What makes a walkable community? What tools do you need to make your town more livable? Get the answers and tools you need inside...
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For more information, go online to:

http://LivableStreets.Missouri.edu

To contact Missouri Livable Streets e-mail LivableStreets@missouri.edu
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Introduction to Livable Streets

For much of the last 50 years, transportation planning and design in the United States focused almost exclusively on moving automobiles. Entire cities were constructed without sidewalks, crosswalks, bike lanes or trails, resulting in very few journeys completed by walking, bicycling or public transportation.¹,²

However, during the last decade, there has been a change.

**What is a Livable Streets policy?**

A Livable Streets policy is an item of legislation that has been approved by a policymaking body like a city council or a county commission, and defines or recommends how streets should be designed.

Livable Streets policies and resolutions differ from community to community — some contain stronger language than others. Although most apply to new street construction, some policies also refer to existing streets. Livable streets policies always direct planners and engineers to consider all modes of transportation when designing a street.

As an example, Crystal City’s Livable Streets policy is included in Appendix B of this manual. See page 18 for the difference between an ordinance and a resolution.

People are now asking why streets are built with so little consideration for pedestrians, wheelchair users and bicyclists. Many Americans are not able to drive cars, making them reliant on someone else to get around or forcing them to use infrastructure that is unsafe, unpleasant and inconvenient for their mode of travel. These individuals include children, youth, senior citizens and people with mobility challenges. Roughly 1.2 million Missourians are under the age of 16, 756,000 are over age 65, and another 378,000 between ages 16 and 64 report having at least one physical disability.³ Making streets more accessible for these 2.3 million citizens — about 40 percent of all Missouri residents — would have enormous benefits for these individuals and for society at large.

Second, people are increasingly aware of the ways dependence on the automobile has contributed to some health problems. The most well known health problem being the alarming rise in overweight and obesity.

Between 1960 and 2009, the percentage of obese adults has increased from 13.4 to 30.6 percent.⁴ Almost one-third of Missouri’s adults were considered obese in 2009.⁵ In combination with environmental factors and the presence of disease, being overweight or obese increases one’s risk of heart disease, diabetes and some kinds of cancer.⁶ Obesity also has economic impacts. Researchers estimate that adult obesity in Missouri increased total medical spending in the state by more than $1.6 billion annually between 1998 and 2000.⁷

There is little doubt that automobile dependence and an increasingly sedentary lifestyle have contributed to this problem. Designing streets to make physically active transportation safe, enjoyable and convenient can help address the problems and costs associated with obesity.

**What are Livable Streets?**

As a result of this increased awareness, there is now a national movement focused on building transportation systems for all types of users called Livable Streets or Complete Streets. Livable or Complete Streets are transportation facilities that ensure accessibility, comfort, safety and efficiency for all users. This includes
bicyclists, pedestrians, people with disabilities, transit riders and car drivers. There is no single, standard livable streets design because such streets must meet the needs of each individual community.

Common elements of livable streets include:

- Sidewalks and crosswalks
- Wheelchair ramps and curb cuts
- Bicycle lanes and mixed-use paths
- Bus stops and parking facilities
- Driving lanes for cars and buses
- Paved shoulders in rural areas.

Livable Streets and Complete Streets are interchangeable terms. Livable Streets will generally be used in this manual.

Many communities, regions and states are incorporating the principles of Livable Streets when designing new roads and modifying existing ones. As of 2011, there are more than 200 “Complete Streets policies” nationwide that recommend or require these principles to be used.

Changing a public policy — the set of rules and guidelines by which a city designs its streets — is not easy. The keys to success are thoughtful dialogue about the issue and involving many people: friends and family members talking to each other, neighbors discussing the topic, readers writing letters to the local newspaper, and constituents calling their city council representatives. In summary, it takes large numbers of ordinary people developing an interest in their community and participating in the democratic process of public policy-making. This process is advocacy and the people who lead the effort are advocates.

The purpose of this manual is to help citizens become effective advocates for Livable Streets. The manual will provide new advocates with the knowledge, tools and skills needed to plan a public policy change in their communities that will eventually result in the creation of more Livable Streets.

In the last 10 years, considerable momentum has been developed for the Livable Streets movement in Missouri. But there is still a lot of work to do before Livable Streets become the norm. There will need to be many dedicated advocates willing to make the effort to create change, and more citizens willing to listen and consider a new idea.

The first step is to become an effective advocate, which is the subject of Chapter 2. Some specific approaches for building a local Livable Streets advocacy movement or campaign are discussed in Chapter 3. In order to implement the policy change, it is necessary to engage policymakers in the issue and to present arguments before a policymaking body, like a city council or county commission. These are the subjects of Chapters 4 and 5.

Finally, the appendices in this manual contain information about the street planning and design process in Missouri, a toolkit of resources that includes talking points, an example of a Livable Streets policy, various letter and e-mail samples, and some role-play activities.
This chapter discusses general strategies that other advocates have used and found to be most effective. Later chapters address more specific advocacy actions for building partnerships, engaging policymakers and speaking at public meetings.

2.1 Become an informed citizen
Livable Streets is a relatively new concept. To be an effective advocate for Livable Streets, it is helpful to understand the elements that create Livable Streets and to be able to explain the benefits to others.

Specifically an effective advocate should understand:
- Livable Streets elements
- Benefits of Livable Streets
- How to influence policymakers
- Who to contact to impact street design
- Policies and procedures for funding, planning and constructing roads.

It is not necessary to have the technical knowledge of a professional traffic engineer to advocate effectively for Livable Streets. The appendices in this manual contain numerous resources and web links to information for Livable Streets advocates. Appendix A features information about road design at several levels of jurisdiction in Missouri. Appendix B includes talking points that highlight the benefits of Livable Streets that resonate with most policymakers. Chapter 3 identifies how to develop partnerships and steps for collaborating with partners to develop strategies for building Livable Streets support. Chapter 4 provides specific techniques on how to effectively influence policymakers’ decisions.

2.2 Join an advocacy organization
One way to become knowledgeable about Livable Streets is to join a local, statewide or national Complete Streets, bicycle/pedestrian or disabilities advocacy organization.

Advocacy organization membership provides opportunities to meet other advocates and learn from their experiences. It may also create opportunities for recruiting additional organizations to assist with a local Livable Streets campaign.

Further, joining an organization helps the Livable Streets movement as a whole by increasing membership numbers and recognition of their efforts.

A list of Livable Streets advocacy organizations is included in Appendix B, page 36.

2.3 Educate others
Advocacy and education go hand in hand. One of the main reasons for an advocate to become educated is so he or she can then educate other potential advocates, partners, stakeholders and elected officials.

Advocates can educate others in formal settings like a presentation to a civic club or a letter to the local newspaper, as well as in informal settings like during a break at work or around the dinner table at home. The main focus should be simply to talk about the issue often and with as many people as possible. In addition to engaging more people in the discussion, this approach allows the advocate to develop and practice key messages.
What is the difference between advocacy and lobbying?

An advocate is someone who pleads the cause of another; who defends or maintains a cause or proposal; or who supports or promotes the interests of another.

Advocacy is a general concept and it does not have a technical or legal definition. Advocacy may take many forms. An advocate may stick up for a co-worker at the office, discuss public safety with a neighbor or, testify at a council meeting about a new city ordinance that will affect the entire community.

Lobbying is a form of advocacy and it is defined in law. In general, lobbying is working to influence policymakers about a specific piece of legislation. If the legislation were to be voted on by a general election, then working to influence a citizen’s vote would also be considered lobbying. If the legislation will be voted on by an elected official, like a city council member, then engaging them directly about that particular piece of legislation would be considered lobbying.

The main difference between advocacy and lobbying is that there are restrictions on the use of different types of funds for lobbying.¹¹
grocery shopping once a week when his son picks him up in a car. If there were sidewalks, the speed limit were lowered and there were less traffic, he would be more comfortable walking to the strip mall on the main road. In addition, if there were ramps and crosswalks, the woman with multiple sclerosis who never leaves the house, could roll her wheelchair around the neighborhood and meet people. Ensuring multiple transportation choices so that everyone has access to mobility is an important benefit of Livable Streets and an effective talking point for changing people’s perspectives.

2.5 Set reasonable goals and compromise
When people understand the concept of Livable Streets, most support the general idea. But, these same people may still oppose policies because they have concerns about Livable Streets (e.g., costs to install, whether the facilities will be used and interference with traffic).

To address these types of concerns and to gain credibility with people, it is important to set reasonable goals and be willing to compromise. For this reason, terms like context sensitive are often included in Livable Streets campaigns and legislation. This phrase means that a Livable Streets policy would not necessarily be enforced in areas where it is unlikely that non-motorized transportation will be used (like in a low-density rural area) or when the cost may be prohibitive (like on an existing bridge).

For example, an arterial street going through the center of a small town could be made safer and more inviting for pedestrians by adding sidewalks, installing crosswalks and lowering the speed of traffic. However, discussions with business owners, city council members, local residents and traffic engineers may reveal strong community-wide opposition to the idea of slowing down cars and some support for installing sidewalks. In this situation, it would be a waste of time, energy and political capital to fight for traffic calming. A better strategy would be to reinforce and try to strengthen business owners’ tentative support for sidewalks. If the idea becomes popular, advocates might try to frame it as the business owners’ idea so they receive credit. As a general rule, it’s more effective to work in partnership to achieve a small goal than to work in opposition to try to win something larger. If the sidewalks are installed and people like them and start using them regularly, it will be much easier to get crosswalks and traffic calming projects later.

By setting reasonable goals and being willing to compromise, advocates have a better chance of winning support for specific Livable Streets projects, and creating important new advocates to advance the movement.

2.6 Appeal to all political perspectives
Livable Streets is not a political issue. There are valid ways to explain the benefits of Livable Streets that appeal to both conservative and liberal ideologies. Livable Streets makes the transportation system more accessible to underserved populations, like people in poverty or those with disabilities who do not or cannot own a car. In this way, Livable Streets promote social equity, an important priority for liberal thinkers. Some environmental benefits — reduced pollution and greenhouse gas emissions — may also be realized by making local streets safer for walking and bicycling. Reducing the environmental impacts can encourage people to drive less. For conservatives, Livable Streets offers a more efficient and economical form of transportation infrastructure. Federal, state and local governments would save money if a small percentage of driving journeys were replaced by walking or bicycling.

According to the Rails to-Trails Conservancy, 25 percent of all trips taken in the U.S. are one mile or less (an easy walking distance for most people) and 50 percent of all trips are three miles or less (a bicycle ride for many).13 Yet only 10 percent of all trips are actually taken by walking or bicycling.14 Increasing active trips from 10 to 13 percent would reduce the number of miles driven by 69 billion, saving billions of dollars in road construction, maintenance and repair costs.

When speaking with Livable Streets stakeholders and potential advocates, it is important to understand their ideologies and emphasize arguments that appeal to that ideology.
2.7 Be polite but persistent

In today’s age of instant communication, it is easy to get overwhelmed by e-mail and telephone messages.

A failure to respond by a policymaker or other community leader or stakeholder does not necessarily indicate a lack of interest. It is important to be persistent and try multiple times to contact stakeholders, as they may share a sincere interest in improving the community. Livable Streets may appeal strongly to them.

A good rule of thumb is to call two times, send two e-mails and send a written letter to each stakeholder. Be sure to wait at least one week between telephone calls and e-mails to allow time for a response. Use phrases like “I know you are very busy …” and “As I mentioned in my earlier e-mail, which you may have overlooked …” to show sensitivity.

If two telephone calls, two e-mail messages and one written letter do not elicit a response, it is safe to assume relations with those holding different viewpoints will be valuable later.

As an example of this situation, Columbia, Missouri’s PedNet Coalition worked for four years (2000-2004) to update the City of Columbia’s Street Design Standards and create Missouri’s first Complete Streets policy. During the campaign, PedNet encountered strong opposition from private developers who feared the change would increase their building costs. Advocates were careful to emphasize the positive, conduct themselves professionally, stick to the facts and avoid rhetoric. The relationship was still intact even after the new ordinance adopted.

Many years later, PedNet wanted to rally community support to ensure voter approval of a sales tax extension for parks and trails. These same businessmen had learned the benefits of enhancing active transportation infrastructure. They supported the parks tax extension.

Engaging those with differing viewpoints

Sooner or later, an advocate will encounter an individual or organized group that opposes Livable Streets.

In this situation, it is important to reach out in a positive way, present the benefits of Livable Streets and try to understand the other person’s position. If it becomes clear that the other person does not want to discuss the issue, it is time to move on to another subject.

Nevertheless, engaging those with different viewpoints is worthwhile. Advocates may learn about an important misconception held by others. Advocates may discover that a particular Livable Streets message is causing an unexpected reaction. Such engagement may cause citizens to question some of their assumptions.

Maintaining some level of communication and positive relations with those holding different viewpoints will be valuable later.

Communities that use Livable Streets in their designs can help people of all ability levels get around safely.

Livable Streets is not a priority for this person and move on. Too much persistence may lead to alienation.
Steps for Building a Successful Livable Streets Campaign

This chapter will present a series of specific steps for Livable Streets advocates to implement. By following these steps, advocates will be able to build a partnership of stakeholders who are concerned about Livable Streets and develop a consistent set of messages to build more support among the general public.

3.1 Identify stakeholders
Stakeholders are individuals or organizations who have a special interest in Livable Streets.

Obvious candidates are pedestrians, bicyclists and wheelchair users. However, it is important to remember that most people do not use just one mode of transportation for all journeys. For example, there are car drivers who would like to have the option to walk or bike sometimes. There are wheelchair users who would like to travel independently sometimes, even though they may travel by car at times or by Paratransit or OATS for other journeys. People who normally or always travel by active modes represent an important stakeholder group, but there are many more.

Advocates for children, senior citizens and people with disabilities can easily visualize how Livable Streets would empower people who do not or cannot drive a vehicle. Many universities and colleges struggle with the cost of providing parking spaces. These entities are becoming supportive of initiatives that encourage students to walk, bike and take the bus.

Health professionals are strong supporters of Livable Streets because of the growing body of research that shows the connections between the built environment, transportation options, sedentary lifestyles, overweight or obesity and chronic disease.

Environmentalists are natural allies for Livable Streets, as are business owners who specialize in compact, mixed use development and downtown-area redevelopment. A growing number of economic development professionals see an economic vitality benefit in areas where automobile access is restricted and active modes are the norm. In addition, savings in insurance costs are realized when employees live healthier lives.

Livable Streets advocates should also talk to transportation planners and engineers who have a strong influence on street design. In addition, the city council and county commission members who actually make local transportation policy should be addressed.

Finally, all community residents are stakeholders in a Livable Streets, and individuals and groups listed above
are community residents. It is helpful to think in terms of one diverse community of stakeholders with different areas of specialization working on this problem, rather than focusing on stakeholder differences, which can create hard divisions between them.

3.2 Reach out to key stakeholders
If a group of Livable Streets advocates does a diligent job of identifying possible stakeholders in the community, they will likely create a very long list of individuals and organizations to contact. The next step is to prioritize that list.

Prioritization may be based on a number of different factors, including:

- Likely level of influence in policy making
- Likely level of influence over other stakeholders
- Whether the stakeholder supports Livable Streets
- How well the advocates know the stakeholder
- Category of stakeholder

A stakeholder worksheet is provided in Appendix B to help advocates list stakeholders and track communications. Since Livable Streets advocates generally have limited time, it is recommended that they prioritize communication in the following manner.

<table>
<thead>
<tr>
<th>Stakeholder importance</th>
<th>Communication method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highest priority/most influential</td>
<td>Face-to-face meeting</td>
</tr>
<tr>
<td>Next highest priority</td>
<td>Telephone conversation</td>
</tr>
<tr>
<td>Medium priority</td>
<td>E-mail correspondence</td>
</tr>
</tbody>
</table>

In general, face-to-face meetings are preferred for key stakeholders because they are more personal and allow both verbal and non-verbal communication. The conversation is often more meaningful, photographs and other documents can be shared, and a much stronger connection is usually made. Face-to-face meetings are more likely to lead to a stronger level of commitment from the stakeholder than phone conversations or e-mail messages. Images of Missouri Livable Streets that can be shared with stakeholders can be found at online at http://LivableStreets.Missouri.edu.

Phone conversations are less time consuming and may be perfectly adequate for many stakeholders. If scheduled in advance, most advocates will ask for 30 minutes to allow time to present the Livable Streets issues and action items. A phone meeting can be enhanced by sending documents, photographs and even slideshows to the stakeholder in advance. It may be worthwhile to customize some of these materials so the stakeholder understands the value of his or her personal support.

If more interactive forms of communication are not possible, or if the list of stakeholders is very long, e-mail can be used.

Advocates should be aware of some of the possible issues with e-mail communication: lack of clarity, miscommunication, being too brief to explain the issue properly, or too lengthy to keep the stakeholder’s
attention. To help avoid these issues, e-mail samples are included in Appendix B, page 31.

Finally, if a stakeholder refuses to meet or talk on the phone and does not respond to e-mail or mailed letters, it is probably best to move on. An advocate’s time would be best spent obtaining support from interested stakeholders.

3.3 Obtain stakeholder commitments
The main goal of a stakeholder meeting (face to face or telephone) is to obtain the stakeholder’s commitment to support Livable Streets. The commitment can be the stakeholder’s agreement to attend Livable Streets meetings or participation in a signature campaign. In a signature campaign, advocates ask stakeholders to sign on as a supporter of a specific Livable Streets vision. Advocates use signature campaigns to publicize which individuals and organizations (and how many of them) support Livable Streets, thereby leveraging other stakeholders and supporters.

Before seeking their commitments, it is important for advocates to establish good rapport with individual stakeholders. Questions about his or her professional background and personal interests can help ease tension, break down any defensive barriers and lead to a better conversation. The advocate should also share information about himself or herself, and seek any connections that may exist (e.g., if the stakeholder and advocate have children attending the same school).

After the preliminary conversation, the advocate should establish the stakeholder’s understanding of and position on Livable Streets. Begin by asking the stakeholder what Livable Streets means to him or her. The answer might be “I don’t know,” which will open the door to a simple initial explanation of the concept and the benefits. (One simple, short definition of Livable Streets is that they provide access to safe transportation for everyone in the community regardless of age or ability.) On the other hand, the stakeholder might respond with concerns about Livable Streets costs and barriers, giving the advocate the opportunity to reassure and educate the stakeholder. By providing accurate and credible information, advocates can both reassure the stakeholder and stop misinformation.

If the stakeholder has a good understanding of Livable Streets, the advocate can briefly fill in any information gaps and then seek his or her support.

Asking a stakeholder, “Would you support a Livable Streets policy in this city?” may cause an awkward pause. Advocates should not attempt to fill this pause with comments or clarifications because that would interrupt the stakeholder’s thought process, create a distraction from the important question and may result in the stakeholder never giving a clear answer. Although the advocate may already have deduced the stakeholder’s stance on Livable Streets based on his or her response to the first question, it’s still important to elicit a clear statement of support or non-support.

If the stakeholder indicates support for Livable Streets, there are several possible next steps. If the campaign is in its early stages, the advocate might invite the stakeholder to join a stakeholder group that meets regularly to discuss strategy, develop talking points and plan an active advocacy campaign. Other possibilities include asking the stakeholder to join a signature campaign. The advocate may also ask the stakeholder to obtain an endorsement from an organization he or she may be associated with, write a letter to the local newspaper or to a policymaker, or speak at a city council or county commission meeting.

On the other hand, if the stakeholder opposes Livable Streets, the advocate may have a brief opportunity to present some convincing arguments. Above all, the advocate should remain polite and end the conversation on cordial terms.

Mayor Monica Huddleston (Greendale, Mo.) has been a tireless advocate for her residents’ health and well-being. Here she is participating in a taped walk through St. Vincent Greenway.
3.4 Expand the partnership

As the stakeholder group grows, it may be more appropriate to consider it a partnership. “Partnership” has positive connotations, indicating a healthy mixture of different backgrounds, a willingness to collaborate and compromise, and a desire to work together to achieve common goals. In this case, the common goal is to implement and enforce a Livable Streets policy.

A strong and diverse partnership might include educators, college students, health professionals, business owners and transportation planners, as well as any number of other groups. A strong and diverse partnership is desirable for several reasons. First, diversity enables a partnership to have a broad influence. Second, a large partnership can have a great impact through targeted and personal contacts. Third, when Livable Streets partners are present in a wide range of social and business networks, it becomes increasingly hard for opposition groups to organize. In addition, expanding the partnership is important to deflect any attempts to portray Livable Streets as a “special interest.” Finally, a large partnership means there are more partners to share in the planning and implementing of the campaign.

3.5 Develop talking points

One of the most important tasks for the partnership is to develop a consistent set of talking points. Because Livable Streets bring many benefits, the partnership needs to discuss and negotiate which benefits to emphasize. A list of Livable Streets talking points is included in Appendix B, page 25.

The choice of which talking points to emphasize will depend on local priorities and individual preferences of the key partners. It is most important that all partners agree on the key messages, and that these key messages are delivered continually and consistently. Media advocacy is a very valuable tool in the Livable Streets campaign toolkit. There are a number of different ways to access citizens through the media. Members of the Livable Streets partnership can write letters to the local newspaper or ask the editor for space to write a longer opinion-editorial (op-ed) piece, discussing the agreed upon talking points at greater length.

For a letter to the editor, remember these key points (see Appendix B, p. 34):

- Keep it short, around 250 words or less. Typically these are written in response to an article or earlier letter.
- Be as specific and as hard hitting as you can.
- Make it local.

An op-ed signed by numerous community leaders can strongly influence people’s opinions about Livable Streets (see Appendix B, p. 32 for an example of an op-ed with multiple signers). When writing an op-ed piece, remember to do the following:

- Pitch the idea to the local media. Contact the editor and explain why the guest commentary is timely, relevant and of interest to readers. It’s a good idea to make it as local as possible. (Why would readers in Ashland care about it if it talks in general terms? They want to read about issues that affect Ashland residents, not St. Louis residents.)
- Try to keep it short. No more than 800 words or less.

Locally-oriented radio and TV talk shows provide an opportunity to present Livable Streets talking points to many people at once. If there is a listener or viewer call-in feature, advocates can test community sentiment to the campaign, and address misconceptions immediately and in full public view.

The Livable Streets partnership can also make its own news, called earned media. This can be done by organizing a walk-to-school event at an elementary school. A Livable Streets group can issue a media advisory or press release and then use the media spotlight to illustrate how important it is for children to be able to walk to school safely. Groups could also write a story in the same way a reporter would, with quotes, relevant data
and resources, and submit that to the media in hopes it would get picked up. This often is an effective method with smaller newspapers, although larger papers may take elements from such a story and use them or follow up with the Livable Streets group for more information. Remember to put in basic information, which is typically a short paragraph about the advocacy group. A press release sample is on Appendix B, p. 34.

When working with the media, particularly for on-air or live radio or broadcast interviews, keep talking points to three key messages. Think of it as a 60-second pitch. The three talking points should answer “Why does this matter?” and “Who cares?” and then provide facts to support the points. The advocate can also provide the reporter a printed copy of the talking points.

Relating the messages back to the community and real life is important. Success stories, or general human interest stories, also help paint a picture and can be a message unto themselves.

3.6 New Media Strategies
Communication options are constantly changing the way we share and learn about news and events. Many groups are using new media strategies to work with the media and to help their cause. In many cases, an organization can raise awareness about an issue simply by becoming its own “publishing house”, by creating and posting news stories to the group’s website or RSS feeds. Below are some strategies that can help:

Websites
As far as digital media, a campaign website can be created relatively inexpensively. Often, the only cost is for the purchase of the URL (site name) and hosting the website. There are many free website templates available online (such as Wix.com or Weebly.com). More intricate templates can often be purchased online for $20 to $100. Volunteers with HTML experience could help set up the website using web design software.

E-newsletters
E-newsletters are a great way to distribute relevant updates and news (weekly or monthly) about the partnership. These can be created from scratch in HTML or through free or paid online services, like MailChimp or Constant Contact. These services let organizations easily custom build e-newsletters and contact lists.

Blogging & podcasting
Other digital means of relaying messages include blogs or podcasts. Blogs are venues where the partnership can post longer messages about what they are doing and what is happening in the community. This material can often be used for an e-newsletter. New posts need to be placed on a blog on a weekly basis. Programs like WordPress or BlogSpot are often used to create and host blogs and they can be connected to a website.

Podcasts are audio or video informational pieces created by the organization. Typically, podcasts are longer messages – often 15 to 30 minutes or more – that talk about an issue the organization wants to highlight.

Social networking
Social networking sites, like Facebook and Twitter, are inexpensive and powerful ways to get messages to the public. Using Facebook and Twitter, the partnership can post photos, links, events and other messages to anyone who follows the page. Although these sites are free, new content must be posted several times each week to be relevant. They also must be monitored to check for spamming (ads and other sales messages posted by outside organizations) or flaming (hate or negative messages directed at an organization or individual). There are tools to make the management of these sites easier and to measure the effect. Other major social networking sites include Flickr (photos), YouTube or Vimeo (videos) and LinkedIn (professional networking).

Many groups have used Facebook to organize and promote events; others have tried creating groups online through MeetUp.com.

RSS Feeds
RSS stands for Real Simple Syndication and is an easy way that advocates can update and publish their news and events. RSS feeds can be placed on your web site, linked to your Facebook and social media sites, and users can subscribe to them and download the latest news and information from your group instantly. Many websites, such as WordPress and Blogger, have RSS feeds built into the content management system.
A Livable Streets policy can be adopted by a community in two possible ways. It may be placed in front of voters as a ballot issue during a general election or it may be approved by the governing body (city council or county commission). From an advocate’s perspective, the second method is more common and more reliable.

4.1 Identify a champion
In order for a Livable Streets policy to be approved by a city council, it is essential that at least one member of the council be a strong advocate for the policy. This member is known as a champion. The process of identifying the champion should start early in the campaign to allow time for advocacy with other council members, identify the policy elements that are likely to be supported by a majority of the council and lay the foundation for council approval. Even while the champion is engaged in advocacy, it is still important for other advocates to build their partnership, develop talking points, and implement a positive media campaign, because he or she may need support from the people living in the community if other Council members oppose the policy.

In order to identify that champion, advocates should do as much research about the elected officials’ backgrounds and values as possible. What are the individual council members’ legislative priorities? How has each voted on key issues? Which groups in town support the different members? What are their professional backgrounds? The answers to most of these questions should be easily available from either the council member’s campaign website or through public information channels related to the city council process and open meeting laws like the city’s website.

When the most promising champion has been identified, the Livable Streets partnership must decide who will engage him or her. If the city council consists of elected representatives for specific geographical areas or wards, a constituent of that ward should make the contact. Elected officials are very focused on requests from their voters, particularly if they are running for re-election. Therefore, even though two or three members of the partnership may visit the council member, the initial contact should be made by someone who lives in the ward the council member represents.

4.2 Schedule a meeting
Because elected officials serve their constituents, it is generally quite easy to schedule a face-to-face appointment with a council member. In fact, council members often hold regular open hours in a community setting like a coffee shop. In this setting, constituents can discuss issues with a council person without making an appointment. Although this public setting is not ideal for an in-depth discussion of Livable Streets and a request to lead a policy initiative, it is the right place for a brief conversation and to schedule an appointment in a more private setting.
4.3 Be completely credible
Advocates can be the victims of negative stereotyping. For example, a bicycle advocate who arrives in an elected official’s office covered in sweat and still wearing a bike helmet may not be taken very seriously.

It is important to counter negative stereotypes by displaying the kind of professional appearance, dress code and behavior that are the norm in legislative offices. Although cycling to a meeting may demonstrate support for an active lifestyle, it will leave a negative impression if it is thrust on the council member in a way that is deemed rude or aggressive. Therefore, cyclists should plan time to dry off, freshen up and change into professional attire. The goal is to make active transportation, as well as the advocates themselves, seem normal. If the council member considers the advocates to be weird, he or she may also think their ideas are weird. Appearances really do matter.

As with any other stakeholder, advocates will need to convince the council member of the benefits of Livable Streets. The advocate should focus on the key messages and talking points that align with the council member’s interests. It may be very effective to show photographs from other communities that have already adopted Livable Streets policies. Knowing that other Missouri communities (see the list on page 5) have already implemented Livable Streets policies may help the council member feel that the idea is not too radical. Elected officials receive a lot of requests for new laws and policy changes and are rightly skeptical of many of them – especially in a time requiring fiscal discipline. Most importantly, advocates should be positive and visionary, emphasize the benefits of Livable Streets, demonstrate the strength of support in the community, and offer the council member the opportunity to be the leader inside the city council of a positive change movement.

Finally, deliver the specific “ask”. When advocates speak with elected representatives, it is a good to have a specific request. In this case, the “ask” involves speaking with a council member about supporting the Livable Streets campaign.

4.4 Follow-up
A few days after any meeting with an elected representative, advocates should send a brief note or e-mail message thanking him or her for taking the time to meet and following up on any unanswered questions. One reason it is important to deliver a specific “ask” at any legislative visit is that it gives the advocate a purpose for follow-up (assuming the representative does not give an answer at the time).

If the advocates did their homework, dressed appropriately, presented Livable Streets effectively and delivered the “ask,” there is every chance the council member will agree to be the champion for the Livable Streets campaign. Now, the partnership includes someone with the ability to ask paid staff to draft a resolution or ordinance and introduce a vote at council.

Also, be sure to thank the representative for their time.
A successful Livable Streets campaign will eventually lead to a public meeting (usually a city council meeting) at which the legislative body (the city council) will take public input before debating and voting on whether to adopt a Livable Streets ordinance or resolution.

What is the difference between a Livable Streets ordinance and a resolution?

An ordinance is a local law that is passed by a legislative body (city council), signed by the city executive (mayor), and subsequently enforced by local police and the court system. A Livable Streets ordinance requires city transportation staff to design and build streets according to specific instructions spelled out within the ordinance. This ordinance may be accompanied by a newly appointed livable streets citizens’ advisory committee. This committee can help staff review existing policies and plans for compliance with the new ordinance.

A Livable Streets resolution is a non-binding and unenforceable statement in favor of Livable Streets made by the city council. Although resolutions do not mandate a city staff to change the way streets are designed or built, they send a strong signal and empower advocates to step up their efforts.

A Livable Streets resolution may lead to a Livable Streets ordinance. An example of a Livable Streets policy can be found on p. 27.

5.1 Research protocol

Before the city council meeting, advocates should research the meeting rules and protocol. They should understand the order in which things take place, which parts of the agenda include public comment and which do not, how long members of the public are allowed to speak, and whether they are allowed to use slide presentations or distribute documents to the council members.

The best way to research the meeting protocol is to attend a number of city council meetings or watch meeting broadcasts. The Livable Streets partnership’s legislative champion should also be able to provide valuable information that will help with planning. It is very important to be well prepared.

Figure 5.1: Decision chart for stakeholder action

Final preparations include informing testifying stakeholders about meeting protocol, an overview of the audiovisual aids, handouts and notes for testimony, as well as directions to the meeting. Even experienced advocates who have testified previously usually refer to notes while giving testimony, and some write out their speech in full to be sure they can stay inside the time limit. Advocates should be prepared to answer questions, and engage in conversation and debate.
5.2 Coordinate stakeholders
Since city council members are often volunteers who have a tremendous amount of information to process for every issue they legislate, they rely heavily on testimony provided before and during the council meeting.

For this reason, it is very important to coordinate communications with the supportive city council members during the final days before the meeting, and to plan and practice a convincing presentation involving multiple kinds of stakeholders during the meeting. There is always a possibility that individuals or organized opposition groups may testify against the Livable Streets policy. The Livable Streets partnership should try to anticipate arguments that might be used against the policy and prepare rebuttals in case that happens.

About a week before the council meeting, the partnership leaders, including any well-known community leaders, should author an op-ed in the local newspaper, identifying the benefits of Livable Streets. During the final days before the meeting, partnership members should call and e-mail council members expressing their support of the Livable Streets policy. There should be a coordinated, coherent and convincing presentation of arguments from several partnership members during the meeting.

5.3 Defend the policy
The work is not over when a Livable Streets policy is adopted. Advocates must pay attention to the details of the policy and make sure the policy is correctly implemented. They must also guard against attempts to repeal or weaken the policy, especially if the vote of the city council was not unanimous.

What is most important: strength or speed?
The City of Lee’s Summit passed a Livable Streets ordinance in 2010 after three years of work by citizen advocates. Early in the campaign, the mayor recommended that the city’s long-term planning committee – Lee’s Summit 360 – review and revise the draft Livable Streets policy. This action slowed down the process, but ultimately led to the adoption of a much stronger Livable Streets resolution and follow-up ordinance.

Sometimes the best path is not the quickest. More details about the Livable Streets experience in Lee’s Summit on p. 38.
A.1 Introduction
In order to advocate for Livable Streets, understanding how roads are planned and designed is essential. It can be a complicated process with several different organizations and groups being involved. In this appendix, the groups involved are presented and a common route for road design and what opportunities exist for public input are explained.

A.2 Planning organizations: Metropolitan Planning Organization (MPO):
A MPO is a federally mandated and funded planning organization made up of representatives of local government and transportation authorities. MPOs are mandated for urban areas with 50,000 or more residents.15
MPOs have five core functions.16

1. **Establish a setting**: Establish and manage a fair and impartial setting for effective regional decision-making in the metropolitan area.
2. **Evaluate alternatives**: Evaluate transportation alternatives, scaled to the size and complexity of the region; to the nature of its transportation issues; and within the realistically achievable options.
3. **Maintain a Long Range Transportation Plan (PLAN)**: Develop and update a long-range transportation plan for the metropolitan area with a planning horizon of at least 20 years. The PLAN should foster mobility and access for people and goods, promote efficient system performance and preservation, and enhance the area’s quality of life.
4. **Develop a Transportation Improvement Program (TIP)**: Develop a short-range capital improvement program based on the long-range transportation plan.
5. **Involve the Public**: Involve the general public and the affected special-interest groups in the four essential functions listed above.

**Metropolitan Planning Area (MPA):**
A MPA is the area directly served by a MPO.

There are seven MPOs in Missouri. Missouri’s MPOs and their websites are:

- **Columbia Area Transportation Study Organization**

- **Capital Area Metropolitan Planning Organization**
  http://www.jeffcitymo.org/cd/campo/campo.html

- **Joplin Area Transportation Study Organization**
  http://www.joplinmo.org/pcd.cfm?CFID=7203288&CFTOKEN=35020860

- **Mid-American Regional Council**
  http://www.marc.org/

- **St. Joseph Area Transportation Study**
  http://www.ci.st-joseph.mo.us/mpo/mpo.cfm

- **East-West Gateway Council of Governments**
  http://www.ewgateway.org/

- **Ozarks Transportation Organizations**
  http://www.ozarkstransportation.org/index.html
Regional Planning Commission (RPC):
In 1965, the Missouri Legislature passed the State and Regional Planning and Community Development Act. This act allowed the governor to create regional planning commissions (RPCs). Today, all of Missouri’s 114 counties and the City of St. Louis are divided into 19 RPC’s. Every area of Missouri is included in an RPC, including areas covered by a MPO. Outside of metropolitan areas, RPCs serve in a similar role as MPOs in planning development and transportation. The map on this page shows the coverage area for RPCs in Missouri (Courtesy: http://www.rurdev.usda.gov/mo/1940jexhibita.pdf.)

Missouri’s RPCs and their websites are:

1. Boonslick Regional Planning Commission  
   www.boonslick.org/
2. Bootheel Regional Planning and Economic Development Council  
   www.bootrpc.com
3. East-West Gateway Coordination Council  
   www.ewgateway.org
4. Green Hills Regional Planning Commission  
   www.ghrpc.org
5. Harry S. Truman Coordinating Council  
   www.hstcc.org
6. Kaysinger Basin Regional Planning Commission  
   www.kaysinger.com
7. Lake of the Ozarks Council of Local Governments  
   www.loclg.org
8. Mark Twain Regional Council of Governments  
   www.marktwaincog.com
9. Meramec Regional Planning Commission  
   www.meramecregion.org
10. Mid-America Regional Council  
    www.marc.org
11. Mid-Missouri Regional Planning Commission  
    www.mmrpc.org
12. Mo-Kan Regional Council  
    www.mo-kan.org/Northeast
13. Northeast Regional Planning Commission  
    www.nemorpc.org
14. Northwest Missouri Regional Council of Governments  
    www.nwmorpc.org
15. Ozark Foothills Regional Planning  
    www.ofrpc.org
16. Pioneer Trails Regional Planning  
    www.trailsrpc.org
17. South Central Ozark Council of Government  
    www.scocog.org
18. Southeast Missouri Regional Planning and Economic Commission  
    www.semorpc.org
19. Southwest Missouri Local Government Advisory Council  
    www.smcohostmissouri.state.edu
Transportation Improvement Plan (TIP):
A TIP is a four- to five-year priority list of transportation projects to be built in an MPA. Once a TIP is approved by an MPO, the governor, the Federal Transit Administration (FTA) and the Federal Highway Administration (FHWA), it is included without change in the Statewide Transportation Improvement Plan (STIP), directly or by reference.¹⁷

Statewide Transportation Improvement Plan (STIP):
The Statewide Transportation Improvement Plan (STIP) is a rolling, five-year construction plan for the state of Missouri. As one year is completed, another year is added. Missouri Department of Transportation (MoDOT) districts, MPOs and RPCs determine which projects are added to the STIP.

A STIP is developed by MoDOT’s planning partners which are MPOs and RPCs, public officials, special interest groups and citizens.¹⁸ After the plan has been created it is subject to a 30-day public comment period, during which time the document is publicized and distributed to locations where citizens can review it and offer comments. Changes are made in response to comments before a final draft is developed and presented to the Missouri Highways and Transportation Commission for approval.

Missouri Highways and Transportation Commission (MHTC):
The Missouri Highways and Transportation Commission (MHTC) is a six-member bipartisan board that governs MoDOT. Commission members are appointed for a six year term by the governor and no more than three commission members may be of the same political party.¹⁹

MoDOT is controlled by the MHTC and is not subject to direction from the Missouri Legislature.

A.3 Road jurisdiction
Roads in Missouri can be classified by their ownership or jurisdiction:
• Federal (such as an interstate highway)
• State (such as Missouri Route 13)
• County
• City

Many state highways that enter cities serve as city streets. These highways often change names when they enter the community. These roadways can sometimes be under city jurisdiction and sometimes state jurisdiction. Not every road inside a city is under city control and not every state highway in a city is under state control. Asking a transportation official is the only way to know for sure which entity owns a road. Thorough Livable Streets advocates conduct research on which jurisdiction a road of interest is under before beginning the advocacy process.

A.4 Public input at the TIP and STIP level
Road plans are designed at the TIP and STIP level through public input meetings held by the MPO or RPC. These organizations, through public input, determine which road construction projects a community needs and prioritizes them. Public input opportunities are available at each step of the planning process. Advocates can get involved in any or all of these opportunities. Through involvement over time, an advocate ensures his or her wants are considered in the planning and design processes.

Many advocates find it difficult to attend all public input meetings. They may also find themselves raising the same argument in favor of livability on every road project. When a local public agency – city, county, MPO or RPC – adopts a Livable Streets policy, livability would automatically be included.
A.5 From plan to reality

When each one of these projects is ready to move from plan to reality, the project will go through the following phases:

• Design
• Public input
• Right-of-way acquisition (if needed)
• Impact study (if needed)
• Construction phase

Each community, jurisdiction and funding source have different processes for this phase. At this stage, an advocate should watch for and be involved in the public input opportunities. These are often announced on a city’s website or in the local media. Be prepared for the possibility of Livable Streets attributes being cut from street designs to reduce final design costs. When this happens, advocates need to mount a large and robust display of support for a more livable design in order to ensure that elected officials understand the importance of those features.

A.6 City streets

Many cities have street design standards. These standards are that agency’s starting point in all roadway design. These standards often dictate things like right-of-way width, road width, lane width and sidewalk design. These standards often do not include the features of a Livable Streets. Changing these design standards is usually seen as the second step after passing a Livable Streets ordinance or policy in a community. It establishes Livable Streets as a norm and not an exception. In addition, it lessens the work advocates must do in the future.

Changing street design standards is something that is normally done by a city council vote. The process for changing those standards is often similar to getting a Livable Streets policy passed (finding a champion elected official, gathering community support, etc.).

It is also important to understand the process by which local transportation projects are planned, designed and implemented. Transportation planning agencies maintain mailing and e-mail lists that anyone can join. These agencies use these lists to provide information about projects to the public and solicit feedback. There may also be walking public information meetings, at which advocates can discuss the details of projects with planners and engineers. This is a good forum to ask very specific questions about street design plans. Becoming acquainted with these professionals is also an opportunity to engage them in discussions about Livable Streets.
B.1 Livable Streets talking points

During the campaign to adopt a local Livable Streets policy, advocates may meet with elected officials, give presentations to municipalities and civic organizations, and convey campaign information in other ways. Livable Streets advocates should convey a common message before presenting to audiences and speaking with key individuals.

It’s a good idea to practice and read testimony aloud before actually presenting. Telling a story to demonstrate the points can be very poignant and memorable. Consider the following talking points when crafting a range of priority messages for oral and written testimonies to the city council, civic organizations and others.

1. Livable Streets promote improved health and well-being

Among children:
Nationally and in Missouri, childhood obesity is on the rise with 14 percent of Missouri high school students being considered obese.20
• Obesity increases risk of related chronic diseases like coronary heart disease and Type 2 diabetes.21
• Students who walk to school get exercise while commuting. Less active children are more likely to be overweight.22
• The presence of sidewalks is positively associated with physical activity.23

Among adults:
• Rates of obesity and overweight are also increasing. In 1995, 18.9 percent of Missourians reported being obese. In 2009 that number was more than 30 percent.24
• Walking is a basic form of transportation and can be an important source of daily physical activity. However, walking can be difficult for residents when communities lack sidewalks, footpaths, walking trails and safe pedestrian street crossings.25
• Moderate, daily physical activity — like bicycling or walking — has long been recognized as an essential ingredient of a healthy lifestyle.26 Infrastructure for Livable Streets supports physical activity.
• Residents who commute by walking report being happier than their fellow citizens who commuted by more inactive modes.27
• An obese population undermines our national security. Military recruits are increasingly overweight and unfit to serve, leaving the U.S. with a dwindling pool of eligible candidates to protect our country. Obesity is now the leading cause for medical disqualification for youth applying to the military.28

2. Livable Streets support economic vitality

People want to live in bikable and walkable communities. Properties located adjacent to trails sell quicker and for more money.29
• Large businesses often look at the health of a community when deciding where to locate because of insurance costs.30
• Businesses favor healthier employees, as they lose fewer workdays to sickness.31
3. Livable Streets policy adoption is becoming common practice.
   * The Missouri communities of DeSoto, Elsberry, Ferguson, Kansas City, Lee’s Summit, Festus, Crystal City, Herculaneum, St. Louis, Independence and Columbia have all passed Complete or Livable Streets policies. More than 200 local public agencies across the U.S. have now passed these policies.

4. Livable Streets create a safer public realm.
   * More walkers and bicyclists mean more “eyes on the street.” More residents using active transportation means there are more people in the public realm, and increased active transportation creates a safer setting for children as they travel.

5. Livable Streets build independence from polluting and non-renewable resources.
   * Residents traveling by foot or bike are less impacted by sometimes rapidly fluctuating fuel prices.
   * Congestion and air pollution are increasing in America as personal vehicle miles traveled increases. Air pollution can be reduced when more residents make more trips by foot, bike and transit. Livable Streets promotes travel with a small carbon footprint.
   * Families that travel by foot and bike save money. A family can reduce the number of cars they own by replacing a portion of their auto trips with bicycling or walking trips. This savings can be invested or otherwise spent in other ways.

6. Livable Streets provide more transportation choices.
   * About one-third of Missourians cannot drive because they are too young (under 16), too old (some people over 65), have a disability or live in chronic poverty. Livable Streets connects these residents with economic, social and other opportunities.
   * Some citizens choose not to drive. Creating Livable Streets provides these residents with support for their non-motorized choice.
B.2 Livable Streets policy example: Crystal City, MO

Adopted by the City Council of Crystal City August 24, 2010

Complete Streets ordinance

(a) Purpose. The purpose of this policy is to set forth guiding principles and practices for use in all transportation projects, where practicable, economically feasible, and otherwise in accordance with applicable law, so as to encourage walking, bicycling, and other non-motorized forms of transit, in addition to normal motorized transit, including personal, freight, and public transit vehicles. All uses must be designed to allow safe operations for all users regardless of age or ability. The ultimate goal of this policy is the creation of an interconnected network of Complete Streets that balances the needs of all users in pleasant and appealing ways in order to achieve maximum functionality and use.

(b) Application and scope.

(1) This policy requires the city administrator to include complete street elements in the design, construction and maintenance of public transportation projects, improvements and facilities. The city administrator or city council may exempt a project from this policy provided one or more of the following conditions are met:

(i) Non-motorized use of the roadway under consideration is prohibited by law. In this case a greater effort may be necessary to accommodate bicyclists and pedestrians elsewhere within the right of way or within the same transportation corridor.

(ii) The cost of inclusion would be excessively disproportionate to the need or probable use. Excessively disproportionate is defined as exceeding twenty percent of the cost of the larger transportation project. This twenty percent figure should be used in an advisory rather than an absolute sense.

(iii) The street has severe topographic or natural resource constraints.

In all cases where an exemption has been granted, the city administrator or other appropriate official shall document the decision and the invoked exemption condition(s) in the project plan.

(2) This policy requires consideration of Complete Streets elements by the Planning and Zoning Commission and Board of Zoning Appeals, in appropriate circumstances. Accordingly, the city strongly encourages all developers and builders to obtain and comply with, as appropriate, these standards.

(3) This policy is intended to cover all development and redevelopment in the public domain within Crystal City. This includes all public transportation projects such as, but not limited to, new road construction, reconstruction retrofits, upgrades, resurfacing, and rehabilitation. This also includes privately built roads intended for public use. As such, compliance with these principles may be factored into decisions related to the city’s participation in private projects and whether the city will accept possession of privately built roads constructed after the passage of this ordinance. The city administrator, on a case-by-case basis, may exclude routine maintenance from these requirements.

(4) The city understands that special considerations and designs are necessary to accommodate older adults and disabled citizens. Accordingly, the city will ensure that those needs are met in all Complete Streets designs. All public...
transportation projects involving Complete Streets elements, where practicable, shall be ADA compliant to help meet those special considerations.

(c) Guiding principles and practices.
(1) “Complete street” defined. A complete street is designed to be a transportation corridor for all users: pedestrians, cyclists, transit users, and motorists. Complete Streets are designed and operated to enable safe continuous travel networks for all users. Pedestrians, bicyclists, motorists and bus riders of all ages and abilities are able to safely move from destination to destination along and across a network of Complete Streets. Transportation improvements, facilities and amenities that may contribute to Complete Streets and that are considered as elements of a “complete street” include: street and sidewalk lighting; pedestrian and bicycle safety improvements; access improvements, including compliance with the Americans with Disabilities Act; public transit facilities accommodation including, but not limited, to pedestrian access improvement to transit stops and stations; street trees and landscaping; drainage; and street amenities.

(2) The city will strive, where practicable and economically feasible, to incorporate “Complete Streets” elements into all public transportation projects in order to provide appropriate accommodation for bicyclists, pedestrians, transit users and persons of all abilities, while promoting safe operation for all users, in comprehensive and connected networks in a manner consistent with, and supportive of, the surrounding community.

(3) The city will incorporate Complete Streets principles into all public strategic plans, upon subsequent updates. The principles, where practicable, shall be incorporated into other public works plans, manuals, rules, regulations, operational standards, and programs as appropriate and directed by the city administrator. The principles shall be incorporated into appropriate materials and resources no later than two years after the adoption of this ordinance.

(4) It shall be a goal of the city to foster partnerships with the State of Missouri, Jefferson County, neighboring communities, and Crystal City Business Districts in consideration of functional facilities and accommodations in furtherance of the city’s Complete Streets policy and the continuation of such facilities and accommodations beyond the city’s borders.

(5) The city recognizes that Complete Streets may be achieved through single elements incorporated into a particular project or incrementally through a series of smaller improvements or maintenance activities over time. The city will attempt to draw upon all possible funding sources to plan and implement this policy and shall investigate grants that may be available to make Complete Streets elements more economically feasible.

(6) The city recognizes that the elements comprising a complete street are only effective when appealing and pleasant to use and will ensure improvements meet those standards.

(d) Study/analysis to be undertaken as part of public transportation project. During the planning phase of any public transportation improvement project, a designee of the city administrator (which may be the street superintendent, the city’s design engineer, or other person or firm deemed appropriate by the city administrator) shall conduct a study and analysis relating to the addition and incorporation of Complete Streets elements into the project.

The study and analysis shall include cost estimates, whether the elements could be incorporated in a safe and legal
manner, the degree that such improvements or facilities may be utilized, the benefit of such improvements or facilities to other public transportation improvements, whether additional property is required, physical or area requirements or limitations and any other factors deemed relevant.

Such study and analysis shall be submitted to the city administrator for consideration in the design and planning of the public transportation project. The city administrator shall incorporate Complete Streets elements in each public transportation project to the extent that such is economically and physically feasible.

(e) Administration.
(1) The city administrator shall be responsible for the overall implementation and execution of the Complete Streets principles and practices.

(2) The city administrator shall collaborate with appropriate staff to adopt a Complete Streets checklist for use on all public transportation projects. The city encourages all developers and builders to obtain and use this checklist.

(3) When available, appropriate, and monetarily feasible, the city shall support staff professional development and training on non-motorized transportation issues through attending conferences, classes, seminars, and workshops.

See more Livable Streets success stories!
Additional examples of livable streets or complete streets policies adopted by other Missouri communities are available online at http://LivableStreets.Missouri.edu.
### B.3 Stakeholder worksheet

Use this sheet to list and rank stakeholders and track communication methods.

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<th>Name/Organization/Contact information</th>
<th>Communication Method</th>
<th>Stakeholder Importance</th>
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Potential stakeholders: elected officials, physicians, teachers, school administrators, county administrators, city staff, parents, children, business owners, environmental advocates.
B.4 Stakeholder Communication Letter/E-mail Sample for advocates

Parts of the text are highlighted to indicate where you may easily modify the samples for your own community.

Dear Mr. Smith,

It was great to see you at the Rotary meeting last Tuesday. I was glad to hear you say that you also believe in giving people options when it comes to transportation in Anytown. I am currently involved in a campaign to have a Livable Streets policy adopted in Anytown and think this is something you will be interested in. Livable Streets is a concept that supports sustainable cities through sensible urban planning, design and transportation policy. The basic premise is that it is the people who make a city great.

Many of the world’s great cities dedicate too much of their precious, limited public space — their streets — to motor vehicles rather than people. Here in Anytown, we are working to redesign our community around public transportation and walkable, bikable streets.

Right now a proposal has been drafted and is ready to go before the city council. You can take a look at the language of the proposal here www.readit.anytown. Once you do that, I urge you to write your council person and let them know that you think Anytown should embrace the idea of Livable Streets and that you support its adoption as public policy.

Sincerely,

James Jones
234 Commerce
Anytown, USA 65656

B.5 Stakeholder Communication Letter/E-mail Sample for civic or elected leaders

Councilperson Jane Smith
123 Main Street
Anytown, USA 65656

Dear Councilperson Smith,

I am a resident of Anytown ward 4 and I wanted to let you know how much I support the idea of a Livable Streets policy in our city. As a person who cannot always drive to my destination, I think it is very important that alternative methods of transportation are available in Anytown.

I have read the language and agree that adopting the Livable Streets policy will help balance the needs of all users of our local roadways. Livable Streets also consider community values and qualities of environmental stewardship; scenic, aesthetic, historic and natural resource preservation; safety; security; mobility and individual freedom.

Thank you for considering a Livable Streets policy for Anytown. Progressive thinking like this is important to people for whom driving is not an option and will benefit many people with the community.

Sincerely,

James Jones
234 Commerce
Anytown, USA 65656
B.6 Example of successful op-ed about Livable Streets
Published in the Columbia Daily Tribune June 1, 2004

By adopting new street standard policies, Columbia can create a community resource that will benefit all of us, and generations to come. We are positioned to become known as Columbia: The City of Trails!

Currently, more than half of Columbia’s streets lack sidewalks and the handful of bicycle lanes that exist are scattered around the city. As a result only 7.5% of work trips in Columbia are completed by walking or biking. In cities with quality facilities, such as Davis, CA, Madison, WI, and Boulder, CO, the percentage of walking and biking trips exceeds 15%, more than twice Columbia’s rate.

A 15-month planning process involving local homebuilders and developers, key departments and volunteer commissions of the City of Columbia, and local health/environmental groups, concluded in August, 2003.

The Model Street Standards Working Group (the Group) recommended that new residential streets (70% of all streets) be slightly narrowed from 32’ to 28’ in order to help slow vehicles in neighborhoods, save money, and reduce impervious surface. Narrower residential streets are common around the country. The National Association of Home Builders recommends 24-26’ residential streets to reduce cost and storm water runoff. Springfield, MO has a 27’ standard for local streets, and Omaha, NE utilizes a 25’ standard.

For major collector and arterial streets, the Group recommended that areas previously set aside for on-street parking (now typically prohibited) be narrowed slightly and used instead for bike lanes. Pedways (8’ shared use paths) were recommended for one side of major collectors and arterials, the most heavily trafficked streets, to provide a comfortable place for cyclists who prefer to be separated from high-speed automobiles, pedestrians, wheelchair and mobility device users, and others.

While the recommendations call for many street widths to be narrowed slightly, they call for ALL vehicle travel lanes to be no less than 12’ wide, the width of travel lanes on I-70. The typical automobile is 5’-6’ wide. School buses are about 8’ wide. Combined with our growing nature trail system, the proposed street standards will lay the foundation for an outstanding bike/ped/wheelchair network similar to those in Davis, Madison, and Boulder, other college towns with which Columbia competes economically. Transportation choice is something Colombians desire, as illustrated by the almost 1,400 Columbians who left their cars at home and chose active transportation during the recent Third Annual Mayor’s Challenge: Bike, Walk, and Wheel Week.

And how much extra will it cost to build streets according to the new standards? Little or nothing! According to Columbia Planning Director Roy Dudark, who provided staff support for the Group, the cost savings achieved with narrower residential street widths will offset most if not all of the extra cost of bike lanes and pedways.

Economic benefits
Development of a quality bike/ped/wheelchair network will be good for our local economy. According to REDI, Columbia should exploit the presence of MU to expand our technology-based economy. At the heart of that strategy is the need to recruit and retain knowledge workers, especially the highly productive researchers and graduate students that fuel the MU research enterprise and other high-tech companies. Columbia competes with other university towns, many of which boast multi-modal transportation networks and other quality outdoor recreation opportunities - amenities that are viewed as highly desirable by knowledge workers. Columbia has no mountains, beaches and oceans, nor recreational lakes, but we do have a beautiful and gently rolling terrain that lends itself to a quality bike/ped/wheelchair network.

For many years, the Chamber of Commerce has led the effort to recruit retirees to Columbia. According to Columbia gerontologist Ann Gowans, Ph.D., “roughly 50% of those who make detailed plans for their retirement are looking for a place where they can use their legs and their bikes to get around.” Columbia will compete more effectively for retirees with a quality multi-modal transportation network.
Quality bike/ped/wheelchair facilities increase real estate values. According to a 1999 Urban Land Institute study, “Homebuyers are willing to spend an additional $20,000 for a home in a pedestrian-friendly neighborhood,” and a Colorado State Parks study found that, “Homes within one block of an urban trail are more easily marketed because of their proximity to the trail.” Many local real estate ads draw attention to the close proximity of houses to the MKT and other trails.

More than 3,500 households in the Columbia Metro area do not own a vehicle. The monies saved from NOT operating a vehicle can be invested in housing, education, and the local economy, helping many to increase their quality-of-life.

Health benefits
A quality bike/ped/wheelchair network will have long-term benefits for the health of Columbians, and will help to avert a nationwide public health crisis that threatens the financial security of the country.

Over the last 30 years, childhood overweight has tripled and continues to rise, while the percent of children who walk/bike to school has fallen from 66% to 10%. Two-thirds of adults are now overweight and one-third are obese, leading to diabetes, heart disease, and stroke. This disease epidemic is causing an estimated reduction in life expectancy of 8-20 years for obese individuals, and an explosion in health care expenditure. The cost of overweight and obesity exceeds $100 billion annually and will soon eclipse health care costs associated with tobacco use.

The tragic human suffering and enormous financial burden are the result of a lifestyle gone astray. Just thirty minutes of moderate physical activity (such as walking) every day would cause most people to avoid these dire consequences. But the easiest way to achieve physical activity is unavailable to many of us today because neighborhoods, employment centers, and places of business are being designed exclusively for the automobile. According to Richard Killingsworth, Director of Active Living by Design, “Community design and limited transportation choice often prevent people from leading physically active lives.”

We must become a more physically active society. Experts agree that incorporating biking and walking into our daily routines is the best strategy to improve our health. A quality multi-modal transportation network that encourages biking and walking is essential.

Community benefits
Finally, there are community benefits to having a quality bike/ped/wheelchair network.

Facilities that encourage people to bike, walk, or wheel increase the social capital of neighborhoods and business districts. People get to know their neighbors, they look out for each other, quality of life increases, and crime is deterred. When a walk-to-school program was initiated in Chicago, neighborhood crime decreased in areas where children and parents were walking every day.

Summary
The proposed street standards represent little or no additional cost over the old standards. Adoption of the proposed street standards will insure the ongoing creation of a quality multi-modal transportation network that will add enormous value to our city. We can become Columbia: The City of Trails.

Chip Cooper, President, PedNet Coalition; Ian Thomas, Ph.D., Board Member, PedNet Coalition; Michael Szewczyk, M.D., Chair, Columbia/Boone County Board of Health; Ann Gowans, Ph.D., Chair, Columbia Parks and Recreation Commission; Steve Kullman, Chair, Columbia Bicycle/Pedestrian Commission; Fred Murdock, Ph.D., Chair, Columbia Disabilities Commission; Daniel C. Vinson, MD, MSPH, MU Dept. of Family and Community Medicine; Tom LaFontaine, PhD, Chair, Mayor’s Council on Physical Fitness and Health; Judy Knudson, RN, Chair, Mayor’s Challenge Bike, Walk, and Wheel Week Committee; Leigh Lockhart, Owner, Main Squeeze Natural Foods Cafe; Vickie Robb, Principal, Russell Boulevard Elementary School; Columbia SAFE KIDS Coalition.
B.7 Letter to the Editor Example

Letters to the editor are even shorter than opinion or commentary pieces. Typically, newspapers look for letters that are 250 words or less. When writing a letter to the editor, try to reference an earlier article or issue that appeared in the paper, and try to be as specific and hard-hitting as possible.

To the editor:
I recently read the article in The NEWSPAPERNAME about the new development project for downtown (“New Plans for Main Street,” Mar. 12). I strongly believe these plans miss a key opportunity for connecting pedestrians and bicyclists to the downtown area. While I applaud the project planners for including crosswalks in their plans, the project needs a sidewalk and bike path that connects the north side of town to the new roadway. Walkers and bicyclists would be able to get downtown and visit local businesses safely.

Sincerely,
James Jones, 234 Commerce, Anytown, USA 65656

B.8 Press release example

FOR IMMEDIATE RELEASE

CONTACTS:
Name/Title
Contact information (phone and email)

Livable Streets coming to Anytown

All people want to live in a vibrant community filled with opportunity. Part of that package is a city where people can safely get around, whether it’s by car, bicycle or foot. This is where the concept of Livable Streets comes in.

A livable street allows all residents to walk, bike or wheel to important destinations, and this will be the main topic of conversation on DATE when the city of Anytown Parks and Recreation Department and MU Extension host a Livable Streets Advocacy Training. This event will take place from 3 to 6 p.m. at the Anytown Building, 101 Main St. After the training, there will be a city-sponsored open house from 6 to 7 p.m. to discuss the city’s Master Trail Plan.

“We are excited to be able to offer this free training,” said city of Anytown Parks and Rec Director Jane Smith. “Anytown is actively working on the Master Trail Plan. Being able to talk about all of these ideas and best practices will make for an energizing afternoon.”

Livable Streets is a design and planning approach that considers the needs of drivers, as well as the transportation needs of children and families, the disabled, seniors and bicyclists. Across the state, there is growing interest in applying Livable Streets elements to new planning and transportation projects. To date in Missouri, there are 11 communities that have passed Livable Streets or Complete Streets ordinances or policies.

Anyone interested in learning how to create a more walkable, bikable and accessible community is welcome to attend the free training offered by city of Anytown Parks and Recreation Dept. and MU Extension.

For more information, questions or to RSVP to this event, contact the city of Kirksville Parks and Recreation Department at (660) 627-1485. For more information about Livable Streets go online to http://LivableStreets.Missouri.edu and follow Missouri Livable Streets on Facebook.

# # #

About Livable Streets: Missouri Livable Streets is a grant-funded project of University of Missouri Extension, the Missouri Department of Health and Senior Services and the Missouri Council on Physical Activity and Nutrition. Funded by the American Recovery and Reinvestment Act (ARRA), Missouri Livable Streets is dedicated to helping all communities improve their quality of life by investing in their streets, roadways and sidewalks.
B.9 Advocacy Organizations
The following organizations advocate for more livable streets.

League of American Bicyclists
www.bikeleague.org

Trailnet
www.trailnet.org

America Walks
www.Americawalks.org

The PedNet Coalition
www.pednet.org

Rails To Trails
www.Railstotrails.org

Missouri Bicycle Federation
www.mobikefed.org

Bikes Belong
www.bikesbelong.org

Complete Streets Coalition
www.completestreets.org

B.10 Organizations and communities that support Complete Streets policies
The following organizations have stated their support for livable or complete streets policy and planning:

- AARP (statement by national office)
- American Institute of Architects (statement from national organization)
- American Planning Association, Missouri Chapter
- BikeSource Bicycle Shop, Kansas City
- Springbike Bicycle Club
- City of St. Joseph
- City of Warsaw Parks and Recreation
- Conservation, Ferguson, Missouri
- EarthRiders, Mountain Bike Club, Kansas City
- Farmington Pedestrian & Bicycle Safety Committee
- Great Rivers Greenway
- Joplin Trails Coalition
- Kansas City Bicycle Club
- League of American Bicyclists
- Let’s Go KC Alliance for Transportation Choice
- Mark Reynolds Memorial Bicycle Fund
- Midwest Cyclery, Kansas City
- Missouri Bicycle & Pedestrian Federation
- Missouri Coalition for the Environment
- Missouri Parent Teacher Association (PTA)
- Missouri Public Transit Association
- National Complete Streets Coalition
- Osage Region Trails Association
- Ozark Greenways
- Paraquad, St. Louis
- Parkland Cyclists Bicycle Club
- PedNet Coalition, Columbia
- American Society of Landscape Architects, Prairie Gateway Chapter
- St. Joseph Area Transportation Study Organization
- St. Louis Regional Bicycle Federation
- Scenic Missouri
- Sierra Club, Thomas Hart Benton Group
- Trailnet
- Trek Bicycle Stores – Kansas City & St. Louis
- Truman Lake Bicycle Club
- Urban Kansas City Community of Cycling
B.11 Livable Streets design case study: The Griffith Elementary Crosswalk Project, Ferguson, MO

This case study demonstrates how a road redesign can improve safety and accessibility for everyone.

A few years ago, a student was struck by a car and died in Ferguson, Missouri while crossing Chambers Road in front of Griffith Elementary School. The student was a crossing guard and was struck while in a crosswalk with the right-of-way. This tragic accident sent shock waves through the community. The Ferguson Police Department applied for and received a Safe Routes to Schools grant to enforce the school zone speed limit on Chambers Road and the Griffith School community became hyper-aware of students’ safety as they cross Chambers Road.

In spite of these efforts, the Chambers crosswalk continued to feel very unsafe — an indication that the actual design of the road was a major part of the issue. Chambers Road is an arterial street that connects the City of Ferguson east and west to neighboring communities. It is a four-lane road (two lanes each direction), with parking lanes on both sides. However, parking is not allowed in the blocks near the school, so it feels like a six-lane road. Elementary school children have to walk across more than 60 feet of asphalt before they get to safety on the opposite side of the street. Although the speed limit is marked at 35 mph (25 mph during school zone times), drivers often travel 10 to 20 mph over the speed limit because the road literally feels like a highway. Although Chambers has sidewalks and a crosswalk, it is clear that its engineers designed it first and foremost for fast speeds and large

Existing Conditions

Consensus Rendering

These images represent the street’s existing conditions and a new consensus rendering. The consensus rendering includes the following changes: 1) creation of a true intersection at Chambers and Day and shifting the crosswalk to the intersection, 2) roadway narrowing to decrease crossing distance by 20 feet by removing the unused parking lanes, 3) additional signage to slow drivers, and 4) widening of sidewalks along Chambers to a minimum of 5 feet. Rendering developed by H3 Studio for Trailnet.
volumes of cars — pedestrians were an afterthought. School officials had such a hard time imagining how to improve pedestrian safety on Chambers Road that they wondered if the only solution was to just build a pedestrian bridge over the road. When the community was presented with the opportunity to work with a planner to develop a vision for improving the Chambers crosswalk, they jumped at the chance.

The City of Ferguson had partnered with Trailnet in 2008 as one of three community partners in Trailnet’s Healthy, Active & Vibrant Communities Initiative (HAVC). Within a few short months, Ferguson residents, city staff, and elected officials created the “Live Well Ferguson!” taskforce with the mission to promote active living and healthy eating in Ferguson. By Fall 2008, the Ferguson City Council had already adopted a Complete Streets ordinance. As a partner in HAVC, the taskforce was given the opportunity to develop a Complete Streets rendering to help residents, staff, and city council members visualize how a street could be transformed to create a safer environment for pedestrians, cyclists, and drivers. The Chambers crosswalk was the obvious choice.

The Rendering Process
The Live Well Ferguson taskforce (LWF) first hosted a site walk-through and discussion with students, school officials, city staff, and residents to identify the issues. LWF then convened a meeting with the key city departments (police, fire, public works, and planning), the county Department of Highways and Traffic (the owners of Chambers Road), school officials, LWF taskforce members, and the urban planner who was hired to create the rendering. The result of the meeting was a series of “consensus changes” that all parties could agree on, as well as a series of proposed “complete streets” changes that needed further exploration before the county could support them. With this important feedback, LWF asked the urban planner to create two separate renderings: one of the consensus changes and a second with the complete streets changes.

The Final Renderings
The existing conditions, as well as the two renderings were finalized in late 2010 and are shown on the previous page and below. Now that the renderings have been completed, LWF is building support for the proposed changes by presenting them at school meetings, neighborhood meetings, publishing the renderings in the local paper, and online. LWF is also working with the county Department of Highways and Traffic, the owner of Chambers Road, to identify steps that can be taken to implement the changes. They are optimistic that the county will be a good partner in this effort; however, if the county is unwilling to work to improve Chambers Road, the community is prepared to advocate for the changes that are so desperately needed to improve the safety of their children.

Complete Streets Rendering - Plan View

The complete street rendering includes all the elements of the consensus rendering, as well as the following addition: 1) a “road diet” of Chambers resulting in one travel lane each direction with a center turn lane, 2) addition of bike lanes, 3) addition of street trees to visually narrow roadway and calm traffic, and 4) marking the intersection with a different color and texture to increase driver awareness that they are in a pedestrian zone. Rendering developed by H3 Studio for Trailnet.
B.12 Livable Streets policy case study: Lee's Summit, MO

Dr. Ed Kraemer of Lee's Summit is an ordinary citizen with an interest in making his community healthier and safer. In 2006, Dr. Kraemer worked with citizen advocates and city officials to create an indoor smoking ordinance. Then he became interested in making the city safer and more inviting for bicycling and walking.

How did he go about turning this good idea into a comprehensive Lee's Summit Livable Streets policy?

First, he invited city staff members from Public Works and Parks to attend a Bicycle Friendly Communities seminar. The attendees were introduced to the Complete Streets concept and decided to make a Complete Streets policy a primary goal for the city.

Dr. Kraemer then approached the mayor, who recommended that Complete Streets be incorporated into the city’s strategic planning process. This process included a series of meetings in which citizens prioritized their visions for the city. Dr. Kraemer presented Complete Streets concepts and benefits at these meetings. The result of this effort was that the city council adopted a strategic plan that included a statement of support for Complete Streets and a plan to implement Complete Streets in the city.

Once the strategic plan was adopted, the city council created a Livable Streets planning committee that consisted of a wide-ranging group of citizens. The committee created a comprehensive plan for promoting bicycling and walking in the city. The plan included education and promotion programs, plans to apply for national bicycle and pedestrian-friendly community recognition programs, and updating the city’s policies related to bicycling and walking facilities.

As part of the education program, the Livable Streets planning committee created a website and a brochure, and presented to numerous community and business groups, the chamber of commerce, civic clubs, the park board, the planning commission, city staff, and city council committees. In discussions with city staff and council members, committee members decided to pursue a Livable Streets resolution. The committee spent a year acquiring city council members’ input, drafting the resolution and obtaining approval from the city council. The resolution was adopted in November 2010.

As a result of this resolution, Lee’s Summit is now seeking to appoint a Livable Streets advisory board, which will include citizen representatives from each city council district. The board will advise the city council and staff on a comprehensive program to promote bicycling and walking, and revise policies and ordinances needed to comprehensively implement Complete Streets.

Dr. Kraemer’s great idea to bring Complete Streets to Lee’s Summit has been more than three years in the making — and still is not complete. Although such a complete and exhaustive process may not be necessary in every city, an important lesson can be learned from Lee’s Summit experience. The primary lesson is that advocacy is about building relationships. Every step of Lee’s Summit’s process involved building strong, personal relationships with citizens, staff and elected leaders, and helping them understand and support Complete Streets. The result of this comprehensive approach has been the development of a very strong, resilient and deep base of political, citizen, and staff support for Complete Streets. When it comes time to make tough decisions about funding, priorities or projects, this strong web of personal relationships built in support of Complete Streets is critical to make real changes happen.
Role-Play Activities

C.1 Role-play activity for two people

Directions: Partner with a person you do not know. For each scenario, one of you should assume the role of person 1 while the other should be person 2. Read about your characters, and then role play the interactions.

Scenario 1:
Person 1: Your local city council person has introduced a Complete Streets Ordinance. She is nervous and unsure what her colleagues will think about the issue. You would like for a large contingent of people to be at the council meeting to support her and the issue. You create a list of stakeholders and are calling the first person, a local heart surgeon whom you’ve never met, but he is well respected in the community. Your goal is to get him to support the policy and testify at the council meeting about the issue.

Person 2: You are a local heart surgeon who is well-known and respected in the community. You are vaguely familiar with the idea of Complete Streets, having heard someone talk about the idea at a medical conference a couple of years ago. You have never met the person who is about to call you.

Scenario 2:
Person 1: You are attending the Missouri Bicycle and Pedestrian Federation’s Bicycle and Pedestrian Day at the Missouri Capitol. Your first meeting is with a Democrat representative from an urban district who is on the Job Creation and Economic Development Committee. Your goal is to convince him to support Complete Streets policies in general.

Person 2: You are a member of the House of Representatives in the state of Missouri. You represent an urban district, are a member of the Democratic Party and on the Job Creation and Economic Development Committee. You do not know the person who is about to meet with you in your office.

Scenario 3:
Person 1: You are on the city council of a St. Louis suburb with a population of 14,000. A constituent, whom you do not know, has asked you to discuss an important issue over coffee. You agreed and are meeting him now.

Person 2: You are meeting your local city council representative to discuss Complete Streets. She is newly elected and you are unsure of her position or if she is familiar with the concept. Currently, the issue has never been discussed in the city council and your goal is to get her interested and introduce the ordinance.

Scenario 4:
Person 1: You are a Republican from a rural district serving in the Missouri House of Representatives. Your receptionist has informed you that at 1 p.m. you are meeting with a constituent. You have no idea what about or who they are, but you always make time for potential voters.

Person 2: You are attending the Missouri Bicycle and Pedestrian Federation’s Bicycle and Pedestrian Day at the Capitol. Your first meeting is with a Republican representative from a rural district who is a member of the Public Safety Committee. Your goal is to convince him to support Complete Streets policies in general.
C.2 Role-play activity for larger groups

This role play exercise is designed to give the advocate practice discussing Livable Streets with people of various background and beliefs. Each stakeholder in a livable streets campaign can be given a score on the readiness for change index. For example, a city councilperson who advocates for reduced speed limits and safe routes to school might merit an 8/10 score whereas a retiree on a fixed income who fundamentally questions government activities may merit only a 2/10.

The city mayor calls an informal meeting to discuss Complete Streets, largely as a result of lobbying by the chair of the Disabilities Commission. He or she invites the public works director, the bike club president and a chamber of commerce board member. Shortly before the meeting, the mayor receives a call from an elementary school parent asking for safer streets for kids to walk and bike to school, so the parent is invited, too. The meeting takes place in the mayor’s office.

City mayor (readiness for change index = 8/10): Elected on a platform to promote economic development by emphasizing quality of life issues in the community, your agenda includes promotion of parks and public spaces. Despite being a health and fitness enthusiast, you have never taken the idea of walking or bicycling for transportation seriously – until you took a recent vacation to Europe and saw effective multi modal systems.

Chair of the Disabilities Commission (readiness for change index = 10/10): Partially paralyzed as a result of a progressive neurological disease, you resolved to turn your misfortune into a positive opportunity by becoming an advocate. Your efforts led to the formation of the city’s Disabilities Commission, your appointment as its first chair, and the creation of an ambitious agenda of ADA-related policy and infrastructure improvements, including Complete Streets.

Public works director (readiness for change index = 2/10): Nearing retirement, you are an “old school” traffic engineer with a focus on designing efficient transportation systems that move motor vehicle traffic with a high level of service and on cost containment. Sidewalks are useful in older, denser parts of town built before modern parking codes, but are not necessary everywhere when budgets are tight. Bicycles are children’s toys or exercise equipment.

Bike club president (readiness for change index = 5/10): A former marathon runner and triathlete you have embraced competitive and recreational cycling as your knees have started giving way. The bike club competition team is a regular contender for statewide championships and very few members cycle for transportation, but you have started to buck that trend recently, riding to school with your teenage son and then riding on to work.

Chamber of commerce board member (readiness for change index = 1/10): You own the largest automobile dealership in the area. Business has been declining in recent years because of the recession and the fact that the majority of young people leave town and do not return when they complete school. You have no patience with people who bring spurious arguments like obesity and climate change into transportation policy.

Elementary school parent (readiness for change index = 8/10): A low-income, single-parent of a 10 year old and a 7 year old, your work shift makes it difficult for you to be home at the end of the school day. Your elderly mother (who does not walk far nor drive) lives close to your children’s school – just a couple of blocks away – but it is along a freeway without sidewalks. Increasingly frustrated, you call the mayor’s office to ask if a sidewalk can be installed.
References


