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With thanks to planning staff liaisons Ken Tippette, Dale McKeel, and Gordon Sutherland; to members of the Charlotte Bicycle Advisory Committee, the Davidson Greenways, Trails and Bikeways Advisory Board, the Durham Bicycle and Pedestrian Advisory Commission, the Carrboro Transportation Advisory Board, and the Chapel Hill Bicycle and Pedestrian Advisory Board for their input and help; to my advisor Professor Ray Burby, and to my husband, Philippe.



INTRODUCTION

Welcome to the Chapel Hill Bicycle and Pedestrian Advisory Board!

Appointment to a town board represents a public trust, a responsibility to care for the general welfare of the community, and an opportunity to help shape the present and future quality of life in Chapel Hill and its surrounding areas. That said, the process of improving the Town's bicycle and pedestrian facilities is often complicated and tedious, and as a member of the Chapel Hill Bicycle and Pedestrian Advisory Board (BPAB), you will find your skills, experience and patience challenged. However, your determination and energy, coupled with the appropriate education and resources, can greatly influence how Chapel Hill's pedestrian and bicyclist needs are prioritized.

Whether you are a new or long-time member of the BPAB, this handbook will help you understand all of the factors that shape how pedestrian and bicycle facilities are developed in Chapel Hill.

Who is this book for, and how should it be used?

This handbook is for new and experienced board members alike. It can be read from cover to cover, but more practically is a resource for you to browse through and refer to, as needed.

New BPAB members

If you are new to the Board, you should peruse the entire handbook, particularly Parts 1 and 2, on government, funding, meeting procedure, responsibilities on the Board, etc. Each section provides the important information that you need to know in order to jump right into your new responsibilities.

Existing BPAB members

Use this book as a resource and working document. Add to and update sections and indexes to keep them useful and current, refer to sections for guidelines, ideas, and networking possibilities. Part 3 will be particularly useful to learn how to make the most of your time on the Board, and how maximize the impact of your efforts.

What topics does this handbook cover?

This handbook is organized into three parts:

- Part I: Introduction to the BPAB
- Part 2: <u>All About Government and the Review</u> <u>Process</u>
- Part 3: Organizing the Board's Work

Each part is organized into subsections that answer a range of questions based on a particular topic; these questions are listed in the Index for easy reference. There are pictures and diagrams for clarity, and links to other documents or websites that address the question in more detail. Browse through the questions listed in the Index. If you do not know the answers, or would like to learn more, then follow the links to the corresponding section.

Making Chapel Hill a more bicycle- and pedestrian-friendly place takes a lot of determination, creativity, and patience. The more time you invest in educating yourself on how to fulfill your responsibilities as a Board member, the more effective you will be in influencing the town's future for bicyclists and pedestrians.

PART 1: WORKING FOR THE BOARD



Part 1 of the handbook will cover three topics:

- 1.1 Introduction to Working on the Chapel Hill Bicycle and Pedestrian Advisory Board
- 1.2 **Board Offices and Responsibilities**
- 1.3 Planning Staff Responsibilities

1.1 Introduction to Working on the Chapel Hill Bicycle and Pedestrian Advisory Board

This section answers the questions:

- What is the Board's history and background?
- What is the Board's job?
- Who are the Board members?
- How much time should I dedicate to the Board? What can I do outside of meetings?
- What Town documents should I read in order to learn about the Board's work?

What is the Board's history and background?

The Bicycle and Pedestrian Advisory Board has been around since 1999. It is the product of the (temporary) Bicycle Planning Task Force, established in 1997 to explore bike-related issues. The Task Force provided a final report to the Town Council for the fiscal year (FY) 1998–99 budget, which included a recommendation to establish a "Walks and Bikeways Commission." This Commission was to provide focus on bicycle and pedestrian issues in general and, in particular, to implement a bicycle plan for the Town of Chapel Hill.

The Council accepted the recommendation, and in an ordinance dating August 1999, created the Walks and Bikeways Commission, which later became the Bicycle and Pedestrian Advisory Board.

Read below to learn more about the Board's responsibilities.

What is the Board's job?

Appointment to a town board represents a public trust, a responsibility to care for the general welfare of the community, and an opportunity to help in shaping the present and future quality of life in Chapel Hill and its surrounding areas. To that end, you have many duties, including the following:

Review and Recommend

- Review project designs related to proposed bicycle and pedestrian improvements, including review of new proposals for subdivision or development of land or improvements to existing subdivisions and developments, and recommend enhancements.
- Recommend walks and bikeways priorities for local, state, and federal projects.

- Review Town ordinances with respect to pedestrian and bicycle requirements and recommend enhancements.
- Review State and regional policies pertaining to pedestrian and bicycle facilities and recommend changes that fit community needs.
- Set priorities for new facilities or enhancement of existing routes in the Bicycle and Pedestrian Action Plan.

Advocate and promote

- Identify and prioritize critical gaps in facilities; advise which critical gaps require Town action.
- Report annually to the Council regarding walks and bikeways system needs and priorities for consideration during Capital Improvements Program and budget deliberations.
- Promote walking and biking as alternate modes of transportation, with emphasis on educating school age children on safe, effective bicycling and walking.

 Advocate services for bike-commuters, such as showers, changing areas and secure bicycle parking facilities.

Network and Research

- Work with regional organizations to coordinate regional bikeway linkages.
- Work with other Town advisory boards to coordinate walks and bikeways planning.
- Assist in identifying alternative funding sources for walks and bikeways projects.

This handbook will address each one of these responsibilities, outlining tips, strategies, and processes which you can use to make Chapel Hill a more pedestrian and bicycle friendly town.

Who are the Board members?

The Board is composed of ten members appointed by the Town Council. These members are:

- Six representatives from the Town of Chapel Hill
- Two representative from the Town of Carrboro
- One representative from Orange County
- One representative from the University's bicycle management section

Members serve staggered, three-year terms, and are not eligible for more than two consecutive three-year terms. In addition to the constituency requirements, the Board should work to diversify its membership based on the following considerations:

- Age and physical ability
- Level of bicycle experience (beginner and experienced, recreational and commuter)
- Neighborhood representation
- Professional experience or particular interest in ped/bike issues
- Membership in area advocacy groups

Finally, the Board should also consider the perspective member's ability to commit time and energy to working for the Board.

On average, you should commit about 2 hours per week to work on Board issues, not including the monthly meeting time of 2 hours. Keep in mind, the more you want Chapel Hill to change, the more time you need to put into actively promoting bicycle and pedestrian issues!

What should you spend these 2 hours on?

- Bike and walk! Routinely check out what's new or changed in your area, and what you think could be better. Take pictures, keep notes, and compile lists of those ideas.
- Attend other advisory board meetings to keep track of what else is going on in Chapel Hill
- Write letters to newspapers or elected officials

Any other activities outside of meeting times?

Yes. The Board may have an annual retreat to brainstorm, assess progress, regroup, and refocus for the year ahead. Board members should also attend public hearings on projects, development proposals (such as the upcoming Carolina North campus on MLK Jr. Blvd).

BPAB Action Item

For more ideas on what to do during your time outside Board meetings, see Section 3.1 for a list of ongoing projects and future project ideas.

- Update the Board's website
- Research issues and find out how other towns and cities have dealt with similar problems
- Talk to your area contacts to coordinate projects or gather public support
- Correspond with your fellow Board members

Finally, public outreach necessitates attendance and promotion at festivals and events (such as Chapel Hill's annual Festifall), or putting out information booklets or maps at area schools, stores, community centers, and churches.

What Town documents should I read in order to learn about the Board's work?

This handbook will give you an overview, but you need to be familiar with the following documents:

- <u>Town's Land Use Management Ordinance</u> (2003, amended 2006)
- Bicycle and Pedestrian Action Plan (2004); see description in Section 2.5
- Chapel Hill Mobility Report Card (2005); see Appendix 9 for excerpt
- <u>Comprehensive Plan</u> (2000), with attention to action plans and implementation schedules
- Design Manual (2005) particularly sections 4.11 4.14
- <u>Town's Development Ordinance</u> (2002)
- Master Landscape Plan Entranceway Corrid
- ors (1988)
- Downtown Small Area Plan and Downtown Design Guidelines (2000)

1.2 Board Offices and Responsibilities

Back to previous section

This section answers the questions:

- What are my responsibilities on the Advisory Board?
- What kind of meetings does the Board have?
- How is the agenda prepared?
- How does a meeting proceed?
- How are meetings conducted? An overview of Robert's Rules
- What's important about taking minutes?

What are my responsibilities on the Advisory Board?

There are only four official offices held by members of the Advisory Board, those of the Chair, Vice Chair, Community Design Liaison, and University Liaison. However, some boards find it helpful to assign specific duties to individuals for short- and long-term work. This helps clarify and speed up the delegating process when the Board wants to research an issue or work on a project. Depending on each person's strengths and interests, the Board can consider dividing into the subgroups noted below with specific responsibilities.

Required offices

Chair

- Elected for one-year term at the first regular meeting in June each year. Upon election, office holding begins the following month, and cannot be held for more than two terms.
- Is the official Board representative to the public. This means that his/her contact information will be given on websites, letters, and newsletters. (Unless authorized by the Board to speak on its behalf, any member should specify that he/she is speaking (or writing) only as a member of Chapel Hill Ped/Bike Advisory Board and not for the Board.)

- Lead the regular meetings. This means:
- Coordinate with staff liaison to set the agenda
- Keep the Board on topic and on schedule
- Keep track of and schedule annual events
- Delegate specific tasks, and
- Keep Board members accountable to the tasks assigned to them

Vice-Chair

- Elected for one-year term at the first regular meeting in June each year. Upon election, office holding begins the following month, and cannot be held for more than two terms.
- Steps in if the Chair office becomes vacant, and serves until the following election.

Networking assignments

- Assign individuals to different Advisory Boards to stay updated on what other activities are happening in Chapel Hill.
- Assign individuals to check on area advocacy groups and other area ped/bike advisory boards, to stay updated on what other activities are happening in the region.

Community Design Commission Liaison

- Serves as a liaison to the Community Design Commission with voting privileges
- Updates the Board on the work of the design commission

University Liaison

- Updates the Board on University development plans, outreach possibilities
- Coordinates with UNC's Department of City and Regional Planning to recruit Master's students for projects and outreach efforts

Suggested additional offices and officially assigned duties

Secretary

- Keeps meeting minutes
- Brings copy of Board handbook to each meeting for reference
- Assists the Chairperson in reminding members of assignments and keeping members accountable
- Knows where to find records of past projects, correspondence, issues

Treasurer

- Keeps a record of Board's budget and expenditures
- Calculates simple project costs (printing, mailing, etc)

Webmaster

- Creates a simple web page of Board's work
- Regularly (once/week or 2x/month) updates the webpage
- Educates a new Board member to take over this role, when term expires

Handbook updater, record keeper

- Updates the appendices of this handbook, to keep it relevant and useful for future Boards. This includes sections:
 - a. Area Contacts
 - b. Bicycle and Pedestrian Action Plan and Priority Lists

Public outreach coordinator

- Coordinates and organizes outreach projects
- Recruits Board members for outreach tasks
- Keeps a record of past efforts and projects for future reference

BPAB Action Item

See Section 3.2 for ideas on public outreach, and guidelines and ideas for networking assignments

There are six official types of Board meetings:

<u>Regular</u>

Regular meetings last 2 hours, and take place on the fourth Tuesday of each month at 7:00 p.m. in the First Floor Conference Room of the Chapel Hill Town Hall.

Special

Special meetings may be called by the Chair or by any two members of the Board. Each member of the Board will receive notice of a special meeting and the meeting agenda at least 48 hours prior to the meeting. Special meetings also require 48 hour notice to the public.

Adjourned or Continued

The Board may adjourn to a regular meeting or continue a meeting to a specified date and time without the meeting's becoming a special meeting and without further notice to members of the public being required.

Work Sessions and Joint Meetings

The Board can hold work sessions, informal meetings, joint meetings with the Council, with other advisory boards, or with governing or advisory bodies of other governmental units. Such meetings are official meetings of the Board and require 48 hour notice for the public. The time and place of joint meetings is decided by the Chair, the Planning Director, and the Chair of the body with whom a joint meeting is to be held.

Annual Retreats

The Board may have an annual retreat to brainstorm, assess progress, regroup, and refocus for the year ahead. As of March 2007, the Board has not scheduled any annual retreats, but this event could be a fun way to get to know other board members and learn about pedestrian and bicycle initiatives in the area.

Social Gatherings

Genuine social gatherings of a majority of the Board is not an official meeting unless called or held to evade the spirit and purposes of the North Carolina Open Meetings Law

The business of a Board meeting is controlled by an agenda. The Board does not need to follow the agenda exactly; items may be taken out of order upon motion and two-thirds vote, or by unanimous consent.

Preparation of the Agenda

The Planning Director and the Board Chair prepare the agenda.

Request for Agenda Items

Items may be placed on the agenda by the following methods:

- Request of the Mayor or any Council member, Town Manager, Planning Director or Town Attorney
- Request of a Board member, either at the preceding meeting, at the beginning of a meeting.
- Request of a citizen, or of a governing or advisory body, or community organization. Any concerned individual or body may request inclusion of an item on the agenda under the "petition" item.

Delivery of Agenda and Packet to Board Members

The agenda and all supporting materials (packet) should be mailed to Board members no later than 5 days preceding each meeting of the Board.

How does a meeting proceed?

Presiding Officer

The Chair is the presiding officer of the Board, and, in the absence of the Chair, the Vice-Chair. In the absence of both of these, the Board selects a Chair pro tempore for this purpose from the quorum of members present.

Order of the Agenda

The agenda is generally set in the following order:

- 1. Oral and written petitions.
- 2. Items of wide public concern or likely to result in the personal appearance of citizens interested in them.
- 3. Other substantive items.
- 4. Items of a routine nature with little public interest; i.e., appointments and scheduling.
- 5. Approval of Minutes.
- 6. Staff, Chair and committee reports not related to other items.

Distribution of Agenda to the Public

Copies of the agenda, minutes, and all related materials distributed with the packet are available to the press and public at the office of the Planning Department at the time of delivery to the Board. Copies of the agenda shall be provided in sufficient quantity at each regular meeting for the public to obtain copies.

Quorum

Five members of the Board are necessary for a quorum. The presiding officer is counted in determining whether a quorum is present. Each member is asked to notify the Planning Director or the Chair if she or he will be absent.

1. Petitions to the Board

- The Chair requests petitions, either written or oral, at the beginning of each regular meeting, in order to receive information and requests regarding planning matters not included on the agenda.
- Citizens do not need to petition at this time in order to address items scheduled for consideration later in the meeting.
- Petitions are not acted on at the time they are presented. Ordinarily, petitions will be scheduled for consideration at the Board's next meeting or at a special meeting called for that purpose or will be referred to the Planning Staff for investigation and report.

2. Review of Scheduled Items

Presentations related to each item or public hearing are customarily taken in the following order:

- 1. Staff presentation and recommendation
- 2. Presentation by applicant
- 3. Remarks and recommendations by other Town Boards and boards, and other public bodies
- 4. Comments from the public
- 5. Questions and discussion by Bicycle and Pedestrian Advisory Board
- 6. Motion, discussion and decision by Bicycle and Pedestrian Advisory Board

3. Questions and Discussion

- There is a question-and-answer session after each presentation given before the Board.
- Questions from non-Board members about presentations are directed to the Chair after the presentations are completed.
- The Chair may then redirect such questions to the appropriate individuals.

Things to keep in mind

Public Participation

In all matters the Board discusses, the Chair requests comment from members of the public. The Chair may limit the time allotted to an individual or group for presentations.

Order of Board Discussion

When all speakers on an item have been heard, a motion is called. After a motion on the item has been made and seconded, further discussion is limited to members of the Board. However, any Board member can request further information from any individual present after a motion has been introduced. The Chair then decides the order of speakers, recognizes members that wish to discuss the matter under consideration, and ensures that the discussion is not monopolized by any one individual.

Conflict of Interest

If an application for subdivision approval, special use permit, site plan approval or rezoning involves a financial interest or the official conduct of any member, the Chair will excuse that member from participating with the Board in considering the application. The member will not sit with the Board during hearing, discussion or vote on that item. However, such member may, as a private citizen, petition the Board regarding such an item, and present comments with other members of the public.

No member of the Bicycle and Pedestrian Advisory Board is excused from voting on any matter before the Board except in matters involving consideration of his or her own financial interest or official conduct. In all other cases, the failure to vote by a member who is physically present or has withdrawn without being excused is recorded as an affirmative vote.

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<u>Voting</u>

The vote of a majority of those members present is sufficient to decide matters before the Board, provided a quorum has been established.

<u>Minutes</u>

The Minutes of the Bicycle and Pedestrian Advisory Board are the public record of members' attendance, and the Board's resolutions, findings, recommendations and actions.

> See more about how to take good minutes in the next section, "What's important about taking minutes?"

Summary of Action

Following the Board's decision on any recommendation to Council, the Chair drafts a statement of the Board's findings and reasons for them in the form of a Summary of Action, noting the votes and opinions of members supporting and opposing the decision. This report is forwarded to the Town Manager for inclusion in his memorandum to Council. If time allows, the Summary of Action shall be attached to the minutes for corrections by Board members before it is presented officially to Council.

Continuation of Meetings

Except by action of two-thirds of the members present, Board meetings do not extend past 9:00 p.m. Any item under consideration at that time, and any remaining agenda items, will be taken up at the next Board meeting. If discussion of an agenda item is still active at 8:55, such discussion shall be stopped to allow the Board to consider procedural items.

Cancellation of Meetings.

Whenever there is no business for the Board, the Chair may dispense with a regular meeting by giving notice to all members not less than 48 hours prior to the time scheduled for the meeting.

Respect in a Board Meeting.

The Bicycle and Pedestrian Advisory Board pledges to the citizens of Chapel Hill its respect. The Board asks its citizens to conduct themselves in a respectful, courteous manner, both with the Board and with fellow citizens.

At any time should any member of the Board or any citizen fail to observe this public charge, the Chair will ask the offending person to leave the meeting until that individual regains personal control. Should decorum fail to be restored, the Chair will recess the meeting until such time as a genuine commitment to this public charge is observed.

BPAB Action Item

If a public meeting is held on a controversial matter, consider reminding everyone before the discussion begins about the importance of remaining civil and courteous. Public bodies in Chapel Hill commonly use parliamentary procedure, which may differ in some respects from procedures used elsewhere. A quick study of <u>Robert's Rules of Order, Newly</u> <u>Revised</u> may be helpful to members wishing to understand these procedures in greater detail.

What is parliamentary procedure?

Parliamentary procedure is a set of rules for conduct at meetings which allows everyone to be heard and to make decisions without confusion.

Organizations using parliamentary procedure usually follow a fixed order of business. Below is a typical example of a Chapel Hill BPAB's order of business.

- 1. Call to order.
- 2. Roll call of members present.
- 3. Oral and written petitions from committees or public.
- 4. Items of wide public concern or likely to result in the personal appearance of citizens interested in them.
- 5. Other substantive items.
- 6. Announcements.
- 7. Items of a routine nature with little public interest; i.e., appointments and scheduling.
- 8. Approval of minutes of last meeting
- 9. Staff, Chair and committee reports not related to other items.
- 10. Adjournment.

How are Motions Presented?

- 1. Obtain the floor
- Wait until the last speaker has finished.
- Rise and address the Chair by saying, "Mr/Ms Chair."
- Wait until the Chair recognizes you.

How do I raise an issue using the parliamentary procedures?

The method used by members to express themselves is in the form of moving motions. A motion is a proposal that the entire membership take action or a stand on an issue. Individual members can:

- 1. Call to order
- 2. Second motions
- 3. Debate motions
- 4. Vote on motions

There are four basic types of motions:

- 1. **Main motions:** The purpose of a main motion is to introduce items to the membership for their consideration. They cannot be made when any other motion is on the floor, and yield to privileged, subsidiary, and incidental motions.
- 2. **Subsidiary motions**: Their purpose is to change or affect how a main motion is handled, and is voted on before a main motion.
- 3. **Privileged motions:** Their purpose is to bring up items that are urgent about special or important matters unrelated to pending business.
- 4. Incidental motions: Their purpose is to provide a means of questioning procedure concerning other motions and must be considered before the other motion.
- 2. Make your motion
- Speak in a clear and concise manner.
- Always state a motion affirmatively. Say, "I move that we ..." rather than, "I move that we do not ..."
- Avoid personalities and stay on your subject

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- 3. Wait for someone to second your motion
- 4. Another member will second your motion or the Chair will call for a second.
 - If there is no second to your motion, then it is lost.

5. The Chair states your motion

- The Chair will say, "it has been moved and seconded that we ...," thus placing your motion before the membership for consideration and action.
- The membership then either debates your motion, or may move directly to a vote.
- Once your motion is presented to the membership by the chair it becomes "assembly property", and cannot be changed by you without the consent of the members.

6. Expanding on your motion

- Now is time for you to speak in favor of your motion, rather than at the time you present it.
- The mover is always allowed to speak first.
- All comments and debate must be directed to the Chair.
- Keep to the time limit for speaking that has been established.
- The mover may speak again only after other speakers are finished, unless called upon by the Chair.

7. Putting the question to the membership

- The Chair asks, "Are you ready to vote on the question?"
- If there is no more discussion, a vote is taken.
- On a motion to move the previous question may be adapted.

8. Voting on a motion

The method of vote on any motion depends on the situation and the by-laws of policy of the organization. There are five methods used to vote by most organizations, they are:

- By voice: The Chair asks those in favor to say, "aye", those opposed to say "no". Any member may move for a exact count.
- By roll call: Each member answers "yes" or "no" as his name is called. This method is used when a record of each person's vote is required.
- By general consent: When a motion is not likely to be opposed, the Chair says, "if there is no objection ..." The membership shows agreement by their silence, however if one member says, "I object," the item must be put to a vote.
- By division: This is a slight verification of a voice vote. It does not require a count unless the Chair so desires. Members raise their hands or stand.
- By ballot: Members write their vote on a slip of paper, this method is used when secrecy is desired.

There are two other motions that are commonly used that relate to voting:

Motion to Table

This motion is often used in the attempt to "kill" a motion. The option is always present, however, to "take from the table", for reconsideration by the membership.

Motion to Postpone Indefinitely

This is often used as a means of parliamentary strategy and allows opponents of motion to test their strength without an actual vote being taken. Also, debate is once again open on the main motion.

Try to stick to these guidelines, but remember that courtesy is the most important element of any gathering!

Taking minutes for the Board is very important. Minutes provide a record of the meeting content, resolutions, and planning for future reference. They also help new members come up-to-date on what the Board has accomplished and worked on.

Who takes minutes?

In standard business meetings, the minute taker does not participate in the discussion, in order keep a clear record of the items discussed. It is suggested that this format be used for BPAB meetings as well, unless the minute taker is confident that he/she can both keep minutes AND participate in the discussion, without jeopardizing the quality of his/her record-taking.

See Section 3.4 for Action Planning worksheets and guidelines

The minutes should include:

- Date, time and place
- Who attended and what their role was (i.e. Chair, Treasurer, etc.)
- Agenda items, with a summary of what was covered and who presented it
- Motions, and what the outcome of the motions were, including who made them and who seconded them.
- Any amendments to the motion should be included.
- What decisions were made in the course of the meeting. Include what the problem was, what alternatives were presented, and what solution was agreed to.
- If a vote by voice, ballot or hand is required, a tally of the number voting yes or no, and any abstentions.
- Action items, including who was assigned to what and what the timeframe for completion or reporting is. It is a good idea to clearly identify these people by putting their names in an 'action' column on the right of the page and opposite the appropriate references in the text.

Additional tips for taking minutes that will be useful for future readers:

- Write in a concise, accurate manner, taking care not to include any sort of subjective opinion.
- No matter what type of minutes you take, focus on capturing and communicating all important actions that took place.
- Write in the simple past tense (Mr Smith reported that...), and as soon as possible after the meeting. follow a method of presentation which helps the reader assimilate the contents.
- Do not write a literal transcript of who said what. If you ever need to have an exact record of what was discussed, use a tape recorder. You should not have to do this very often, if at all. The important points are who made the motion, who seconded it, what the problem is, what the alternatives are, and what decision was made.

Minutes are normally distributed after the meeting and then reviewed, revised and accepted at the end of the next regular meeting.

1.3 Planning Staff Responsibilities

This section answers the questions:

- What is the planning staff liaison's role in the Bicycle and Pedestrian Advisory Board?
- What does an ideal staff liaison do?
- What can you do if your staff liaison does not fulfill your expectations, or does not have time to complete duties?

What is the planning staff liaison's role in the Bicycle and Pedestrian Advisory Board?

One staff member from the Planning Department is assigned to facilitate the BPAB's work. The planning staff person generally has many responsibilities within the Planning Department in addition to his or her work with the BPAB; it is therefore important for Board members to assume certain assignments themselves, rather than rely solely on the (often overworked) staff member. That said, there are certain jobs that the staff person is responsible for, namely:

- Prepares the meeting agendas, together with the chair person
- Attends all Board meetings
- Provides expertise where appropriate during the meetings, and/or researches questions that the Board may have
- Updates the Board on:
 - Planning department initiatives
 - o Status of state and local funding for ped/bike projects
- Facilitates the meetings
- In some cases, takes meeting minutes
- Keeps track of annual reports, minutes, and other documents useful to the Board members

What does an ideal staff liaison do?

In addition to the above assignments, the ideal staff person is proactive in finding funding sources, networking among government employees and officials, and has an overview of all development projects, upcoming events, and matters that require the BPAB's action. Realistically, however, few staff liaisons can dedicate enough time to ped/bike issues that they can fulfill the ideals of an Advisory Board.

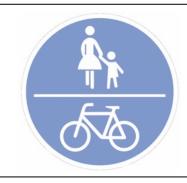
What can you do if your staff liaison does not fulfill your expectations, or does not have time to complete duties?

Most American towns and cities have spent the past 50 years concentrating their efforts on installing facilities for automobiles. It will take a lot time, money, and manpower to make roads equally friendly for bikers and walkers. In Chapel Hill, this task cannot be optimally completed by one volunteer-based advisory board and one planning staff person with many other responsibilities. The BPAB may decide at one point to devote its efforts to finding the funding for a full-time ped/bike coordinator, to take over the day-to-day work that the advisory board cannot address. To nearby examples include Durham and Charlotte, which now have full-time planning positions for bicycle coordinators, made available in 1998 and 2002, respectively.



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PART 2: ALL ABOUT GOVERNMENT AND THE REVIEW PROCESS



Part 2 of the handbook will cover three topics:

- 2.1 Introduction to Chapel Hill Government
- 2.2 Introduction to the State Division of Bicycle and Pedestrian Transportation
- 2.3 <u>Introduction to the Durham-Chapel Hill-Carrboro Metropolitan</u> <u>Planning Organization</u>
- 2.4 <u>Who builds and maintains Chapel Hill's roads and ped/bike</u> facilities?
- 2.5 <u>What plans have already been made for the Town's pedestrian</u> and bicycle facilities?
- 2.6 <u>How does the Town get money for bicycle and pedestrian</u> projects?
- 2.7 <u>Common bicycle and pedestrian facility definitions and</u> <u>standards</u>
- 2.8 <u>Review guidelines for facilities and developments</u>

2.1 Introduction to Chapel Hill Government

This section answers the questions:

- What is Chapel Hill's system of government?
- Where do Advisory Boards and Commissions fit in?
- Which Advisory Boards do I need to check in on regularly?

What is Chapel Hill's system of government?

The Town has a Council-Manager form of government:

The **Town Council** is comprised of a **Mayor** and eight-member **Council**. All Council Members serve four-year terms, and the Mayor and four Council Members are elected every two years. The City Council is responsible for making policy, passing ordinances, voting appropriations, and having overall supervisory authority in the city government. The Mayor presides over the Council meetings and has full voting privileges.

The Council appoints a **Town Manager** and a **Town Attorney**. The Town Manager is the chief administrative officer of the Town, responsible for supervising government operations and implementing the policies adopted by the Council. Town Departments are responsible to the Town Manager for the provision of public services.

This chart shows the basic organizational structure of the Council, Bicycle and Pedestrian Advisory Board, Town Manager, and Planning Department. The Chapel Hill Town Council appoints and relies heavily on advice and recommendations from a network of Advisory Boards. There are four types of Boards:

Standing Advisory Boards

These Boards act in an advisory capacity, ensuring that the Council is fully informed on relevant issues when creating ordinances, policies, and procedures for the Town:

- Bicycle and Pedestrian Advisory Board
- Community Design Commission
- Greenways Commission
- Human Services Advisory Board
- Library Board of Trustees
- Parks and Recreation Commission
- Public Housing Program Advisory Board
- Stormwater Management Utility Advisory Board
- Transportation Board

Semi-autonomous Boards and Commissions

These are boards and commissions which have been granted the power to act independently of the Town Council in most instances, but on occasion serve in an advisory capacity to the Council:

- Board of Adjustment
- Historic District Commission
- Planning Board

- Standing Advisory Boards
- Semi-autonomous Boards and Commissions
- Autonomous Boards and Commissions
- Task Forces and Ad hoc Study Groups

Autonomous Boards and Commissions

These Boards and Commissions act autonomously, with the purpose of relieving the Council of various administrative functions:

- Chapel Hill Public Arts Commission
- Chapel Hill Downtown Partnership
- OWASA (Orange Water and Sewer Authority)

Task Forces and Ad Hoc Study Groups

Task Forces are appointed by the Council for a limited amount of time as needed to study and report on specific issues of importance to the Council. They may or may not include one or more Council members or the Mayor. Examples include:

- Active Living By Design Partnership Advisory Committee
- Continuing Concerns Committee
- Downtown Parking Citizens Committee
- Fordham Blvd. Safety Work Group
- Inclusionary Zoning Task Force
- Library Building Committee
- Million Solar Roofs Initiative Steering
 Committee
- Town Operations Center Design Advisory Committee

Some of the BPAB's work overlaps with that of other Advisory Boards. In order to best collaborate for funding and public support, it is important that the BPAB checks in with other advisory boards to share information. Board members should attend or read minutes from other Board meetings, and maintain a contact person on other Boards.

These are the other Chapel Hill Advisory Boards that the BPAB should have regular contact with:

See **Appendix 17** for meeting days and contact information of Board Chairs.

- Planning Board
- Transportation Board
- Community Design Commission
- Parks and Recreation Commission
- Greenways Commission
- Active Living By Design Partnership Advisory Committee
- Chapel Hill Downtown Partnership
- Chapel Hill Public Arts Commission

BPAB Action Item

- Assign individuals to different Advisory Boards to stay updated on what other activities are happening in Chapel Hill
- Assign individuals to check on area advocacy groups and other area ped/bike advisory boards, to stay updated on what other activities are happening in the region

Questions to ask these Boards:

- What are their recommendations for certain plans?
- What are the independent projects that they are working on?
- What kind of projects could you collaborate on?
- Which community groups, advocacy groups, and neighborhood representatives do they have regular contact with?



2.2 Introduction to the State Division of Bicycle and Pedestrian Transportation

Back to previous section

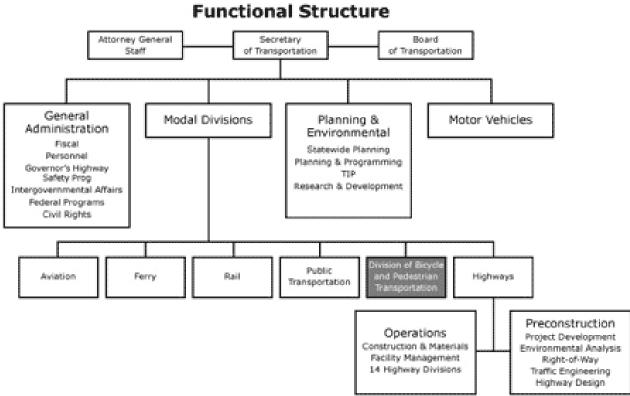
This section answers the questions:

- What is the DBPT, and what does it do?
- Where does the DBPT fit in the NCDOT?
- Does North Carolina have a Long-Range Bike/Ped Transportation Plan?
- How many people work for the DBPT?
- How much money does the DBPT have to allocate to ped/bike projects and programs across the State?
- What do the DBPT divisions work on?
- How did the DBPT get started?

What is the DBPT, and what does it do?

The Division of Bicycle and Pedestrian Transportation (DBPT) is the division of the North Carolina Department of Transportation (NCDOT) that deals with all things bicycle and pedestrian related in the state. It is the oldest comprehensive state program of its kind in the United States. It is responsible for promoting bicycling and walking in NC by:

- Designing facilities
- Creating safety programs
- Mapping cross-state bicycle routes
- Training teachers
- Sponsoring workshops and conferences
- Fostering multi-modal planning
- Integrating bicycling and walking into the ongoing activities of the Department of Transportation



North Carolina Department of Transportation Functional Structure

North Carolina Department of Transportation Functional Structure

Does North Carolina have a Long-Range Bike/Ped Transportation Plan?

Yes. The DBPT created a long-range plan in November 1996 called "Bicycling and Walking in North Carolina: A Long-Range Transportation Plan." This plan includes chapters that describe in detail the history, organization and function of DBPT; current conditions; goals and focus areas; and actions and opportunities.

See

<u>www.ncdot.org/transit/bicycle/projects/intro/p</u> <u>rojects_long_range.html</u> for the entire longrange plan.

How many people work for the DBPT?

Ten engineers, planners, and support staff, as of March 2007.



How much money does the DBPT have to allocate to ped/bike projects and programs across the State?

As of April 2007:

- \$6 million is annually set aside for the construction of bicycle improvements that are independent of scheduled highway projects in communities throughout the state. Eighty percent of these funds are from STP-Enhancement funds, while state funds provide the remaining 20 percent.
- Additionally, \$1.4 million is annually set aside for pedestrian hazard elimination projects in the 14 NCDOT highway divisions across the state.
- \$200,000 is allocated to the Division of Bicycle and Pedestrian Transportation for projects such as training workshops, pedestrian safety and research projects, and other pedestrian needs statewide.

What do the DBPT divisions work on?

The DBPT has four main divisions: Engineering, Planning, Education, and Mapping, described below. Check its website, <u>www.ncdot.org/transit/bicycle</u>, for updates of plans and programs.

Engineering

The engineering unit is made up of an engineering supervisor, design engineers and technicians. Activities include:

- Preparing design plans for the variety of bicycle and pedestrian construction projects that are scheduled in the Bicycle <u>Transportation Improvement Program</u> (see the TIP section below)
- Overseeing the implementation of the projects from the initial feasibility study phase through construction and inspection

Planning

The planning division develops long-range <u>bicycle and pedestrian transportation plans</u> for the state, and focuses on a variety of initiatives to enhance bicycling and walking as viable transportation options. Activities include:

- Promoting and supporting the development of local bicycle and pedestrian plans
- Selecting and scheduling new projects for the biennial Bicycle Transportation Improvement Program
- Providing technical assistance to localities
- Organizing and hosting workshops, conferences and seminars
- Collecting and compiling data
- Developing and publishing manuals, guidelines and other pertinent materials
- Serving as a clearinghouse to promote new ideas and provide information on current issues and topics

Education

The education team fosters a broad range of both <u>bicycle and pedestrian safety initiatives</u>. Its activities include:

- Developing and implementing new programs
- Creating and distributing materials
- Providing support to community initiatives
- Trains teachers
- Conducts media awareness campaigns
- Promotes safe bicycling and walking

Target initiatives include a bicycling curriculum for elementary schools across the state, helmet safety, motorist awareness, school crossing guard training and bicyclist and pedestrian rights and responsibilities.

Mapping

See <u>www.ncdot.org/transit/bicycle/maps/maps_intro.html</u> for updates of NCDOT maps.

The Division published its first bicycle map in 1976, showing the 700-mile Mountains to Sea route from Murphy to Manteo, the extremes of North Carolina. Since that time, the system of mapped and signed cross-state, urban, local and regional bike routes has grown to cover more than 4,000 miles of quiet country lanes and neighborhood streets. Working with local cyclists and staff people to select routes and determine suitability ratings, our <u>bike maps</u> provide a wealth of information.

How did the DBPT get started?

1974: The North Carolina General Assembly enacted the <u>Bicycle and Bikeway Act</u> (www.ncdot.org/transit/bicycle/laws/laws_bike wayact.html) that established what was then known as the North Carolina Bicycle and Bikeway Program. The name was eventually shortened to North Carolina Bicycle Program.

1977: Additional legislation was enacted that established the <u>North Carolina Bicycle</u> <u>Committee</u>.

1980: The Bicycle Program was given its own operating budget, staff was increased, and the mode became more autonomous. Starting in the 1980s, the NCDOT began building bicycle facilities, both as incidental parts of highway construction projects and as <u>independent projects</u>.

1992: In response to Congress' passage of the Intermodal Surface Transportation Efficiency Act (ISTEA), the Secretary of the NCDOT expanded the Bicycle Program to become the Office of Bicycle and Pedestrian Transportation.

1997: The office was made a full-fledged division within NCDOT and named the Division of Bicycle and Pedestrian Transportation.

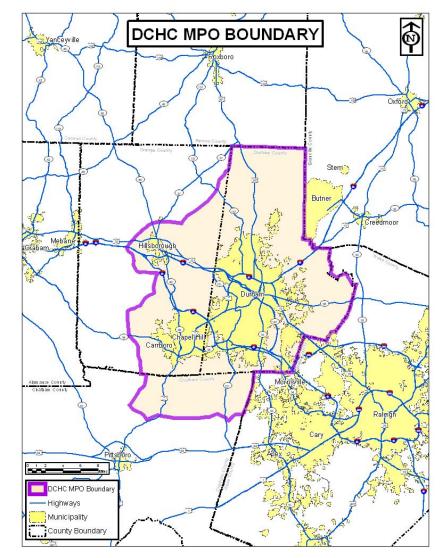
2.3 Introduction to the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization

The Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (DCHC-MPO) is the regional organization responsible for transportation planning for the western part of the Research Triangle area in North Carolina.

The DCHC urbanized area, first designated by the 1980 Census, covers all of Durham County, a portion of Orange County including the Towns of Chapel Hill, Carrboro, and Hillsborough, and Northeast Chatham County.

The DCHC-MPO is an umbrella organization comprised of the following:

- <u>Transportation Advisory Committee</u> (<u>TAC</u>): designated by the Governor, this is a policy body that coordinates and makes decision on transportation planning issues. Its major responsibility is the development of a long-range transportation plan.
- <u>Technical Coordinating Committee</u> (TCC)
- Local governments
- The State



What's the long-range transportation plan?

In North Carolina, this long-range transportation plan is carried out by the North Carolina Department of Transportation (NCDOT) for municipalities and urban areas

For more information about the DCHC-MPO, visit www.dchcmpo.org

2.4 Who builds and maintains Chapel Hill's roads and pedestrian and bicycle facilities?

This section answers the questions:

- What are the different categories of roads in Chapel Hill?
- What does it mean if a road is state-maintained?
- What does it mean if a road is town-maintained?

What are the different categories of roads in Chapel Hill?

Roads in Chapel Hill are state-maintained, town-maintained, university-maintained, and private. This section will review the state- and town-maintained roads, which have different funding sources and construction schedules, and differing processes by which ped/bike improvements can be made.

What does it mean if a road is state-maintained?

If a road is state-maintained, all maintenance and new construction is regulated and funded by the State. The Bicycle and Pedestrian Advisory must be aware of:

- Construction and maintenance schedules (to make sure that ped/bike improvements are included in with any resurfacing or construction projects)
- State Transportation Improvement Program (STIP), its process, and current projects underway

What if the board wants to make a state road more ped/bike friendly? What does it do?

Improvements to state-maintained roads are slow and generally complex. Improvements must pass through the Metropolitan Transportation Improvement Program and the State Transportation Improvement Program.

See **Section 3.1** for a complete flow chart of what to do when a state- maintained road needs bike/pedestrian improvements.

For a complete list of state-maintained roads, see **Appendix1**.

If a road is town-maintained, all maintenance and new construction is regulated and funded by the Town. The Bicycle and Pedestrian Advisory must be aware of:

- Town Council-approved annual Construction Plan, the construction schedule, and its contents
- Town produced improvement plans such as the Bicycle and Pedestrian Action Plan (2004), and the MLK Jr. Blvd study and its recommendations
- Opportunities to prioritize bike/ped improvements in the locally-funded Construction Plan

What if the board wants to make a local road more ped/bike friendly? What does it do?

Improvements to local-maintained roads are also slow, but are less complex. Large improvements, such as sidewalk or bike facility additions, must be included in the Town's Annual Construction Plan.

See **Section 3.1** for a complete flow chart of what to do when a locally-maintained road needs bike/pedestrian improvements.



2.5 What plans have already been made for the Town Pedestrian and Bicycle Facilities?

Back to previous section

This section answers the questions:

- Where do I find out about existing facilities for walkers and bikers?
- What is the Bicycle and Pedestrian Action Plan?
- How is the Bicycle and Pedestrian Plan Implemented?

Where do I find out about existing facilities for walkers and bikers?

Compared to many mid-sized towns in North Carolina, Chapel Hill is reasonably pedestrian and bicycle friendly, but there is still a lot of room for improvement. The following documents detail what projects have been planned and implemented, as well as what facilities are already available:

- <u>Bicycle and Pedestrian Action Plan</u> (2004)
- Sidewalk Priority Maps (2004); see Appendix 7
- Bicycle Facility Priority Maps (2004); see Appendix 8
- Chapel Hill Greenway and Trail Maps
- <u>Town of Chapel Hill Greenways Master</u> <u>Plan</u>, 1998
- <u>NC-86/MLK Jr. Blvd Corridor and Town-</u> wide Pedestrian Safety Evaluation Study, 2004; see Appendix 6
- <u>Chapel Hill Mobility Report Card (2005</u>); see Appendix 9 for relevant sections

Other, non-town sponsored plans that address ped/bike issues:

- UNC Campus Development Plan
- UNC Campus Botanical Garden Trail
- UNC Softball Complex

Planned NCDOT Improvements to State Maintained Streets - for current STIP plans, see the <u>NCDOT website</u>:

- 2005: US 15-501 North of Main Street, Southern Village to Culbreth Road
- 2006: Intersection of US 15-501 at Erwin Road, crossing improvement
- 2009: Weaver Dairy Road from Martin Luther King Jr Blvd to Erwin Road
- 2009: South Columbia Street from Purefoy Road to Manning Drive

Planned Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (DCHC MPO) Programmed Improvements to State Maintained Streets - for current projects see the <u>Capital Area MPO (CAMPO) website</u>:

- 2008: Old Durham Chapel Hill Road from US 15-501 in Chapel Hill to Garrett Road in Durham
- 2008: NC 86 Martin Luther King Jr.
 Boulevard from I-40 to North Street -Phased improvements

In October 2004, the Town Council adopted the Bicycle and Pedestrian Action Plan as a component of the Town's Comprehensive Plan. The Action Plan is a long-range plan which identifies proposed new and improved bicycle and pedestrian facilities for the Town. Advisory Board members need to be very familiar with this plan, and refer to it often to assess progress in developing ped/bike improvements.

What are the plan's objectives?

- It identifies locations for improved facilities or engineering improvements which:
 - Connect neighborhoods to adjacent existing schools, activity centers, recreational facilities and transit stops
 - Close gaps between existing facilities
 - Facilitate travel between residential neighborhoods and key employment, recreation, shopping centers, such as downtown and UNC
 - Connect Chapel Hill with neighboring communities
- It also outlines an implementation strategy for the actions identified in the action plan.

BPAB Action Item

The 2004 BiPed Action Plan is the Town's most comprehensive pedestrian and bicycle document – refer to it often to prioritize new projects and propose changes.

What is in the Bicycle and Pedestrian Action Plan, and where?

- Prioritized lists of sidewalk needs (3.1)
- Lists of planned and proposed greenways (3.2)
- Programmed NCDOT improvements to State maintained streets (2.3)
- Programmed MPO improvements to State maintained streets (2.4)
- Lists of identified crossing improvement needs (for both pedestrians and bikers) (3.3)
- Lists of needed bicycle advisory routes (3.4)
- Prioritized lists of bicycle facility needs
- Proposed bicycle facilities included in the Town Transportation Improvement Priority List of 2006–1012 (p17)

How is the Bicycle and Pedestrian Plan Implemented?

The Bicycle and Pedestrian Action Plan identifies sidewalk and bicycle facility needs, and prioritizes them into four categories (see **Appendices 7 and 8** for prioritized lists of sidewalk and bicycle needs). The Town has limited funding for facility improvements; those with priority are scheduled into the Town's fifteen-year Capital Improvement Program (CIP) and the Annual Construction Plan, and are implemented according to funding availability, right-of-way, construction feasibility, and necessity.

To learn more about the Town's Capital Improvement Program and the Annual Construction Plan, please read on to Section 2.6.

PART 2: ALL ABOUT GOVERNMENT AND THE REVIEW PROCESS Chapel Hill Bicycle and Pedestrian Advisory Board Handbook

2.6 How does Chapel Hill get money for pedestrian and bicycle projects?

Back to previous section

This section answers the questions:

- What is the Board's role in identifying funding sources?
- Where does the Town get money for bicycle and sidewalk projects?
- What is the Town's Capital Improvement Program (CIP)?
- What is the State Transportation Improvement Program (STIP)?

What is the Board's role in identifying funding sources?

"Assist in identifying alternative funding sources for walks and bikeways projects."

According to the BPAB's official responsibilities, identifying funding sources is a significant part of the Board's work. To that end, it is important for Board members to know where funds for proposed projects come from, in addition to learning about possible funding sources that the Town has not used in the past. Examples of these funds are included in the following descriptions.

Where does the Town get money for bicycle and sidewalk projects?

Funding for bicycle and pedestrian projects comes from federal, state, and local sources. Allocation of the funds depends on the type of project or program, and of course on the availability of money. The information provided in this section presents a basic overview of the sources.

How are these funds administered?

There are two major programs that allocate and administer funds for pedestrian and/bicycle facilities:

- 1. Chapel Hill's Capital Improvement Program (CIP)
- 2. State's Transportation Improvement Program (STIP)

Funding sources for ped/bike projects:

- 1. General Obligation Bonds
- 2. Community Development Block Grants (CDBG)
- 3. Independent Grants and Gifts
- 4. Development Extractions
- 5. Sidewalk Assessments
- 6. Congestion Mitigation and Air Quality (CMAQ) Improvement Program
- 7. Surface Transportation Program Transportation Enhancement Funds (STP-TE)
- 8. Surface Transportation Program Direct Allocation Funds (STP-DA)
- 9. Governor's Highway Safety Program (GHSP)

Chart of Chapel Hill Bicycle and Pedestrian Project Funding Sources

Funding Name	What is this?	Where's the money from?	What roads are funds used for?	Where are projects listed?
General Obligation Bond	A General Obligation Bond is a form of debt issued against the expected future tax revenues of the municipality.	Local taxes	Primarily Locally- maintained roads	Town Sidewalks Construction Plan, also in CIP
Community Development Block Grants (CDBG)	Funding source for projects in low– income neighborhoods	Federal Grant	State– or locally– maintained roads in lower–income neighborhoods	Town Sidewalks Construction Plan, also in CIP
Independent Grants and Gifts	Funding source for projects	Local, State, or National Grants (foundation or government), or local citizens	State- or locally- maintained roads	Town Sidewalks Construction Plan and CIP
Development Exactions	Provision in the development review process that requires developers to give something to local government – in this case, funding for sidewalks on streets ajoining the project	Local development projects	State- or locally- maintained roads	Not listed
Sidewalk Assessments	Property owners can file a petition to install of a sidewalk. If the petition is signed by the requisite number of affected property owners, the Council can elect to construct the sidewalk and charge a stated portion of the costs to the benefited properties.	Local, individual property owners	State- or locally- maintained roads, but only by property owner request and payment	Town Sidewalks Construction Plan and CIP
Congestion Mitigation and Air Quality (CMAQ) Improvement Program	Federal funding available for pedestrian and bicycle projects in ozone non- attainment areas	Federal	State- or locally- maintained roads in Chapel Hill	Town Sidewalks Construction Plan and CIP
Surface Transportation Program – Transportation Enhancement Funds (STP–TE)	The process through which, every other year, local areas present the transportation needs of their state- maintained roads to state government	Federal, allocated to State	State-maintained roads in Chapel Hill	State Tranportation Improvement Program (STIP)
Surface Transportation Program – Direct Allocation Funds (STP-DA)	State – directly allocated to the DCHC- MPO for use on state-maintained roads within the MPO area	Federal, allocated directly to Metropolitan Planning Organization (MPO)	State-maintained roads in Chapel Hill, requires a 20% local funding match	STIP and Metropolitan Transportation Improvement Program (MTIP)
Governor's Highway Safety Program (GHSP)	Provided through an annual program, undertakes a variety of pedestrian and bicycle safety initiatives. Amounts of GHSP funds vary from year to year, according to the specific amounts requested.	State	State-maintained roads in Chapel Hill	Town Sidewalks Construction Plan and CIP

The CIP is a 15-year financial plan for the Town's major capital and infrastructure needs. The program is updated every year. It identifies capital needs, establishes priorities, and identifies potential funding sources. The Town has primary control over its own construction program, but the program is dependent on the availability of resources. Funds and manpower

BPAB Action Item

To get on the CIP agenda, the BPAB should start thinking about potential funding requests in November, ready to submit in February.

For a copy of the 2006-2012 Capital Improvement Program, see Appendix 11. are needed to implement the CIP. The Town has historically used a combination of its own public works crew and private contractors to construct facilities. CIP money is typically used for town-maintained roads, not for statemaintained roads.



Renovations to the downtown post office were part of the 2003-2018 CIP

How are pedestrian and bicycle facilities in the CIP funded?

The CIP is generally funded by annual transfers from the Town's General Fund. The program also includes proceeds from the following:

- General Obligation Bonds
- Community Development Block Grant
 program
- Surface Transportation Program-Direct Allocation funds
- Transportation Capital Reserve Fund

General Obligation Bonds

A General Obligation Bond is a form of debt issued against the expected future tax revenues of the municipality. This is the primary source of money for sidewalk and bicycle improvements for town-maintained roads in Chapel Hill. Funding allocated for sidewalk construction can carry over to the next fiscal year; for example, during 2005–2006 approximately \$50,000 in residual funds were expended on the implementation of projects approved by the Town Council in the 2004–2005 and the 2005– 2006 Construction Plan.

As of March 2007, future bond sales for sidewalk construction are scheduled for fiscal years (FY):

FY 2006-2007: \$600,000 FY 2008-2009: \$600,000 FY 2009-2010: \$800,000

2003 Bonds

In November 2003, voters approved general obligation bonds totaling \$29.36 million to fund several major capital projects. Following are the project categories:

- <u>Sidewalks and Streets</u> \$5.6 million, allocated as follows:
 - \$2.6 million for construction of sidewalks on the Town's Sidewalk
 Priority List and for meeting the local match requirement for programmed State improvements
 - \$350,000 for improvements at pedestrian crossings
 - \$650,000 for neighborhood traffic calming and pedestrian and bicycle safety improvements such as speed humps and raised crosswalks and

1996 Bonds

In November 1996, voters approved general obligation bonds to fund several major capital projects. Following are the project categories:

- <u>Streets and Sidewalks</u> \$3 million for work on certain streets and sidewalks, curbs and gutters, bridges, culverts, drains and related facilities.
- Fire and Police Facilities \$2 million for providing or improving public safety facilities.

improved pedestrian and bicycle signage

- \$2 million for downtown streetscape improvements consistent with the Downtown Streetscape Master Plan adopted by the Town Council in 1993
- <u>Library Facilities</u> \$16.26 million for expansion of the Town Library on Library Drive
- <u>Parks/ Recreational Facilities</u> \$5 million for greenway construction projects.
- Open Space and Areas \$2 million for open space purchases.
- Public Buildings (Energy Efficiency Projects)

 \$500,000 for energy efficiency improvements at Town facilities.
- <u>Parks and Recreation</u> \$5 million general obligation bond for providing additional parks and recreational facilities.
- <u>Public Works</u> \$500,000 for improvements and construction at public works facilities.
- Open Space and Greenways \$3 million for the acquisition of land for the preservation of open space.

Other pedestrian and bicycle-activity related bonds:

Orange County Parks and Recreation Bonds: In 1997 and 2001 voters approved a \$6 million and a \$20 million local bond, respectively, to purchase park land and to develop park facilities.

Community Development Block Grant (CDBG)

The Town of Chapel Hill has received Community Development Block Grants (CDBG) since 1975 under the Housing and Community Development Act of 1974. This legislation provides funds to cities and counties to carry out activities that benefit low- and moderateincome families including: housing repair, public improvements, acquiring land for housing and economic development. Past use of CDBG money for sidewalks:

January 2007: As of March 2007, between \$50,000 and \$100,000 are proposed in the 2006–2007 Sidewalk Construction Plan for sidewalk construction in the Northside Neighborhood.

2004–2005: \$30,000 in grant funds were used to build sidewalk projects on West Rosemary Street at Roberson Street and at South Graham Street.

BPAB Action Item

Opportunities to seek funds for facility improvements from the community development program are in January every year. If approved, the funds would be available of July 1st of the following year (e.g., submit a proposal in January 2006, and receive funds July 1, 2007).

Independent Grants or Gifts

The Town can apply for independent grants for certain studies or program affiliations. For example, in 2003, the Town received a \$200,000 five-year grant from the Robert Wood Johnson Foundation to promote active living through programming and physical design. The grant proposal included the preparation of a mobility assessment for the Northside area, a study of the Timberlyne area, NC 86/MLK Jr. Boulevard Corridor, encouragement to students for walking to school and general encouragement of more daily activity for Chapel Hill citizens. The MLK Jr. Blvd Corridor study was completed in 2004, and will be implemented when funds become available.

See **Appendix 6** for an overview of the MLK Jr. Blvd Corridor study.

In addition, citizens of Chapel Hill may donate money for projects in which they hold particular interest.

Sidewalk Assessments

Property owners can follow the sidewalk assessment procedure to install sidewalks in front of their homes. They must first file a petition seeking the installation of a sidewalk and the assessment of a portion of the costs of the sidewalk to the abutting properties. If the

Congestion Mitigation and Air Quality (CMAQ) Improvement Program

Theoretically, the CMAQ has funds available for pedestrian and bicycle projects. However, as of 2007, the program was not accepting applications, because it did not have the personnel to process the requests. petition is signed by the requisite number of affected owners, the Council can elect to construct the sidewalk and charge the stated portion of the costs to the benefited properties. Provisions can be included for the payment of the assessments over a number of years.

Governor's Highway Safety Program (GHSP)

GHSP funding is provided through an annual program, upon approval of specific project requests, to undertake a variety of pedestrian and bicycle safety initiatives. Amounts of GHSP funds vary from year to year, according to the specific amounts requested.

What is the State Transportation Improvement Program (STIP)?

The State Transportation Improvement Program (STIP) is the process through which local areas and citizens are asked to present their transportation needs (including bike and pedestrian facilities) to state government. Every two years, a series of STIP meetings is scheduled around the state. Following the conclusion of these meetings, all requests are evaluated. Bicycle and pedestrian improvement requests that meet project selection criteria are then scheduled into a four-year program as part of the state's long-term transportation program. The estimated cost for the all projects included in the 2007–2013 STIP was \$12.2 billion. Two important things to remember about TIP are:

- Inclusion in the STIP Plan *does not in any way* guarantee that a requested project will be implemented. Rather, it means that the project will receive further study and will be implemented if feasible.
- To be implemented, a project must successfully pass through each of the steps (listed below) in order to be implemented. During any of the phases of project development, it may be necessary to alter or eliminate a proposed improvement due to regulatory or design constraints or because of unanticipated costs.

Where does funding for STIP come from?

Funding for the STIP comes primarily from the federal **Surface Transportation Program (STP).** The STP is a federal program for all types of transportation, with money allocated to each State. Ten percent of the STP money allocated to the NCDOT is set aside for Transportation

Enhancement (TE) for use in ped/bike and other non-automobile forms of transportation. Chapel Hill does not have direct access to the Transportation Enhancement funds. It must apply for them through the STIP process.

What kinds of projects can be included in the STIP?

STIP bicycle projects may take many forms, but in general they are all on state-maintained roads. They fall into two categories, incidental and independent:

Incidental pedestrian/bicycle project:

The request is an incidental feature of a planned highway improvement. These are built with a mixture of state and federal funds as part of overall highway improvement.

Current and past improvements have included:

- Constructing greenway/multi-use paths
- Improving railroad crossing for bicycle safety
- Adding bicycle-safe bridge railings
- Adding specially striped lanes for bicycles (minimum 4-ft. width)
- Widening paved shoulders (4-ft. minimum width)
- Adding bicycle parking

Independent pedestrian/bicycle project:

The request is separate from any other scheduled highway improvement. These are paid for from funds allocated for that purpose by the North Carolina Board of Transportation (\$6 million/year).

- Replacing unsafe drainage grates
- Making spot improvements such as paving potholes or hazard marking of dangerous roadway features
- Signing bike routes
- Producing bike route maps and safety brochures for cyclists in local areas
- Providing bicycle safety education materials for local areas

What are the STIP project selection criteria? Which projects are picked?

The following are general criteria for STIP projects. A project should be submitted even if it does not meet all of the criteria, since state cost constraints and regulations may change and allow scheduling of previously unfeasible projects. The first proposal submitted to the DBPT does not need to be outlined or justified in detail – DBPT staff will contact the planning staff during a follow-up period to obtain any additional information needed.

The criteria for STIP Projects

- Right-of-way. Complete information regarding the right-of-way situation should be provided. Due to the limited size of our annual budget, projects requiring that NCDOT acquire right-of-way are unlikely to be scheduled.
- Design standards. Projects must substantially conform to state and federally adopted bicycle design guidelines, as described in the North Carolina Bicycle Facilities Planning and Design Guidelines (1994) and the AASHTO Guide for Development of New Bicycle Facilities (1999). E.g., the "sidewalk bike path" that is constructed adjacent to the roadway for two-way bicycle traffic is discouraged.
- 3. **Project purpose.** Each project must serve a primarily bicycle transportation purpose, as opposed to a recreation purpose.
- 4. **Preliminary project approval.** All necessary permits and approval must be obtained for any project involving a public jurisdiction (including approval of Metropolitan Planning Organizations (MPOs) and inclusion in the local TIP, lease agreements, construction and encroaching permits, etc.)

- 5. Local area involvement. Project requests are viewed within the overall picture of bicycling in an area. Evidence of local concern and involvement via other bicycle projects or activities lends support to each specific bicycle request. Local participation (via a dollar share or design services) is viewed as one measure of a local area's commitment to an improved bicycle environment.
- 6. Inclusion in transportation or bicycle planning process. Evidence that a specific bicycle request is an element of a comprehensive transportation or bicycle planning process provides critical support for a project.
- 7. **Project need.** Priority will be given to those projects where the greatest need can be demonstrated. Crash data, potential safety problems, and information regarding current or potential users of the facility can all provide project justification.
- 8. **Boardwalks.** Multi-use pathways that are intended to accommodate bicycles should not be designed with significant sections of boardwalk, or other such surfaces, which may be unsuitable for bicycle transportation purposes.

What projects in Chapel Hill are on the current STIP?

As of 2007, the Town of Chapel Hill has two major projects included in the 2006–2012 STIP. These are located at Weaver Dairy Road and South Columbia Street; both are scheduled for construction in 2009. Both projects require matching funds; the Town will have to pay approximately \$180,000 and \$26,000. Future bond funds will be issued in 2006, 2008 and 2009, and can be used to provide the local match.

For a complete list of STIP projects in Chapel Hill and Carrboro, approved 2006–2012, see Appendix 11.

What are the steps involved in getting a project included in the STIP?

Step	Action	Timing
1	Identify a need for a pedestrian or bicycle improvement project on a state-maintained road	Any time
2	Present the request to planning staff	At any Planning Board meeting (twice monthly)
3	Request is presented to Town Council	At any Town Council meeting (twice monthly)
4	Town Council develops a draft Transportation Priority List, includes improvement request	Transportation Priority List updated every two years, on odd years (2007, 2009, etc.)
5	Town Council holds a public hearing on the draft Transportation Priority List	Generally in August or October
6	Town Council sends the final Transportation Priority List to the Durham- Chapel Hill-Carrboro Metropolitan Planning Organization (DCHC-O)	
7	Using the local Priority Lists of all MPO municipalities, the DCHC-MPO creates a draft Regional Priority List	
8	The DCHC-MPO holds a public hearing on the draft Regional Priority List	Generally in August
9	The DCHC-MPO presents the final Regional Priority List to the North Carolina Department of Transportation (NCDOT)	STIP meetings held very two years, on odd years (2007, 2009, etc)
10	The NCDOT develops the draft Statewide Transportation Improvement Program (STIP), which includes the draft Metropolitan TIP (MTIP) for the DCHC MPO area	
11	The NCDOT holds a public hearing on the draft STIP	
12	The NCDOT Division of Bicycle and Pedestrian Transportation (DBPT) evaluates and prioritizes all requests	
13	Representatives from the DCHC MPO and NCDOT meet to reconcile differences between the DCHC draft MTIP and the NCDOT draft MTIP	
14	A summary of the bicycle project requests is presented to the NCDOT Bicycle Committee for its review	
15	The Committee forwards recommendations on the scheduling of some of the requested projects to the North Carolina Board of Transportation, which makes the final decision on projects to be included in the Transportation Improvement Program	
16	The final MTIP is adopted by the DCHC Transportation Advisory Committee and the NC Board of Transportation	
17	Some facility improvement projects are selected for construction.	Even if on the STIP list, projects can take years to implement

Surface Transportation Program Direct Allocation Funds (STP-DA)

Surface Transportation Program Direct Allocation Funds are federal funds passed through to the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (DCHC-MPO) for its use. This includes funds allocated for bicycle and pedestrian facilities. For any given project, Chapel Hill must match 20 percent of STP-DA money to receive the funding. (e.g., to get \$100,000 from the MPO, Chapel Hill must match \$20,000).

Past use of STP-DA Funds

2004 and 2005:

The Town was allocated STP-DA funds for improvements to NC 86 (Martin Luther King Jr. Boulevard). \$210,000 was allocated for improvements requiring a 20 percent local match of \$55,000 from the Town, paid from the 2004 bond funds.

2005:

The MPO allocated \$108,000 from this source for a phase of sidewalk on Culbreth Road. A 20 percent local match (\$27,000) was set aside from the 2004 bond funds. In 2005 the MPO decided to allocate these funds every two years, so there will be no further allocations from this source until 2007.

• To be implemented in FY 2009 (at the earliest): The MPO allocated \$1.5 million of STP-DA funds for sidewalks and bicycle facilities along Old Durham Chapel Hill Road, from US 15-501 to Garrett Road. This project is partly in the Town of Chapel Hill and partly in the City of Durham. The \$1.5 million requires a 20 percent local match (\$300,000) to be split between the municipalities. In addition to the Direct Allocation funds, the North Carolina Bicycle and Pedestrian Program has allocated \$400,000 for this project. The current total funding for the project, including local matches, is \$1.9 million.



2.7 Common Bicycle and Pedestrian Facility Definitions and Town Design Standards

This section answers the questions:

- What are Chapel Hill's standards for bike lanes?
- What are drainage grates and why are they dangerous?
- What are Chapel Hill's standards for bike paths?
- How much bike parking should be provided?
- What should bike parking look like?
- What should sidewalks look like?
- What should crosswalks look like?

This section is meant to be an introduction and an overview of basic bicycle and pedestrian facilities. For extensive directions and guidelines on how roads can be changed to accommodate pedestrians and bicyclists, visit <u>walkinginfo.org</u>.

What are Chapel Hill's standards for bike lanes?

There are two types of on-road bike facilities: the **bike lane**, and the **wide outside lane**.

Bicycle lane

A bicycle lane is a portion of a street that has been designated by signs and pavement markings for the exclusive use of bicyclists. Bicycle lanes are typically one-way facilities that carry bicycle traffic in the same direction as adjacent motor vehicle traffic. Bike lanes make the movements of both motorists and bicyclists more predictable; as with other bicycle facilities, there are advantages to all road users in striping them on the roadway.

Wide outside lanes

Where there are no bike lanes, a wider outside (or curbside) lane allows a motorist to safely pass a cyclist while remaining in the same lane. This can be a significant benefit and improvement for cyclists, especially for more experienced riders. A wider outside lane also helps trucks, buses, and vehicles turning onto the major road from a driveway or wide street.

Critical dimensions



Bicycle lanes

4 feet (1.2m): Minimum width of bike lane on roadways with no curb and gutter

5 feet (1.5m): Minimum width of bike lane when adjacent to parking, from the face of the curb or guardrail

11 feet (3.3m): Shared bike lane and parking area, no curb face

12 feet (3.6m): Shared bike lane and parking area with a curb face

Wide outside lanes

14 feet (4.2m): Recommended width for wide outside lane

15 feet (4.5m): preferred where extra space required for maneuvering (e.g. on steep grades) or to keep clear of on-street parking or other obstacles.

Continuous stretches of lane 15 feet or wider may encourage the undesirable operation of two motor vehicles in one lane. Where this much width is available, consideration should be given to striping bike lanes or shoulders.

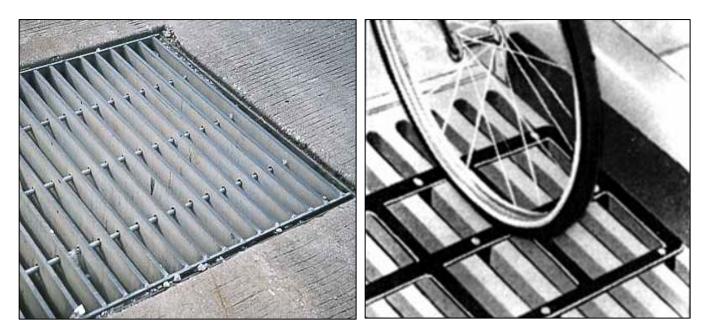


Bicycle lane stripe width

6-inch (150mm): solid white line separating bike lane from motor vehicle lane (maybe raised to 8-inches (200mm) for emphasis **4-inch (100mm):** optional solid white line separating the bike lane from parking spaces The minimum width for a designated bicycle lane is four feet. However, greater width may be required with the presence of on-street parking, narrow lanes for motorized vehicles, unsuitable curb-and-gutter conditions, or high volumes of truck traffic. Drainage grates can be very dangerous for bicyclists. Many traditional parallel-bar drain grates have slots wide enough to swallow some bicycle's wheels. A bicycle drops in, the wheel stops, and the rider catapults over the handlebars. But drainage grates are important roadway features. They allow storm water runoff that has flowed from the roadway into the gutter to be taken away via a subsurface system of pipes or to enter the groundwater through a sump. For this reason, any changes made to a grate must take hydraulics into account. A "bicycle safe" grate must let water pass without allowing routine types and amounts of debris to clog the inlets--and without trapping bicycle wheels.

Unsafe grate - bicycle wheel can get stuck

Bike-safe modification of grate



How are dangerous grates fixed?

While expensive, the best approach is still to replace them with "bicycle safe" grates. Iron grates with a herringbone pattern of holes are standard for North Carolina.

What about temporary fixes?

The Advisory Board can consider recommending temporary fixes, including placing covers over the top and painting warning markings on the roadway to direct bicyclists away. Steel straps welded over the top of a grate can, over time, come loose. As for striping, the Manual on Uniform Traffic Control Devices (MUTCD) gives advice on how to do this.

A multi-use lane on Davis Drive in Cary, NC



Width and Clearance

The minimum paved width for all two directional bicycle paths is ten feet. In some cases it may be necessary to increase the width of the path due to a significant number of pedestrians using the path; or when the path is designed with a horizontal radius less than 95 feet.

For horizontal clearance purposes, a minimum of three foot wide graded shoulder must be provided on both sides of the pavement. The minimum vertical clearance should be eight feet. However, a greater clearance may be needed for tunnels. A bicycle path is a bikeway physically separated from motorized vehicular traffic by an open space or barrier and within the street right-of-way, an independent right-of-way, or an easement.

Bicycle paths provide both commuting and recreational opportunities and serve as extensions of the transportation system.

The following are criteria excerpted from Chapel Hill's 2005 Design Manual.

The Technical Stuff:

Grades

Grades greater than 5% are undesirable. If, due to the terrain or other considerations, the installation of a 5% or flatter grade is shown to be impractical, then a steeper grade may be used for short distances if approved by the Town Manager.

Design Speed

The typical design speed for a bicycle path is 20 mph. When the grade exceeds 4%, a design speed of 30 mph is advisable.

Horizontal Alignment

The typical cross slope is 2% for tangent sections.

The minimum design radius of curvature shall be derived from the following list.

20 mph......95 feet radius 25 mph......155 feet radius 30 mph......250 feet radius 35 mph......390 feet radius Parking for bicycles can be a controversial topic, since it often requires a developer to retrofit existing parking to accommodate modern bicycles. The following is excerpted from Chapel Hill's 2005 Design Manual.

Classification of bicycle parking

Class I bicycle parking means a locker, individually locked enclosure, or supervised area within a building providing protection for bicycles therein from theft, vandalism and weather. **Class II** is a stationary rack to which a bicycle can be secured with the user supplying both lock and cable or chain. Racks must be easily usable with both U-locks and cable locks. Example is inverted 'U' rack. Racks that support a bicycle primarily by a wheel only and not the frame, such as typical "disk racks," are damaging to wheels and are not acceptable.

The following are official bicycle parking requirements for Chapel Hill, as of 2005.

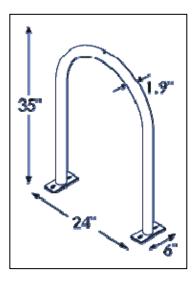
Chart of Bicycle Parking Requirements

Chapel Hill Design Manual 2005

Land Use	Number of Spaces	Classification	
Industrial and Office	10% of auto spaces	80% Class I / 20% Class II	
Commercial/Retail	10% of auto spaces	20% Class I / 80% Class II	
		90% Class I (Garages or secure	
	1 space per unit, plus 10% of	accessible indoor areas count)	
Multi-Family Residential	auto spaces	10% Class II	
Recreation	25% of auto spaces	10% Class I / 90% Class II	
School	1 space per 3 students, plus 1 space per 10 faculty/staff	90% Class II / 10% Class I	
Park and Ride Lot/Transit			
Center	10% of auto spaces	80% Class I / 20% Class II	

The following are bicycle parking basics. See the Association for Pedestrian and Bicycle Professionals' <u>Bicycle Parking Guidelines</u> for a more complete overview of parking ideals and standards.

Below are examples of an inverted U bike rack, with normal dimensions, recommended by most cities and towns, and also by the Chapel Hill BPAB. As of 2007, this type of rack cost around \$80.





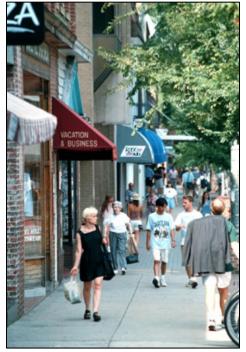
Below are two outdated bicycle racks, unsuitable for most modern bicycles. Both can cause damage to front wheels, and bicycles often do not fit in either model.



See also Supplemental Design Criteria, adopted by Town Council on recommendation of the BPAD in 2000.

This section reviews a few sidewalk basics. For a more detailed overview of how walking facilities affect quality of life and pedestrian activity, see the <u>Pedestrian Safety Guide and Countermeasure</u> <u>Selection System (PEDSAFE)</u>.

There are three basic design elements of a sidewalk: width, surface, and separation from adjacent motorized vehicular traffic.



10-ft. wide sidewalks in downtown Chapel Hill allow for more sidewalk activity

Surface

There are five common types of sidewalk surfaces in Chapel Hill:

Concrete: The most common surface is basic concrete, a smooth and durable surface.

"Sandwich" style: These sidewalks have concrete walking surface and paver borders, to ensure walkability with a more aesthetic touch. **Concrete pavers:** These are more attractive than plain concrete and add an urban feel. Sidewalks in commercial areas may be constructed with concrete pavers, however, people with certain physical disabilities may have difficulty maneuvering in them.

Width

These minimum widths are the clear area of the sidewalk and do not include things like street trees, street lights, traffic signal poles, signs and parking meters.

Four feet: Low-density areas, such as single family neighborhoods

Six feet: Medium density areas, such as town houses or small commercial areas

Ten feet: High density areas, like the Town's downtown district



Brick

This material is found on UNC's campus and in the downtown district. Red brick is the most aesthetically pleasing of sidewalk materials.

Chapel Hill Gravel: This is a granular, yellow gravel resembling sand, but much coarser, that can be packed down firmly and will not wash away during heavy rains. It is a local material, made from the yellowish-tan Chapel Hill granite. As of 2007, gravel sidewalks can still be found on McCauley Street, Vance Street, Ransom Street, University Drive, Kenan Street and parts of Cameron Avenue. Plans are in the works in Chapel Hill, however, to replace the gravel walks with cement.

Separation from vehicular traffic

Pedestrians are least comfortable walking directly adjacent to moving cars, trucks and buses. Especially on busy streets, a buffer of non-pedestrian, non-vehicular space between vehicle travel lanes and the sidewalk is needed. This space can provide an area for trees, bushes, or poles signs, so that the minimum clear widths for the sidewalk can be maintained.

The criteria for different densities are:

Commercial and mixed use areas

A space of four to six feet is provided either as a continuous planting strip or as an area with street tree pits, street lights, and other street furniture. In some areas where there is not room to provide separation between the street and a sidewalk, on-street parking can serve as a buffer and actually improve the pedestrian experience.

Residential areas should have a utility/planting strip of two and one half to four feet.

The above criteria for width and material are ideal. Chapel Hill sidewalks do not all meet these standards, and indeed some of the most traveled sidewalks fall short of even minimum requirements.

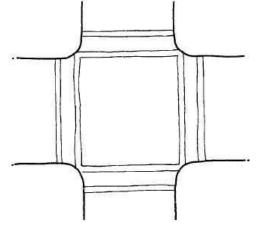
Crosswalks are a critical part of the pedestrian network. Marked crosswalks are most effective when they can be identified easily by motorists. However, many pedestrians, including pedestrians with low vision, benefit from clearly marked crosswalks.

There are several attributes of good crosswalks. These can be realized through a variety of tools and designs: **Appropriate Intervals**: There is a reasonable match between the frequency of good crossing opportunities along a street and the potential demand for crossing.

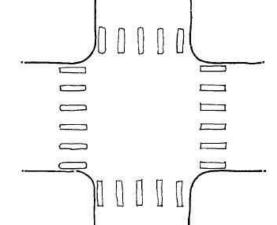
Clarity: It is obvious where to cross and easy to understand possible conflict points with traffic. **Visibility**: The location and illumination of the crosswalk allows pedestrians to see and be seen by approaching traffic while crossing. **Clear Crossing**: The crosswalk is free of barriers, obstacles, and hazards.

Adequate crossing time: The time available for crossing accommodates users of all abilities.

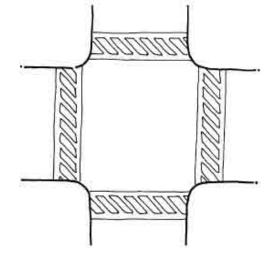
Two horizontal lines are the most common crosswalk markings



According to the Manual of Uniform Traffic Control Devices (MUTCD), the solid white lines must be at least 6 inches thick, mark both edges of the crosswalk and be spaced at least 72 inches apart. The ladder design is the most visible type of pedestrian crosswalk marking for motorists.



Diagonal markings enhance visibility



Crosswalk safety enhancements include:

- Electronically activated crosswalks
- Pedestrian-actuated traffic controls
- Flashing traffic signals
- Light guard flashing crosswalks
- Traffic calming measures
- Raised crosswalks, and
- Traffic signals
- Contrasting materials (such as red brick inside the crosswalk, bordered with gray concrete); these can provide tactile guidance for people with visual impairments, as well as visible colorized warnings.

BPAB Action Item

Continuously scan Chapel Hill roads for possible low-cost crosswalk enhancements. Where do crosswalks need to be repainted? Where could flashing pedestrian signals be placed?

Curb Radii Reductions

As shown in the drawing, a smaller curb's return radius results in a shorter pedestrian crossing distance. Reducing the curb radius also tends to require vehicles to travel more slowly around a corner, which is an additional benefit to pedestrians.



Tight curb radius means a shorter crosswalk.



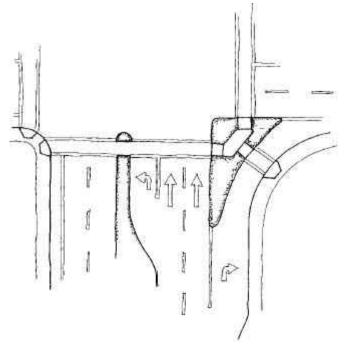
Wide curb radius means a longer crosswalk.

Crossing Times

Pedestrians of all mobility levels need to cross intersections, and pedestrian signal cycles must be set to accommodate the slower walking speeds of some pedestrians. Older pedestrians and people with visual impairments might require longer starting times to verify that cars have stopped. They also might have slower reaction times and slower walking speeds. Manual wheelchair users might have slower travel speeds on uphill slopes.

For reference, the American Association of State Highway and Transportation Officials (AASHTO) Green Book calculates that average walking speeds range from 0.8 to 1.8 m/s. This means that a person walking 0.8 m/s needs 23 seconds to cross 60 foot intersection (roughly the width of East Franklin Street at Estes Drive).

Medians and Islands



Medians and islands help pedestrians cross streets by providing refuge areas that are physically separated from the automobile path of travel. A median separates opposing lanes of traffic. An island is a protected spot within a crosswalk for pedestrians to wait to continue crossing the street or to board transportation such as a bus. Medians and islands reduce the crossing distance from the curb and allow pedestrians to cross during smaller gaps in traffic, requiring crossing pedestrians to watch for traffic coming in only one direction.

Ramped corner island and cut-through median



This section answers the questions:

- What general topics do I need to consider when reviewing a plan?
- According to the Town's Design Manual, what questions do I need to ask when reviewing a developer's plan?

What general topics do I need to consider when reviewing a plan?

Not all of these criteria are applicable to every project, but any given project is should to meet the relevant standards set by the Board.

BPAB Action Item

- Consider whether conditions are better, the same, or worse than before the project for each criteria
- Agree upon and implement a sliding scale of project standards, from ideal to unacceptable, rather than expect all projects to be perfect, but at the same time
- Communicate how project varies from the Board's ideals

According to the Town's Design Manual, what questions do I need to ask when reviewing a developer's plan?

List of questions for a new development, based on the 2005 Town Design Manual Standards (See Appendix 14 for a handout of the checklist) The review criteria for a given project are divided into four categories:

- Pedestrian access and safety
- ADA Accessibility
- Bicycle Parking
- Aesthetics and Comfort
- Safety during construction

Pedestrian access and safety

- Are there walkways for direct access to:
 - Adjacent developments?
 - Neighborhoods?
 - o Parks?
 - Bus stops and street sidewalks?
 - Alternative pedestrian systems?
- Are there walkways from parking areas to buildings, other than the parking lot itself?
- Are there walkways along all public streets? Are they clearly marked?
- Does the development provide access to adjacent greenways?
- Is there a possibility to use a utility easement as a connecting trail?
- Are all pre-existing trails kept intact, and if not, has a superior pedestrian alternative been

proposed?

- Is there a clear written plan identifying who will be responsible for ongoing maintenance of pedestrian facilities?
- How wide are the sidewalks?

ADA Accessibility

- Does the design meet federal ADA standards?
- Are there wheelchair ramps and/or elevators?
- How steep are the paths?
- How firm are the path materials?

Bicycle Parking

- If residential/commercial, does the development provide parking spaces in the amount of 10% of the automobile parking spaces that are provided?
- If recreational, does the development provide parking spaces in the amount of 25% of the automobile parking spaces that are provided?

- Are there pedestrian signals at major intersections?
- Are there pedestrian islands on roads wider than four lanes?
- Is there physical separation between pedestrian facilities and vehicular traffic (buffer between sidewalk and street, such as bushes, bike lane, or furniture)?
- Is there physical separation between bicycle and pedestrian traffic (no combined pedestrian/bicycle path, unless wide enough and clearly marked)?
- Are there signs to alert drivers of pedestrian activity?
- Is there adequate lighting for pedestrians (around bicycle and car parking, trails, entrances, etc.)?
- Is there a "minimum energy path" a direct alternative to meandering wheelchair paths and over/underpasses?
- Is there way-finding signage for pedestrians and bicyclists, where appropriate?

- If commercial, does the development provide shower and locker facilities for bicycle commuters?
- What are the exact dimensions of the proposed bicycle parking spaces?
- What is the proposed surface material?
- Can the bicycle parking be in covered areas?

Are the bike parking spaces:

- Inverted U racks (Town recommended)?
- Securely anchored to the surface lot?
- Close to the building's entrance?
- In well-lighted and highly visible areas?

Aesthetics and Comfort

- Is there sufficient furniture and is it appropriately placed (most significant are garbage cans and benches)?
- Does the landscaping maximize pedestrian and bicycle comfort: adequate shade and

Safety during Construction

 Has the developer notified the Engineering Department, Emergency Medical Services, Police and Fire Departments, and residents of the area prior to implementation of work zone traffic control?

- Do the bike facilities blend in with the environment (in color and design)?
- Do the bike facilities impede pedestrian or vehicular traffic flow?

attractive?

- What kind of pavement material will be used?
- Is there weather protection where appropriate (consider covered bicycle parking and walkways)?
- Are pedestrian facilities provided, and are they accessible to physically disabled users during construction?

For more information on standards for construction zone traffic control and ped/bike facilities, consult the:

- Manual on Uniform Traffic Control Devices (MUTCD)
- Current edition of the NCDOT Supplement to the MUTCD for Streets and Highways
- NCDOT Roadway Drawings
- Current edition of the NCDOT Standard Specifications for Roads and Structures



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PART 3: ORGANIZING THE BOARD'S WORK



Part 3 of the handbook covers five topics:

- 3.1 What kinds of projects and activities can the Board work on?
- 3.2 What's important about area networking?
- 3.3 Don't Reinvent the Wheel
- 3.4 Getting Things Done: Less Talk, More Action

3.1 What kinds of projects and activities can the Board work on?

This section answers the questions:

- <u>What other projects, other than development review, can the board be working on?</u>
- What efforts are realistic to undertake, given the Board's time and resource limitations?
- How does the Board bring concerns and ideas to the Town Council's attention?
- What is the Advisory Board's role in public education and outreach?
- When is public education and outreach needed?

What other projects, other than development review, can the Board be working on?

Depending on how much time the Board can invest outside of monthly meeting preparation and follow-up, there are dozens of other activities that can be undertaken to increase awareness of the need for pedestrian and bicycle facilities. The end of this section provides a <u>list of possible on-going</u> <u>projects and activities</u> that the board can undertake. It is meant to be constantly updated with new ideas, projects in progress, and completed projects.

See also Appendix 15 for a handout of possible projects and activities, to be regularly reviewed, revised, and implemented.

What efforts are realistic to undertake, given the Board's time and resource limitations?

The BPAB is made up of volunteers who mostly have full-time jobs, families, and other significant time commitments. Given the limited time available to spend on ped/bike issues in Chapel Hill, the Board should concentrate its efforts on relatively small projects with clear deliverables.

The following chart describes some suggestions of possible activities, to be undertaken depending on how much time each Board member can set aside for BPAB work. Consider how much time you have to dedicate to BPAB work outside of meetings. Depending on your possible time commitment, consider taking over a responsibility or activity from those listed below and in the list of ongoing projects, below. Revise this chart according to your interests and to the BPAB priorities. In general, the most important activities are those that:

- Increase your awareness of regional and local initiatives, funding possibilities, and events
- Increase public awareness of ped/bike facilities
- Increase public officials' awareness of ped/bike needs

Planning chart of activities for BPAB individuals to work on outside of meeting time and preparation

1-2 hour/week available	2-3 hours/week available	3-4 hours/week available	>4 hours/week available	
Read and review meeting	Read and review meeting	Read and review meeting	Read and review meeting	
agenda	agenda	agenda	agenda	
Keep up-to-date and be point person with the work of one other advisory board or advocacy group, in town or region (1/2 hour/week)	Visit area community centers and restock supply of area walking/biking maps	Update website	Research funding sources for independent projects	
Bike and walk! Routinely check out what's new or changed in your area, and what you think could be better. Take pictures, keep notes, and compile lists of those ideas.	Talk to your area contacts to coordinate projects or gather public support	Be a liaison to another Advisory Board in Chapel Hill or region		
		Write letters to newspapers or elected officials		
		Go to Carrboro or Durham Transportation or Ped/Bike Advisory Board meetings to network and gather ideas (2 hr/month)		
		Research and propose possibilities for low-cost temporary ped/bike improvements for state- maintained roads		

The following 5 actions outline how an issue is raised, investigated, and analyzed; how solutions are identified, and what kind of follow-up is needed to get a problem solved. It can be used as a basic review when a pedestrian/bicycle problem arises that the Board wants to correct or investigate.

BPAB Action Item

If the Board determines that the problem should be addressed with a more extensive project, refer to **Section 3.4 "Getting things done"** for the 9 detailed steps of project planning and implementation.

Step 1: Stimulus

A pedestrian/bicycle problem arises that the Board wants to address. The stimulus could come from:

- Public input
- Plan or policy proposal under review by legislative or executive branch
- Board member interest

Step 2: Investigation

The next step is to gather information about the issue. Depending on who is interested in the issue, the following options can be delegated to various Board members. If the whole Board is interested in addressing the issue, it is advised that the Board Chair delegates tasks to make the investigation phase more efficient and speedy. See chart on the following page for investigation tips.

Step 3: Analysis / Problem Solving

- Determine feasible alternatives
- Conversations with elected officials
- Determine allies

Step 4: Advisory

- Craft Board opinion and suggested actions
- If no advisory is necessary, summarize position for future reference, and keep a record of the issue, research completed, guest speakers invited, etc. Don't reinvent the wheel the next time the same issue arises!

Step 5: Follow-up

- Share BPAB advisory (in reply to editorials, etc)
- Recommend incorporation into later proposals
- Speak at public meetings
- Advocate to officials

Step 2: Areas for investigation

Question	Where to find answer	
If a facility is lacking or damaged, is it on a state-	Appendix _ has complete lists of state-maintained	
or locally-maintained road?	roads in Chapel Hill.	
Is the Town Council or planning staff liaison	Ask planning staff liaison, or skip to next	
already aware of this issue?	question.	
	Check:	
	 (If a state-maintained road) State 	
Has something already been proposed to deal	Transportation Improvement Program (STIP),	
with this issue?	or Metropolitan Transportation Improvement	
	Program (MTIP)	
	 (If a locally-maintained road) Local 	
	Construction Plans	
	Bicycle and Pedestrian Action Plan (2004)	
If this issue has already been addressed,	Check:	
 What solutions have been proposed? 	Bicycle and Pedestrian Action Plan (2004)	
 If a permanent solution is not possible because 	 BPAB records of minutes, annual report 	
of lack of funding, are there temporary	 Research alternatives (see end of this section 	
solutions that could alleviate the problem?	for project ideas, as well as Appendix _ for	
	list of websites for further reference)	
	 Searching websites for similar problems in 	
	other cities (see Appendix)	
	 Attending public meetings 	
	 On-site investigation 	
	 Gathering evidence (take videos of people 	
	trying to cross the street, record numbers of	
If this is a new issue, an issue that is not being	violations, take pictures of streetscape, etc.)	
addressed to the Board's satisfaction, or one that	 Reading current, past news articles on this 	
could be remedied through Board action, then find	issue, local and national	
out more by:	 Talking with department officials 	
	 Inviting guests to meetings 	
	• Consulting other board members, local advisory	
	boards, neighborhood representatives,	
	advocacy groups, etc. (See Appendix for	
	more area networking possibilities)	
	Consulting citizens	
	 Joining mailing lists 	

1. Stimulus

The Bicycle Advisory Committee (BAC) was concerned that the resurfacing schedule for local roads was cutting down on the number of roads that were equipped with bicycle lanes (resurfacing a road often means including new bicycle lanes – but no striping happens if the road is not resurfaced)

2. Investigation

The BAC researched the issue, discovered that Charlotte's average for resurfacing local roads had gone from every 12 years to every 26 years, because of budget cuts.

Example case study of an issue in Seattle

1. Stimulus

Margaret (Board Member) got tired of cars violating crosswalk laws

2. Investigation

Margaret...

- Found relevant laws already in place that just needed to be enforced
- Discovered and was pointed to articles about actions other cities were taking
- Invited a traffic control officer to attend a Board meeting

3. Analysis / Problem solving

After documenting the problem and gather evidence, Margaret proposed solution of traffic fines, better signage, pedestrian and driver education and publication of driver awareness ads in local papers.

3. Analysis / Problem solving / Advisory

The BAC made a presentation to the Council, proposing reallocation of some funds to speed up resurfacing.

4. Follow-up

The City Council reviewed the presentation and advice, and was able to reallocate some funding for more frequent road resurfacing.

4. Advisory

Margaret wrote a letter to the police chief, mayor, and City Council. Other Board members gave feedback. The letter outlined the problem and suggested several enforcement remedies.

5. Follow-up

Margaret and other members forwarded a link to the letter to journalists or City Council members as related topics were raised. Seattle Planning Department and City Council incorporated these ideas into enforcement plans and the "Pedestrian Summer" initiative (See below for notes on this campaign). According to the BPAB's official responsibilities, public outreach and education is a significant part of the Board's job. Board members should:

 Promote walking and biking as alternate modes of transportation, with emphasis on educating school age children on safe, effective bicycling and walking.

The BPAB is not responsible for conducting public ped/bike outreach meetings; these are generally organized by the Planning Department. However, the Board can help the planning department with certain activities, in addition to working independently on other activities:

- Solicit ideas, concerns, and support from citizens
- Educate citizens via brochures and flyers about different projects
- Educate the public on funding sources and how ped/bike facilities are built (via inserts into newsletters, letters to the editor, or newspaper articles) – especially if public support is needed to fund a specific project

When is public education and outreach needed?

Three types of public outreach and education are possible in towns or cities that want to improve conditions for pedestrians and bicyclists. The first two are most important, the third can have a large impact but also requires more time and resources.

1. Public outreach for a specific plan, e.g. Bicycle and Pedestrian Action Plan (2004)

Public input is needed during the planning process of a specific plan. These are generally intense outreach efforts, with the goal of gathering support and input to prioritize longrange projects. The BPAB is involved in these outreach efforts to an extent, but the Chapel Hill Planning Department is generally responsible for hosting and coordinating charrettes and workshops.

2. Outreach campaigns

Often with a theme, education and outreach campaigns can have a significant impact on how people perceive pedestrian and bicycle issues. Two examples of campaigns are described below.

3. Long-term, on-going public education

To increase ped/bike awareness in the longterm, people need constant reminders on the importance walking and biking in Chapel Hill. This is generally the type of public outreach efforts that the BPAB could take over, concentrating on small-scale, consistent education opportunities. The final part of Section 3.1 provides a <u>list of project ideas and</u> <u>activities</u>, of which the BPAB could select a couple to complete each year, or more if time and resources permit. Depending on time and resources, the BPAB could propose outreach campaigns to raise awareness about a specific issue for a predetermined period of time. Depending on how extensive these campaigns are, they could be events that the BPAB spearheads every year. Below are two examples from Seattle and Charlotte.

Example: Seattle's Pedestrian Summer, www.pedsummer.org

Seattle initiated a campaign between May and October in 2003 to foster more respect and civility between pedestrians and motorists and to improve driver behavior by increasing awareness about pedestrian safety. Though this event is not necessarily replicable in Chapel Hill, several key actions are well worth considering for smaller-scale awareness campaigns:

Education and Encouragement:

- Printed 20,000 "Seattle: Stop for Us" brochures, (got donations from 8 key sponsors), distributed at Pedestrian Summer events, libraries, community centers, Neighborhood Service Centers, and by several community organizations.
- Created publicity, in the form of a campaign website, www.pedsummer.org. Put up five billboards on major city arterials. A radio

Example: Charlotte's Bike! Week

Public Service Announcement was aired 216 times to an audience of 1 million people who heard it an average of 2.6 times on 24 local stations.

• Sponsored some 26 walking events

Enforcement:

"Sting" operations by the Seattle Police Department resulted in dozens of tickets for drivers who violated crosswalk laws.

Engineering:

The Seattle Department of Transportation installed blinking lights at 10 school zones and a new "flop-over" sign at several crosswalks. The "flop-over" pedestrian signs are placed in the middle of the street, and are designed so that they will bounce back up if cars hit them.

Charlotte's department of transportation hosts an annual **Bike! Charlotte** week at the beginning of May, sponsoring a range of activities for new and experienced bikers. Click here for the <u>2007 list of</u> <u>activities</u>.

To raise awareness for the Bike! Week and for the newly installed bicycle racks in the city, the department of transportation needed a campaign that would: 1) Show people the new bicycle racks

2) Encourage people to start thinking about commuting by bike

3) Raise awareness among non-bike riders that other people do commute on bike

To launch Bike! Week, an outside agency (working pro bono) set up colorful old bikes in the newly installed bicycle racks around the city, labeling them with catchy phrases such as "Alternative fuel source: Donuts," and "Don't fear the buffet." The campaign was great publicity for the biking event, and received very favorable public response.

BPAB Action Item

Set aside time in a regular or special meeting to brainstorm and prioritize these and other activities that the Board would like to undertake. Use the *Action Planning Chart* to plan the initial stages of each project, big or small. Keep track of on-going projects using the *List of On-Going Projects* sheet. The following list is meant to provide ideas and suggestions for activities that the Board can work on outside of meeting preparation and meeting time. When possible, the Board should update this list with new ideas, and keep records of activities that have been examined and/or completed. Some of the following suggested activities are taken directly from the Town's Action Steps for the BPAB.

Outreach and Education

Website

- Create, update, and advertise the Board's website
- Create a blog for area residents to share ideas, concerns, and comments
- Create a pedestrian or bicycle related message to post on the website each month

Visibility

- Staff an information table at the Carrboro Farmers' Market to educate residents and get input on bicycle and pedestrian issues in town.
- Buy or collect old bikes, pay to have them restored, and donate or sell them at a low price to people in need of transportation (through churches, community centers, senior centers, schools, local festivals, bike shops, etc. – see local contacts appendix)
- Create a walking group; look at <u>www.walkarlington.com/go/groups.html</u> as an example.

Education

- Be an active partner in the Active Living by Design program to promote and develop a Safe Routes to School program
- Work with area Bicycle Shops to provide bike education classes for the public
- Prepare a proposal for a historic district/downtown way-marked path; collaborate with Historic District Commission.
- Develop a bilingual outreach program (bicycle safety guide or translation of a walking guide) for local Hispanic communities to increase awareness and education about bicycle safety; collaborate with area Latino centers
- Prepare a recreational walks map for publication by the Town of Chapel Hill; collaborate with the Parks and Recreation Advisory Commission.
- Prepare an advisory bicycle route map for publication by the Town of Chapel Hill.

- Print brochures of walking and biking trails and facilities, distribute in local schools, community centers, senior centers, farmer's market, bike shops, etc.)
- Create flyers for various events, or to increase bicycle/pedestrian awareness to put in community centers, churches, parked cars, etc.
- Keep track of local and area walking and biking events, both regular and special (and advertise them on the BPAB website, if possible):

For example: SeniorStriders – Orange County seniors (over 55) meet at 8am on the 3rd Wednesday of the month in University Mall

http://www.co.orange.nc.us/aging/wellsen striders.htm

Sponsor or organize

- Trail walks for National Trail Day (first Saturday in June)
- Trail building/maintenance events
- Bicycle awareness campaign for National Bike-to-Work Month (May)
- Walks to draw attention to dangerous areas for bicyclists and pedestrians in Chapel Hill. Use a walkability checklist: http://www.walkinginfo.org/cps/checklist.h tm
- Safety classes for targeted populations:
- Schools (National Walk to School Month is October)
- Community centers
- Senior centers

Low-cost pedestrian and bicycle facility improvement possibilities

Use the bike and pedestrian facility priority plans to:

- Identify where to place "share the road" (or similar) signs
- Identify where to place flashing pedestrian crossing signs, especially around senior centers, community centers, shopping centers, and school zones

Advocacy and lobbying

- Write letters to local advocacy groups (see list of advocacy groups), newspapers, public officials when and if an issue arises that the BPAB thinks needs to be publicly addressed (a project needs funding, pedestrian or bicycle accidents in Town, more funding is allocated to ped/bike issues, etc.)
- Invite Division 7 NCDOT representative (NAME and CONTACT) on a walking tour of 6-8 precarious pedestrian intersections, or

- Identify where to place "flop-over" pedestrian signs: signs that are placed in the middle of the street and are designed so that they will bounce back up if cars hit them
- Find out what would it take to remove dangerous "right on red" policy in pedestrian-heavy areas, such as downtown
- Research other low-cost safety improvements

tour by van roads that are dangerous for bicyclists.

- Invite Division 7 NCDOT representative to (special or regular) board meetings where pedestrian and bicycle projects are under consideration or in urgent need of funding.
- Film pedestrians or bicyclists on dangerous roads to show to Town Council and/or NCDOT representative, if funding for specific project is very urgent.

Research and Funding

- Help staff find alternative funding sources for projects:
 - Develop a strategy to work with NCDOT representative to find funding
 - Have part of the annual calendar be a review of possible alternative sources of money (federal, state, and local sources
 – grants, philanthropists, etc.)
- Develop a strategy to lobby State agencies and other agencies as appropriate to make policy changes to increase bike and pedestrian use
- Undertake an annual review of progress on the actions set out in Bicycle and Pedestrian Action Plan (2004). The review should coincide with the preparation of the Town's Capital Improvements Program, generally in November or December (CIP budget is due in February)
- Help staff compile a list of basic costs of specific road improvements to present to Town Council for funding:
 - Improved pedestrian crossing signals (like the kind with count-down display)
 - Road restriping both new and over existing paint
 - Flashing pedestrian crosswalk warning signs
 - Bike awareness "share the road" type signs
 - Bike parking improvements

 Develop pedestrian performance measures used to evaluate the operating performance of a pedestrian network. The performance measures would include factors including directness, continuity, safety crossing a street, visual attractiveness and visual features and sense of security. - What about collaborating with UNC Highway Safety Research Center:

http://www.hsrc.unc.edu/safety_info/bicycl e/index.cfm

- Develop bike performance measures: used to evaluate the operating performance of a bicycle network. The performance measures would include factors including directness, continuity, safety crossing a street, visual attractiveness and visual features and sense of security. - What about collaborating with UNC Highway Safety Research Center: <u>http://www.hsrc.unc.edu/safety_info/bicycl e/index.cfm</u>
- Select graphic details of appropriate parking stands and storage facilities for inclusion in the Town of Chapel Hill Standard Details
- Review existing Town standards for traffic control devices and develop a policy and program for detecting pedestrians and bicyclist at traffic controlled intersections
- Research and present a policy and program for raising sunken drainage grates in Town

3.2 What's important about area networking?

This section answers the questions:

- What is the Advisory Board's role in networking?
- Why network with other groups?
- Which organizations should the BPAB network with?

What is the Advisory Board's role in networking?

According to the official BPAB's responsibilities, networking is a significant part of the Board's work. Board members should:

- Work with regional organizations to coordinate regional bikeway linkages
- Work with other Town advisory boards to coordinate walks and bikeways planning

BPAB Action Item

To streamline networking with other advisory boards, assign individual Board members to keep track of specific groups

Networking entails keeping track of the other organizations' minutes and projects, to ensure that, if there is overlap, the different organizations can collaborate, if appropriate.

Why network with other groups?

There is comparatively little money available for pedestrian and bicycle improvements in Chapel Hill, as for the rest of North Carolina. According to the NCDOT, local area involvement is one of the criteria that are used to prioritize different projects. Showing strong local support may help Chapel Hill obtain the funds it needs, both from state and local sources, to get projects passed and implemented. From the NCDOT project criteria:

"Project requests are viewed within the overall picture of bicycling in an area. **Evidence of local concern and involvement via other bicycle projects or activities lends support to each specific bicycle request**. Local participation (via a dollar share or design services) is viewed as one measure of a local area's commitment to an improved bicycle environment."

Examples of networking from other advisory boards

Example from Charlotte, NC

The City Council was debating whether to pass a new ordinance on bicycle parking. The Bicycle Advisory Committee (BAC) was able to rally support from the Charlotte area B.I.K.E.S. advocacy group, which flooded the City Council with emails and letters. As a result, Council passed the new bike ordinance. The Charlotte BAC has also invited committees from neighboring towns, such as Matthews, to present their bike/ped plan or update the BAC about developments. This improves regional consistency in facility standards and provision.

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Example from Carrboro, NC

The Transportation Advisory Board worked with an MPO representative to pinpoint various places in the region that needed pedestrian and bicycle improvements. The TAB also invited the NCDOT Division 7 representative for pizza one evening (since he had no time during the business day) to explain State policy for funding and also redirect funding to complete the Estes Drive sidewalk and bikeway project. Through him the TAB learned about other funding sources that the planning staff can use for ped/bike projects.

Example from Davidson, NC

The Greenways, Trails and Bikeways Advisory Board has recruited Davidson students and Eagle Scout groups for help with greenway construction and maintenance.

Which organizations should the BPAB network with?

The BPAB should keep track of the activity of area advisory boards that are also working on pedestrian and bicycle issues. Additionally, networking with area advocacy groups, churches, community centers, bicycle shops, and relevant government officials (for example, the head of the NCDOT Division 7) could help with obtaining additional funds for activities, build support for projects, and increase awareness of pedestrian and bicycle needs in the area.

Remember - the squeaky wheel gets the oil! The more you advertise the needs of pedestrians and bicyclists in Chapel Hill, the more likely it is that projects will be funded and conditions improved for the Town.

In addition to other advisory boards and advocacy groups, the BPAB could have regular contact with organizations and groups that would volunteer their time for various projects and activities. Examples include:

- Chapel Hill high schools: Students in Chapel Hill must complete 50 hours of community service in order to graduate; the BPAB could advertise projects at those schools to recruit volunteers.
- UNC: University students are an excellent resource for help with research, project design, and outreach. Particularly the City and Regional Planning Department, the

School of Public Health, and the Department of Environmental Sciences and Engineering hold classes that address pedestrian and bicycle issues. Masters project proposals are generally due in November; the BPAB should start sending emails with project ideas to the departments in September and October. Assign one Board member to be a contact person specifically for University departments to recruit students.

For a complete list of area advisory boards, Chapel Hill advisory boards, area advocacy groups, churches, community centers, bicycle shops, and relevant government websites, please see Appendix 17.

Area Advisory Boards

Where	Name	Meeting Days	Website
Carrboro	Transportation Advisory Board	First and third Thursdays of each month at 7:30 pm in the Carrboro Town Hall	http://www.townofcarrboro.com/AdvBoards/advbrds.htm
Durham	Bicycle and Pedestrian Advisory Commission	7:00 pm, on the 3rd Tuesday of each month, City Hall Committee Room	http://www.bikewalkdurham.org/

Other Chapel Hill advisory boards that work on pedestrian and bicycle issues

Name	Meeting Days	Website
Community Design Commission	3rd Wednesday of every month at 7 pm, in the Town Hall Council Chambers.	http://www.townofchapelhill.org/index.asp?NID=32
Planning Board	7:00 pm on the 1st and 3rd Tuesdays of each month in the Town Council Chamber.	http://www.townofchapelhill.org/index.asp?NID=42
Transportation Board	7:00 pm on the 2nd and 4th Thursday of each month in the Second Floor Training room at Town Hall.	http://www.townofchapelhill.org/index.asp?NID=45
Parks and Recreation Commission	7:00 pm on the 3rd Wednesday of each month in the Community Center Meeting Room, 120 South Estes Drive (From January to August 2007 the Commission will meet in the Chapel Hill Public Library)	http://www.townofchapelhill.org/index.asp?NID=40
Greenways Commission	4th Wednesday of every month at 7:00 pm, in the Chapel Hill Public Library Meeting Room.	http://www.townofchapelhill.org/index.asp?NID=34
Active Living by Design Partnership Advisory Committee	6:30 pm on the 2nd Thursday of each month in the Town Hall First Floor Conference Room.	http://www.townofchapelhill.org/index.asp?nid=28, http://www.gochapelhill.org/
Downtown Parking Citizens Committee		
Downtown Partnership	The CHDP meets on the 4th Wednesdays of each month from 7:30-9:00 a.m. at the Franklin Hotel.	http://www.downtownchapelhill.com, http://www.townofchapelhill.org/index.asp?NID=33
Chapel Hill Public Arts Commission	Regular meetings are held on the 2nd Wednesday of every month at 5:00 pm, in the Town Hall First Floor Conference Room.	<u>http://www.townofchapelhill.org/index.asp?NID=31,</u> <u>http://www.chapelhillarts.org/</u>
Fordham Blvd Safety Work Group	No established meeting time (last posted agenda, Sept 2006)	http://www.townofchapelhill.org/index.asp?nid=1081

3.3 Don't Reinvent the Wheel

Back to previous section

This section answers the questions:

- Why is it important to keep a record of the advisory board's work?
- Which documents should staff member keep readily accessible?

Why is it important to keep a record of the advisory board's work?

The development of pedestrian and bicycle facilities is a long-term endeavor. Few projects are planned, financed, and carried out in less than two years, and major projects (several in the Chapel Hill/Carrboro area) may take up to 20 years to implement. Conversely, advisory board members serve for relatively short periods of time, and a maximum of six years in one stretch. How can the board keep from reinventing the wheel, given the high rate of turn-over? The only way is to have strong institutional memory. It is therefore very important that the staff liaison keep a comprehensive and easily accessible record of what the advisory board has worked on, considered, and accomplished.

Which documents should the staff member keep readily accessible?

Staff liaison should keep the following records in a clear and organized system, accessible to Board members and easily handed off to subsequent staff liaisons:

Annual report

This is the most useful document for new and existing board members to be able to quickly review past work of the board.

See **Appendix 4** for an annual report template.

An annual report should include:

- Projects considered, planned and implemented
- Studies, plans, or reports issued on specific or general ped/bike issues, both local and regional
- Key stakeholders in any projects or outreach efforts, including individuals, neighborhood groups, public officials, or board members

- Dollar amounts allocated to ped/bike facility improvements, from state, local, and/or federal sources
- Dollar amount of budget allocated for advisory board discretionary use
- Any significant events that occurred during monthly meetings (e.g. guest speakers, consultants, public support/opposition, etc.)
- References to all relevant documents (minutes, plans, reports, correspondence, etc.), and where to find these, if needed

The annual report should include a record of what is done in a given fiscal year. However, for greater overview of longer-term accomplishments and issues, the staff liaison should also have a break-down of the following items:

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Past use of board's budget

What specific projects have been sponsored using the board's allocated yearly budget?

Past projects completed

- What public outreach campaigns have been done in the past?
- What projects (state, local, regional) have been approved and implemented, and what was the advisory board's role?
- Which neighborhood, advocacy, or special interest groups has the board worked with, and who was the contact person?

Letters written

What letters have been written to developers, public officials (state, local, regional, federal...), newspapers, or individuals?

Minutes

In addition, the staff liaison should have a concise and easily accessible file of all board meeting minutes, both from monthly meetings, special meetings, and annual retreats.



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3.4 Getting Things Done: Less Talk, More Action

Back to previous section

This section answers the questions:

- What are the 9 steps we should consider when planning a project?
- How can we maintain momentum and troubleshoot Board shortcomings?
- What questions should we review in semi-annual Board evaluations?

What are the 9 steps we should consider when planning a project?

To make the most of limited time and resources, it is imperative that the advisory board carefully selects and plans all projects and outreach campaigns it undertakes. Whether big or small, all projects should follow a general pattern of questions, answers, research, planning, networking, implementation, and review. Use the following steps and questions to think through how an advisory board project

think through how an advisory board project will be planned and implemented.

BPAB Action Item

- For an extensive project, review all of the following steps.
- For a less complicated or short-term project, go straight to Steps 7, 8 and 9.
- Use the *Resource Gathering* and *Action Planning Charts* for goal-setting and delegation (Also available as a handout in Appendix 3).
- Remember to monitor, review, and record the project's progress.

Overview of the 9 Steps

- Step 1: What are our end goals?
- Step 2: What has been done before on this project?
- Step 3: Who is this project for?
- Step 4: Who needs to be involved in planning and implementing this project?
- Step 5: How should we publicize this project?
- Step 6: How much will it cost, and where will the resources come from?
- Step 7: Do we need outside or expert advice?
- Step 8: Time to be specific: what, how, where, who, when?
- Step 9: Implement, Evaluate and Celebrate

STEP 1: What are our end goals?

Be sure to know what you hope to gain from your project when you are done, and make sure the Board spells it out in concrete terms.

STEP 2: What has been done before on this project?

Talk about the potential benefits of the project and match those potential benefits with what you know about the need.

STEP 3: Who is this project for?

List everyone who might benefit from the project, and include others who may influence those who benefit. Divide the list into two categories — those who benefit most and others. You will want to spend more time reaching out to the first category.

Step 1 questions:

- What actions do you want to occur as a result of the project?
 - Do you want practitioners to adopt a new practice?
 - Do you want to increase awareness about a new project?
- What kind of impact do you hope the project will have?
- > How can you measure that impact?
- What specifically will you measure to determine the impact of implementation?
- > How will you know when you are done?

Step 2 questions:

- > What need does the project address?
- Where does this project fit into current community priorities?
- Are there groups currently working on the same project or related projects?
 - If yes, can and should we partner with them?
- Have there been past attempts to accomplish the same or similar projects?
- Have other communities attempted to accomplish the same project or similar project?

Step 3 questions:

- > Who are potential supporters of this project?
- Which should be contacted, and who should contact each?
- > How do we enlist their support?
- What demographic information do we know about those who benefit most?
- > Are there potential opponents of this project?
- What do they currently know about the project or issue?
- > What do they need to know?

STEP 4: Who needs to be involved in planning and implementing this project?

Do not go too far without making sure that you have got the right team. Especially if you need political support for the project, you will want to have representatives of the groups who benefit the most, as well as other area advocacy groups and interested parties helping you plan your course of action.

STEP 5: How should we publicize this project?

The tools of technology transfer range from workshops to publications to one-on-one outreach efforts. Consider who your audience and project members are to help you decide how to get the word out.

STEP 6: How much will it cost, and where will the resources come from?

Now that you know what needs to be done, it is time to figure out the details, such as cost and required effort.

Step 4 questions:

- How will you gather input from those groups who might benefit?
- Do you need to hold a public meeting to learn more about their thoughts and perceptions?
- Do you have members of your own group who can speak with some knowledge of those groups?

Step 5 questions:

- What tool will best reach the groups that you need to reach?
 - o Internet?
 - o Flyers?
 - Newsletters?
 - Newspaper articles, or letters to the editor?
- Do different tools seem appropriate for different groups?
- > What will be the method of distribution?
- > Who will be responsible for distribution?

Step 6 questions:

- How much does each activity or task cost? How do we find this out?
- > How much will the project cost in total?
- > Who will pay for direct implementation costs?
- Will the implementation result in indirect costs?
 o If so, who will pay for these costs?
- > Will project partners finance some costs?

STEP 7: Do we need outside or expert advice?

You may need further assistance with a number of issues, depending on the project. It might be time to hire a consultant to work with the Board, or you may want to talk to experts about project development options. Or you may just want a fresh perspective.

Step 7 questions:

- What kind of expertise do you need to do the project well?
- Do you need technical support, communications assistance, or help in another area?
- Who can help you find the right person or organization to hire?

BPAB Action Item

Use the *Resource Gathering Chart* to brainstorm what resources you need and where you can get them (Appendix 3).

STEP 8: Time to be specific: What, how, where, who, when?

As much as possible, write down your expectations of what now needs to happen, how it will happen, when it will happen, and who will be involved.

Step 8 questions:

- > What are the tasks involved in the project?
 - Benchmarks should be reasonable in terms of what can be done in the specified amount of time, who is assigned to perform the task, and relevant to the overall project.
- What are the final products?
- > What are the critical steps for the project?
- Who is responsible for producing the final products?
- > What is the budget?
- > Who will pay the costs?
- > What is the project timeline?

BPAB Action Item

Use the *General Action Planning Chart* to aid in identifying product outcome, time line, tasks, and assignments (Appendix 3).

STEP 9: Implement, Evaluate and Celebrate

Continue to monitor the project's process as tasks begin and end. As you evaluate and measure the success of your project during and after its completion, remember to celebrate the successes and make note of the possibilities for next time.

Step 9 questions:

- How is the project progressing? How will you measure success?
 - Keep track of successes, even if they are small - this will help maintain momentum and overall effort
- It is on budget, on time, on task?
- > Are there new goals to address?
- > Are there any adjustments to make?
- > Are the time deadlines being met?
- > Is the budget appropriate?
- Is the Board satisfied with the staff liaison's effort and contributions?
- > Is the amount of work realistic?
- Are priorities receiving the appropriate amount of attention?
- How are board members working as a group?
- > What else needs to be done?
- Have unanticipated issues or problems emerged over the course of the planning process?



Chart of Resources Needed

Project Name		Date	Project Timeline	
Type of resource needed	Specifics of what we need	Who has it?	Contact information	Otherwise, where/how else can we get it?
Skills/expertise				
Influence				
(public official, long-				
urrie resident, public leader)				
Supplies and				
Equipment				
Funding				

General Action Planning Chart	anning Chart			Chapel Hill Pe	Chapel Hill Ped/Bike Advisory Board
Project				Date	Time frame for completion
Purpose of Project			Names and contact info	Names and contact info for others developing this plan	s plan
Suggested chair for project and contact info	ject and contact info				
Critical Steps	Who will be involved and make decisions (names)	Resources available	Information and assistance needed	Time to complete task	How we'll know we have successfully completed this task
30 day goal for this project (what is reasonab	ject (what is reasonable t	le to accomplish in the first 30 days?)	30 days?)		
Next suggested meetin	Next suggested meeting date to engage others and work on details of plan and implementation	nd work on details of pl	an and implementation		

The following are a number of common difficulties that boards encounter, and several suggestions on how to resolve them.

Difficulty:

We're having trouble maintaining momentum.

A crucial part of being an effective advisory board is to show sustained interest and enthusiasm for improving bike/ped facilities. It is easy to become excited about an initial project, but much harder to sustain the enthusiasm to see the project through.

BPAB Action Item

Think of difficulties that may be specific to your Board, and make time in a regular or special meeting to address the problems before they get out of hand.

Suggestions for addressing difficulty: Get new ideas

- Add a time for brainstorming to the agenda of all regular meetings
- Solicit ideas and concerns from locals: put an idea card at coffee shops, senior centers, churches and city hall, addressed to the Advisory Board chair (via Town Hall, if possible).
- Create a blog on website for community members to share ped/bike ideas and concerns

Make communication a priority

- Develop and carry out a communications plan with emphasis on regular contact with area advocacy groups, neighborhood associations, other advisory boards, and steering committees (of specific projects)
- Consider publishing a periodic update on the advisory board website
- Invite guest speakers to the monthly board meetings to discuss issues of safety, aesthetics, or specific groups' or neighborhood concerns

Difficulty:

There is conflict and controversy between board members.

Difficulty:

Projects are not being completed on time or are not being completed at all.

Difficulty:

Loss of direction or focus

Suggestions for addressing difficulties:

- Acknowledge and define the differences
- Bring in a skilled facilitator or mediator
- Re-examine the action plan and timetable as potential causes
- Revisit project team membership and makeup
- Explore and determine areas of agreement and work in those areas
- Distinguish between personality conflicts or styles and differences around specific issues

Suggestions for addressing difficulty:

- Revisit and review the action plan and timetable. The time frame may have been unrealistic, or the importance of the project to the group may have changed (has the project become too controversial, too big to tackle, or less important than other tasks?)
- Ask people involved for their thoughts, ideas and suggestions. Sometimes group discussions are valuable. Ina addition, oneon-one discussions may reveal issues that might not come out in a group discussion (e.g. personality conflicts).
- Make changes in leadership or membership.

Suggestions for addressing difficulty:

- Spend structured time revisiting the vision and goals in light of changes in the organization and new issues, opportunities, and people.
- Evaluate membership of the project teams or organizations charged with implementation. Are there opportunities for people to leave or join?
- Review the structure for coordination and leadership. Is it still relevant?
- Determine whether there is sufficient communication of progress and opportunities, both internal and external to the board.

PART 3: ORGANIZING THE BOARD'S WORK

Chapel Hill Bicycle and Pedestrian Advisory Board Handbook

Difficulty:

We don't have enough money.

Difficulty:

It's unclear who is in charge of the board and/or of specific projects.

Suggestions for addressing difficulty:

- Consult with town staff and other experts to see if there are other funding sources that can be tapped into.
- Discuss how resources can be redirected
- Re-examine the vision and the project. Has the purpose changed for the project? Can the goal be modified?
- Can the project be put on hold?

Suggestions for addressing difficulty:

- Review the structure for determining leadership. Is there a defined system for rotating leadership? If not, consider options to review the structure and involve different people. E.g., if the chair person does not have the time or resources to fulfill his or her role as implementer and task master, suggest an alternative, temporary chair person (or switch to the vice-chair).
- Ask an outside person (or staff liaison, if appropriate) or group to help evaluate the organizational structure. They can provide constructive ways to raise sensitive issues.
- Determine whether there is sufficient and open communication in the organization about what is going on.
- Have a plan for actively recruiting and preparing people to step into leadership roles (e.g. chair and vice chair, or chair-intraining)

Solid evaluation of the board's performance and consistency requires continual monitoring on the part of the staff liaison, chair person, and board members themselves. This evaluation should occur within each project, but also on a semi-annual basis to review the

Here are sample questions for the Board to review:

- How are board members working as a group?
- Is the board working on realistic, useful, and meaningful projects and activities?
- Is the amount of work realistic? Should the board be working more on specific issues?
- Are the time deadlines being met?
- Is the board's annual budget appropriate?

Board's work, dynamics, and progress as a whole. In evaluating the board's work over the course of the year, it is helpful to keep track of action plans of set goals, projects, and activities; all plans need to have clear assignments and bench marks.

- Is the Board satisfied with the staff liaison's effort and contributions?
- Are priorities receiving the appropriate amount of attention?
- Have unanticipated issues or problems emerged over the course of the planning process?

BPAB Action Item

Schedule periodic review sessions, both for individual projects and for assessment of the Board itself. These do not have to take a long time; even a 20 minute discussion about key points every six months will help refocus the Board's work. Make sure to appoint a discussion leader to help keep the discussion relevant and on topic! After reading through the BPAB handbook, you may feel overwhelmed with the amount of information to remember and keep track of, the number of responsibilities you have, and the complicated process of getting pedestrian and bicycle facilities built in Chapel Hill. Here are some "best practices" gleaned from observation

Commitment, Persistency, and Consistency

Improving pedestrian and bicycle facilities in Chapel Hill takes a long time, as it does in all American towns and cities. State-sponsored improvement projects can take twenty years to implement, and getting Town and regional funds is almost as taxing. An ideal advisory board is made up of very committed members, who dedicate regular amounts of time to pursuing funds, checking on project status, of other advisory boards' work, meetings, and history to help you manage your efforts for the BPAB. Review these, and add your own. It may be helpful for the BPAB to have a list of its best practices ready at regular meetings, to remind members of the Board's objectives.

writing letters to move projects along, and networking with other groups. Equally important is the consistency with which these activities are undertaken; the BPAB needs to show a constant (even if lower) level of activity throughout the year – your goal is for the public and officials to know that you are active in pedestrian and bicycle issues.

Stay informed: Know funding sources and the project planning process

Chapel Hill is small and has relatively few funds to expend on pedestrian and bicycle facilities. The BPAB will have the most impact if it can be resourceful in finding resources for various projects, including local road improvements, state road improvements, long-term awareness campaigns, and short-time, larger-scale outreach efforts. Keep track of federal, state,

Visibility

Work on small-scale projects that will increase the visibility of bicycle and pedestrian facilities and needs. The public needs to see what's out there, and the BPAB is one of the only groups in Chapel Hill that has an overview of what's already in place, what has been planned, and

Networking and Collaboration

Your strength is in numbers! Find area advisory boards, advocacy groups, local and regional officials that support your cause, and work with them on outreach efforts, gathering public and local funding opportunities that the Town could apply for.

Take on fewer projects, but be thorough. Know the goal of each project, the timeline, and your specific responsibilities for that project.

what still needs to be addressed. The more visible the BPAB is, the more likely the public will support different efforts to get pedestrian and bike facilities installed. And with more public support, the Town Council has added incentive to find funding for various projects.

support through campaigns, and finding money to implement improvements on bicycle and pedestrian facilities.

Professionalism

Because the BPAB is made up of volunteers with limited time to dedicate to very important issues, it is imperative that it operates in a professional and efficient manner. To the extent possible, discussions at Board meetings should be focused and to-the-point; the Chair should exercise his or her duty to keep members on topic. Make sure that all the facts are known before getting into a lengthy, ultimately ineffectual conversation; do not speculate on causes, processes, or outcomes useless you know what you are talking about. Each discussion should result in clearly defined tasks and timeline; each task should be delegated, recorded, and reviewed.

Review

Schedule time for review of both projects and of Board performance, either in annual retreats or social meetings. Set goals and priorities, and constantly monitor whether the BPAB is meeting them, and what you could refine.

Be resourceful and creative

Use the resources you have in the community to get the word out about biking and walking. Look up outreach and education examples from other cities and towns, explore where you could get pro bono work (as in the example of the

Communicate

Communication is important on all levels. Internally, make sure all Board members know what is expected of them. As a member, be sure to inform the Board if you cannot meet your obligations, or if you need more time to complete a task, or if you need additional assistance. Do not assume that others know what you are working on, or that they have Charlotte bicycle awareness campaign). Keep a list of ongoing project ideas, including newspaper clippings, web articles, and anecdotes about projects other towns and cities have implemented.

seen an item in the news that you think is relevant. In terms of communication outside of the Board, be sure to inform your contacts (from other advisory boards, advocacy groups, or community groups) about your projects and plans. And remember to publicize any activities (even small ones) in local newspapers and newsletters.

These are some key traits that effective, active advisory boards exhibit. Remember that these, as well as the suggestions contained in this handbook, are meant primarily as a starting point for discussion within the Board – review, refine, and adapt them according to the BPAB's priorities, goals, and constraints.

