are disabled, are age 60 or over, or both. The local advisory committee for Jackson County called the Special Transportation Advisory Committee (STAC) recommends how STF funds should be distributed. The RVTD Board of Directors is the local governing body that takes STAC recommendations and distributes the funding locally among service providers. In the past, STF funds have been used to fund the Coupon Connection program, the Retired and Senior Volunteer Program's Call-A-Ride, the Ashland Senior Program and the Upper Rogue Community Center.

RVTD offers five services—fixed-route bus service, valley feeder, coupon connection, valley rideshare and the alternative transportation program. A description of each service follows.

#### **FIXED-ROUTE BUS SERVICE (10.17.02)**

The fixed-route bus service is the most recognized RVTD service. Ten fixed routes totaling approximately 210 miles operate regularly district wide. Passenger miles traveled annually exceed 2.5 million. Most bus routes operate Monday through Saturday. On workdays, certain routes feature early morning and late-evening commuter service. Fares are discounted for the elderly (62 years or older), the disabled and children 6 to 12 years old.

#### **ASHLAND BUS ROUTES (10.17.03)**

Four fixed-routes directly serve Ashland. Route 5 and Route 6 are the Ashland Loop routes. They provide service within Ashland to the Downtown Plaza, Ashland Library, Ashland Shopping Center, Tolman Creek Plaza, SOSC and Ashland Hills Inn. Route 10 and Route 15 provide transportation between Ashland and the Front Street Transfer Station in Medford. Route 10 turns around in Ashland south of the Plaza at Oak Street. Route 15 replaces Route 10 and the Loop Routes during the early morning and evening “commuting” hours.

#### SERVICE SCHEDULE (10.17.04)

Every 15 minutes an RVTB bus arrives at each RVTB stop within Ashland. From Medford to Ashland, there is a 30-minute service frequency.

Ashland does not have an official transfer station. However, riders coming into Ashland from the north on Route 10 and Route 15 can catch the Ashland Loop routes, Route 5 and Route 6 at the Ashland Plaza bus stop. Currently, no park and ride facilities exist in Ashland.

Route 5 and Route 6 run on 30-minute schedules. It takes a bus leaving the Ashland Plaza stop 30 minutes to make all stops along the loop and return once again to the Ashland Plaza stop. Route 10 runs on a 70-minute schedule. A one-way trip from the Ashland Plaza to Front Street Transfer Station in Medford on Route 10 takes approximately 30 minutes. Route 15 runs on a 78-minute schedule. Route 15 includes the 30 minute trip to Medford (Route 10) plus the Ashland Loop route (Routes 5 and 6).

#### BUS STOPS (10.17.05)

There are 46 bus stops throughout Ashland, 21 for northbound routes and 25 for south bound routes. The amenities offered at the bus stops range from a pole and a sign to a covered waiting area with a bench. Eleven bus stops have covered waiting areas.

#### RVTB FLEET (10.17.05)

In Spring 1995, the majority of the fleet was converted to buses using compressed natural gas (CNG) for fuel. The RVTB fleet includes 16 buses: 11 CNG vehicles and 5 diesel fuel vehicles. All of the CNG buses are equipped with bike racks. Prior to the conversion to CNG buses, the fleet operated at 15.8% of total capacity on the Ashland routes. Based on 1993/1994 ridership figures, the CNG fleet runs at approximately 40% of total capacity on Ashland routes.

#### RIDERSHIP VOLUMES (10.17.06)

Approximately 51% of RVTB ridership was generated by the Ashland bus routes in fiscal year 1993/1994. A total number of 69,320 boardings were made on Route 5, 246,480 boardings on Route 10 and 96,266 on Route 15. Because Route 6 was relatively new (instituted in July 1994), ridership data was not available at this writing.

Routes 5, 10 and 15 are in heaviest use during the evening peak hour 3:00 p.m. to 5:50 p.m. Ridership on Route 6 is comparable to Route 5 during the evening peak hour, but has the most use during the midday from 9:00 a.m. to 2:59 p.m. The average trip length on Route 5 and 6 is approximately 1.9 miles, and the average trip length on Route 10 and 15 is approximately 6.4 miles.

**VALLEY FEEDER (10.17.08)**

The Valley Feeder program is a shuttle service that delivers people to the nearest RVTD bus stop from designated stops near where they live or work. Persons needing transportation in a Valley Feeder Service Area call the service number, and a dispatcher arranges to have a Valley Feeder taxi meet them at a designated pickup point. Valley Feeder stops are identified by distinctive green and white signs. If a person needs a shuttle on their return trip from a bus stop to a Valley Feeder Service Area, they tell the bus driver when boarding, and the bus driver arranges to have a Valley Feeder taxi meet the rider at the designated pickup point. Valley Feeder clients do not have to pay for the shuttle service ride, but pay the regular bus fare once they board the RVTD bus.

reliable transit service into neighborhoods where it isn't practical or economically feasible to operate a full-size transit bus. There are six existing Valley Feeder Service Areas in Jackson County: the Lower Table Rock Road area east of Central Point, the Sage Road area in northwest Medford, the Upper Table Rock Road area and White City area in White City, the Brookdale area near Providence Hospital and the Kings Highway area in southwest Medford. In fiscal year 1993/1994, 4,925 Valley Feeder trips serviced 9,254 passengers. Presently, there are no Valley Feeder Service Areas in Ashland.

**COUPON CONNECTION (10.17.09)**

The Coupon Connection program is a service for people whose disability or age may prevent them from using a bus or from traveling to a bus stop. This program is considered "comparable paratransit service" under the Americans with Disabilities Act (ADA).

The program uses local taxis under contract with RVTD. People who meet the eligibility requirements receive coupons that they use to pay for their taxi trips. Coupon Connection clients make arrangement for their trips with the local taxi company of their choice. Ride requests can be made from up to 14 days in advance to within an hour of a rider's appointment. Coupon Connection service is available from any origin to any destination within the RVTD service area.

**PURPOSE OF PUBLIC TRANSIT TRIPS FOR ASHLAND RESIDENTS**

Commuting to/from work...	27%
Travel to school/college...	14%
To go shopping...	24%
Travel to recreation...	11%
To visit friends...	11%
To medical care...	0%
Special events...	11%
Other...	3%

(from "Public Awareness and Perception Study", Spring 1994, by Laurel Research for RVTD)

The Valley Feeder program enables RVTD to deliver

In fiscal year 1993/1994, there were 1,921 Coupon Connection rides made by 137 Ashland residents. Districtwide, 38,167 Coupon Connection rides were provided in the same time period.

#### VALLEY RIDESHARE (10.17.10)

Through the Valley Rideshare program, RVTD provides detailed information and planning support to Jackson County residents and employers interested in carpooling and vanpooling programs. Workplace surveys help match employees interested in sharing rides. Approximately 40 people are enrolled district wide in the Valley Rideshare program.

#### ALTERNATIVE TRANSPORTATION PROGRAM (10.17.11)

RVTD's Alternative Transportation staff provides information and referrals regarding various transportation services, activities and organizations. RVTD is also a regional clearinghouse for information about telecommuting. Telecommuting enables employees to work from home using telephone and computer equipment as an alternative to commuting daily by car.

Future transportation projects, including public transit projects, currently planned and funded are described in Appendix A.

## 10.18 Public Transit Needs

As with other transportation concerns, Ashland citizens gathered at several neighborhood meetings held by the City between February and April 1994. At these meetings, residents contributed many ideas for public transit facility and service improvements. Appendix B includes a complete set of comments expressed at the neighborhood meetings concerning public transit.

Among them were several common ideas, which indicate specific areas of concern. People were interested in new connections within the city to the Ashland Hospital and nearby medical offices, on East Main Street and Walker Avenue and to neighborhoods. A park and ride, an express commute service between Ashland and Medford, daily routes to Grants Pass and Yreka and an interstate bus depot were identified as regional needs. Residents suggested extending service hours to the evening and to Sundays and expanding the frequency of service in the downtown area during the tourist season. Regionally, bus stops were described as needing such improvements such as shelter from the weather, maps and bus schedules on-site, lighting, drinking fountains, bathrooms, telephones and newspaper machines.

The future viability of public transit in Ashland is dependent on two factors. One involves Ashland residents' perception of public transportation. The other factor concerns tangible improvements, such as adding new routes and amenities to bus stops and providing shuttle service to outlying neighborhoods.

#### PERCEPTION OF PUBLIC TRANSIT (10.18.01)

As discussed earlier in this document, Ashland citizens must change their priorities in order to make public transportation more viable. In the 1980s although the population increased 8.5%, the number of vehicle trips increased by 39%. When surveyors asked people living in Ashland why they hadn't used public transportation, 46% said, "I drive my own car" and 10% said "I don't have a need for it." Only 29% of respondents cited reasons such as "inconvenient times, not available in the area or too expensive."

These figures suggest that over one-half of Ashland residents do not see the bus as an alternative to driving their cars. Ashland residents think of public transportation as a product of necessity, not choice, and they only ride the bus when their car is not available.

Unfortunately, Ashland residents see RVTD services as being good for other people in the community, but not necessarily as being advantageous for their

own families and businesses. While 56% of Ashland residents rate RVTD services as excellent or as a good value to the community, only 24% rated RVTD services as high value to their families, and only 19% rated RVTD services as high value to their businesses.

The RVTD Board of Directors has long directed services and promotional activities toward non-drivers -those who are unable to drive a car or who do not have access to a car. Providing access to this core group is important and should be considered the very minimum level of service. Future efforts however, should concentrate on persuading people who have and drive personal automobiles to become public transportation users. The public perception of public transit as a "product of necessity" needs to be shifted to public transit as a "product of choice." The City should work with RVTD to expand the range of users while maintaining the minimum level of service.

#### FACILITY AND SERVICE IMPROVEMENTS (10.18.02)

Current and future facility and service needs for Ashland and the entire RVTD service are outlined in the district's Ten Year Community Transportation Plan for 1996 to 2006. Although RVTD is directly responsible for identifying and addressing the needs, the City of Ashland has been an active partner in

*...over one-half of Ashland residents do not see the bus as an alternative to driving their cars.*

facilitating this process. In the interest of viable public transit, the City will continue to work with RVTD and SOSC.

## 10.19 Public Transit Goals and Policies

### GOAL (10.19.01)

**To create a public transportation system that is linked to pedestrian, bicycle and motor vehicle travel modes, and is as easy and efficient to use as driving a motor vehicle.**

### POLICIES (10.19.02)

- 1) Develop pedestrian and bicycle networks that are linked to the public transportation routes.
- 2) Zoning shall allow for residential densities and a mix of commercial businesses within walking distance (one-quarter to one-half mile) of existing and planned public transit services which support use of public transportation.
- 3) Work with the local public transit provider to provide service within one-fourth of a mile of every home in Ashland.
- 4) Promote and support express commuter service between cities in the Rogue Valley.

- 5) Incorporate needs of people who don't drive when developing transit routes and facilities.
- 6) Provide pleasant, clean, safe, comfortable shelters along transit lines.
- 7) Require residential and commercial development within one-quarter of a mile of existing or future public transit services to provide transit shelters, bus access, and bus turnaround areas.
- 8) Install bike racks or lockers at transit stops.
- 9) Identify park and ride, bike and ride and walk and ride lots in Ashland to support ridesharing.
- 10) Develop a transportation center in Ashland.
- 11) Encourage promotional and educational activities that encourage people who own cars and school children to use public transit.
- 12) Work with the local public transit provider to address the specific public transportation needs of Ashland.
- 13) Participate and show leadership in interacting with counties, cities and other special governments in Southern Oregon to develop regional public trans-



portation services to reduce the frequency and length of vehicular trips.

- 14) Establish aggressive but realistic performance targets for increasing public transit use for the short, medium and long run.

## 10.20 Commercial Freight and Passenger Transportation

### INTRODUCTION (10.20.01)

Commercial freight and passenger transportation in and connecting to Ashland takes place via the air, rail, water, pipeline and highway systems. Air, rail, water, pipeline and highway freight transportation is discussed below. Public passenger transportation is discussed in the Public Transit section.

## 10.21 Air Transportation

### ASHLAND MUNICIPAL AIRPORT (10.21.01)

Ashland Municipal Airport is located on approximately 94 acres, 3 miles northeast of downtown Ashland at the extreme eastern boundary of the city limits. Airport elevation is at 1,894 feet mean sea level (MSL). Access to the airport is provided by Dead Indian Memorial Road, which connects to East Main Street. Interstate 5 is located one-half mile west of the airport, with access provided via Greensprings Highway. The airport is bordered on the east, west

and south by sloping valley lands surrounded by rising mountainous terrain.

The Ashland Municipal Airport is classed as a general aviation airport by the Federal Aviation Administration (FAA). General aviation includes every type of civil flying other than the certified air carriers — business, commercial, instructional and personal. Ashland Municipal Airport is owned and operated by the City of Ashland under the Department of Public Works. The City holds an operating agreement with a fixed base operator to administer tie-down and hangar rents, fuel flowage fees, etc.

The airport was established at its current site in the 1940s. The airstrip was developed by Sumner Parker, a local pilot, and leased to the City of Ashland for use as a public airport. The City continued to lease the property and make improvements to the airfield into the 1960s. In 1964, the City purchased the airstrip and the property surrounding it, and received Federal approval of the site. At that time, the airport was renamed Ashland Municipal Airport - Sumner Parker Field. For a complete description of existing airport facilities, see chapter 3 of the Airport Master Plan.

The City, in cooperation with the Oregon Department of Transportation (ODOT), under a Federal Aviation

Administration (FAA) grant, retained SFC Engineering Company to update the Airport Master Plan to determine airport facilities required to serve the vicinity through the year 2012. The City Council adopted the plan as a supporting document to the Comprehensive Plan on March 2, 1993.

Aviation demand forecasts from the Airport Master Plan indicate airport operations will grow at a relatively modest rate through the year 2012. Based on the forecasts and an inventory of the existing facilities, the plan includes an airport layout and capital improvement plan for recommended airport improvements to meet forecast aviation demand during the 20-year planning period. Recommended improvements include the development of new hangar facilities, aircraft storage and business-oriented aviation activity, addition of airport security fencing around the perimeter of the airport, construction of a helicopter landing area, provision of a non-precision instrument approach, and upgrading of runway edge lighting from low to medium intensity.

The Airport Master Plan is the ruling document concerning airport development and is hereby adopted by reference. Any transportation system improvements involving air transportation or development which may impact or be impacted by the Ashland Municipal

Airport should consult the Airport Master Plan for the City of Ashland, October 1992.

#### ROGUE VALLEY INTERNATIONAL-MEDFORD AIRPORT (10.21.02)

The Rogue Valley International - Medford Airport provides the nearest scheduled commercial service carriers for passengers and/or freight, approximately 16 miles northwest of Ashland. The airport provides both air carrier and regional air service to cities throughout the Northwest and connections to larger markets and beyond. The airport lies on 989 acres within the city limits of Medford, and approximately three miles north of the central business district of Medford on Biddle Road near Interstate 5.

The airport was established at its current site in 1940. It was a military airport and was turned over to the City of Medford at the end of World War II. In 1971, Jackson County became responsible for the airport's operation. In January 1995, the airport was designated as a foreign trade zone and became an international point of entry.

#### OTHER FACILITIES (10.21.03)

Other air facilities in the region include a public general airport and Air National Guard Base in Klamath Falls, and small strips in Shady Cove, Beagle and

Cave Junction. Klamath Falls and Coos Bay are also recognized as foreign trade zones.

## 10.22 Rail Transportation

The Siskiyou Line of the Southern Pacific Rail System runs from Springfield, Oregon through Roseburg, Grants Pass, Central Point, Medford, Phoenix, Talent and Ashland. The portion of the line running south from Ashland through the Siskiyou Mountains to Montague, California is known as the Black Butte Line. Both lines are limited to the transport of freight. At the time of this writing, the Siskiyou and Black Butte lines were owned by Rail Tex and operated by Central Oregon and Pacific Railroad, Inc. (COPR), a subsidiary of Rail Tex.

Ashland citizens gathered to discuss transportation concerns at several neighborhood meetings held by the City between February and April 1994. At these meetings, residents expressed a desire to have commuter rail service between Ashland and Grants Pass. Appendix B includes a complete set of comments expressed at the neighborhood meetings.

An analysis conducted for the Rogue Valley Regional Transportation Plan found land use development based on current zoning projected to be at densities that are too low to support a commuter rail service.

(The Rogue Valley Regional Transportation Plan is the long-range transportation plan for the Rogue Valley Metropolitan Planning Organization, a geographic area established by the Governor encompassing Medford, Central Point, Phoenix and White City.) As stated in the Street System Section, alternatives such as commuter rail service cannot succeed if an auto-oriented low-density development pattern continues throughout the region. Regional land use patterns must change so that non-auto travel modes can be viable options in the future.

## 10.23 Water Transportation

The rivers in Southwest Oregon are used primarily for recreational purposes such as river rafting, fishing and kayaking. The largest river in the area is the Rogue River, with sections protected under the Wild and Scenic Rivers Act. Water transportation is not feasible on the Rogue River and small water sources such as Bear Creek.

The Port of Coos Bay located approximately 178 miles northwest of Ashland is an international/national shipping facility and is the closest Oregon port to Ashland. The Oregon Transportation Plan identifies the Port of Coos Bay as a major inter-modal hub facility. (The Oregon Transportation Plan defines an intermodal hub as a facility where two or more

modes of transportation interact so that people and/or goods can be transferred from one mode to another, for example, from a bus to an airplane or from a truck to a train.) The port serves as a link to the international marketplace with access to multi-modal connections, including air and rail freight service.

### 10.24 Pipeline Transportation

WP Natural Gas, a subsidiary of Washington Water and Power, serves Jackson County with a 10-inch steel high pressure main from its origin at the Grants Pass terminus of the Northwest Pipeline transmission facility. The pipeline is located in the Interstate 5 corridor.

At the time of this writing, a new WP gas transmission from Klamath Falls to Ashland was under construction. The new line is intended to increase capacity and thereby meet increasing demand for service in the greater Southern Oregon region. For further information, refer to the Oregon Pipeline Transportation Plan.

### 10.25 Highway Freight Transportation

Highway freight transportation is the movement of goods and services by truck. The key to providing effective freight movement is a boulevard and avenue street system that can support truck traffic and has

continuous connections within the city and to inter-modal hubs and interregional routes. The Oregon Transportation Plan suggests streets used for freight transportation should provide a Level of Service C (LOS C) during off-peak periods.

Trucks are permitted to use all boulevard and avenue streets in Ashland, with the exception of Oak Street, which has weight limitations. Highway freight transportation in the Rogue Valley metropolitan planning region is concentrated along designated truck routes. These designated truck routes include Interstate 5, Crater Lake Highway and Lake of the Woods Highway.

As Ashland's future street network is planned, truck access to the city from the north and south and circulation of truck traffic within the city needs to be reviewed. The provision of truck facilities should be considered in conjunction with the goals and policies of the Economic Element of the Ashland Comprehensive Plan. The Economic Element encourages a diverse economy that retains Ashland's high quality environment. Clearly, the type of truck facilities the City provides needs to match the type, size and freight requirements of current and future businesses in Ashland. On a regional and state basis, truck travel needs to be coordinated with highway freight systems outlined in the Rogue Valley Regional Transportation

Plan, Oregon Transportation Plan and Oregon Highway Plan.

Future transportation projects currently planned and funded are described in Appendix A.

## 10.26 Commercial Freight and Passenger Transportation Goals and Policies

### GOALS (10.26.01)

**To provide efficient and effective movement of goods, services and passengers by air, rail, water, pipeline, and highway freight transportation while maintaining the high quality of life of Ashland.**

### POLICIES

- 1) Review development within the Airport Overlay Zone to ensure compatibility with the Ashland Municipal Airport.
- 2) Explore intra-city commuter rail service on existing rail lines.
- 3) Mitigate railroad noise through the use of berming and landscaping in developments adjacent to the railroad and which are impacted by railroad noise.
- 4) Maintain boulevard and avenue street facilities adequate for truck travel within Ashland.

- 5) Coordinate with County, regional, State and Federal jurisdictions to maintain and develop inter-modal hubs, which allow goods and passengers to move from truck or automobile to rail to ship or plane.
- 6) Encourage the use of rail transport for the movement of goods and passengers as a means of conserving energy and reducing reliance on the automobile.

## 10.27 Summary

In the preceding five sections, the Transportation Element of the Comprehensive Plan has examined many of the critical issues that face Ashland as it plans a viable and livable future. As the population grows in coming decades, pedestrian, bicycle, public transit and motor vehicle transportation will figure prominently in decisions that affect the community's quality of life. As stated earlier in this document, the Transportation Element is intended as a guide to Ashland's development in residential, commercial and industrial neighborhoods, and it offers the groundwork for sound transportation planning. The joint efforts of citizens, planning staff and government representatives should ensure that thoughtful decisions are made and implemented for the future.

## 10.28 APPENDIX A: Committed Facilities

### INTRODUCTION (10.28.01)

Committed facilities, as defined by the Oregon Transportation Planning Rule, are proposed transportation facilities and programs that have approved funding.

The following section summarizes the committed facilities in place at the time of writing. Section

### CITY AND STATE TRANSPORTATION (10.28.02)

Capital Improvement Projects The City Capital Improvements Plan, 1996-97 Through 2001-02, includes 15 transportation projects. Status in the Oregon Department of Transportation (ODOT) 1996-1998 Statewide Transportation Improvement Program is noted for projects involving the State. The construction and funding of projects on state highways is largely determined by ODOT. Further project details and costs are detailed in the City of Ashland Capital Improvements Plan, 1996-97 through 2001-2002 and the 1996-1998 Statewide Transportation Improvement Program.

- Sidewalk Installation throughout the City — This project includes design and construction of sidewalk facilities throughout Ashland. The purpose is to provide greater continuity in the sidewalk system.
- Ashland Street Redesign — This project includes side-walk expansion and landscape improvements beginning at the intersection of Siskiyou Boulevard and Ashland Street. The purpose of the project is to increase pedestrian and bicycle use of the area.
- Bikeway from Railroad Park to Shamrock Lane — Construction of a 1.3-mile bicycle/pedestrian path adjacent to the railroad tracks. The purpose is to provide a safe pathway through the city for bicyclists and pedestrians. This project is included in the 1996-1998 Statewide Transportation Improvement Program.
- Siskiyou Boulevard Redesign — Construction of .57 miles of bikeway along Siskiyou Boulevard. The project is designed to provide a direct, convenient and safe travel route through the city for bicyclists. The installation of bike lanes on Highway 99 from Valley View Road to Walker Avenue is included in the 1996-1998 Statewide Transportation Improvement Program.
- Bus Shelters — This project will replace four shelters and construct two new shelters at existing bus stops. The six shelters will be located in the following areas: on the plaza, in front of the library, in front of Safeway, at Palm Avenue and Siskiyou Boulevard, at SOSOC near Bridge Street, and on the Water Street overpass on Lithia Way.

- The shelter areas will be improved to include lighting, a bicycle rack and a drinking fountain. The position of the shelters will be changed slightly to provide a view sight of the oncoming bus. The new shelters are designed to encourage ridership by offering a more attractive and useful environment in which to wait for the bus.
- Senior Shuttle Bus — Purchase of a 17 to 21 passenger bus equipped with wheel chair lift kit, air conditioning and a mobile radio. The bus is used to transport local senior citizens to various locations.
  - Reconstruction of East Main Street from Railroad Tracks to Walker Avenue — East Main Street will be re-paved, have storm drains installed and have sidewalks constructed on both sides from the railroad tracks near California Street to Walker Avenue.
  - Realignment of the Intersection of Indiana Street and Siskiyou Boulevard — Reconstruction of the intersection, including curbing, crosswalk and storm drain construction. The purpose of the project is to improve pedestrian and vehicle movement and efficiency from Indiana Street to Siskiyou Boulevard.
  - Rebuild Sherman Street from Siskiyou Boulevard to Iowa Street — Sherman Street will be completely torn out and replaced including the curb, gutter and storm drain system.
  - Rebuild Union Street from Siskiyou Boulevard to Auburn Street — Union Street will be completely torn out and replaced including curb, gutter and storm drain system.
  - Signals at the Intersection of East Main Street and Mountain Avenue — This project includes the installation of new turn signals at the intersection of East Main Street and Mountain Avenue. The purpose of the project is to address increasing current and future traffic flows.
  - Airport Security/Fencing — Construction of chain link fencing around the perimeter of the Airport property. The purpose of the project is to prevent people and animals from roaming onto the runway.
  - Eight Unit T-hangars — Construction of a new block of eight T-hangars adjacent to the 18 T-hangars currently being used. The purpose of the project is to meet consistent demand for enclosed hangars.
  - Six Unit T-hangar and Turf Tie Down Area — Construction of a six unit T-hangar and an area dedicated and equipped as a turf tie down area. The purpose of the project is to meet demand for aircraft storage facilities.
  - East Area Access to Taxi Lanes — Construction of a road, including grading and drainage, for access to the eastside of the airport.

The following projects are included in the 1996-1998 Statewide Transportation Improvement Program, but are not included in the City's Capital Improvement Program.

- Ashland Park and Ride Lot — This is a RVTD project scheduled for construction in 1997.
- Bear Creek Greenway from South Valley View Road to Ashland — This is a Jackson County project scheduled for construction in 1996.

#### SIDEWALK LOCAL IMPROVEMENT DISTRICT (LID) (10.28.03)

The City began a Sidewalk Local Improvement District program in July 1995. Through the program, the City pays 25% of sidewalk construction, and provides engineering and inspection for residential neighborhoods that form a LID for sidewalk improvements.

#### PRIORITY WALKING CORRIDORS (10.28.04)

The City began a Priority Walking Corridor program in July 1995. The purpose of the program is to identify sidewalk needs for high priority construction funding.

#### COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) SIDEWALK PROJECTS (10.28.05)

Beginning July 1994, the City was entitled to receive Community Development Block Grant (CDBG) funds

from the federal Department of Housing and Urban Development (HUD). A portion of the funds was earmarked for sidewalks in eligible neighborhoods. As defined by HUD, a neighborhood having 51% or more of the residents earning at or below 80% of median income is eligible.

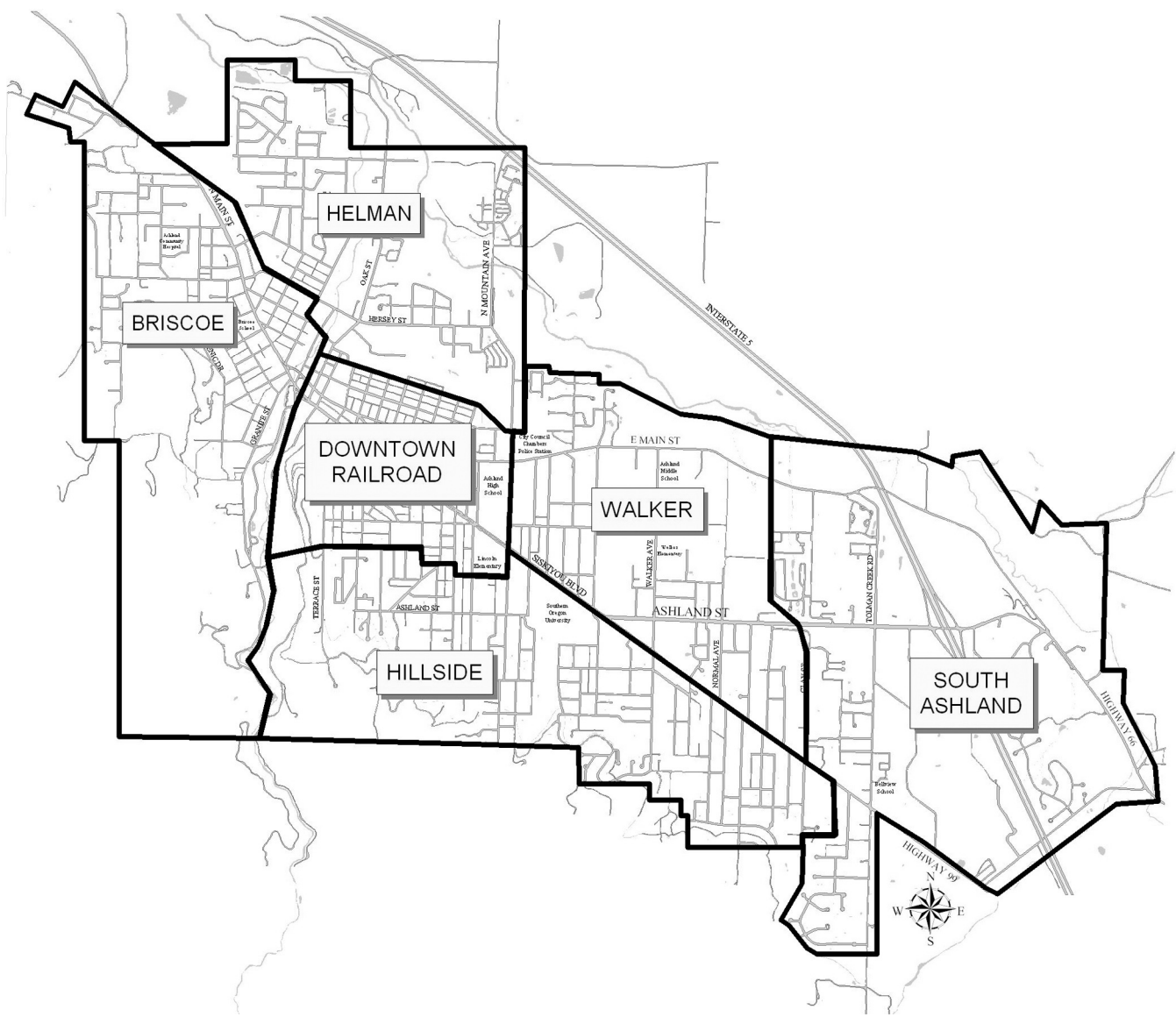
Sidewalk projects are selected on a yearly basis. There are two restrictions on the use of the CDBG funds: The funding can not be used to install sidewalks in front of commercial property; and 2) the sidewalk improvements can not be constructed along an boulevard or avenue. Continuation of CDBG sidewalk project funding depends on two factors: 1) the "entitlement" status of the City, and 2) the future of HUD as a federal program.

## 10.29 APPENDIX B: Comments from Neighborhood Meetings

#### INTRODUCTION (10.29.01)

The transportation planning process began with six neighborhood meetings in February and March 1994. Participants identified their issues, concerns and needs relating to transportation in the city. One meeting was held in each of the neighborhoods shown on the map below.





The neighborhood meetings generated a wide variety of comments. The following two tables summarize the citizen input gathered at the meetings. The material is, whenever possible, verbatim comments citizens gave at the neighborhood meetings.

- Table 1/Comment Highlights-comments concerning pedestrian, bicycle, public transit and other subjects that repeatedly came up. Specific ideas about issues in neighborhoods are also included.
- Table 2/Automobile Comment High- lights-com- ments concerning driving in Ashland. Presented in a separate table because the comments tended to focus on specific areas more than the information in Table I.

**TABLE 1 – COMMENT HIGHLIGHTS (for neighborhood meetings)**

<b>Mode</b>	<b>General</b>	<b>City Wide</b>	<b>Neighborhood</b>
PEDESTRIAN	more benches, bathrooms & water; complete sidewalk network/make connections dramatically mark crosswalks educate public on pedestrian laws—utility bills & cable t.v. safety programs tree barrier between sidewalk & streets (wider) post pedestrian crossings improve existing curb cuts & install more separate pedestrians from bicycles hand rails on steep sidewalks incorporate neighborhood pathways to neighborhood parks retrofit pedestrian crossing—raise to increase pedestrian safety, widen to width of cars stamped concrete identifying pedestrian/vehicle intersection traffic calming measures to slow autos in pedestrian areas	difficult crossing Siskiyou at SOSC islands on Ashland St. crosswalks across N. Main traffic light across 3rd & Lithia Way for pedestrian safety sidewalk on Ashland St. need white step off zone at crosswalks to stop cars—especially N. Main, Lithia Way & Siskiyou library crosswalk unsafe for pedestrians clear crossing at Water & E. Main (diagonal) greenway plan—open space/natural area/park “nodes” with connection to walking paths	crosswalk on Ashland St. & Ray Lane sidewalk on Walker sidewalk on Oak crosswalk at Hersey & Oak pedestrian path from Williams Way to RR district sidewalks on Nevada St. additional pedestrian scale lighting B St. sidewalks on 8th St. sidewalks on Scenic sidewalk on Nutley from Granite to Winburn Way sidewalks on Tolman Creek Road need path from alley to Hillview sidewalk or path on Wimer Orange St. parkrow

TABLE 1 CONTINUED – COMMENT HIGHLIGHTS (for neighborhood meetings)

Mode	General	City Wide	Neighborhood
BICYCLE	<p>bike racks on busses</p> <p>bike racks at bus shelters—covered and secure</p> <p>improve paving/grates are hazardous</p> <p>benches, bathrooms, shelters &amp; water for cyclists</p> <p>educate cyclists &amp; public on safety—in schools</p> <p>keep paths free of debris</p> <p>bike paths that don't compete with traffic</p> <p>additional bike paths/lanes</p> <p>level bike routes/gradual slopes</p> <p>make paths closer to stores</p> <p>park/ride for bike w/locked facilities</p> <p>direct bike routes</p> <p>bike parking near doors of buildings</p>	<p>real bike path through downtown—on Lithia Way &amp; E. Main</p> <p>use RR tracks for bike path</p> <p>bike lane on N. Main</p> <p>need a safe way for cyclists to get all the way through town</p> <p>paths on Siskiyou would be safer for cyclists, pedestrians &amp; cars</p> <p>safe path from N. Main to library</p> <p>link Bear Creek trail to Ashland</p>	<p>safer access on B St.</p> <p>lane on Oak to Greenway</p> <p>lane on Helman</p> <p>lanes on hillside streets</p> <p>no more building on Wimer without provision for cyclists</p> <p>lane on A St. to Mountain</p> <p>path on C St.</p>

**TABLE 1 CONTINUED – COMMENT HIGHLIGHTS (for neighborhood meetings)**

<b>Mode</b>	<b>General</b>	<b>City Wide</b>	<b>Neighborhood</b>
PUBLIC TRANSIT	park & ride areas more covered bus stops bathrooms at bus stops extend evening hours stops closer to neighborhoods or shuttles lighting at bus stops & approaches encourage hotel/motel guests to use bus need on-call service increase timeliness of buses more frequent runs service on Sunday need on-site bus info & maps at stops need free zone in core area of city	bus service to hills express bus earlier for commuters to Medford need turnouts on N. Main so don't stop on street bus route to hospital & medical offices bus route on E. Main—regular route/school time route interstate bus depot bus to Grants Pass & Yreka	bus to Oak St. & Helman St. service to hillside area

TABLE 1 CONTINUED – COMMENT HIGHLIGHTS (for neighborhood meetings)

Mode	General	City Wide	Neighborhood
OTHER	<p>better street lighting—motion sensitive</p> <p>revise taxi ordinance for flexibility for rickshaws, golf carts, electric carts</p> <p>scooter parking</p> <p>encourage mopeds</p> <p>keep horses off sidewalks—road apples are dangerous</p> <p>encourage alternative auto use (electric, golf carts)</p> <p>use children/bikes/residential neighborhood signs to increase awareness of neighborhood</p> <p>separate modes</p> <p>delivery service for large packages for people using alternative modes</p> <p>trolley/trams like San Luis Obispo</p>	<p>better access to Bear Creek</p> <p>access to Ashland Creek</p> <p>special lane on Siskiyou for 3-in-car, bike, bus</p> <p>electric rail from plaza to Medford</p>	<p>signs on Oak St. obscured by trees</p> <p>zoning changes for corner groceries in Quiet Village</p> <p>water fountains in Helman area</p> <p>access for school children to Helman School from Oak across creek</p> <p>neighborhood market needed by hospital</p> <p>more short cuts for pedestrians &amp; bicyclists—RR district to Hersey, Oak to Helman, Hersey to Patterson</p> <p>need park in Briscoe neighborhood so don't have to travel so much</p>

**TABLE – AUTOMOBILE COMMENTS (for neighborhood meetings)**

<b>Mode</b>	<b>General</b>	<b>City Wide</b>	<b>Neighborhood</b>
INTERSECTION	control parking near intersections visibility concern at intersections	install signal at E. Main & Gresham signal at Siskiyou & Walker realignment of Siskiyou & Indiana traffic light needed at Tolman & Siskiyou need no turn on red light sign at Siskiyou & Mountain need longer turn signal at Walker & Ashland St. light or 4-way stop at E. Main & Mountain 3rd & Main dangerous intersection E. Main should have stop signs at Tolman Creek, Walker & Mountain bad intersections Maple & N. Main, Wimer & N. Main stop light at Lithia & Oak	1st & B St. intersection visibility stop sign at Hillview & Peachy visibility going up hill at Scenic & Church need stop signs by minimarket by VanNess difficult to cross or turn left on E. Main from Mallard or North Wightman

# Memo

CITY OF  
ASHLAND

Date: March 18, 2024  
From: Scott A. Fleury  
To: Transportation Advisory Committee  
RE: Distracted Driving Resolutions

## **BACKGROUND:**

DKS Associates is the subconsultant traffic engineering firm to Dowl on the Ashland Street and North Mountain Avenue rehabilitation projects. As directed by the TAC and City Council staff asked DKS to investigate continuous green striping and bike boxes for signaled intersections.

The addition of continuous green striping is not an issue and will be added to the updated striping plan developed by DKS as part of the Ashland St. and North Mountain Ave. projects (allowed by MUTCD).

For installation of Bike Boxes, the MUTCD has warrants/criteria that must be met, see below:

- a. **There is a combination through and right-turn lane for vehicles to the left of a through bike lane, and the cross-product of peak hour right-turning vehicles with through and right-turning bicycles equals 5,000 or more per PBOT's Traffic Design Manual, Section 6 Traffic Control and Design for People Biking (page 97 of 153)**
- b. **The crash history indicates an average of two or more reported crashes over a five-year period of a type susceptible to correction by use of a bike box.**
- c. **Bicycle priority is desired in the form of a queue jump.**
- d. **Engineering judgment indicates that a bike box would improve the safety of an approach due to complexity of intersection geometry, high percentage of right-turning large vehicles or other factors.**

## **DKS review against warrants:**

For Ashland St/Walker Ave, using ODOT crash data from 2017-2021, there appears to have been 3 crashes, none of which involved a cyclist or would be mitigated by a bike box. Therefore bullet 2 is not satisfied. Moreover, the intersection does not seem to have contributing factors that would lead to bullet 4 being satisfied. Therefore this leaves bullet 1 and 3 as possibilities to justify the bike box. Bullet 1 requires collecting turning movement counts and bullet 3 could be up to the City. Ultimately, without knowing the amount of motorists making right turns from Ashland St onto Walker Ave, and without knowing the number of cyclists going through the intersection, it is difficult to definitely recommend bike boxes here without more information.

The new MUTCD has Bike Boxes in it now, so that means there are now standards related to the installation of a bike box we need to abide by. We want to be sure you and your team are aware that the following changes will be needed at the signal if bike boxes are installed:



- Right turn on red will need to be prohibited on Ashland St (MUTCD Standard)
- Signal timing will need to be adjusted to accommodate longer yellow change and red clearance intervals related to the stop bar moving back 10' to make room for the bike box. (MUTCD Standard)
- If the bike box extends across 2 or all 3 of the lanes: the Phase 4 ped heads on the NW and SW corners and the Phase 8 Ped heads on the NE and SE corners will need to be replaced or reconfigured to have a countdown interval *on all signal cycles regardless if pedestrians actuation* (MUTCD Standard)

Given all the information presented above - please let us know if you would like to move forward with installing bike boxes at Ashland St/Walker Ave and we will be sure to get this into our plans.

**CONCLUSION:**

Action required, discuss installation of a bike box at the intersection of Ashland Street and Walker Avenue as an addition to the Ashland Street Rehabilitation Project. The TAC should make a recommendation to the Public Works Director on whether or not to include this feature and its associated changes to the intersection.

# Memo

Date: March 12, 2024  
From: Scott A. Fleury  
To: Transportation Commission  
RE: Vision Zero Action Plan Development

## BACKGROUND:

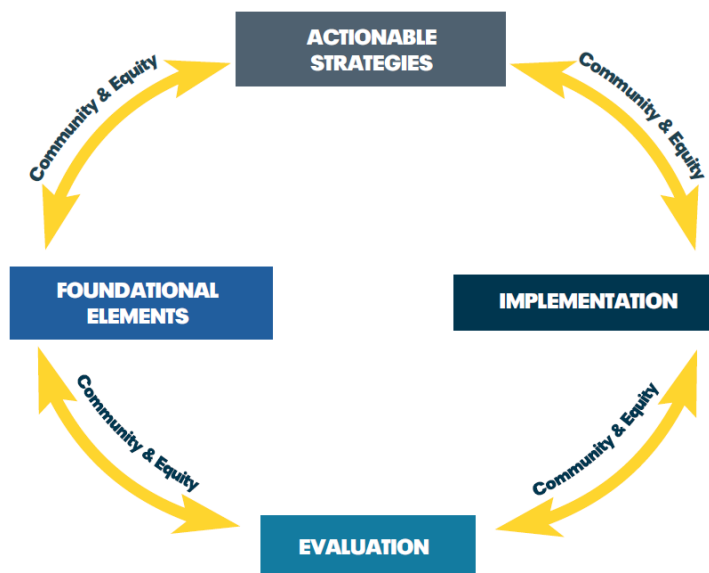
The Transportation Commission and now Transportation Advisory Committee have had numerous discussions over the past few years regarding the Vision Zero Program. The last item developed was the Vision Zero Resolution that was brought before the City Council for approval at the March 5, 2024 Business Meeting. The Council approved the resolution and now the TAC can begin work on development of an Action Plan.

Staff has attached three documents to this staff report to help assist development of an Action Plan.

1. Vision Zero Action Plan (draft template)
2. Vision, Strategies, Action
3. Moving from Vision to Action

The Foundational Elements of a Vision Zero Action Plan include:

1. Robust Data Framework
2. Actionable Strategies
3. Implementation
4. Evaluation



As the Commission and Public Works staff move forward with the Transportation System Plan Update process, there will be a direct connection to development of strategies, goals, projects and timelines that can be utilized to construct the formal action plan.

**Discussion Questions:**

1. How does the Commission wish to address the framework of a Vision Zero Action Plan?
  - a. Vision Zero Task Force
    - i. Transportation Commission
    - ii. Others
  - b. Community Input
    - i. Communities of Concern (equity)
  - c. Data Sources & Framework
    - i. ODOT
    - ii. City of Ashland
    - iii. Census Information
    - iv. Planning/Zoning
  - d. Goals & Timelines
    - i. What does success look like
    - ii. Who is primarily responsible for achieving goals in associated timeframe?
    - iii. What are the conditions and limitations for success?
  - e. Strategies & Accountability
    - i. Fundable
  - f. Transparency
    - i. Website
    - ii. Continuous Feedback
    - iii. Regular Meetings
    - iv. Assessments
  - g. Project List development based on Community Input
2. How do we tie in the Transportation System Plan Update?
  - a. Community Input (Public Involvement Plan)
    - i. Communities of Concern
  - b. Project List development based on Community Input
    - i. Prioritization process
    - ii. Funding scenarios/options

**CONCLUSION:**

Action required: Committee should discuss next steps for a Vision Zero Action Plan.

# City of Ashland Vision Zero Action Plan



**Acknowledgements**

**City of Ashland Council**

**Mayor Tonya Graham**

**Dylan Bloom**

**Paula Hyatt**

**Gina DuQuenne**

**Eric Hansen**

**Jeff Dahle**

**Bob Kaplan**

**City of Ashland Transportation Commission**

**Linda Peterson-Adams**

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**Mark Brouillard**

**Julia Sommer**

**Nick David**

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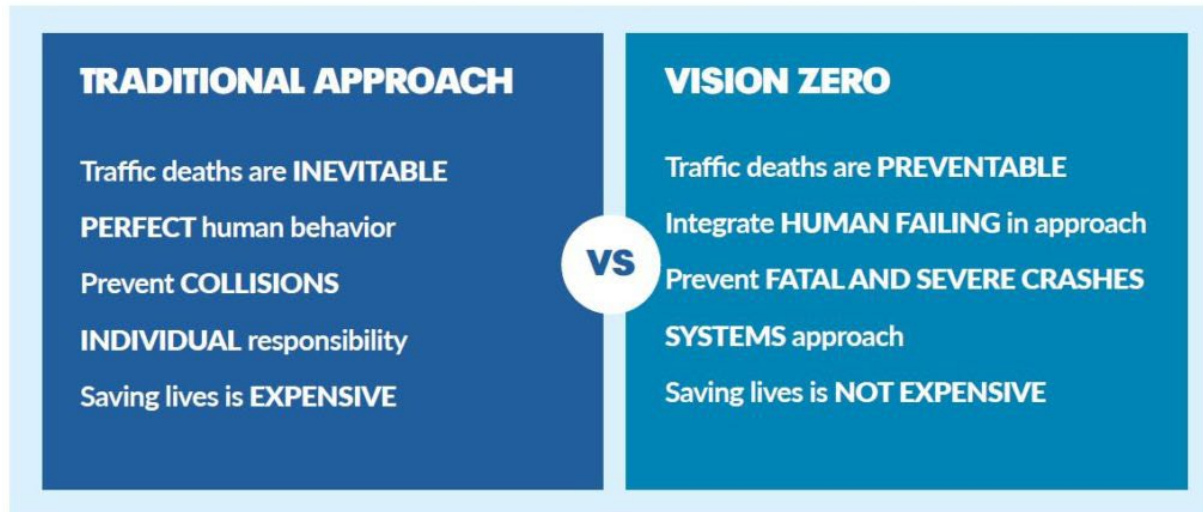
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DRAFT

## Section 1: Introduction

### Section 1.1 Purpose

“Vision Zero is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all”.



Vision Zero starts with the ethical belief that everyone has the right to move safely in their communities, and that system designers and policy makers share the responsibility to ensure safe systems for travel.

Vision Zero is a significant departure from the status quo in two major ways:

1. Vision Zero recognizes that people will sometimes make mistakes, so the road system and related policies should be designed to ensure those inevitable mistakes do not result in severe injuries or fatalities. This means that system designers and policymakers are expected to improve the roadway environment, policies (such as speed management), and other related systems to lessen the severity of crashes.
2. Vision Zero is a multidisciplinary approach, bringing together diverse and necessary stakeholders to address this complex problem. In the past, meaningful, cross-disciplinary collaboration among local traffic planners and engineers, policymakers, and public health professionals has not been the norm. Vision Zero acknowledges that many factors contribute to safe mobility -- including roadway design, speeds, behaviors, technology, and policies -- and sets clear goals to achieve the shared goal of zero fatalities and severe injuries.

The Vision Zero Program and Action Plan outline the City of Ashland’s commitment and long-term strategy for eliminating deaths and serious injuries from the transportation system with a focus on equity.

## Section 1.2 Vision Zero Resolution

### RESOLUTION NO. 2024 - 06

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ASHLAND, OREGON SETTING AS OFFICIAL POLICY THE VISION ZERO GOAL THAT NO LOSS OF LIFE OR SERIOUS INJURY ON OUR TRANSPORTATION SYSTEM IS ACCEPTABLE.**

#### **RECITALS:**

- A.** The life and health of the City of Ashland's residents are our utmost priority.
- B.** No one should die or be seriously injured on our transportation system.
- C.** Communities of Concern face a disproportionate risk of traffic injuries and fatalities.
- D.** Vision Zero is an approach to transportation safety that accepts no loss of life or serious injuries on the transportation system.

#### **THE CITY OF ASHLAND RESOLVES AS FOLLOWS:**

**SECTION 1.** The Ashland City Council sets as official policy Vision Zero's goal of zero fatalities or serious injuries on our transportation system.

**SECTION 2.** The Ashland City Council supports efforts by the City of Ashland and our regional partners to eliminate deaths and serious injuries on our transportation system, with an emphasis on the most vulnerable users.

**SECTION 3.** The Ashland City Council supports efforts by the City of Ashland's Transportation, to develop a Vision Zero Action Plan that develops and prioritizes safety improvements for people walking, bicycling, using mobility devices and driving motorized vehicles.

**SECTION 4.** This Resolution takes effect upon signing by the Mayor. This resolution was duly PASSED and ADOPTED this 5<sup>th</sup> day of March 2024.

## Section 2: Guiding Principles

### Section 2.1: Equity

The City's Vision Zero Action Plan shall be equitable and acknowledge the disproportionate burden of traffic crashes on people of color, low-income households, people with limited English proficiency, persons with disabilities or other mobility impairments, and other vulnerable groups. It will prioritize safety improvements for these populations.

The action plan will focus on filling gaps in transportation infrastructure where injuries and fatalities occur and where missing links limit transportation options, particularly for the underserved communities.



It will employ enforcement strategies that focus primarily on the most dangerous behaviors like speeding, impairment, and distraction. It will not result in racial profiling.

## **Section 2.2: Data Driven Decision Making**

Crash, speed and volume data will be regularly gathered and updated to identify the locations, behaviors, and other conditions related to deaths and serious injuries on our streets.

Demographic data will be used to prioritize underserved communities.

The impacts and effectiveness of actions taken will be evaluated and publicly reported.

## **Section 2.3: Coordination and Accountability**

Actions will have clearly defined roles, responsibilities and expectations among the departments working on implementation.

The City will work local and regional partners to maximize the impact of the Vision Zero Action Plan.

## **3.0 Transportation in Ashland**

### **3.1 High Crash Network**

### **3.2 Communities of Concern**

DRAFT

## **MOVING FROM VISION TO ACTION:**

Fundamental Principles,  
Policies & Practices to  
Advance Vision Zero  
in the U.S.

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**In sharing this document,  
we honor the tens of thousands of lives  
lost and millions more impacted by  
traffic crashes each year in this nation.**

**We aim to ensure that Vision  
Zero efforts entail not only bold  
proclamations and marketing  
campaigns but, more importantly,  
lasting changes that save lives and  
ensure safe mobility for all.**

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# BUILDING SUCCESSFUL VISION ZERO INITIATIVES



## EXECUTIVE SUMMARY

**Vision Zero was a phrase that most people working on traffic safety or related public policy issues had never even heard of. That’s not the case anymore**

**Mayors, police chiefs, transportation professionals and community leaders in more than 20 U.S. cities have set Vision Zero goals of eliminating traffic fatalities and severe injuries within their communities.**

Under the mantle of Vision Zero, they are bringing together a wide range of local leaders – including policymakers, community members and professionals in the realms of transportation, public health and law enforcement – to set and shape a shared goal to keep all people safe as they move about their communities.

Today, these leaders acknowledge that the high number of tragedies on our roadways is largely predictable and preventable. And they are stepping up to declare that “enough is enough” and to devise plans and policies for a safe future on our roadways, sidewalks and bikeways. **Just as we expect the right to safe water to drink and clean air to breathe in today’s civilized society, so too should we expect the right to move about safely.**

At the state and federal levels, too, we are seeing an acknowledgement that the time has come to change our thinking and approach to traffic safety. In late 2016, we saw the U.S. federal government’s bold pledge to change business as usual in its launch of the Road to Zero campaign, setting the goal of eliminating traffic fatalities nationwide within the next 30 years. And more than 40 U.S. states incorporate a Toward Zero Deaths approach into their safety work and are increasingly interested in supporting local Vision Zero efforts.

Even the media is recognizing the changing cultural norms. The Associated Press recently updated its recommended language from traffic “accidents” to “crashes,” acknowledging that these are not random calamities, but rather something we have collective and individual control over.

**It is at the local level that we are seeing the boldest and most innovative approach to shifting the traffic safety paradigm in the U.S.** And this leadership could not come soon enough, as 35,092 people were killed in 2015 on the roadways, ending a 5-decade trend of declining fatalities with a 7.2% increase in traffic deaths from 2014.

With an average of 90 people dying each day in traffic in the U.S. – more than via gun violence -- we are in the midst of a public health crisis that demands greater attention from policymakers, professionals, and the public at all levels.

## TRANSLATING VISION TO ACTION

The dramatic growth in Vision Zero commitments in communities across the nation, as well as stepped up interest at the state and federal levels, is encouraging. But now we need to ensure that the fast-growing, shared vision translates to action and results.

### **A true Vision Zero commitment is not a sign-on letter nor a slogan.**

It is a fundamental shift in philosophy and approach to traffic safety. It is acknowledging that business as usual is not enough and that systemic changes are needed in our traffic safety work to make meaningful progress. This will not be easy, but it will be worthwhile.

At best, Vision Zero has the potential to galvanize a thorough and lasting shift in how we design and use our transportation systems to prioritize the preservation and quality of human life. At worst, Vision Zero runs the risk of becoming a short-lived trend or watered-down slogan that provides only lip service toward real, life-saving change. There is peril in well-meaning leaders adopting symbolic resolutions that fail to acknowledge and incorporate the significant systemic changes necessary to shift the paradigm of traffic safety.

### **We recognize that it is appealing to support Vision Zero in principle; it is far more difficult to take the bold steps necessary to implement it meaningfully and effectively.**

This document was developed to assist policymakers, community members, and professionals, particularly in the realms of transportation, law enforcement, and public health to develop, implement, measure, and communicate clear, meaningful expectations for Vision Zero.

While we can study and draw inspiration from successes in countries such as Sweden in dramatically reducing traffic fatalities, the U.S. cannot simply copy and paste a Vision Zero template from abroad. Instead, we can and are defining a uniquely American version of Vision Zero that fits our cultural, legal, political, and historical contexts. While we adapt this powerful idea to U.S. communities, it is critical that our efforts embrace the fundamental principles of Vision Zero and take the challenge seriously of ensuring safe mobility for all.



## WHAT IS VISION ZERO?

Started in Sweden in the late 1990s, Vision Zero is a traffic safety policy that takes an ethical approach toward achieving safety for all road users, setting the goal of zero traffic fatalities or severe injuries.

Vision Zero differs from the traditional roadway safety paradigm in several key ways. First, it holds that traffic deaths and severe injuries are preventable and focuses attention on the shortcomings of the transportation system itself, including the built environment, policies, and technologies that influence behavior.

Second, Vision Zero acknowledges that people *will* make mistakes, so collisions *will* happen. Given this reality, the focus is not on avoiding all crashes, but rather on lowering the likelihood of crashes resulting in severe injuries.

And unlike the traditional approach to traffic safety, where the greatest level of responsibility has been placed on individual road users, Vision Zero sets the highest level of responsibility on the system designers – transportation planners and engineers, policymakers, police, etc. Then, the concept holds that individuals have the responsibility to abide by the systems, laws, and policies set by the system designers. If safety problems persist, then the responsibility comes back to the system designers to take further measures to ensure safety. This is a paradigm shift in approaching roadway safety as a systemic issue.

Through its commitment to Vision Zero, Sweden has halved its traffic deaths nationally and is, today, one of the safest places in the country to move about.

# PURPOSE OF THIS DOCUMENT

## OUR DESIRED OUTCOME IS A SHARED UNDERSTANDING OF AND A PROMISE TO UPHOLD WHAT CONSTITUTES A STRONG VISION ZERO COMMITMENT IN THE U.S.

The goal of Vision Zero is nothing short of lasting, institutionalized, systems-level change. And it is possible, as communities across the nation and world are showing.

### This document is intended to support the efforts of those working to advance Vision Zero, including:

- ✓ Policymakers / Elected Officials
- ✓ Transportation Professionals
- ✓ Law Enforcement Professionals
- ✓ Public Health Professionals
- ✓ Advocates & Community Organizers

Vision Zero will not develop or look the same in every community. Given the diversity of the U.S., there will be variations on approach and on the order of strategies. Each community will need to consider and take advantage of its own opportunities and overcome its own challenges in advancing this life-saving work.

That said, there are core principles that are essential to a traffic safety approach being a Vision Zero commitment. This report aims to define these core principles and the corresponding, high-level policies and practices to implement and sustain a successful Vision Zero program.

## A few caveats about this report and the work of Vision Zero in the U.S.:

- **This is not a checklist or a how-to guide.** Rather, this is an overarching set of expectations for a robust Vision Zero commitment that will help communities convert enthusiasm into lasting systems-level changes in their local traffic safety efforts.

- **This document does not attempt to cover the technical aspects of promising Vision Zero strategies.**

We are pleased that other partners focus on more technical components of this work and help practitioners better understand the value of various strategies, particularly from a roadway design perspective.

- **Progress will take time.** Some of these efforts may not yield visible results immediately; in fact, in some cases, they may take years to produce quantifiable improvements. This does not nullify their importance but rather speaks to the need for Vision Zero leaders to recognize, commit to, and communicate these deeper-level systems changes throughout their Vision Zero work. Stakeholders need to bring both a strong sense of urgency to their efforts, as well as a focus on sharing and measuring both face-forward and behind-the-scenes efforts as they develop longer-term investments in safety.

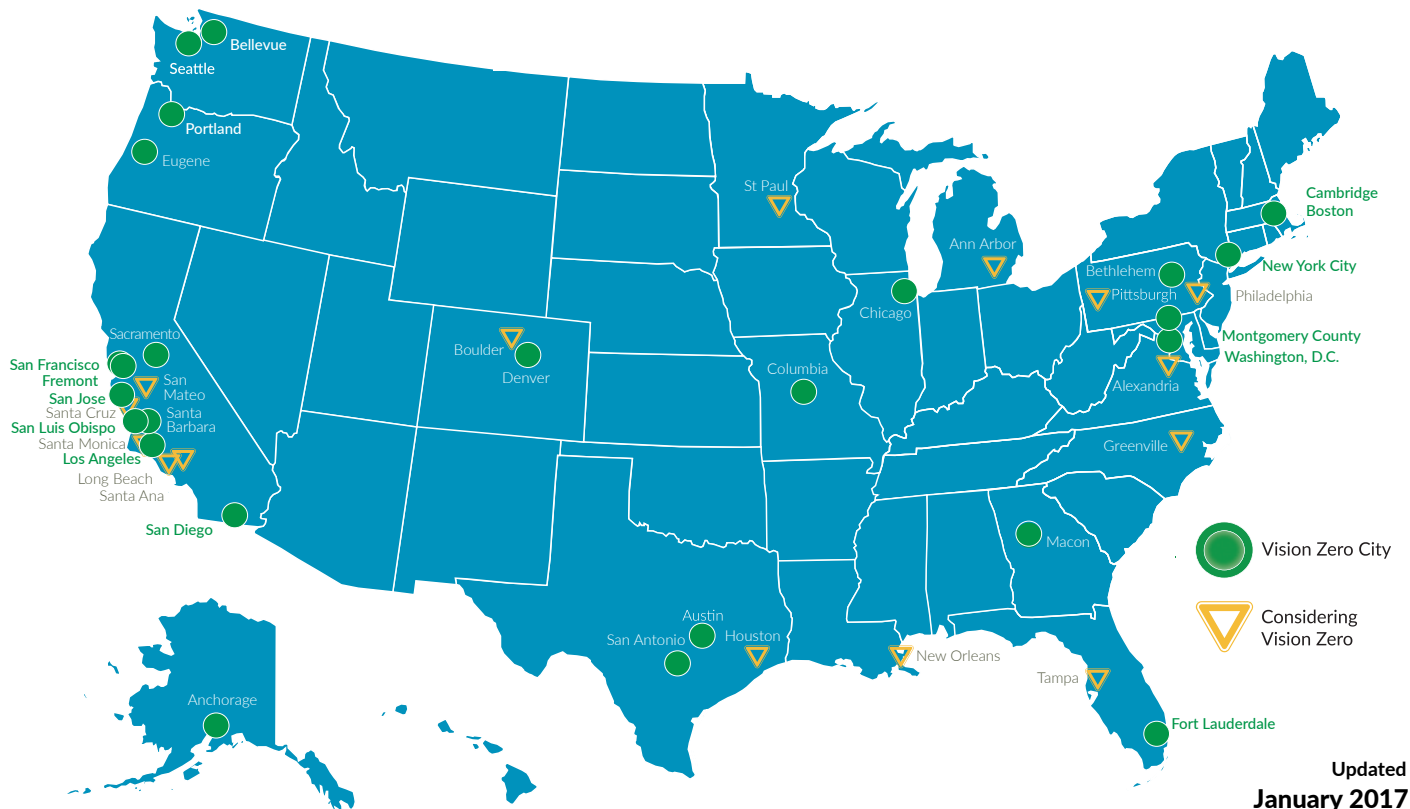
- **Finally, this is not intended to be a static resource.** As our understanding evolves of how best to advance Vision Zero, the practices and policies considered most promising will also evolve. We look forward to feedback and participation in this ongoing process of learning more and developing even better guidance for the growing number of U.S. communities embracing Vision Zero.



# VISION ZERO CITIES

Vision Zero has spread and evolved rapidly in the U.S. since New York became the first city in the nation to commit to a Vision Zero goal in 2014, pledging to eliminate deaths and severe injuries among all road users by 2024.

As of this writing, more than 20 other U.S. cities have made legislative Vision Zero commitments and are at various stages of designing programs and policies to reach these goals, while dozens more communities are considering making such commitments.



## A VISION ZERO CITY MEETS THE FOLLOWING MINIMUM STANDARDS:

1. Sets clear goal of eliminating traffic fatalities and severe injuries
2. Mayor (or top official) has publicly, officially committed to Vision Zero
3. Vision Zero plan or strategy is in place, or Mayor has committed to doing so in clear time frame
4. Key city departments (including Police, Transportation and Public Health) are engaged.

**VISION ZERO EXPECTATIONS:**  
Fundamental Principles



# FUNDAMENTAL PRINCIPLES OF A MEANINGFUL VISION ZERO COMMITMENT

These principles can and should be applied anywhere, regardless of a community's size or political structure. While certain strategies and timing will differ from place to place, these principles are core to successful Vision Zero efforts.

- 1. Traffic deaths and severe injuries are acknowledged to be preventable.**
- 2. Human life and health are prioritized within all aspects of transportation systems.**
- 3. Acknowledgement that human error is inevitable, and transportation systems should be forgiving.**
- 4. Safety work should focus on systems-level changes above influencing individual behavior.**
- 5. Speed is recognized and prioritized as the fundamental factor in crash severity.**

**1. TRAFFIC DEATHS  
AND SEVERE  
INJURIES ARE  
ACKNOWLEDGED TO  
BE PREVENTABLE**



Setting the goal of zero traffic deaths and serious, life-altering injuries recognizes that we have agency to influence safe conditions, systems, and behavior. As exhibited in the growing movement to replace the term traffic “accident” with “crash,” Vision Zero acknowledges that these tragedies are preventable, and the choices we make -- particularly at the policy level and related to the built environment -- have far greater impacts than we have traditionally accepted. What we have long called “accidents” are most related to policies, systems and environments that can be improved upon with collective action and political will.

Setting the shared goal of zero is bold, aspirational and reinforces that we need major shifts in thinking, planning, prioritizing and taking action. It shakes up the status quo. It also compels greater cooperation and shared responsibility among diverse stakeholders (including transportation planners, engineers, policymakers, law enforcement, emergency response teams, public health professionals, and community leaders.)

## **2. HUMAN LIFE AND HEALTH ARE PRIORITIZED WITHIN ALL ASPECTS OF TRANSPORTATION SYSTEMS**



Vision Zero holds that traffic deaths and severe injuries are ethically unacceptable. All people deserve to be safe as they move about their communities, whether walking, bicycling, driving or taking transit, and regardless of age, race, ability, or background.

Just as a civilized society prioritizes clean air and safe drinking water for community members, Vision Zero holds that people fundamentally deserve safe transportation, and that it is government's responsibility to ensure conditions for such safety. Benefits (or perceived benefits) of speed and mobility are secondary to the primary goal of safety and health.

### 3. ACKNOWLEDGEMENT THAT HUMAN ERROR IS INEVITABLE, AND TRANSPORTATION SYSTEMS SHOULD BE FORGIVING

Vision Zero accepts that humans are fallible and will, at times, make poor choices that result in crashes. No amount of education, enforcement, or technological advancement will entirely eliminate that.

Therefore, Vision Zero builds upon the known threshold at which the human body can withstand a certain level of external violence without being severely injured or killed. Rather than trying to reverse the inevitability of human failure through education, Vision Zero holds that we should design the transportation system based on it. The responsibility for traffic safety is shared by system designers and road users. This responsibility begins with the system designers – see box.

The focus of Vision Zero is eliminating crashes that result in fatalities or severe injuries, not necessarily eliminating every crash occurrence. This focus will help prioritize strategies and resources.



#### VISION ZERO LAYS OUT THE FOLLOWING TIERED LEVELS OF RESPONSIBILITY:

**FIRST, THE DESIGNERS OF THE SYSTEM ARE RESPONSIBLE** for the design, operation and use of the transportation system.

**SECOND, ROAD USERS ARE RESPONSIBLE** for following the rules of the transportation system.

**FINALLY**, when some road users inevitably fail to follow the rules due to lack of knowledge, discipline, ability, or understanding of the system, **DESIGNERS MUST TAKE NECESSARY STEPS** to ensure that the resulting crashes do not result in people being killed or seriously injured.

# 4. SAFETY WORK SHOULD FOCUS ON SYSTEMS-LEVEL CHANGES ABOVE INFLUENCING INDIVIDUAL BEHAVIOR

Vision Zero calls for a shift in attention from the traditional, primarily educational approach aimed at influencing individual behavior to an “upstream” approach that shapes policies, systems and the built environment -- key factors that most affect people’s behavioral choices.

This does not mean that individuals are not responsible for their own behavior, nor that efforts to influence individuals directly are not worthwhile. Instead, it shifts the focus to higher-level systems and policies and those who control them because this has greater impact than trying to influence billions of individual choices.

Policies and designs should encourage the desired behaviors by making them intuitive, rational, and easy to follow.

This more holistic, integrated approach, adapted from public health frameworks, differentiates Vision Zero from the traditional transportation safety approach.

## THE SPECTRUM OF PREVENTION



Content: The Prevention Institute

The Spectrum of Prevention is a framework that promotes a multifaceted range of activities for effective prevention. It was originally developed by Larry Cohen, a leading advocate of public health, social justice and prevention and founder of the Prevention Institute. This framework has been used nationally in prevention initiatives. The Spectrum identifies multiple levels of intervention and helps people move beyond the perception that prevention is merely education.

## **5. SPEED IS RECOGNIZED AND PRIORITIZED AS THE FUNDAMENTAL FACTOR IN CRASH SEVERITY**

**THE TRANSPORTATION SYSTEM SHOULD BE DESIGNED FOR SPEEDS THAT PROTECT HUMAN LIFE.**



Vision Zero starts with the basic premise that the level of severity of a traffic injury is directly related to the force of the crash and the resulting impact on the human body.

**Insisting on travel speeds that are appropriate to the context and designed to be safe, first and foremost, is not only an effective strategy, but a critical foundation of Vision Zero.**

A Vision Zero approach holds that speeds must be limited by a combination of policy, technology, culture and design to a level commensurate with the inherent safety of the road system.

**THIS RESTS PRIMARILY ON THREE THINGS:**

- 1. How a roadway is designed to encourage (or discourage) certain levels of speed**
- 2. What speed limit is legally set**
- 3. How that speed limit is communicated and enforced**



**VISION ZERO EXPECTATIONS:**  
Fundamental Policies & Practices



## **VISION ZERO EFFORTS SHOULD PRIORITIZE THE FOLLOWING POLICIES AND PRACTICES:**

- 1. Build and sustain leadership, collaboration and accountability.**
- 2. Collect, analyze and use data.**
- 3. Prioritize equity and engagement.**
- 4. Lead with roadway design that prioritizes safety.**
- 5. Manage speed to safe levels.**
- 6. Maximize technology advances, but don't overlook low-tech solutions.**

# 1. BUILD AND SUSTAIN LEADERSHIP, COLLABORATION AND ACCOUNTABILITY



An urgent, clear, and sustained public commitment of support for Vision Zero should come from the highest-ranking public officials in a community, usually the Mayor and City Council. Sending a clear signal of priority from City Hall is a critical first step toward aligning the multiple internal city agencies that are integrally involved in leading Vision Zero efforts.

Creating a permanent, high-level home for the city's Vision Zero effort within the city bureaucracy is another key move. Institutionalizing the work and building an expectation for accountability from all of the agencies involved is necessary for success.

Cross-sector, large-scale collaboration and the inclusion of public health, law enforcement, policy makers, elected officials, and community members in traffic safety work is one of the things that makes Vision Zero powerful. Even though sometimes administratively challenging, this cross-sectoral collaboration -- including using consistent data, setting shared goals, and defining clear responsibilities for all partners -- is key in advancing Vision Zero.

There should be clear interim goals that are measurable on the road to zero, which all stakeholders commit to together; this forces people to move out of silos and create shared responsibility and investment in outcomes.

One way to encourage this is through regular internal stakeholders meetings that are driven by data and clear goals. Committing to regular, public reports to governing bodies on progress and learnings is also critical to establish trust and accountability: This includes not only the full City Council and the expected transportation leaders within city government, but also the Police Commission, Public Health Commission and other relevant bodies with their own leadership structures. Requiring public reporting -- at least quarterly -- will help keep Vision Zero prominent on decision makers' agendas, as well as increase transparency with the public.

In addition, an executive or legislative body can help foster a culture of innovation around Vision Zero by empowering staff to bring new ideas forward and supporting their implementation, even knowing some may ultimately fail. Pilot and demonstration projects are powerful ways to transform streets rapidly and inexpensively, and are great opportunities to collect data, engage the community, and re-frame the traffic safety conversation. Being open to collaboration and learning from the experience of other cities, both at home and abroad, is another trait of strong Vision Zero leadership. The problems of traffic safety are not unique to each city -- neither are the solutions.



## Developing Collaborative Leadership & Accountability

Strong, shared leadership encompasses not only public-facing displays of support from City Hall, but also empowering internal champions and fostering a shared ownership of Vision Zero goals across agencies.

### Some examples include the following:

San Francisco’s Police Department (SFPD) updates its Commission on Vision Zero progress on a quarterly basis. These updates are part of public hearings, so this also serves as a chance to inform the public. The Police Chief reports to the Commission on the specific Vision Zero goal of focusing traffic enforcement efforts on the most dangerous behaviors on the roadways, such as speeding and violating pedestrians’ right of way.

The SFPD has set a measureable goal of “Focus on the Five,” with at least 50% of its traffic enforcement efforts focused on the top five most dangerous traffic behaviors, rather than lower-level infractions (such as expired tags or broken tail lights) that are not benefitting safety efforts as well. This helps engage law enforcement officers and their high-level leadership directly in Vision Zero efforts and hold them accountable in a transparent way for the public and other interested stakeholders.

Many Vision Zero cities, such as Austin, TX and Washington, D.C., have created Action Plans laying out specific strategies and identifying which agency is responsible for “owning” that strategy. This is a smart way to engage stakeholders clearly and to elevate accountability and transparency. In cases where multiple agencies are involved, which



D.C. agency leaders collaborated on the Vision Zero Action Plan.  
Photo credit: Jonathan Rogers, District Dept of Transportation



An interagency and interdepartmental task force oversees implementation of the Austin Vision Zero Action Plan.  
Photo credit: City of Austin

is common and encouraged, there should still be a single agency identified as primarily responsible for the action. Over time, these cities should track progress and publicly share updates with partners and the public.

Los Angeles leveraged its collaborative approach into a budget win for safety. Multiple departments, including Transportation, Public Works & Police, submitted a coordinated Vision Zero budget request in 2015. This joint proposal highlighted the shared commitment to Vision Zero and was favorably reviewed by the city’s budget committee, resulting in more funding being available for L.A.’s early Vision Zero efforts.



## 2. COLLECT, ANALYZE AND USE DATA

Being data-driven is an essential part of the safe systems approach of Vision Zero. This starts with collecting solid transportation safety data that reflects the basic factors in serious crashes: What happened? When? Where? Why? Involving whom?

Police are often relied on as a primary source of crash data, but they may face resource and training limitations that result in incorrect or under-reporting. No single agency should be counted on to provide traffic safety data – it requires a coordinated effort. One promising strategy currently being developed in San Francisco is combining data from hospitals and police.

Data should be used at all stages of Vision Zero strategizing to prioritize scarce funding and staffing resources and programmatic efforts. Understanding which locations and which behaviors lead to the most serious injury crashes is critical. Of course, this information should be balanced with local knowledge about certain areas or behaviors for which collisions go under-reported, and analysis should be adjusted for this.

Another promising, emerging strategy in this field is to use data to conduct predictive modeling, moving beyond simply reacting to past problems. This method proactively prioritizes safety interventions by analyzing locations with repeated problems and observing the characteristics of those crashes and sites, then applying that to sites throughout the city, even where serious crashes may not have happened yet.

Collecting, analyzing and using the right data will require a high level of coordination between different city agencies and partners. Data should impact not only initial priorities and resource decisions, but also the ongoing evolution and reporting of a Vision Zero program. How do we know if we're successful? What works best? How do various strategies rank? A Vision Zero effort will not be static, and its development will depend on using data to gauge impact over time.

### *Using Data to Maximize Decision-Making*

When the city of Los Angeles adopted a Vision Zero resolution and dug into its data on traffic fatalities, it found that 65% of fatal crashes involving people walking occur on just 6% of city streets. This knowledge greatly informed a strategy for where to invest limited resources.

Similarly, the city of San Francisco's analysis highlighted that people walking and bicycling are over-represented in traffic fatalities and severe injuries (as is true in many cities), leading to efforts to focus more attention on improving safety for those road users, in particular. This included a successful local bond measure raising \$500 million in new funds for more roadway design improvements aimed at safety for those walking and bicycling.

And, greater understanding of what's happening where with greater granularity is also influencing the types of safety improvements made. A recent NYC Vision Zero analysis highlighted the locations where left-turning movements are most likely to cause serious harm, giving the NYC Dept. of Transportation the information they needed to take a data-forward approach to proactively address potential future problematic areas.

Elevating the usage of solid data in traffic safety decisionmaking recognizes that resources are (and will always be) finite, so prioritizing based on where attention will have the greatest impact goes a long way.

Making safety commitments based on data-proven needs also helped L.A. pass a sales tax measure in 2016 bringing in an estimated \$860 million/year for transportation improvements countywide.

### 3. PRIORITIZE EQUITY AND ENGAGEMENT

The Vision Zero approach to traffic safety presents both opportunities and challenges to the goal of advancing equity in our transportation systems.

Data analysis and public input should help clarify which community members and locations are being most severely impacted by unsafe traffic conditions. In many cities in the U.S., we see that some communities are systemically underserved by our current transportation systems and policies. This is particularly true for low-income people, people of color, children, senior citizens, people with disabilities, and people walking and bicycling – all of whom are impacted by traffic crashes at disproportionately high rates. At its best, Vision Zero's data-driven, systems-based approach can bring increased and overdue resources, action and political will to communities that have been neglected.

At the same time, Vision Zero can pose additional problems to a more equitable public realm. The same emphasis on a data-driven approach may seem to justify focusing traffic enforcement in certain neighborhoods that experience high levels of traffic crashes. These are often the same neighborhoods and involve the same communities experiencing the greatest tensions with police.

So, while our goal in Vision Zero is to increase safety from a transportation perspective, we run the risk of promoting over-policing with harmful impacts and contributing to the disintegration of trust between police and the communities they serve.



Strategies to better integrate equity into traffic enforcement could include community policing; an end to the “broken windows” approach; additional officer training; use of automated enforcement over officer-initiated enforcement; greater transparency of law enforcement’s traffic stop data; diversion programs that focus more on education than punishment; and graduated/tiered fines for traffic violations, so that low-income people are not disproportionately burdened.

One way city leaders and advocates can sustain this long-overdue attention is to regularly include equity considerations on Vision Zero meeting agendas – not only in reaction to problems or criticism, but systematically and proactively, so that the topic is fully integrated into ongoing Vision Zero efforts advancing equity in transportation systems and all stakeholders are seeing equity as their responsibility.

City leaders must invite and encourage meaningful community dialogue about Vision Zero efforts, particularly from communities most affected, recognizing that these are also often the people without adequate time, resources, experience, or political access to advocate for these issues.

Considering and prioritizing equity early in the Vision Zero planning process and seeking the input of diverse voices, particularly those in the communities most severely impacted yet not traditionally influential in the traffic safety conversation, can help build a stronger, more inclusive effort.



## Portland, OR: Ensuring equitable enforcement of Vision Zero

Ensuring that Vision efforts result in equitable outcomes is one of the most important challenges communities face. While equity is a complex topic that is affected by nearly every aspect of governance, applying serious thought to equity in the early stages of Vision Zero planning and implementation is especially important. This means accounting for equity in the high-level goals, principles and priority-setting of Vision Zero plans.

### Portland, Oregon offers an example of addressing equity clearly and simply at the top level in the Vision Statement and Guiding Principles from its Action Plan:

- “
- The plan will be equitable. It will address the disproportionate burden of traffic fatalities and serious injuries on communities of concern, including people of color, low-income households, older adults and youth, people with disabilities, people with limited English proficiency, and households with limited vehicle access.
  - It will prioritize filling gaps in infrastructure where those gaps contribute to fatalities and serious injuries, or limit the transportation options of communities of concern.
- ”
- It will not result in racial profiling.

Equitable Vision Zero outcomes depend on more than serious acknowledgement in planning documents, of course. Follow-through is critical. Cities are finding that building trust through robust community engagement around Vision Zero is a vital strategy, particularly for communities who are not normally involved in traditional process. The cities of Los Angeles and Washington DC have set strong examples for new models of outreach and community partnerships that focus on underrepresented communities affected by Vision Zero plans.

## People Killed While Walking by Income



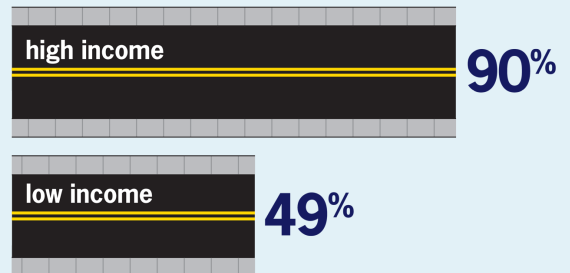
Governing, August 2014  
© 2015 Safe Routes to School National Partnership

## People Killed While Walking



Governing, August 2014  
© 2015 Safe Routes to School National Partnership

## Communities with Sidewalks



Bridging the Gap, *Income Disparities in Street Features that Encourage Walking*, 2012  
© 2015 Safe Routes to School National Partnership

Source: Safe Routes to School National Partnership



Read more about equity and Vision Zero at [visionzeronetwork.org/resources](http://visionzeronetwork.org/resources).

## 4. LEAD WITH ROADWAY DESIGN THAT PRIORITIZES SAFETY



Modern traffic safety efforts have taken an approach that incorporates the fundamental “E’s” of Engineering, Education, Enforcement and Evaluation. While still useful (particularly as the E’s of Equity and Engagement are added), this framework obscures several important realities.

First, it is important to note that not all E’s are created equal. The action of physically designing (or re-designing) roadways to encourage safe behavior is paramount. This requires planning for a safe network for all modes of transportation, where design choices match intended behavior and context, and the most physically vulnerable users — people walking and biking — have contiguous, safe, and convenient infrastructure

Designers of streets must be willing to utilize all design tools available, and create new ones when necessary, to prioritize protection of human life above all else. Elected officials and other leaders must courageously support designs that prioritize safety, even when resistance arises due to non-safety concerns. Where physical separation is not possible between automobiles and vulnerable road users, such as people walking and bicycling, the speed differential should be lowered to such a degree that serious injuries are not likely from crashes.

Also, we must give greater acknowledgement to the power and potential of both speed management and to smart technology choices to advance safety.

### SAFE TRAVEL FOR ALL

SAFE STREETS

SAFE SPEEDS

SAFE VEHICLES

SAFE PEOPLE



# 5. MANAGE SPEED TO SAFE LEVELS

**Managing dangerous travel speeds is not just an effective strategy but is a critical tenet of Vision Zero.** Given the vulnerability of the human body, it is the force of a crash -- related to speed and weight -- that most determines the severity. Someone walking who is hit by a car moving at 20 mph has a 90% chance of survival, while that person only has closer to a 10% chance of survival if hit by a car moving at 40 mph.

If a community is serious about Vision Zero, active management of speeds should be a top engineering, policy, and legislative priority. There are three major ways to do this:

**First, designing self-enforcing roadways that physically encourage safe speeds** through traffic calming and geometric design (examples include narrower travel lanes, roundabouts, and speed humps). The physical design of a roadway is the first and most impactful way to encourage speeds at safe levels.

**Second, setting and communicating safe speed limits.** In a complicated, multi-modal environment, this means setting default speed limits at levels where severe injuries are unlikely when a car collides with a pedestrian - ideally 20 mph or less. This may require a change to some of the most established traffic engineering practices, such as setting speed limits at the 85th percentile of car movements, as well as legislative action. The time is long overdue to change outdated, detrimental policies such as this.

**And third, enforce safe speed limits.** Automated speed enforcement is a well-tested and proven strategy to encourage safe speeds. Cities such as Washington D.C., Chicago, NYC and many others across the world have effectively discouraged speeding via the use of safety cameras. A particularly timely benefit is that this technology can lessen the degree of police officer discretion required in making traffic stops, important at a time when concerns about equitable law enforcement is at a particularly high and troubling level. *(continued on next page)*

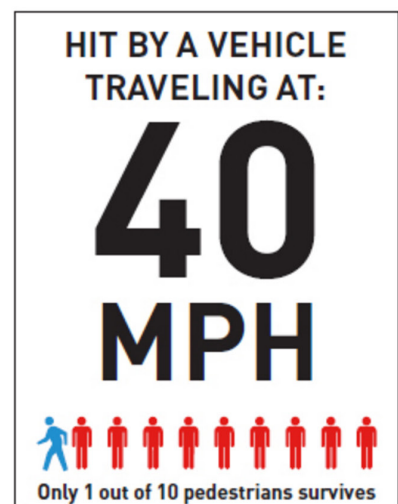
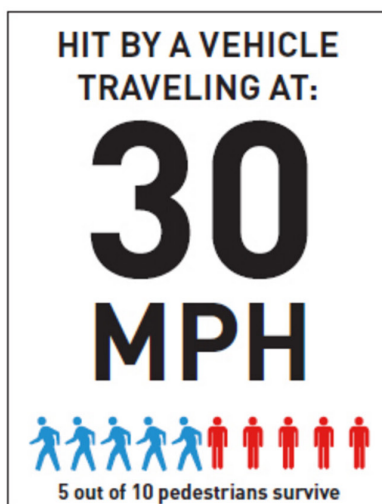
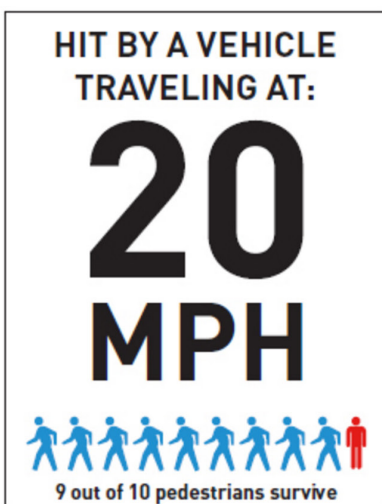


Image: Seattle Department of Transportation

There are important considerations in utilizing automated speed enforcement technology, mostly around privacy and equity (for instance, fines present a disproportionate impact on low-income populations). These are valid concerns and can and should be addressed in any safety camera program, but the value of automated enforcement in protecting lives is high enough that it should be integrated into Vision Zero strategies.

**Simply put, communities will not significantly advance their Vision Zero goals if they do not directly and assertively manage speeds on their roadways. Vision Zero work that ignores speed management is merely playing in the margins of effectiveness.**

It is understandable that major changes in speed management programs (such as lowering default speed limits and passing legislation to allow safety cameras) may not be the first public action a Vision Zero community undertakes upon its commitment. Building buy-in and iterative steps may come first. However, speed management must be part of the process. This may entail building a strong coalition and strategy to win state approval to utilize automated speed enforcement technology, or it may mean starting with lowering speed limits to 20 mph in school zones, near senior centers, etc. while building the case for a broader lowering of speed limits citywide.

Above all, it is essential that roadway designers be given a clear mandate and support from high-level leadership to prioritize safe speeds in their work.

## RELEVANT EXAMPLES

### Legislating Safe Speeds

Think a change in a relatively small number of miles per hour does not make a big difference in safety? Think again.



At 35 mph, a driver needs 100 more feet to react and stop in response to an unexpected event compared to 25 mph. And faster vehicles are deadlier – someone walking who is struck by a vehicle travelling at 30 mph is twice as likely to be killed as someone struck by a vehicle moving at 25 mph.

While there's no silver bullet to traffic safety, one message is undeniable: Speed kills. And more leaders are taking the initiative to manage speed, including lowering speed limits and using technology to encourage safe speeds.

Seattle, Washington and the State of Massachusetts passed laws in 2016 allowing lower speed limits as part of their Vision Zero efforts. And the City Council in Austin, Texas voted in late 2016 to lower its default speed limits from 30 mph to 25 mph on residential streets. But, Austin and most other cities considering such changes need approval from the state legislature to make this desire for safety a reality.

Engaging support for Vision Zero at the state level will be a major push for many of our communities in the coming years, but one well worth the effort. A 2016 study by the independent, nonprofit Insurance Institute for Highway Safety (IIHS) found that the effect of speed limit increases over the past two decades (1993 to

2013) have cost 33,000 lives in the U.S. As IIHS stated: "If Vision Zero is the destination, higher speeds are slowing us down."

We know that lowering speed limits and changing signage alone will not solve the problem, but these important steps are part of the solution, along with prioritizing context-sensitive roadway designs that encourage lower travel speeds, as well as using automated speed enforcement technologies.

Strategic deployment of automated speed enforcement (ASE) on high-injury locations has proven to be effective in influencing driver behavior in many cities, including the following:

In Chicago, within the first year of ASE, the number of speeding events recorded by each camera reduced by an average of 43%;

Washington D.C. had a reduction in drivers speeding more than 10 mph over the speed limit from 1 in 3 to 1 in 40 – and reported a 70% reduction in fatalities;

Since Seattle's fixed camera program inception in December 2012 to December 2014, the average number of traffic violations decreased by 64%;

New York City's speed camera program has had a positive influence on behavior. In 2013, NYC won the authority from the State Legislature to use speed cameras to deter speeding during school hours in a small share of the city's school zones. The program has proven effective at deterring speeding – the number of violations issued at a typical speed camera location declined by over 50%. However, 85% of the fatal and severe injury crashes which occur in NYC do not occur in school zones, during school hours. The City is now pursuing efforts to expand their present authority and use the program during the most dangerous places and hours of the day.

# 6.

## MAXIMIZE TECHNOLOGY ADVANCES BUT DON'T OVERLOOK LOW-TECH SOLUTIONS

Undoubtedly, various technology advances have greatly benefitted safety on our streets, and the pace of technology promises even more improvements.

Innovations in automated and augmented vehicles are rolling onto the market and are expected to have major impacts over the next generation. These will have an enormous impact on how communities plan for infrastructure and safety. Autonomous and connected vehicles offer promising tools to reduce the role of human error in crashes. However, even under the best of circumstances, it's going to be several decades before the vehicles are ubiquitous, and many questions remain about how they will interact with people walking and bicycling. While much of the oversight and policy-setting will likely come from the state and federal levels, local policymakers should also voice their commitment to safety first in all such technical innovations. Non-motorists have benefited least from the past few decades of safety technology advances, and must be better prioritized if we are serious about Vision Zero.

And, in the rush to embrace new technology, we should not overlook lower-technology solutions. For instance, large vehicles — utility trucks, buses, and freight/logistics vehicles — are disproportionately responsible for traffic fatalities, particularly involving vulnerable users in multi-modal, urban areas. Treatments like side guards, cameras and mirrors on large vehicles and trucks, especially in urban areas, can reduce the consequences of crashes and are standard equipment in many parts of the world.



### RELEVANT EXAMPLES

#### *Inexpensive fleet technology improvements save lives*

Discussions of technology and Vision Zero can quickly jump to autonomous vehicles, intelligent signaling systems, and other promising but high-cost and slower-to-implement improvements.

Encouragingly, cities are finding relatively easy safety wins with low-cost, easy-to-implement technologies too. This includes retrofitting existing vehicle fleets. In urban areas, large vehicles represent a small portion of total traffic but are disproportionately involved in fatal crashes, particularly when people on foot and on bikes are involved.

To help counteract some of the inherent dangers of large vehicles, cities including Boston, New York City and Seattle have established procurement procedures and policies that encourage systematically bringing municipal and contract fleets up to a higher standard of safety with driver trainings, side guards, and blind spot mirrors and cameras. These are relatively inexpensive, non-controversial and near-term improvements that are proven to save lives.

 *Read more about technology and Vision Zero at [visionzeronetwork.org/resources](https://visionzeronetwork.org/resources)*



# CONCLUSION & ACKNOWLEDGEMENTS

**Vision Zero work will be neither simple nor quick.**

**It will require new levels of political will, community engagement, cross-sectoral collaboration, data analysis and (sometimes painfully honest) assessments of what works and what does not, as well as an openness to change.**

**But ask whether this work will be worthwhile to any of the loved ones of the estimated 35,000 people lost to traffic violence last year in the U.S. The answer is undeniable. We can and must do better to protect those on our roadways, sidewalks and bikeways.**

**This will take far more than a commitment, verbally or symbolically, to Vision Zero. We must acknowledge the risk of this powerful, life-saving concept being minimized to a catchy slogan or political promise without a clear pledge to appropriate action.**

**We hope this document serves as a resource to understand, share, and move forth the principles, policies and practices of a meaningful Vision Zero goal.**

## **SPECIAL THANKS TO THE FOLLOWING INDIVIDUALS WHO REVIEWED THIS RESOURCE AND SHARED VALUABLE INPUT:**

Robert Dallas, PEDS of Georgia  
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Jonathan Rodgers, DC Department of Transportation  
Caroline Samponaro, NYC Transportation Alternatives  
Megan Wier, SF Public Health Department  
Dana Weissman, Fehr & Peers

And we thank all of the pioneers in all of the Vision Zero communities around the world who are leading the way and sharing their work to ensure safe mobility for all.

## **ABOUT THE VISION ZERO NETWORK**

The Vision Zero Network is a nonprofit project committed to advancing Vision Zero in the U.S. We are proud to support the life-saving efforts of the dedicated policymakers, implementers, and community leaders on the ground who are working toward safe mobility for all.

In addition to providing resources such as this, we also research and share case studies elevating promising strategies toward Vision Zero; facilitate peer exchange of ideas and efforts between communities; and work to a deeper understanding of and full commitment to Vision Zero across the nation.

This report's primary authors are Leah Shahum and Zach Vanderkooy, of the Vision Zero Network. Its designer is Rachel Krause of Banjo Creative.

*Find out more about our work, as well as access to Vision Zero resources, at [visionzeronetwork.org](http://visionzeronetwork.org).*

**A PUBLICATION OF THE**  
**VISION ZERO NETWORK**

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**[WWW.VISIONZERONETWORK.ORG](http://WWW.VISIONZERONETWORK.ORG)**

# VISION ZERO NETWORK

## **Vision, Strategies, Action: Guidelines for an Effective Vision Zero Action Plan**

**December 2017**

# ACKNOWLEDGEMENTS

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**WE THANK** LivableStreets Alliance and the Massachusetts Vision Zero Coalition for their partnership in writing this report.

Primary authors include Kathleen Ferrier and Leah Shahum of Vision Zero Network and Louisa Gag and Stacy Thompson of LivableStreets Alliance.

Graphic design by Rachel Krause of Banjo Creative.

The LivableStreets logo features the brand name in a bold, sans-serif font. Above the text is a solid orange horizontal bar. Below the text is a decorative element consisting of a solid orange horizontal bar, a dashed orange horizontal bar, and another solid orange horizontal bar.

**LivableStreets**

Rethinking urban transportation

**MASSACHUSETTS VISION ZERO COALITION**

The Vision Zero Network logo consists of the words "VISION ZERO" stacked above "NETWORK". The text is rendered in a light blue, stylized font where each letter is composed of multiple horizontal lines of varying lengths, creating a striped or digital effect.

**VISION ZERO  
NETWORK**

# INTRODUCTION

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Across the country, U.S. towns and cities are committing to Vision Zero, which, in addition to setting the goal of zero traffic deaths or severe injuries, also commits communities to a fundamental shift in how they approach traffic safety.

**Once a community has committed to Vision Zero, it should create an Action Plan to clearly lay out action steps, timelines, and priorities and include broader community and stakeholder input.**

At its best, Vision Zero has the potential to galvanize a thorough and lasting shift in how we design and use our transportation systems to prioritize the preservation and quality of human life. At its worst, Vision Zero runs the risk of becoming a watered-down slogan that provides only a vague attempt toward real, life-saving change.

The guidelines presented here are meant for communities that have already committed to Vision Zero, to outline key principles of the initiative, and just as importantly, to help committed communities effectively move from planning to on-the-ground implementation and institutionalization of safety priorities.

## WHAT DISTINGUISHES VISION ZERO

Vision Zero is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. In creating a Vision Zero Action Plan, stakeholders should understand, acknowledge, and discuss how Vision Zero differs from the traditional approach to traffic safety:

**Any Vision Zero Action Plan must be rooted in the understanding that traffic deaths are preventable through:**

- » The prioritization of proven safety strategies
- » Multi-departmental collaboration toward the shared goal of zero
- » A focus on data-driven decision-making
- » A systems-based approach

Vision Zero is not just “business as usual” with a new name; its core principles must be acknowledged and built into everyday efforts. (Read our publication *Moving from Vision to Action* to learn more on Fundamental Principles, Policies and Practices of Vision Zero.)

### TRADITIONAL APPROACH

Traffic deaths are **INEVITABLE**

**PERFECT** human behavior

Prevent **COLLISIONS**

**INDIVIDUAL** responsibility

Saving lives is **EXPENSIVE**

VS

### VISION ZERO

Traffic deaths are **PREVENTABLE**

Integrate **HUMAN FAILING** in approach

Prevent **FATAL AND SEVERE CRASHES**

**SYSTEMS** approach

Saving lives is **NOT EXPENSIVE**



# HOW TO USE THIS GUIDE

A Vision Zero Action Plan should be a living document. This guide is designed to help cities who have committed to Vision Zero build an implementation plan that is concrete and action driven, while being responsive to the context and needs of the community you are serving.

This guide lays out two key components of a strong Action Plan: **Foundational Elements** and **Actionable Strategies**. These key components are underpinned by a process of continued **Community Engagement** and attention to **Equity**. Below we have defined each of these components in more detail.

*All together this creates a guide that is a road map for action, as well as a tool for measuring and assessing progress towards the bottom line goal of eliminating severe injury crashes and fatalities.*

## FOUNDATIONAL ELEMENTS

Foundational elements are just that - foundational to the success of Vision Zero implementation. These are baseline best practices for creating any strong plan of action.

## ACTIONABLE STRATEGIES

While every city and town is unique, there are certain strategies that are fundamental to achieving Vision Zero. This is especially important to ensure local actions follow the Vision Zero strategy of prioritizing safe roadway design and managing speed, amongst other strategies.

## ROBUST COMMUNITY ENGAGEMENT

The process of building an Action Plan is just as important as the final product. Vision Zero is based on the concept of shared responsibility for safety, and outreach and engagement to communities – especially those who are most vulnerable on the roadways – is absolutely essential for success.

### ★ Recommendations to underpin the success of your Vision Zero Action Plan:

**1. Create a multi-stakeholder Vision Zero Task Force** that includes perspectives from representatives in public health, transportation, policy makers, police, community, and advocates, among others.

**2. Conduct meaningful community outreach** prior to releasing the Action Plan, in order to inform its priorities.

**3. Gather input from residents, particularly those in Communities of Concern**—specifically low-income communities, communities of color, seniors, children, people with disabilities, and people who rely on walking, biking, and transit as their primary means of transportation—about what they see and experience on the streets. Learn about their unique context and adapt the language and approach you are using.

## EQUITY PRIORITY

Equity is not only a desired outcome of Vision Zero, it is integral to every component of Vision Zero planning and implementation. Equitable strategies such as prioritizing safety improvements in areas that have historically been underserved, and building robust engagement strategies to reach those who are most vulnerable on the roadways and who have not typically been included in traditional city planning processes are fundamental to achieving Vision Zero.

### ★ Recommendations to underpin the success of your Vision Zero Action Plan:

**1. Prioritize outreach and street design safety efforts in Communities of Concern**, which have been traditionally underserved.

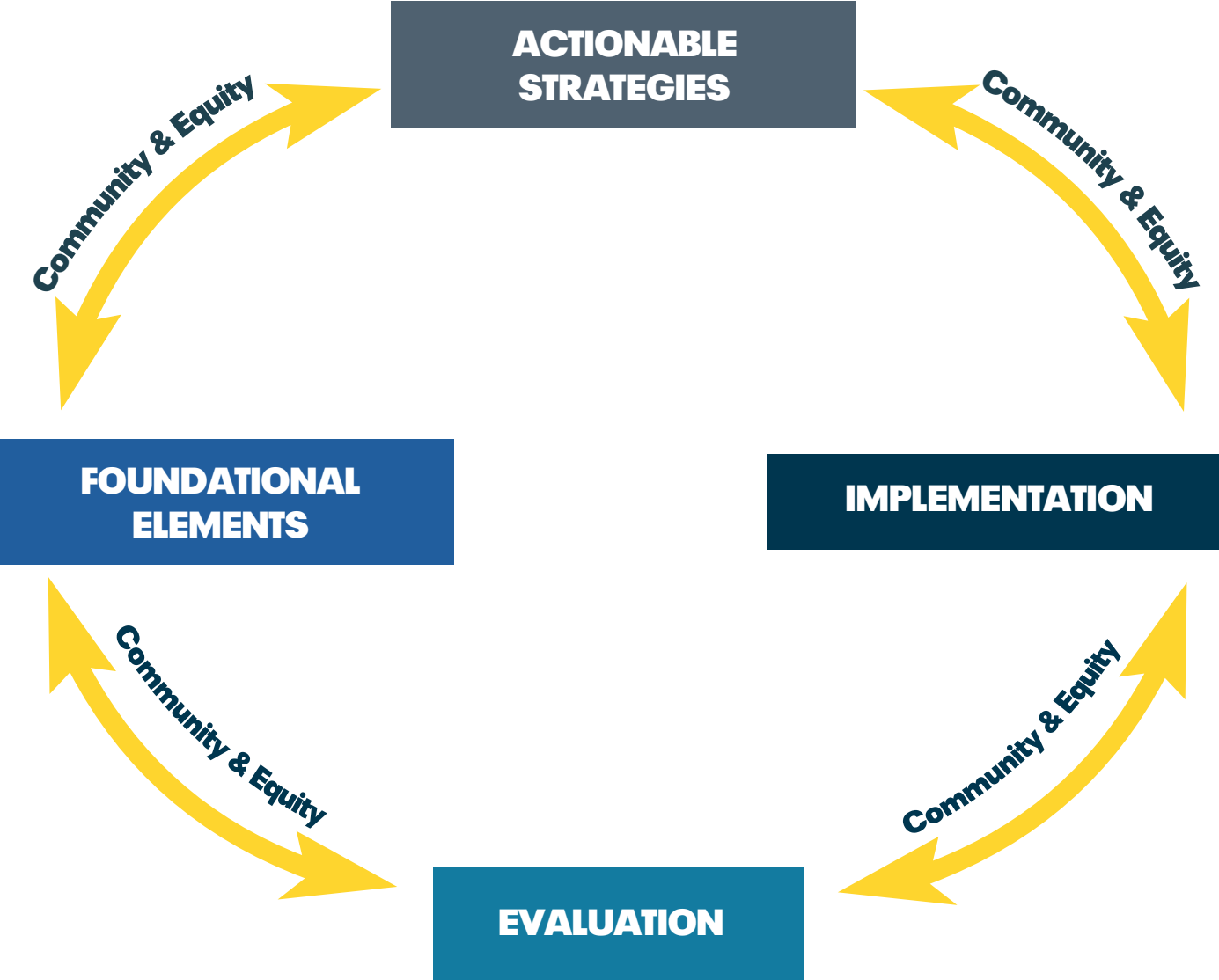
**2. Utilize data to determine if people of color are disproportionately being targeted** by law enforcement in your community. Make a public commitment that Vision Zero efforts will not result in racial profiling and commit to report publicly on this issue to build trust with the community.

**3. Provide anti-racism and cultural competency training** for all staff and departments involved in Vision Zero.

Throughout this document, we have provided examples of what equitable approaches might look like as you build out the Foundational Elements and Actionable Strategies for your Action Plan. These examples should not be considered all inclusive, as we acknowledge this is an area with great room for expansion and improvement.

# THE VISION ZERO APPROACH

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**A good action plan is a living document and includes a dynamic, iterative process to establish and implement strategies, evaluate progress, and make corrective actions as needed, all the while engaging community and prioritizing equity.**

# FOUNDATIONAL ELEMENTS



## 1. BUILD A ROBUST DATA FRAMEWORK

Vision Zero is a data-driven approach, and gathering, analyzing, utilizing, and sharing both formal data on injury crashes and community input to understand traffic safety priorities is fundamental to Vision Zero success.

**We recommend that injury crash data be collected before the Action Plan is created, focusing on fatal and serious injuries, specifically.**

**The data should answer questions like:**

- » Are injury crashes more likely to occur in certain locations? At certain times of day?
- » Are some demographics and road users over-represented in injury crashes? If so, who? Where?
- » What crash factors are prominent? (Examples include behaviors such as high speeds, left turns, or the lack of Complete Streets facilities for people walking/bicycling.)

It is also important to consider who is involved in collecting and putting forward the data. A burgeoning best practice includes supplementing traditional injury crash data collected by police, with hospital data. This has been shown to better represent certain populations, such as low-income and communities of color, and those walking and bicycling. Including public health department professionals, policy makers, and other stakeholders in the data collection and assessment process, along with those in the transportation and police departments, can help ensure a more complete and comprehensive understanding of the data.

Ultimately, analysis of Vision Zero data should lead to the development of a High Injury Network that geographically identifies locations where investments in safety are most urgent, which in turn will drive your implementation strategy. Given that

all communities have limited resources, this data-driven approach will help allocate resources to those locations that need them most.

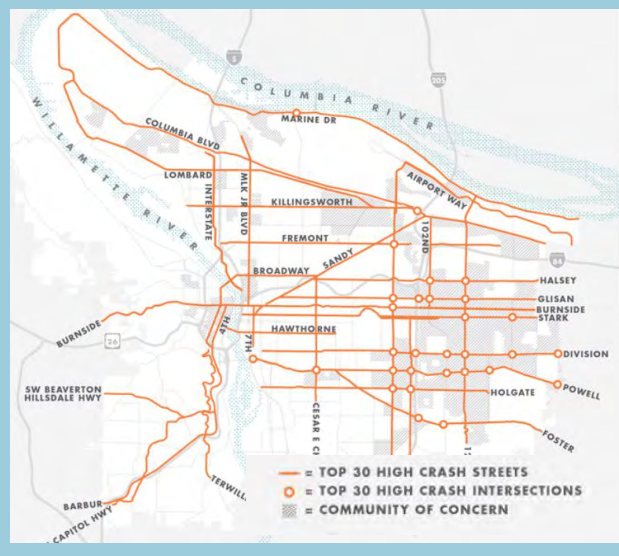
## Q EQUITY LENS

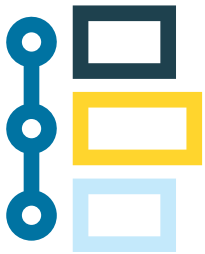
While data is important, it also needs context and usually does not tell the full story on its own. For example, communities that have been systematically marginalized may be less likely to report traffic crashes. Additionally, some locations feel so dangerous and unwelcoming that people avoid walking or biking there, which means they are not elevated as problem spots with high injuries, but still may deserve attention. Depending on data alone will leave gaps in your strategy and may compound inequities in already underserved communities. To gather an accurate picture, a successful and equitable data-driven approach will require both collecting data as well as a robust community engagement process that prioritizes outreach in Communities of Concern.

## RELEVANT EXAMPLE

### PORTLAND'S VISION ZERO PROGRAM

overlays the city's High Injury Network with its Communities of Concern as shown in the image below. Cities including [Denver](#), [Los Angeles](#), [Chicago](#), and [San Francisco](#) use a similar methodology.





## 2. SET MEASURABLE GOALS WITH A CLEAR TIMELINE FOR IMPLEMENTATION

Clear, measurable short-term and mid-term goals, combined with timelines and ownership from responsible government agencies, will create a framework that is easier to evaluate and fund, and will build buy-in, accountability, and transparency throughout the implementation process.

**We recommend identifying your “reach zero year” as a baseline.** Many cities are using a 10 year time frame as their baseline. Your Action Plan should then include near term (2-3 year) goals along with interim goals and measures of progress (5-8 year time horizon). This will ensure that your Action Plan is more than just a 1-2 year list of priorities, but truly a long-term strategy.

**Each goal identified in your Action Plan should be measurable and provide answers to the following questions:**

- » **What does success look like? What are the measures of success?**
- » **Who is primarily responsible for achieving this goal and in what timeframe?**
- » **What are the conditions and limitations for success? (For example, are more staff and/or funding needed in certain areas to succeed? If so, be clear about that need.)**

### EQUITY LENS

There is overwhelming evidence that communities of color are disproportionately impacted by traffic crashes. When setting goals for Vision Zero, it is important to both acknowledge these disparities, as well as set specific goals designed to close this gap, in addition to reducing the overall number of serious crashes.

## RELEVANT EXAMPLE

**EACH OF THE STRATEGIES LISTED IN PHILADELPHIA’S VISION ZERO ACTION PLAN** includes the Lead Agency and a timeline for implementation. The timeline distinguishes between short-term (1 to 3 years) and long-term goals.

### 2) Establish plans and processes to internalize Vision Zero principles within department operations

ACTION ITEM	DESCRIPTION	LEAD AGENCY	VISION ZERO YEAR
2.1	Integrate Vision Zero into the City of Philadelphia’s Development Services Program Checklist to ensure that streets are being designed for the most vulnerable roadway users	P&D	1
2.2	Continue the routine Philadelphia Streets resurfacing program and include pedestrian/ bicycle infrastructure and loading zones as part of resurfacing projects, as informed by a multimodal improvement prioritization program	Streets	1+
2.3	Continue to expand the ongoing sidewalk inventory efforts to identify and prioritize improvements for City-owned and private sidewalks	oTIS/ P&D/ Streets	1+
2.4	Integrate Vision Zero into the City of Philadelphia’s Development Services Program Checklist to ensure that streets are being designed for the most vulnerable roadway users. Update the Philadelphia Pedestrian and Bicycle Master Plan and include the following elements: <ul style="list-style-type: none"> <li>• Address line of sight issues;</li> <li>• Define protected bike lanes and protected intersections;</li> <li>• Standardized speed limit reduction by roadway type;</li> <li>• Other innovative roadway treatments in conjunctions as they are developed and evaluated</li> </ul>	oTIS/ P&D/ Streets	1-2
2.5	Conduct a study to identify best practices in peer cities for sidewalk repair and enforcement programs in construction zones, as well as recommendations for Philadelphia	oTIS	2
2.6	Update the Philadelphia Pedestrian and Bicycle Master Plan and include the following elements: <ul style="list-style-type: none"> <li>• A pedestrian and bicycle safety action plan;</li> <li>• Gaps analysis and prioritization study for sidewalk and bikeway network gaps</li> </ul>	oTIS/ P&D	2-3
2.7	Develop comprehensive Access Management Policy and Right-Of-Way Standards that take into account driveway placement (among other potential safety hazards)	Streets	2-3
2.8	Develop pick-up and drop-off safety training for School District schools	oTIS/ Streets	3
2.9	Create database of streets and intersections with line of sight issues	Streets	L/T



### 3. BE ACCOUNTABLE

Vision Zero is rooted in the shared responsibility among system designers and policymakers to design and operate safe systems for transportation. Clear ownership of Action Plan strategies is important to achieving success and long-term institutionalization of Vision Zero principles and outcomes.

**Each Action Plan strategy should identify the lead agency responsible, along with supporting/partner agencies, and budget needs.**

Being clear about the budget implications for each strategy will help ensure the sustainability of your Vision Zero work and identify the need for additional resources early on. This will also help to foster more cross-departmental collaboration and community partnerships to help fill those resource gaps.

#### Questions you should answer for each strategy:

» Is the strategy currently funded? If not, what is the need?

» Will you need to invest in training for planners, engineers, public works staff, police, or others to ensure everyone is working with the same understanding of Vision Zero implementation?

» Are there other key influencers outside of the city family that will be key to this goal's success, such as the county or state? If so, lay out an action to address this need.

» Have you considered the seasonality of your Action Plan? Do annual weather patterns impact your construction schedules? Will you need to buy new equipment to ensure year-round maintenance of new facilities?

#### Q EQUITY LENS

When you are planning annual Vision Zero funding priorities, make sure to include support for training and resources for city staff on the role structural racism has played in creating inequitable street and safety conditions in your community. It is important to ensure that municipal staff have the training, resources, and tools necessary to achieve the goals they've been assigned in an equitable manner.

### RELEVANT EXAMPLE

Action	0-2 Years	3-5 Years	Partners*
<b>Establish a Vision Zero program within the City</b>			
Establish a permanent, dedicated funding source for Vision Zero implementation and coordination. Continue to create a Vision Zero program with dedicated staff.	\$2M/year; 1.5 FTE/year	\$3M/year; 2 FTE/year	DPW, Mayor's Office, DPD, DEH, CDOT
Coordinate existing funding already going to Vision Zero projects or that could be applied to such projects.	Complete action		DPW, BMO, CDOT
<b>Institutionalize Vision Zero as the City's approach to its transportation system</b>			
Convene regular meetings of safety stakeholders to review traffic safety performance and determine strategies for improvement.	6 meetings/ year	6 meetings/ year	DPW or Mayor's Office, DPD, DEH, others
Convene regular meetings of executive-level departmental representatives to coordinate Vision Zero efforts.	4 meetings/ year	4 meetings/ year	Mayor's Office, Xcel Energy, DPW, DPD, DEH, others
Ensure that Denver Vision Zero staff are represented at CDOT Region 1/City and County of Denver coordination meetings.	Ongoing action	Ongoing action	DPW, CDOT
Make the City and County of Denver a model Vision Zero adopter, including possible fleet modifications, operational changes, and training.	Ongoing action	Ongoing action	DPW

**DENVER'S ACTION PLAN** includes time-bound measurable goals with the responsible city departments identified.



## 4. ENSURE TRANSPARENCY

The process of establishing baseline data, creating the Action Plan, and assessing progress towards the goal of zero must be transparent to key stakeholders and the broader community.

**Provide regular opportunities to measure progress, celebrate success, identify unforeseen challenges, prevent against problematic actions, and create an opportunity for course-corrections when needed.**

**At a minimum, cities should prioritize the following actions to promote transparency:**

- » Maintain a comprehensive, public website to share crash data and progress on Action Plan strategies, and solicit feedback on safety concerns, projects, and strategies;
- » Meet routinely with your Vision Zero Task Force to solicit input, review data, and provide ongoing feedback on progress and challenges;
- » Meet with and solicit input from residents in an ongoing dialogue about Vision Zero projects, priorities and safety concerns; and
- » Seek opportunities for 3rd party assessment of your progress, and report regularly (annually at a minimum) to key stakeholders, decision making bodies, and the public.

### EQUITY LENS

As part of San Francisco's Vision Zero commitment, the city's Traffic Commander reports quarterly to the SF Police Commission, in a public forum, on their traffic enforcement activities, providing opportunities for transparency and ensuring against problematic activities, such as racial bias in traffic stops.

## RELEVANT EXAMPLE

**SEATTLE** routinely posts Vision Zero updates on its website. For example, each of the projects listed below opens to a new page with more project details and information for "What's happening now?" The city also provides progress reports and additional project analyses to update the public.

### Rainier Ave S Corridor Improvements

SDOT is designing options to help reduce crashes and improve bus reliability on Rainier Ave South

### 35th Ave SW Road Safety Corridor Project

SDOT has begun a collaborative process to review roadway conditions along 35th Avenue SW

### Banner Way NE

Construction is nearly complete along Banner Way NE. We will be collecting data and monitoring this project, and we will be releasing a 1-year evaluation report

### NE 65th St Vision Zero Project

SDOT has begun a collaborative process to review street conditions along NE 65th St

### 23rd Ave E Vision Zero Project

Enhancing safety & mobility on 23rd/24th Ave E between E John St and E Roanoke St

### Protected Bike Lanes

A bikeable city is one where people ride bicycles because it is a convenient, fun, safe, and healthy choice

# ACTIONABLE STRATEGIES

## PRIORITIZE ROADWAY DESIGN



Roadway design is the most important factor that influences speed and safety. Cities should consider and plan transportation systems that make slower, safe speeds the norm to protect the most vulnerable road users, especially in areas with historic patterns of fatalities and serious injuries, which will, in turn, mean that all road users are safer.

### Recommended Actionable Strategies:

- 1. Invest in capital safety treatments in high injury areas, prioritizing improvements** in Communities of Concern. Along with large capital improvements, consider low-cost, near-term safety treatments, such as painted corner sidewalk extensions and paint-and-post-protected bike lanes.
- 2. Identify intersections, corridors, and areas through predictive analysis** where severe crashes are likely to occur, based on characteristics of the built environment, to proactively target interventions and prevent future serious crashes.
- 3. Create a rapid response protocol and delivery timelines for safety improvements** when serious crashes do occur. This includes a rapid, on-the-ground assessment of the crash scene and immediate implementation for short-term or pilot interventions.
- 4. Employ policies including Complete Streets and Transit First** in all projects in order to increase safety for all modes, and to boost the number of trips by walking, bicycling, and transit. Overall, more people moving by these modes and fewer by private autos will boost safety.

**Public transportation investment is among the most cost effective ways to enhance traffic safety for a community.** Public transit passengers have less than 1/10 the per-mile crash rates as automobile occupants, and transit-oriented communities have less than 1/5 the total per capita traffic fatality rates as in automobile-dependent communities.

Source: American Public Transportation Association

## FOCUS ON SPEED MANAGEMENT



In addition to roadway design, cities should employ specific strategies to reduce speed for the sake of safety. Most important is designing (or redesigning) roadways for safe, intended speeds. Proven countermeasures include lowering speed limits and the smart use of automated speed enforcement. A 2017 [study](#) by the National Transportation Safety Board recommends both greater usage of automated speed enforcement and flexibility for cities to lower speeds for the sake of safety.

### Recommended Actionable Strategies:

- 1. Prioritize designing streets to reduce vehicle speed in the High Injury Network first.** Most Vision Zero cities have found that a relatively small percentage of the local road network contributes to the majority of severe crashes. Reducing speed on these roads through proven design measures will bring some of the biggest benefits.
- 2. Lower speed limits to fit context.** In communities where there is a mix of people walking, biking, driving, and taking transit, speeds are generally more appropriate in the 20-25 mph range, and particularly in areas with schools, senior centers, parks, and transit centers.
- 3. Institute an automated speed enforcement program,** a strategy which is proving effective in encouraging safe behavior and saving lives in communities in the U.S. and around the world. This should be carefully planned to ensure that safety and equity are the priorities of the program, avoiding the pitfalls of troubling perceptions about an over focus on revenue generation.
- 4. Create a neighborhood traffic calming program** to reduce the number and severity of crashes on residential streets. These programs can be designed to allow communities to identify their own problems and nominate themselves for projects as in [Boston's Neighborhood Slow Streets program](#).



## UTILIZE IMPACTFUL EDUCATION STRATEGIES

While roadway design and speed management are core to Vision Zero, education can bolster the success of Vision Zero implementation. While this includes educating people about safe road behaviors, it also includes educating policy makers, decision makers, and other influencers about the importance of Vision Zero and the strategies that are proven to be most effective in order to make real change.

### Recommended Actionable Strategies:

**1. Use data and research to prioritize the most effective education/outreach strategies.** This includes focusing on dangerous driving behaviors such as speeding, distracted driving, and driving under the influence, while avoiding overemphasizing attention on “distracted” pedestrians. Using this data-driven approach to proactively educate key stakeholders, including government partners and community members, about the leading causes and locations of injury crashes helps align efforts appropriately.

**2. Implement or expand Safe Routes educational programming,** such as Safe Routes to School, Safe Routes for Seniors, Safe Routes for People with Disabilities. These efforts should prioritize vulnerable populations and high crash areas, as well as areas targeted for increasing walking and bicycling trips.

**3. Develop a Vision Zero training manual to share with key stakeholders.** Training can include high-level principles, communications strategies, leading causes of injury crashes, the definition and meaning of the High Injury Network, etc. We also recommend requiring all municipal employees and contractors who drive a vehicle as part of their job to participate in Vision Zero safety trainings.

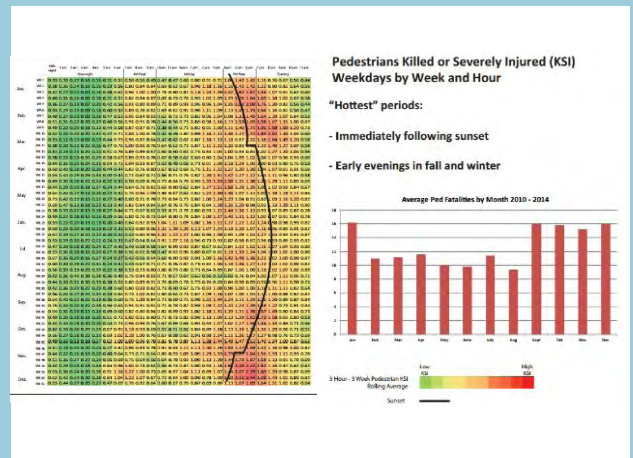
**4. Require Vision Zero training for frequent drivers,** such as fleet operators, taxi drivers, and large vehicle operators to meet certain safety practices. Cities can model good behavior by ensuring their own fleets, and those they contract with, require Vision Zero safety training.

## EQUITY LENS

Develop educational materials and communicate in languages that are appropriate for diverse communities. This may include multilingual flyers, pop-up information tents within the community, having information available on the city website, and working with community-based organizations who have developed relationships and trust in that community. Read our report [Elevating Equity in Vision Zero Communications](#) for more information.

## RELEVANT EXAMPLE

**NEW YORK CITY:** Injury crash data showed a concentration of serious crashes during late afternoon and evening hours, so the Task Force developed and implemented a multi-pronged education and enforcement seasonal campaign aimed at night safety. The city measured a 30% decrease in traffic fatalities for the time period that year compared to the same time frame during the three previous years. (Read [here](#) for more details on NYC’s research and campaign.)







## ENSURE ENFORCEMENT IS EQUITABLE

As we emphasize Vision Zero's safe systems approach on the front-end – particularly through street design and speed management strategies proven to encourage safe behavior – we can reduce the need to correct for individual problems on the back-end via traffic stops, ticketing, and fines. Admittedly, this requires long-term investment to shift our environment and our culture. In the meantime, we must acknowledge and address today's pressing problems related to racial bias in traffic enforcement and, by extension, to Vision Zero enforcement activities.

It is important that promoters of Vision Zero in U.S. communities recognize that officer-initiated traffic stops allow for higher-than-average levels of individual discretion and can be a slippery slope for racial bias and aggressive police action. The broader Vision Zero community has a role and responsibility in improving – not exacerbating – these problems.

**The most appropriate enforcement strategies will focus on providing education on the most dangerous driving behaviors and will be community supported, as well as ensure transparency into police activity.** While enforcement has a role to play in traffic safety efforts, it should not be a primary strategy and should be approached thoughtfully.

### Recommended Actionable Strategies:

**1. Vision Zero Action Plans should commit to employing enforcement strategies that will not result in racial profiling.** (See Portland's example in sidebar.) Of course, a commitment is not all that is needed, but it is an important first step.

**2. Focus enforcement on the most dangerous behaviors based on reliable data to ensure that this is communicated effectively to ensure public understanding.** Activities such as speeding and violating pedestrian right of way are more dangerous than minor infractions such as broken taillights or overly tinted windows, so police activity should focus on the former.

**3. Provide regular updates on law enforcement's traffic stop activities.** This is essential to building trust amongst the community for a productive role for enforcement.

Understanding who is being stopped by police, where, and when, as well as who is ticketed, etc. will be important information to ensure accountability.

**4. Support a Community Policing approach as part of Vision Zero work.** The [U.S. Department of Justice presents 10 Principles of Community Policing](#), including two that police and the community share ownership, responsibility, and accountability for the prevention of crime, and that mutual trust between the police and the community is essential for effective policing.

**5. Create a diversion program to provide alternatives to traffic fines.** Recognizing the disproportionate impact of traffic fines on low-income communities, we recommend developing diversion programs that offer education and positive reinforcement of safe behavior in place of overly burdensome fees.

### Q EQUITY LENS

When utilized properly, automated speed enforcement can reduce the number of crashes as well as severity of injuries. Though far under-used, this approach is cited as one of the most effective in influencing behavior and lowering dangerous speeds, while also de-emphasizing officer-initiated traffic stops that cause concern about racial profiling. If used inappropriately, these technologies can reinforce structural inequities. It is important to recognize that no piece of technology exists in a vacuum. Any automated speed enforcement program must be developed with input and buy-in from the most marginalized and vulnerable people in your community.

## RELEVANT EXAMPLE

**Portland's Vision Zero Action Plan** includes an explicit statement that the plan will be equitable and "it will not result in racial profiling." The diversity of participants drafting Portland's Action Plan brought equity to the forefront throughout its development. As a result, Portland explicitly commits to develop and implement a set of actions that would not lead to disproportionately negative outcomes for communities of color and low-income communities.

*For more about Portland's approach and other recommendations regarding centering equity in Vision Zero, see [vizonzeronetwork.org/resources/equity](https://vizonzeronetwork.org/resources/equity).*

# EVALUATION & RESOURCES

While elements of evaluation are included throughout this guide, we want to highlight the importance of creating a transparent and regular evaluation process for your Action Plan. Evaluation can be one of the best ways to ensure your Action Plan is a living document. How updates will be developed should be included in the Plan, as well as when progress updates will be provided to the public.

**Lead agencies working toward Vision Zero should regularly update policymakers, other agencies, and the public.** This reporting and evaluation process should include regular updates in a variety of forums such as community conversations, events, report cards, or other creative engagement strategies.

## Recommended Actionable Strategies:

- 1. Highlight and celebrate accomplishments, but be real about challenges.** Be transparent when you don't achieve a goal, assess what happened, and recommend changes to the strategy to correct course.
- 2. Revisit the Foundational Elements every time you modify a goal or strategy.** A good Action Plan is a living document that is utilized often and evolves over time. However, it is important to maintain your foundation throughout the process.
- 3. Utilize the Community Engagement and Equity Strategies** outlined in this document to get feedback on progress from the people in your community most impacted by traffic crashes.

## CONCLUSION

Ultimately, there are no shortcuts or compromises in achieving the goals of Vision Zero. The metrics of success are simple: one fatality or serious injury in traffic is one too many. A strong Action Plan will be a road map for success in your Vision Zero efforts.

## RESOURCES

Numerous resources available at [www.visionzeronetWORK.org/resources](http://www.visionzeronetWORK.org/resources)

### VISION ZERO PRINCIPLES

[Why Vision Zero Differs from the Traditional Approach to Traffic Safety](#)

[Nine Components of a Strong Vision Zero Commitment](#)

[Moving from Vision to Action: Fundamental Principles, Policies & Practices to Advance Vision Zero in the U.S.](#)

### COMMUNITY ENGAGEMENT

[Incorporating and budgeting for community group engagement](#)

[Philadelphia, Pennsylvania](#), p. 18

[Denver, Colorado](#), p. 8

### EQUITY

[Vision Zero Equity Strategies for Practitioners](#)

[Elevating Equity in Vision Zero Communications](#)

[Health Equity Road Map for Getting to Zero](#)

[Untokening 1.0 - Principles for Mobility Justice](#)

### COMMUNITIES OF CONCERN DEFINITIONS

[Denver, Colorado](#), p. 6

[Los Angeles, California](#)

[Portland, Oregon](#)

[San Francisco, California](#)

### HIGH INJURY NETWORK EXAMPLES

[Denver, Colorado](#), p. 8

[Los Angeles, California](#)

[San Francisco, California](#), p. 6

### PROGRESS REPORTS

[New York City, New York](#)

[Seattle, Washington](#)

[Washington, D.C.](#)

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**MASSACHUSETTS VISION ZERO COALITION**

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## New Intersection Designs Coming to Ashland

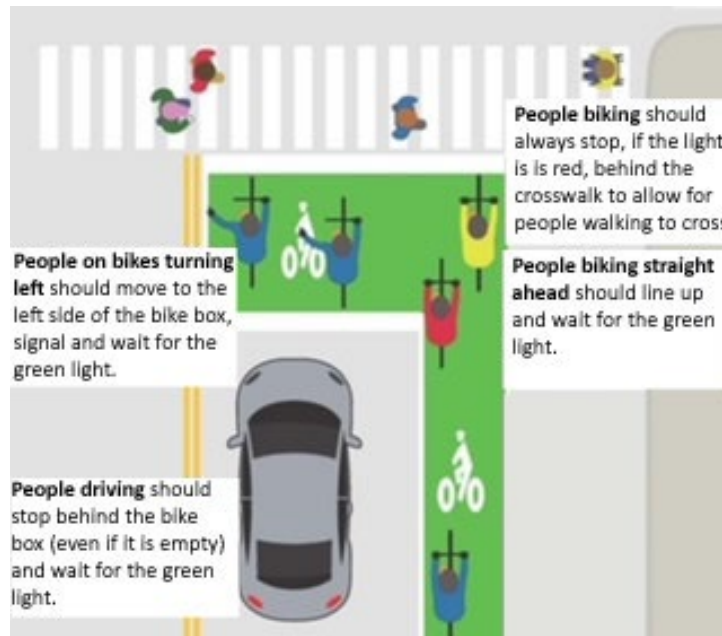
### - Bike Boxes -

#### E. Main at Mountain & Walker at Ashland St.

Ashland residents should look for upcoming changes to two well-traveled intersections. A new, safer traffic design is coming to East Main at Mountain, and Ashland Street at Walker. These projects will improve pedestrian, bicyclist and driver safety. As Scott Fleury, Ashland Public Works Director, said “the changes reflect the community’s desire to rethink how we view safety on our roads, and these solutions provide the paradigm shift that the public wants and the City Council has directed.”

Additionally, these projects support the City’s transportation-infrastructure goal to provide a safe, well-maintained, effective, and efficient multimodal transportation system at a reasonable cost.

You’ll soon see green “bike boxes,” which will be markings painted near street intersections. The associated road signs and markings help make clear—for bicyclists, pedestrians, and motorists— how to use a bike box. Fleury noted “it is really pretty simple.”



- **If you are driving**, and arrive at a red light, stop and wait behind the bike box. Right-turns are prohibited on red. Once the light turns green, wait for people using the bike box in front of you to clear the intersection before you proceed.

- **If you are riding a bicycle** in the bike lane and arrive at a red light, enter the bike box (behind the crosswalk). If you are traveling through the intersection, position yourself in the center of the right-hand travel lane. Right-hand turns on red by bicyclists, after stopping, are permitted. When the light turns green proceed through the intersection merging into the bike lane in your chosen direction of travel.
- Motorists and people riding bicycles **must** yield to pedestrians crossing the road.

Bike boxes, according to Portland State University Professor Jennifer Dell, are perceived by both motorists and people riding bicycles to make intersections safer. "In particular, 42% of motorists who are not cyclists felt driving through the intersection was safer with the bike boxes (compared to 14% who felt it was more dangerous). Moreover, 77% of bicyclists felt bicycling through the intersections was safer with the bike boxes (compared to 2% who felt it was more dangerous)." ([source](#))

Improvements at the intersection at Ashland Street and Walker are expected to occur in May, 2024 while the E. Main and Mountain intersection improvements aren't expected until the fall of 2024.

A short video describing the use of bike boxes for people riding bicycles is available at <https://express.adobe.com/video/ZkZT4S8KM1gha>.

# GRANT ALERT



## TYPES OF PROJECTS FUNDED

This grant funds two types of projects, as outlined below:

- ▶ **Planning and Demonstration Grants are for applicants without Action Plans.** They fund the development or refinement of comprehensive safety action plans, defined as a strategic document that outlines effective measures to reduce road accidents and injuries. These grants also support further safety analysis and pilot projects to test new safety improvements. Example projects include:
  - ✔ Comprehensive safety analysis to identify high-risk areas.
  - ✔ Community engagement activities to gather input on safety concerns.
  - ✔ Development of goals and strategies for reducing roadway fatalities and serious injuries.
  - ✔ Planning and design for quick-build safety improvements as demonstration projects.
  - ✔ Quick-build strategies to test roadway design changes, such as temporary bike lanes or pedestrian zones.
  - ✔ MUTCD Engineering Studies for new traffic control devices or markings.
  - ✔ Pilot programs for new safety technologies or approaches, such as adaptive signal control technology or pedestrian safety interventions.
- ▶ **Implementation Grants are for applicants who have an Action Plan or a similar document that meets several criteria.** This type of grant helps execute specific safety-enhancing strategies and projects outlined in the plan, along with additional planning and demonstration efforts to update and improve the plan based on the latest insights. Example projects include:
  - ✔ Infrastructure projects focused on improving pedestrian and bicyclist safety, such as crosswalk enhancements, traffic calming measures, and protected bike lanes.
  - ✔ Carrying out demonstration projects identified in an Action Plan, such as behavioral campaigns targeting specific safety issues like impaired driving, speeding, or pedestrian visibility.
  - ✔ Operational improvements, including dynamic speed limit signage, improved street lighting, and intersection safety upgrades.
  - ✔ Detailed design and engineering of safety improvements identified in an action plan.
  - ✔ Environmental review and permitting processes for large-scale infrastructure projects.
  - ✔ Development and testing of innovative technologies or approaches to be implemented as part of an Action Plan.

Applicants are encouraged to approach the application process with a holistic view, considering the interconnectedness of various safety strategies and the potential for integrated solutions to address complex safety issues. By focusing on comprehensive planning and engagement, entities can craft robust proposals that demonstrate a clear vision for significantly improving roadway safety in their communities.

## U.S. DEPARTMENT OF TRANSPORTATION: SAFE STREETS AND ROADS FOR ALL (SS4A) GRANT PROGRAM

This grant aims to enhance roadway safety nationwide, with objectives including supporting comprehensive safety action plans, funding innovative safety solutions, and assisting in project and strategy implementation.

### GENERAL INFORMATION

- 💰 **Total Funding Available:** \$1,256,687,000
- ↗ **Minimum/Maximum Request:** \$100,000 to \$10 million (planning and demonstration); \$2.5 million to \$25 million (implementation)
- 💰 **Match Requirement:** The Federal share of an SS4A grant may not exceed 80 percent of total eligible project costs. Recipients are required to contribute a local matching share of no less than 20 percent of total eligible project costs. This match can be met through in-kind contributions or other non-Federal sources

### SCHEDULE

MILESTONES	SCHEDULE
Application period opens	February 21, 2024
<b>Planning and demonstration applications due</b>	<b>April 4, 2024 May 16, 2024 August 29, 2024</b>
Implementation pre-applications due	April 17, 2024
<b>Implementation applications due</b>	<b>May 16, 2024</b>
Awarded projects announced	First round: May 2024 Second round: Not specified Final round: November 17, 2024
Agreements executed	12 months after award
Projects can begin	12 months after award