



BALTIMORE CITY COUNCIL LAND USE & TRANSPORTATION COMMITTEE

Mission Statement

On behalf of the Citizens of Baltimore City, The Land Use & Transportation Committee is committed to shaping a reliable, equitable, and sustainable future for Baltimore's land use and transportation systems. Through operational oversight and legislative action, the committee aims to develop and support lasting solutions grounded in principles of good governance.

**The Honorable Ryan Dorsey
Chairperson**

PUBLIC HEARING

Thursday March 6, 2025

10:00 AM

CLARENCE "DU" BURNS COUNCIL CHAMBERS

***LO25-0004 Baltimore City Transportation Operations &
Oversight***

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LEGISLATIVE OVERSIGHT

Committee: Land Use and Transportation

LO25-0004

Legislative Oversight –Baltimore City Transportation Operations and Oversight

Purpose:

For the purpose of holding regular meetings with government agencies and officials to review transportation practices, policy, & operations in the City of Baltimore.

REPORTING AGENCIES

Baltimore City Department of Transportation

BACKGROUND

City Law

Passed in 2018 the Complete Streets legislation is a means of designing transportation around the City. It creates a modal hierarchy and uses that to prioritize design around the city. The modal hierarchy is:

1. Walking
2. Cycling / Public Transit / Micromobility
3. Taxi / Commercial Transit / Shared Vehicles
4. Single Occupant Automobiles

The legislation required the creation of an advisory committee, a Complete Streets policy manual, and the publication of an annual report assessing the system's status.

Enshrined in the legislation is a mandate that the advisory committee is required in its Complete Street's manual to set out policies to engage with communities and to measure success in overcoming barriers related to Race, Income, Age, Disability, English Language Proficiency, & Vehicle Access (§ 40-41. EQUITY IN COMMUNITY ENGAGEMENT).

The current edition of the Complete Streets Manual lists policies to this effect and notes that each project should have a customized outreach plan. The manual has examples of actions it suggests to help include these communities in projects such as:

1. Partnering with faith & social service agencies to provide insight into community dynamics
2. Host family-friendly community meetings in central locations to minimize costs associated with transportation & childcare
3. Contact PTAs to work with parents of school-age children on transit projects
4. Partner with agencies to obtain translation services for meetings.

Current Concerns on Community Engagement

Concerns regarding the community engagement process have surfaced namely:

1. There are no standards for measuring the success of engagements in the policies laid out in Complete Street's manual as required by legislation.
2. Engagement is sometimes an obstacle to quick and efficient changes and updates that need to happen.
3. Engagement is not consistently applied across all projects, and in the cases of some more controversial projects is used as a way to circumvent the needs that these projects meet.

Partners in DOT have noted these concerns and their work in trying to address them including:

1. The creation of SOPs for engagement which will include metrics to gauge success.
2. Posting more information online so that it is easily accessible.
3. The creation of critical checklists so that engagement reaches not just those in a community but others who will be impacted by ongoing projects.
 - a. Such as those who utilize businesses in an area where a street may be redesigned.
4. Reviewing 311 for community requests to address long-standing needs
5. Working to engage the community not just with DOT when outreach occurs for a project but using these projects as an opportunity to bring in other resources to address community concerns.

Examples of Public Engagement

Druid Park Lake Drive

Notes from a 2021 meeting on the Druid Park Lake Drive Complete Streets Feasibility Study has notes from a Community Stakeholder Visioning Session. That session generated a number of themes and ideas from community members around what they would like to see in a reimagining of the area. Included in this was ideas such as:

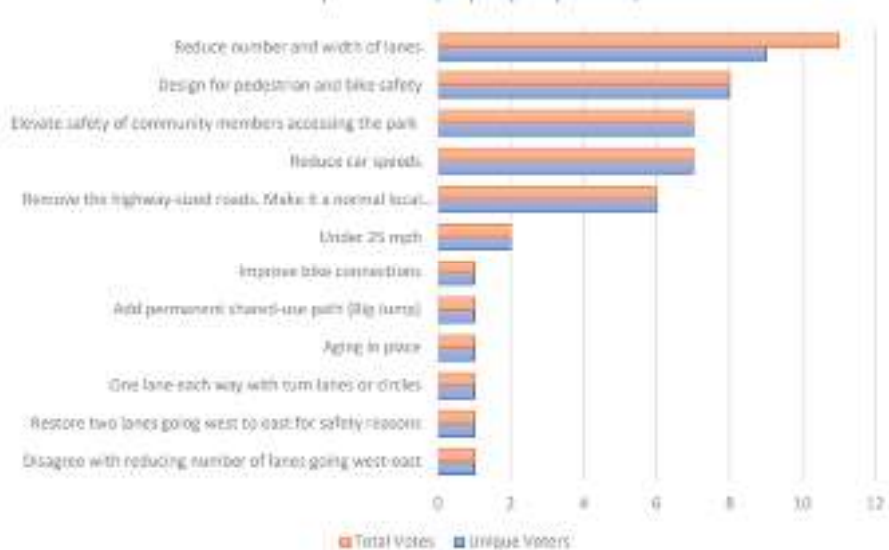
- Removing highway-sized roads
- Pedestrian bridge to the park
- Transit Service for kids during school
- The use of traffic circles
- Kid & elder friendly access to the park on foot
- Covered and seated transit stops
- Lighting Safety



In several sections of the ideas left by community members, there was a desire for the park and the infrastructure supporting it to be contiguous with the community, and aesthetically pleasing.

The top safety theme as voted on by community members in that session included reducing the number and width of lanes. This correlated with the top theme on accessibility which was to reduce the width of intersections.

Safety Themes (Top 4 per person)



There was also clearly a desire for the design of the park and the transportation infrastructure in and around it to focus on safety for community members and those utilizing alternate means of transportation other than private cars.

Wenatchee Demo Project

A national advocate for Complete Streets – the National Complete Streets Coalition sponsored by Smart Growth America has several case studies for Complete Streets projects that include how effective community engagement has been done.

In Washington State, Wenatchee City (approximately 35,000 residents) was looking to address issues associated with a complex four-way intersection that was regarded as one of the most dangerous in the city. The area around it was home to one of the highest numbers of low and moderate-income and minority homes with high numbers of single-car and zero-car households as well.

In its engagement strategy, the team created a timeline to do the following:

1. Identify who would be affected
2. Who needed to have a say in the project
3. Who would help design the project

The case study notes the need for flexibility in projects to incorporate feedback from the community and stakeholders at all stages including once the project was completed and the new intersection was in use.

Feedback was incorporated from several means including:

- survey data
- a pop-up market event
- posters in multiple languages
- reaching out to social groups such as:
 - dance groups
 - cultural groups
 - Zumba instructors

Key factors in creating a highly visible process were to make the process fun and something that stakeholders would want to be involved in, keep implementation flexible, & be solution-oriented.

ADDITIONAL INFORMATION

Fiscal Note: None

Information Source(s):

1. Complete Streets Legislation
(<https://baltimore.legistar.com/LegislationDetail.aspx?ID=3105004&GUID=D84D8A72-1C20-494D-A909-7503F044A56F&Options=ID|Text|&Search=Complete+Streets>)
2. Complete Streets Manual
(<https://transportation.baltimorecity.gov/sites/default/files/Baltimore%20Complete%20Streets%20Manual%20Final%20March%202021-compressed.pdf>)
3. National Complete Streets Collation Case Study (<https://smartgrowthamerica.org/wp-content/uploads/2022/03/Washington-Complete-Streets-Leadership-Academy-Demo-Projects.pdf>)
4. Druid Park Lake Drive Complete Streets Feasibility Study
(<https://transportation.baltimorecity.gov/sites/default/files/Druid%20Park%20Lake%20Drive%20Community%20Stakeholder%20Visioning%20Summary%20-%202-25-2021.pdf>)

Analysis by: Tony Leva

Direct Inquiries to: 410-396-1091

Analysis Date:

Baltimore City Council



Land Use & Transportation Committee

LO25-0004

**Baltimore City Transportation Operations
and Oversight**

Additional Materials

§ 40-41. Equity in community engagement.



The Complete Streets Manual must include community engagement policies that overcome barriers to engagement associated with race, income, age, disability, English language proficiency, and vehicle access of populations affected by a project, including a means of measuring success in overcoming these barriers.

(Ord. 18-197.)

§ 40-50. Accountability to communities.

The Transportation Department, in consultation with the Complete Streets Advisory Committee, must conduct public meetings and other community engagement and outreach activities to present the Complete Streets annual report to the public and solicit public input.

(Ord. 19-332; Ord. 18-197.)

EQUITY IN COMMUNITY ENGAGEMENT POLICIES

The City is committed to ensuring that all City communities are included in the development and implementation of Complete Streets improvement projects and commits to an equitable approach to public engagement and education. This section details specific policies related to community engagement that will ensure all affected communities have a voice in Complete Streets improvements, focusing on outreach methods sensitive to factors including, but not limited to, race, gender, culture, income, age, vehicle access, disability, and English language proficiency of populations.

Race/Gender/Culture

Policy

Complete Streets project outreach efforts will be sensitive to race, gender and ethnicity, and will be tailored to the affected community to help achieve comprehensive participation.

Actions

- » Consult with key community leaders in the project area who can assist by identifying existing community social networks.
- » Partner with faith-based organizations and social service agencies that can provide insight into neighborhood dynamics and offer recommendations on appropriate public meeting forums.
- » Ensure that visual aids depict images of diversity and inclusion.

Income

Policy

Complete Streets project outreach efforts will identify communities with socio-economic challenges and customize communication methods and meeting locations to optimize participation and engagement with the project.

Actions

- » Host family-friendly meetings in centrally located facilities to minimize transportation and childcare costs.
- » Ensure that there are affordable and convenient transportation options to and from meeting locations.
- » Design easy to read outreach materials and unambiguous signage.
- » Leverage the access to technology to offer community members alternative affordable options to provide input.

Age

Policy

Complete Streets project outreach efforts will engage community members of all ages by customizing communication methods and meeting locations to optimize participation with the project.

Actions

- » Contact area senior center/living facilities for guidance on advertising project information and soliciting feedback.
- » Contact area PTA's to engage the parents of school-aged children with transportation projects.
- » Create audience specific print and electronic communications to attract the attention of all ages

Accessibility

Policy

Complete Streets project outreach efforts will ensure all residents have equal opportunity to participate in the public process regardless of vehicle access, physical disability, or other factors.

Actions

- » Hold public meetings in accessible spaces and provide transit information and reasonable accommodations for those with impairments.
- » Partner with other agencies to obtain translation services and identify spaces and forums in which immigrant and non-English speakers will be comfortable to engage.
- » Schedule meetings at the most opportune time for the majority of community members.

The Complete Streets community engagement policies comprehensively align outreach efforts with the project development and implementation processes, beginning with the initial step of identifying new projects through closeout of construction. Although each project should include a customized outreach plan, the Complete Streets community engagement policies generally apply to the following steps in project development:

1. Project Identification
2. Funding: Budget/CIP
3. Project Initiation
4. Concept Development
5. Pre-final Design
6. Pre-construction

Druid Park Lake Drive Complete Streets Feasibility Study

Community Stakeholder Visioning Session

Date: February 25, 2021

Time: 6:30 – 8:30 PM

I. Overview

The Druid Park Lake Drive Community Stakeholder visioning session was held on February 25, 2021 from 6:30 to 8:30 PM using Microsoft Teams. The Project Team used Mural.com, a collaborative online platform, to provide information about the Druid Park Lake Drive project and generate real-time input from the group of community leaders, elected officials and representatives of organizations around the project area. The session was designed to provide project information to stakeholders and to generate their input on the themes to guide concept design, preferred street typology and elements to incorporate into the project's vision statement. The Project Team documented the group's input, which was generated through the Mural collaborative platform, verbal conversations and comments in the chat box. This memo includes a summary of the outcomes of the visioning exercise.

II. Participants

| Participants | Role |
|-------------------------|--|
| Will Ethridge | BCDOT Project Manager |
| Eric James | BCDOT Community Liaison |
| Wes Mitchell | WSP Project Team |
| Kathryn Hendley | WSP Project Team |
| Heather Martin | WSP Project Team |
| Tammy Leigh DeMent | Druid Park Lake Drive Public Outreach |
| Graham Coreil-Allen | Auchentoroly Neighborhood Association |
| Liz Cornish | Bikemore |
| Mereida Goodman | Garwyn Oaks Northwest Housing Center |
| Jennifer Goold | Neighborhood Design Center |
| Dean Harrison | Developer of property on Druid Park Lake Drive |
| Daniel Hindman | Auchentoroly Terr. Resident |
| Adeline Hutchins | Greater Mondawmin Coordinating Council |
| Patrick McMahon | MDOT MTA |
| Leon Pinkett | Former Baltimore City Councilman |
| Steve Preston | Parks and People |
| Suzanne Rackl | Reservoir Hill Improvement Council (RHIC) |
| Javas Raghavan | Councilman Torrence's Office |
| Councilman Torrence | Baltimore City Council |
| Jed Weeks | Bikemore, Greater Remington Improvement Association |
| Rev. Donald Wright, Jr. | Gethsemane Baptist Church |
| Odessa Philip | Druid Lake Public Outreach |
| Elsa Arias | Druid Lake Public Outreach |
| Laurence Campbell | Ashburton Association |
| Keith Pennick | Hanlon Improvement Association |
| Kelly Baccala | Baltimore City Dept of Housing and Community Development |

Druid Park Lake Drive Complete Streets Feasibility Study

III. Additional plans and studies

In addition to the plans and studies reviewed by the Project Team, participants recommended reviewing five additional plans and studies.

- Rawlings Conservatory Master Plan
- RHIC's traffic and safety study
- North Ave. Rising
- Parks and People Foundation campus study
- Penn and North LINC

IV. Additional Themes

Participants added 25 themes to the list of themes generated from existing plans and studies. These themes were included in the voting session, which is summarized in section VII.

- **Safety**
 - Remove the highway sized roads entirely and make it a normal local street
 - Aging in place
 - One lane each way with turn lanes or circles
 - Connecting Parks & People to park to connect students to park
 - Use of traffic circles
 - Under 25 mph
 - Disagree with reducing the number of lanes going west to east
 - Restore two lanes going west to east for safety reasons. Currently nowhere for cars to pull off if malfunctioning.
- **Accessibility**
 - Add new crosswalks at ALL side streets to restore historic connections to the park
 - Improve pedestrian connections to Mondawmin Transit Center/Mall
 - Possibility of over or under access from RH rather than just crosswalks
 - Explore pedestrian bridge to park
 - Stronger connection between metro and entrance to the zoo
- **Multi-Modal Access**
 - Add new Druid Hill/Mondawmin Circulator line
 - Design for pedestrian and bike pleasure
 - Kid and elder friendly access to the park on foot
 - Transit service particularly for kids during school
 - Transit connection/Mobility service between communities and the park
 - Design Druid Park Lake Drive with consideration for vehicles as well as bikes. Improve the street surface
 - Remove Big Jump
- **Aesthetics**
 - Litter/street sweeping
 - Make the infrastructure art – not just a layer adjacent
 - Lighting-safety and aesthetics
 - Covered and seated transit stops

Druid Park Lake Drive Complete Streets Feasibility Study

- Make the neighborhoods and park feel contiguous again

V. Vision Statement

The Project Team developed a draft vision statement to serve as a starting point and asked for revisions by the community stakeholder group. Stakeholders provided ideas for the vision statement on sticky notes in the Mural and through verbal comments and the Teams chat.

Draft Vision Statement: We envision a reimagined Druid Park Lake Drive that is safe and accessible for all ages, abilities, and modes. This future corridor will closely align with the City's Complete Streets principles, while creating a functional and aesthetically pleasing roadway that re-establishes safe multimodal connections between the community and the park, and embraces the area's natural beauty and historic significance.

Stakeholder input on vision statement:

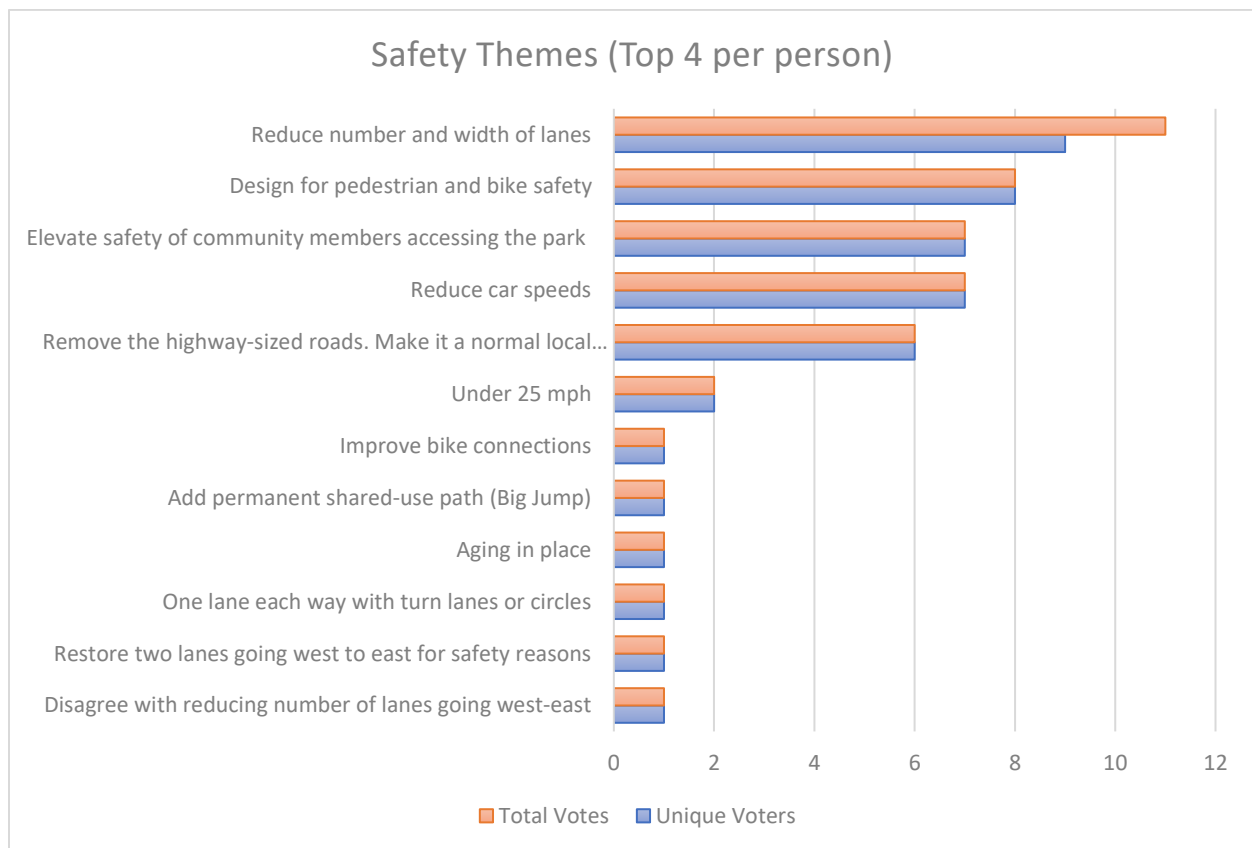
- Encourage alternative methods of transportation
- Druid Park Lake Drive's construction divided communities and destroyed their park access. Neighborhoods separated from the park deserve justice through reconnection to the park, even if it means people driving cars have to take another route or drive slower.
- Reestablish all 24 historic connections to the park (currently only 8 left)
- Vibrant
- Artistic and historic
- As a major roadway, the Drive should be not only attractive, but safe. Design should look to encourage free flow, but slower flow of traffic as a West -East roadway
- Reduce traffic and air pollution
- Reclaim!
- Focus on local communities adjacent to the park
- Built to support the next 100 years
- Focus on health equity
- Built for the human scale
- Surrounding communities
- Improve public health indicators by reducing outside commuter cars driving through and polluting our neighborhoods
- A corridor that allows all modes to travel safely is important to community members. This includes building safer sidewalks, adding separated bike infrastructure and more equitably allocating roadway space to walkers, bikers and wheelchair users.
- Intersections on the corridor are currently very dangerous for walkers and cyclists. Intersections need to be much safer for community members walking, cycling and riding wheelchairs to Druid Hill Park.
- A balanced Druid Park Lake Drive / Auchentoroly will mean people who walk, use transit, ride bikes / wheelchairs / scooters will have the same convenience and safety as people who can afford to drive a car.

Druid Park Lake Drive Complete Streets Feasibility Study

- For those who live next to the park, the goal is to make the community one that allows aging in place, where an 8-year-old is as safe crossing the road as an 18-year-old or an 80-year-old, where a child can ride a bike safely to the park as can an adult.
- A permanent bicycle and pedestrian connection between Reservoir Hill and Remington is important.
- Transit service on the corridor is important to allow transit riders to easily access the park.
- Car commuters see Druid Park Lake Drive as an important east-west corridor for vehicles.

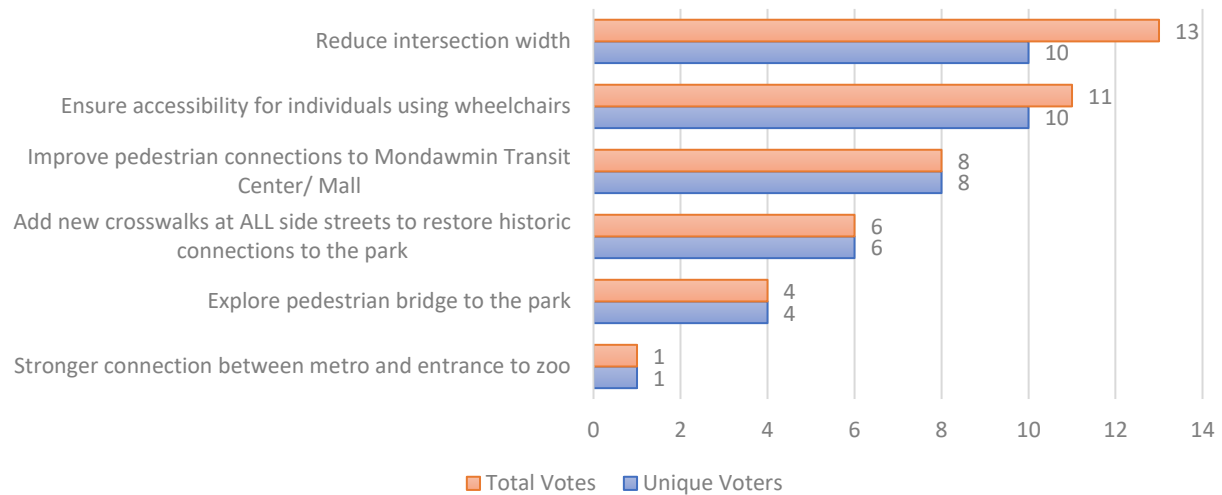
VI. Voting Results

Participants voted on their top four themes for the project under the topics of safety, accessibility, multi-modal access, and aesthetics. The charts below summarize the results of voting, representing both the total number of votes per topic and the number of unique voters per topic. Please note that the votes generated in the visioning will not be used to represent the opinions of all residents surrounding Druid Park Lake Drive.

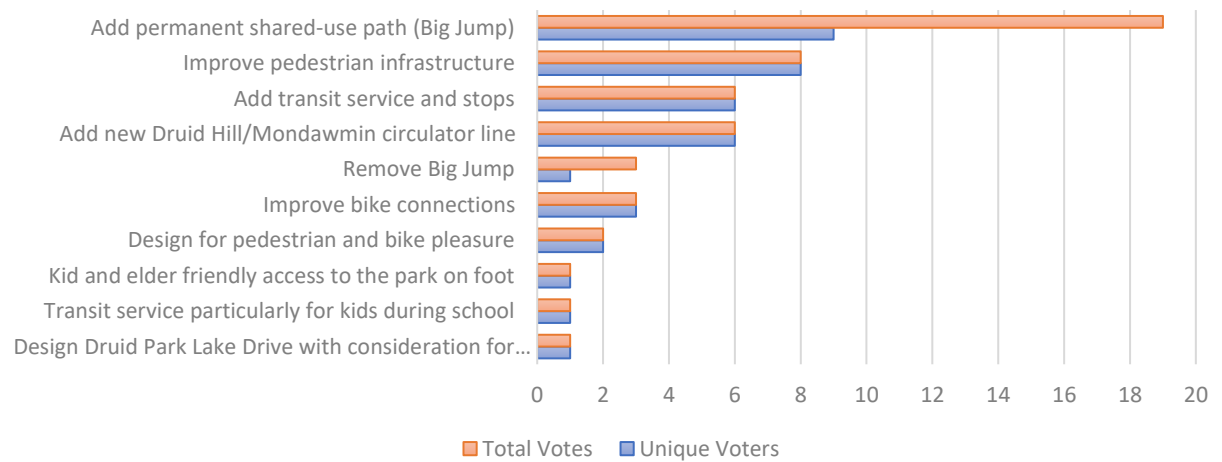


Druid Park Lake Drive Complete Streets Feasibility Study

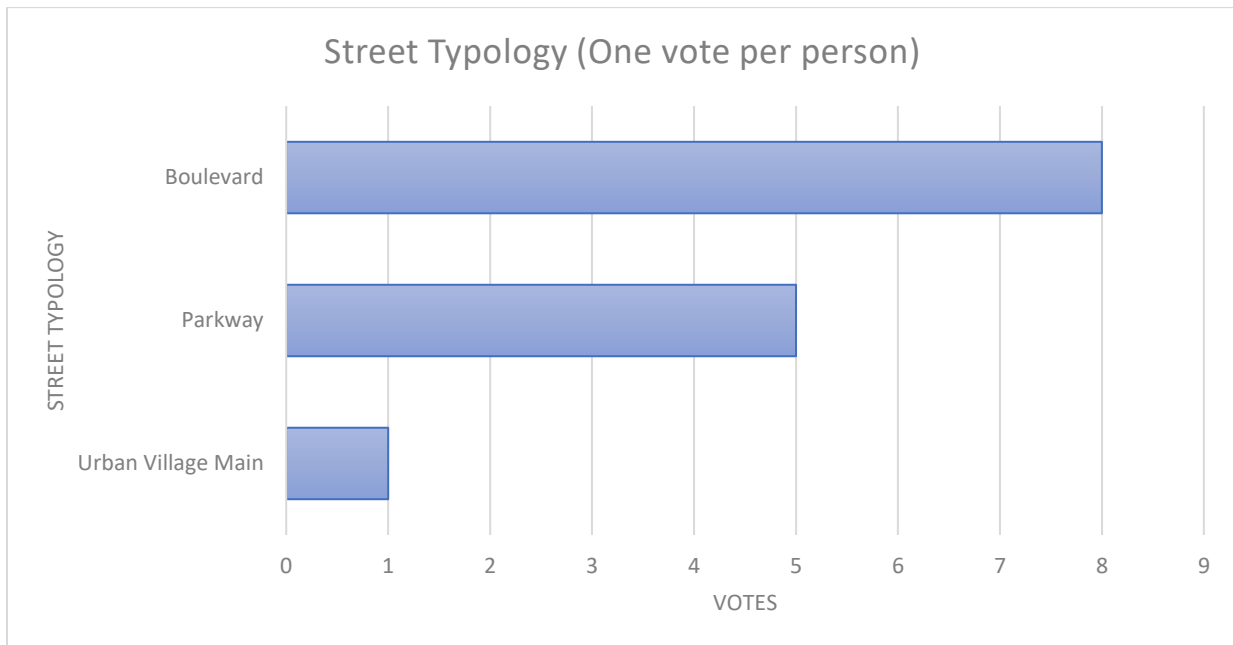
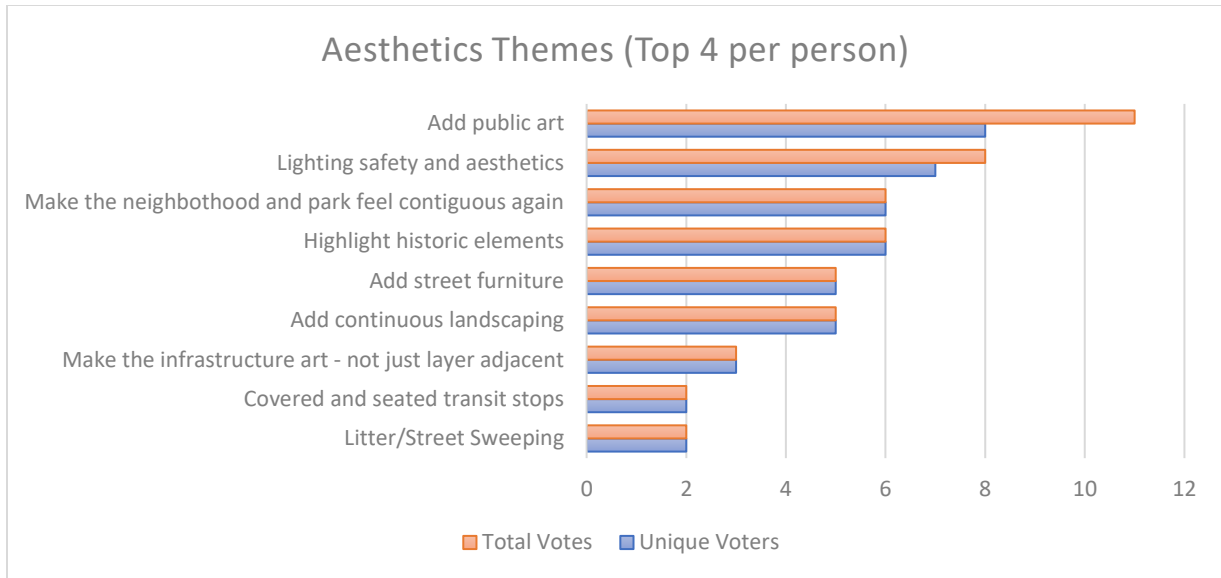
Accessibility Themes (Top 4 per person)



Multi-Modal Themes (Top 4 per person)



Druid Park Lake Drive Complete Streets Feasibility Study



Wenatchee, WA

Methow and Orondo demonstration project

Budget: ~\$9,500 / Demonstration length: One week

Wenatchee, WA, a small city with a history of successful quick-build Complete Streets projects, took the opportunity presented by the Complete Streets Leadership Academy to address a pressing safety need. The complex, offset four-way intersection of Methow St., Orondo Ave., and Okanogan Ave. is one of the top five most dangerous in Wenatchee. The area is also home to the highest number of low- and moderate-income and minority households, and holds the highest rate of chronic disease and obesity in youth. The majority of the households are zero- and single-car homes. The Wenatchee team designed their project to improve safety and health outcomes by reducing dangerous conflict points for users of all modes while maintaining connectivity with area businesses, social services, and the surrounding communities. With the use of a pop-up event that pulled in local stakeholders and a well thought-out engagement strategy, they gained a better understanding of community goals and created a strong case for funding the final project.



Wenatchee, WA is a small city of about 35,000 people a few hundred miles upstream of Portland, OR on the Columbia River, just east of the Cascade Mountains. The city adopted a Complete Streets policy in 2016 and has done several quick-build Complete Streets demonstration projects in the years since to engage residents, help drive a cultural shift, and raise awareness of the benefits of Complete Streets. Several of those demonstration projects ultimately led to permanent change at the sites.

With those successes under the city's belt, the Wenatchee project team turned to the complicated intersection of Orondo Avenue, Methow Street, and Okanogan Avenue. Orondo Avenue, the largest of the three streets, typically has two lanes of westbound traffic and one lane of eastbound traffic, with parking strips on either side. Pedestrians crossing Orondo in the crosswalk have to travel through all four lanes of traffic, plus parking, in an

already dangerous intersection. The Wenatchee team wanted to reduce conflict points for both nondrivers and drivers and reduce car speeds to make active transportation a safer and more convenient option. Methow Street, a 35-foot wide one-way street perpendicular to Orondo Avenue, resembles an alley, but provides a connection between the city and county government campuses. It is flanked by businesses, on-street parking, and low-income housing. The Wenatchee team hoped to make it easier to access the businesses and services along the street and provide an improved option for non-motorized transportation users.

To ensure their project properly met the community's needs, the team created an engagement plan that took into account the largely Spanish-speaking population residing in this neighborhood. Their plan included a pop-up market event at the intersection and neighboring park to attract people to the area and collect feedback about the temporary street design changes in real time. By the end of their project, they hoped to improve access to local destinations, increase active transportation in the area, and improve safety in this dangerous corridor for users of all modes.

Building an engagement strategy for a successful project

To help determine who to reach out to at different stages of the project, the Wenatchee team first created an engagement timeline. They identified 1) who would be affected by the project, like local residents, 2) who would need to have a say in the project, like the mayor, and 3) who would help design and build the project, like the team's partners. Once they knew who they needed to ask and why, they were able to decide when and how to reach out to each group.

So that they could effectively incorporate input, the Wenatchee team knew that they needed to maintain some flexibility in the implementation of their project. They thought about what types of feedback they could incorporate at different stages of the project's design and implementation, and what feedback they'd need to save and address after the pop-up was finished. Late feedback was part of the process, too. The team discovered that when reaching out to local businesses, input could change as they moved up the level of command. Because of this, they received important feedback that altered a significant part of their pop-up later than they expected. However, because they'd started the engagement process early and had planned to be flexible based on community input, they were able to be responsive and incorporate the feedback successfully before the event took place.

Thanks to their timeline, by the time the pop-up project was set up, the team had already gone through several stages of design, incorporating the feedback they'd received early on from a pre-event survey and input from multiple local sectors, helping ensure the project's success.

Planning safer, healthier, and more convenient corridors

This four-way intersection required complex changes. Orondo has two westbound lanes. The left is a through lane, and the right lane becomes a right-turn only lane in the middle of the intersection forcing through vehicles to merge before exiting the intersection at this point for a right-turn at the next intersection to the west. Drivers would often misuse the right-turn only lane to cut off drivers in the through lane, creating a chaotic scene. In addition, with four lanes and curb parking, Orondo was a particularly wide street for pedestrians to cross, putting them in harm's way for an unnecessarily long time.



An aerial (left) from Google Maps shows the complex intersection with street names. The red crosswalks visible here are from the demonstration project, pictured on the right.

To enhance safety for drivers and pedestrians, the team merged the two westbound lanes prior to vehicles reaching the crosswalk. This allowed them to enter the intersection in a single lane with right-turning vehicles creating a natural reduction in overall speed of vehicles. They also used the parking to provide a protected bike lane and extended the reach of the curb which ultimately reduced crossing distance for pedestrians.

Though the community was concerned that reducing the number of lanes would increase traffic, there was no noticeable difference in traffic over the course of the pop-up. Instead, many community responses described a more pleasant driving experience, because they no longer had to worry about being cut off by drivers in the right lane. In addition, by simply merging these lanes, the team drastically reduced speeds on two streets. The team also added an eastbound bike lane on Orondo Street which reduced the lane width and increased the need for drivers to take additional caution when turning right from Orondo onto Okanogan.

The team also altered the route from Orondo to Methow Street. Methow connects county facilities on the north side of Orondo and city hall to the south on Methow, and is bordered by a bank, restaurant, insurance agency, parking, and low-income apartment complex. To ease the flow of traffic to these locations, the team closed a half-block of Methow Street. This provided space for a community plaza environment, removed a conflict point of traffic onto Orondo and reduced the crossing demand for pedestrians traveling east or



The bike lane added to the westbound portion of Orondo, left, eliminated space that some drivers would use to illegally pass cars in the left travel lane. The half block of Methow that was closed, right, provided space for the pop-up community events during the project, in addition to removing another conflict point from the complex intersection.

west along Orondo. The half-block option maintained vehicle access and parking for the local businesses and apartments from their normal route off of Yakima Street. Because the one-way Methow Street had a dead end, the team rechanneled it to be a two-way cul-de-sac.

Creating space for meaningful community input during the project

The Wenatchee team planned a pop-up market event during the demonstration project. They planned to collect significant feedback from local residents about the reconfigured streets during the pop-up, so it was important to make sure residents would attend. Before the event, the Wenatchee team issued a press release about the site selection and the project. To encourage attendance, they distributed bilingual flyers, postcards, and posters to the 52 percent Spanish-speaking local community and encouraged residents to share their input. They did their best to include groups that might not think to join a transportation event, including dance groups, cultural performers, zumba instructors, artisans, food vendors, and local community-based organizations. Throughout their engagement, the team made it clear that they wanted to take each group's experiences and ideas into account.



The half block that was closed on Methow provided space for the pop-up events and community engagement during the project.

During the event, the Wenatchee team made sure they created space for community ownership. Local vendors, sponsors, and organizations sold products, danced, and otherwise made use of the new plaza space on Methow. Throughout the project, they supported a bilingual team of communicators to mingle with the crowd and encourage input.

The Wenatchee team built a clear, highly visible process to engage the community and keep accountability at the event through a simple exercise. The team collected ideas during the event on a sticky note board. When a resident raised a concern, the team used it as an opportunity to work with that resident to come up with a solution in real time. They asked residents how the design could be updated to address the concern, and next to each complaint, they placed a sticky note with the solution. In some cases, if the requested changes were minor, the team made them while the project was up. For larger changes, the project team will be able to point to those tangible examples of community recommendations to show how they responded to local feedback and strengthen their case for future funding to implement something permanent.

At all stages of the pop-up demonstration, the Wenatchee team emphasized that the pop-up was temporary, and a key opportunity for the community to make their voices heard before permanent change. At the end of the event, the team thanked the volunteers, sponsors, community organizations, and local residents who came. By demonstrating that they valued community input and describing how they would incorporate the feedback, the team built trust within the community in which these projects would be implemented. These efforts before and during the pop-up event paid off—the week-long demonstration received zero formal complaints, a testament to the power and success of the Wenatchee team's engagement efforts.

Lessons

Encourage community ownership—and make it fun

At every stage of their project, the Wenatchee team touched base with local stakeholders to make sure they had a strong understanding of the community's goals. They made sure to bring in as many different voices as possible, from local businesses to cultural groups. This combined input helped them build trust, but most importantly helped them create a better pop-up experience and develop an even stronger final design. By bringing in dancers, local food, and vendors to their market event, the team made it feel like a true community gathering, and a fun evening out. They created a setting where people wanted to stay and enjoy themselves while providing feedback.

Keep implementation flexible

Before the pop-up was installed, the Wenatchee team went through multiple rounds of feedback, adjusting their plan each time. By developing an engagement strategy and thinking critically about what types of changes could be made at different stages of implementation, the team was able to maintain the level of flexibility necessary to effectively incorporate feedback—even when they received feedback later than they expected.

Be solution-oriented

The team was intentional about collecting feedback during the pop-up event, and whenever they heard a concern, they figured out how the issue could be addressed. Focusing on solutions helped show that they were listening to community input and also helped the team turn concerns into recommendations they could apply to their final design.

Partners involved

- City of Wenatchee
- WSDOT
- Chelan-Douglas Transportation Council (CDTC)
- Chelan-Douglas Health District (CDHD)
- Community organizer Teresa Bendo,
- Washington State Department of Health
- Washington State Department of Transportation
- Washington State Transportation Improvement Board
- Smart Growth America

Project team and local partners

Complete Streets Leadership Academy project team

- Rayla Bellis, Smart Growth America
- Beth Osborne, Smart Growth America
- Anushka Thakkar, Smart Growth America
- Nathan Polanski, MIG | SvR
- Alex Dupey, MIG | SvR
- Stephen Lee Davis, Smart Growth America
- Ben Stone, Smart Growth America

State partners

- Chris Zipperer, Washington State Department of Health
- Charlotte Claybrooke, Washington State Department of Transportation
- Chris Workman, Transportation Improvement Board

City of Airway Heights

- Heather Trautman, City of Airway Heights
- Zachary Becker, City of Airway Heights
- Jami Hayes, Spokane County
- Barry Greene, Spokane County
- Rachelle Bradley, Spokane Tribe of Indians
- Sev Jones, Kalispel Tribe of Indians
- Jason Lien, Spokane Regional Transportation Council
- Tara Limon, Spokane Transit Authority
- Charlene Kay, Washington State Department of Transportation
- Greg Figg, Washington State Department of Transportation

City of Arlington

- Nova Heaton, City of Arlington
- Launa Peterson, City of Arlington
- Debora Nelson, City of Arlington
- Jay Downing, City of Arlington
- Ryan Morrison, City of Arlington
- Sarah Lopez, City of Arlington

City of Wenatchee

- Brooklyn Holton, City of Wenatchee
- Gary Owen, City of Wenatchee
- Matt Shales, City of Wenatchee
- Maxwell Nelson, Washington State Department of Transportation
- Riley Shewak, Chelan-Douglas Transportation Council
- Lael Isola, Wenatchee Planning Commission
- Ann Henning, City of Othello



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