

Accessible Transportation and Mobility Principles for the City of Bloomington

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Members of the Accessible Transportation and Mobility Principles Sub-Committee

- Deborah Myerson, Chair
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Statement of Purpose

These Accessible Transportation and Mobility Principles seek to guide how the City of Bloomington plans and implements accessible transportation and mobility considerations for persons with disabilities. These Principles are intended to inform city-wide improvements and developments of public spaces so that legislation and infrastructure truly reflect the needs of our diverse community.

Introduction

Persons with disabilities comprise an estimated 11,000 unique individuals within the City of Bloomington--a population that constitutes one of the largest and most diverse, marginalized demographic groups in the City.

Disability is intersectional, affecting people regardless of age, race, gender, sexual orientation, class, or gender identity: any one person may find themselves a part of this community at any stage in their lifetime. Striving for excellent accessibility for people with disabilities will also help other populations to travel independently, including senior citizens and children.

Transportation equity is an essential component of healthy, safe, equitable, and sustainable communities. Despite policy mechanisms in place, transportation barriers often interfere with opportunities for people with disabilities to access services, commute to work, live independently, and otherwise fully participate in community life.

Left unexamined, much of the status quo of inequitable transportation access will remain intact. To foster the full potential of our community, we must design and build a safe, convenient, and comfortable transportation network that is accessible to all.

Our intention in the presentation of these Accessible Transportation and Mobility Principles is to center the experiences of people with disabilities, so that everyone may benefit from spaces to thrive and connect with each other.

Accessible Transportation and Mobility Principles

1. **Adopt Inclusive Processes:** Make genuine efforts to involve people with disabilities in transportation design, construction, maintenance, and operation decisions by seeking meaningful input and sharing decision-making power. Establish an equitable process based on transparency, inclusiveness, respectfulness, and building trusted relationships within the community. A more fully inclusive process would include other people who are historically marginalized, like people of color, women, LGBTQ+, low-income individuals, incarcerated individuals, senior citizens, and many more.
2. **Seek Equitable Outcomes:** An equity-based transportation network shall create meaningful access to connect people with disabilities to jobs, schools, housing, health care facilities, grocery stores, mass transit, parks, and other essential services.
3. **Pursue Planning:** Update the City of Bloomington's ADA Transition Plan that details how the City will ensure all of its facilities (buildings and roadway assets), services, programs, and activities in the public right-of-way are accessible to all individuals.
4. **Prioritize Safe Access:** Design and repair sidewalks, streets, public rights-of-way, and other transportation facilities to prioritize safety and reduce risk for the most vulnerable users--specifically pedestrians and people using bicycles and public transit.
5. **Anticipate and Report Impacts:** Evaluate the extent of probable, favorable, and adverse impacts of transportation decisions on people with disabilities. Use the results to continually review and refine the implementation of these Principles. City Departments shall evaluate their practices relative to existing and emergent accessibility and equity standards of their field. Based on the evaluation, departments should develop actionable plans and change practices to remediate disparities.

Notes on Implementation

These notes are designed to help guide implementation of the Principles above with more detail.

Principle #1: Adopt Inclusive Processes

Creating an inclusive and accessible environment requires more than adhering to basic ADA requirements, avoiding ableist terminology, or providing closed captioning for City meetings. While these provisions are important, the entire municipality must be dedicated to ensuring that people with disabilities have the opportunity to represent themselves in the community as citizens, volunteers, and employees.

Examples of inclusive processes and representation:

- Increase and promote focus groups with persons who require mobility accommodations and other underrepresented communities.
- Continue efforts to recruit persons with disabilities for roles in City commissions.
- Make annual cultural competency and disability awareness training mandatory for all Planning and Transportation, Engineering, Public Works, and Parks and Recreation Department staff.
- Create paid positions and recruit persons with expertise in accessible design and/or the lived experience as a person with mobility need to review and support applicable projects.
- Hire and retain employees with disabilities--even when doing so requires accommodation, individualized support, a reexamination of workplace policies, or represents a break from traditional norms of the office environment.
- Increase support for City staff who self-identify as a person with a disability, particularly those who make decisions about transportation, land-use and housing policies, projects, and programs.
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- Documents for reference:
 - [“Accessibility In Print- Best Practice Guide”](#) from Alta Planning + Design
 - [“Accessible Meetings and Events Checklist”](#) from the Cornell University Division of Human Resources

Principle #2: Seek Equitable Outcomes

Address inequities in the local transportation network. Recognize that accessible transportation must also connect to accessible destinations. ADA compliance is important, but it is only the first step toward accessibility.

- Establish public transportation or taxi options that provide access for people with disabilities beyond medical appointments.
- Recognize the limits of ADA compliance.
- Prioritize universal access to a variety of destinations that support work, life, and leisure activities.

Principle #3: Pursue Planning

The Federal Highway Administration (FHWA)-Indiana requires that agencies have an operating ADA Transition Plan to remain eligible for federal transportation funding. Title II of the Americans with Disabilities Act (ADA) requires all public agencies – regardless of size – to ensure that their services, programs and activities are accessible to persons with disabilities.

Elements for the ADA Transition Plan:

- ADA Coordinator name and contact information
- The ADA policy
- Grievance procedure for ADA complaints
- ADA self-evaluation results for programs and facilities
 - A list of physical barriers in the department's facilities that limit accessibility of individuals with disabilities
- A detailed description of the methods to remove these barriers and make the facilities accessible, including design standards for all facilities (buildings & roadway assets)
 - ADAAG for Architectural, including ramps leading up to buildings
 - PROWAG for PUBLIC RIGHT-OF-WAY Assets
- A prioritization schedule for remediating assets and programs that are not ADA compliant with a means of identifying your community's commitment to complete the schedule by identifying either (if not both) of the following:
 - The completion date for each item on the schedule or
 - A budget to be applied to the items on the prioritization schedule together with cost estimates for their remediation.
- A record of the opportunity given to the disability community and other interested parties to participate in the development of the plan.

Principle #4: Prioritize Safe Access

The pedestrian network is the most fundamental and necessary network. Prioritize and preserve safe and accessible pedestrian routes whenever possible.

- Ensure that construction sites that temporarily block sidewalks, bike paths, or transit routes offer a safe and accessible alternative route.
- Examine how to remove persistent barriers to sidewalk accessibility, such as trash/recycling bins, overgrown vegetation, street signs, insufficient width, and lack of curb cuts.
- Enforce violations consistently.
- Employ predictable and clearly defined traffic indicators to reduce collisions.
- Ensure that pedestrian pathways and traffic control measures are interpretable by all users.
- Employ Vision Zero concepts: a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all.

Principle #5: Anticipate and Report Impacts

- Provide information detailing how and when the City has conducted opportunities for engagement with people with disabilities throughout the lifespan of each funded project.
- Disseminate findings related to funded projects and their potential impacts for people with disabilities.
- Implement data driven goals to ensure partnerships, inclusive processes, and support for the needs and concerns communicated by persons with disabilities.
- Include accessibility-focused objectives as part of the evaluation framework for all Planning and Transportation and Engineering Department staff
- Report on departmental progress towards accessibility-focused objectives to Bloomington Common Council during the annual budget hearings.
- Communicate regularly with organizations and agencies in the community that serve people with disabilities. Seek their consultation and feedback about infrastructure, design, and development of efforts to support accessible transportation and mobility needs.

Indicators on Accessibility

Identifying points of reference to measure progress is a common framework for any important issue. To support ATM Principle #5: “Anticipate and Report Impacts,” the ATM Steering Committee has proposed the following indicators on accessibility. Measurement via these indicators will also assist with managing outcomes.

While not intended to be comprehensive or static, these indicators present three different categories to support accessible decision making:

1. **Structural Conditions for Accessibility:** Ways that the City of Bloomington may support accessibility via employee decision making.
2. **Cumulative Opportunities and the Built Environment:** The public-facing systems that support accessibility in the culture and the built environment.
3. **Outcomes:** long-term goals with progress measured via census data and other sources.

Indicators on accessibility	Suggested Examples
<i>Structural Conditions for Accessibility</i>	Working in collaboration with IT, develop and adopt written Inclusive design standards for web, social media and public meeting processes and documents (Public Engagement) % of City Departments who adhere to written Inclusive design standards for web, social media and public meeting processes and documents (Public Engagement) # of City departments who worked with CCA on accessibility and/or mobility issues. # of persons on City Boards and Commissions who identify as a person with a disability or person with a mobility need (Public Engagement) % of City department staff who have participated in disability awareness training (Workplace Culture) % of City staff who self-identify as a person with a disability (Workplace Culture)
<i>Cumulative Opportunities</i>	Develop and adopt an accessibility checklist for public events (Programs)

Indicators on accessibility	Suggested Examples
<i>and Built Environment</i>	# of public events that have submitted an accessibility checklist (Programs) # and reach of awareness raising campaigns and activities to promote accessibility across all services open to the public (Programs)
<i>Outcomes</i>	Prioritized Census Demographics (People with Disabilities) vs. Overall City Demographics • Estimated annual cost of transportation relative to household median income • % 18-64 year old residents who are employed (Comprehensive Plan Goal 1.7.4) Prioritized Census Block Groups vs. Bloomington Area Average • # of jobs accessible (on a weekday) within a 45 minute transit commute (Comprehensive Plan Goal 5.2.6) • Estimated commute travel time • Estimated annual cost of transportation relative to household median income (Comprehensive Plan Goal 6.1.5) Safety: • # of streets with no sidewalks that have been prioritized for sidewalk construction • # of miles of missing, “fair” or “poor” condition sidewalks Prioritized Census Block Groups vs. Bloomington Area Average • Walk/ Potential Score • % of residents within a five-minute commute of a Transit stop • # of Transit stops that are rated “fair” or “poor”(Comprehensive Plan Goal 6.2.5; 2018 INDOT Bus Stop Inventory) • % of Transit stops that are rated “fair” or “poor” / other transit stops in the Census Block Group (Comprehensive Plan Goal 6.2.5; 2018 INDOT Bus Stop Inventory)) • % of ADA compliant curb cuts/ total number of curb cuts (Comprehensive Plan Goal 6.2.5)

Examples of Accessibility in Complete Streets Policies

Streets that are “complete” provide everyone with a choice of mobility options, allowing all users to travel to and from work, school, and other destinations with the same level of safety and convenience, whether or not they have mobility, vision, or cognitive disabilities. Many streets, however, are difficult to navigate, dangerous, or do not provide adequate accommodations for people who use wheelchairs, have diminished vision or hearing, limited mobility, or even parents with strollers. Most people will face at least one of these challenges in their lifetime.

Complete and maintained sidewalk networks, accessible transit stops, properly placed and designed curb ramps, and other accessible designs make it easier for all people to travel and provide a more dignified and aesthetically pleasing built environment.

New Jersey Complete Streets Design Guide, p. 10

The [City of Bloomington Transportation Plan \(2019\)](#) states that one of the city’s “Overarching Goals and Approaches” in the plan is to “Adopt a Complete Streets policy” (iii). This goal is described further on p. 22:

The Complete Streets approach encourages communities to plan and design streets not only for multiple modes of travel, but also for people of different ages and abilities. Complete Streets considers how people connect between modes, and the importance of designing roadways with respect for their local context.

While the City of Bloomington has not yet accomplished this goal to adopt a complete streets policy, the adoption of these Accessible Transportation and Mobility Principles would be an important step in this direction. Below are some examples of complete streets policies that fully integrate accessibility for people with disabilities in policy and practice. Our hope is that the City of Bloomington can follow these models of incorporating accessibility for policy, design, and implementation.

Louisville Complete Streets, Louisville, Kentucky

<https://louisvilleky.gov/government/public-works/complete-streets-0>

The Louisville Metro Complete Streets Manual is among the most comprehensive documents of its kind in the United States. Complete Streets means routinely providing accommodation on all

new and reconstructed roadways for ALL users: bicyclists, pedestrians, motorists, transit users, and people with disabilities.

- **Louisville Metro Complete Streets Ordinance (2019)**
<https://louisvilleky.gov/public-works/document/complete-streets-ordinance-2019>
- **2020 Louisville Complete Streets Design Guide (2020)**
<https://louisvilleky.gov/public-works/document/complete-streets-design-manual>

State of New Jersey Complete Streets

<https://www.state.nj.us/transportation/eng/completestreets/resources.shtm>

The New Jersey Department of Transportation has provided complete streets implementation planning and design guidance with the following resource manuals:

- [Complete & Green Streets for All: Model Complete Streets Policy & Guide](#) A one-stop resource for New Jersey municipalities, counties, agencies, organizations, and advocates with an interest in implementing Complete Streets in their communities.
- [New Jersey Complete Streets Design Guide](#) Provides a concise but thorough reference guide for designing streets to meet multimodal and community needs.
- [Making Complete Streets A Reality: A Guide to Policy Development](#) Describes how to understand and respond to local context, issues, and needs to develop a Complete Streets policy.
- [A Guide to Creating a Complete Streets Implementation Plan](#) Shows how to implement a Complete Streets Policy to create networks of safe, multimodal streets that reflect local travel needs, priorities and community context.

Glossary Terms

TERM	DEFINITION
Accessible	Able to enter and or use a space, service, building, or facility without impediment, regardless of physical ability or mobility assist device use
Americans with Disabilities Act	Signed into law on July 26, 1990, the Americans with Disabilities Act (ADA) is one of America's most comprehensive pieces of civil rights legislation. It prohibits discrimination based on a person's disability and guarantees that persons with disabilities have the same opportunities as everyone else to participate in daily activities. There are multiple Sections and Titles that describe regulations and implementation of ADA across local, state and federal levels.
Americans with Disabilities Act Architectural Guidelines (ADAAG)	Guidelines developed by the US Architectural and Transportation Barriers Compliance Board. The ADAAG is adopted by the Department of Justice as the design standards for new construction and renovation/alteration projects under the ADA.
ADA Transition Plan	Title II of the ADA requires all municipalities and public agencies – regardless of size – to ensure that their services, programs and activities are accessible to persons with disabilities. Compliance includes conducting a self-evaluation of building facilities, rights-of-way facilities and communications to identify any accessibility obstacles or issues that need to be addressed via an ADA Transition Plan. This applies to public entities of 50 people or more. Transition Plans are also required for Federal Funding dollars for transportation projects.
Bloomington Monroe County Metropolitan Planning Organization (BMCPO)	The Bloomington-Monroe County Metropolitan Planning Organization (BMCMPPO) is the Metropolitan Planning Organization (MPO) that serves the City of Bloomington, the Town of Ellettsville and parts of Monroe County, as originally designated by the Governor of Indiana in 1982. The BMCMPPO also includes Indiana University and Bloomington Transit as planning partners.

TERM	DEFINITION
	<i>Congress created metropolitan planning organizations (MPO) to promote cooperation among state agencies, organizations, and local cities and towns that are involved in regional transportation planning. Every metropolitan area in the United States with a population of more than 50,000 people must have an MPO. BMCMPPO studies transportation issues, funds construction projects, and decides how to spend a portion of federal transportation money for the region.</i>
Complete Streets Policy	Complete Streets are an integrated and comprehensive approach to a community's transportation network. A Complete Streets Policy is intended to guide and influence every-day decision making with incremental improvements and ultimately long-term results. They are not special, one-time only or one-size-fits all projects. Complete Streets look different and are unique to their community but include responsive infrastructure and design that allow safe, accessible and convenient travel for people along and across streets for all users including but not limited to, pedestrians, bicyclists, persons with disabilities, micro-mobility users, transit and school bus riders, emergency vehicles, and delivery and service vehicles.
Construction	The design (or redesign), installation and implementation of local and state roads, sidewalks, bikeland, trails; including but not limited to intersection projects, capacity projects, safety projects, bridges, and other transportation facilities.
<u>Council for Community Accessibility, City of Bloomington</u>	The Council for Community Accessibility (CCA) is a volunteer group that advocates for the interests of people with disabilities and was formed in 1990. The CCA promotes awareness of the challenges faced by people with disabilities, and works to develop solutions to problems of accessibility in the community.
Department of Planning & Transportation, City of Bloomington	The City's Planning and Transportation Department is organized into two divisions: Development Services and Planning Services.

TERM	DEFINITION
	Development Services provides expertise on zoning and land use questions, reviews development petitions, administers and issues permits, enforces zoning ordinances, and provides policy direction related to environmental protection. Planning Services provides expertise on long-range planning studies and sub-area planning studies for land use and transportation policy, collects, analyzes and disseminates data, assigns addresses and issues permits. The department's transportation planning staff develop long-term plans which address the provision of adequate transportation infrastructure, the development of sidewalk, pathway, and trail networks, and the protection and enhancement of Bloomington's neighborhoods. Other programs include traffic calming and greenways.
Design	Engineered plans that detail the overall look, dimensions, composition, materials and function of the transportation network.
Disability	A condition of the body or mind that may affect or limit access to an activity or require modification or adaptive measures to allow for full participation and navigation of daily destinations and needs.
Engagement	Starts at the beginning of the process, feedback, input, lived experience that shapes the vision, rather than a final step for sharing information
Equity	Equity (versus equality) as it pertains to transportation, pedestrian and transit development and programming: removing the barriers that allow fair, equal, safe, reliable and convenient access to transportation options for everyone

TERM	DEFINITION
Facilities	In short, the transportation network connects the built matrix of buildings, schools, and other daily destinations. The design, location, and placement of facilities (roads, highways, sidewalks, trails, et.) determine what access communities and people have to jobs, healthcare, education, shopping and other destinations.
Federal Highway Administration (FHWA)	The Federal Highway Administration (FHWA) Division Offices are local field offices that provide leadership, guidance, and direction to State Departments of Transportation in the project development and delivery of transportation projects.
Infrastructure	Basic organizational structure of the transportation network and facilities, as well as the civic oversight, operation, maintenance, and management of facilities.
Maintenance	The management and work of keeping the transportation network and facilities in working order. Upkeep and maintenance include preventative actions (avoid lapse in service), corrective or restorative (return to working order), along with daily needs to ensure connectivity and access for all users.
Mobility	Access safe, equitable, reliable, convenient transportation options that support a healthy, high quality of life.
Mobility assistance device	Any equipment or aid meant to increase freedom of mobility or provide adaptations needed for a person to fully access the transportation network and move about their community.
Operations	Oversight and management of a facility to ensure access and proper function.
Outcomes	The long term benefits that result from specific actions, interventions, countermeasures or improvements implemented within a system.
Pedestrian	A “pedestrian” is a person who is afoot, or who is using any of the following:

TERM	DEFINITION
	(1) A means of conveyance propelled by human power other than a bicycle. (2) An electric personal assistive mobility device.
Programs	Series of related activities, measures, steps, tasks with a common long term goal(s). May include evaluations and feedback mechanisms.
Processes	A plan or program that follows a series of steps or actions to achieve a long term goal. This may be to implement change or maintain at a given state.
Public Right of Way Accessibility Guidelines (PROWAG)	Produced by the US Access Board, pedestrian accessibility guidelines for public rights-of-way address various issues, including access for blind pedestrians at street crossings, wheelchair access to on-street parking, and various constraints posed by space limitations, roadway design practices, slope, and terrain.
Public right-of-way	Any street, avenue, boulevard, highway, sidewalk or alley or similar place which is owned or controlled by a governmental entity.
Representation	Decision makers, planners, designers, engineers, and city managers must become advocates for those who feel or have been historically excluded, either by design or neglect, not by asking the excluded individuals change but by examining the functional conditions of systemic exclusion that is commonly exhibited in existing processes.
Transportation vs. transit	● Transportation is any mode of individual transport via car, bike, walking, scooting, rolling, etc. ● Transit (or Mass Transit) is any form of (typically large scale) transportation where people do not use an individual/personal vehicle.

TERM	DEFINITION
Transportation network	The complex system of interconnected facilities with multiple options and pathways to travel across and through a community. Ideally the transportation network supports all types of users and allows for a combination of modes, e.g. bike to school, roll to a transit stop then ride bus to work.
Vision Zero	The goal and strategy of eliminating all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all.

Sources and Resources

For more information on how communities can support accessibility and mobility for people with disabilities.

Title	Source	URL
Accessibility in Design: 6 Things to Consider	Alta Planning + Design	https://blog.altaplanning.com/accessibility-in-design-6-things-to-consider-e3b9e0876858
Planning for Equity Policy Guide	American Planning Association	https://www.planning.org/publications/document/9178541
ADA Transition Plan LPA Resources	Bloomington/Monroe County Metropolitan Planning Organization	https://bloomington.in.gov/mpo/ada-transition-plan
Shared Mobility Principles	City of Oakland, California	https://www.oaklandca.gov/resources/shared-mobility-principles
Accessible Meetings and Events Checklist	Cornell University Division of Human Resources	https://hr.cornell.edu/sites/default/files/documents/accessible_meeting_checklist.pdf
Advocacy Academy	Denver Streets Partnership	https://denverstreetspartnership.org/get-involved/advocacy-academy/
Transportation Access for Everyone: Washington State. August 2021	Disability Mobility Initiative, Disability Rights Washington	https://www.disabilityrightswa.org/transportation-access-for-everyone-research-paper-release/

Title	Source	URL
<u>Accessible Shared Streets: Notable Practices and Considerations for Accommodating Pedestrians with Vision Disabilities</u> (2017)	Federal Highway Administration	<u>https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/accessible_shared_streets/</u>
<u>Accessible sidewalks and street crossings: an informational guide</u>	Federal Highway Administration	<u>https://rosap.nhtl.bts.gov/view/dot/16137</u>
<u>Accessibility at INDOT</u>	Indiana Department of Transportation	<u>https://www.in.gov/indot/accessibility-and-non-discrimination/accessibility-at-indot/</u>
<u>Title VI / ADA Information & Resources for Consultants & Contractors</u>	Indiana Department of Transportation	<u>https://www.in.gov/indot/accessibility-and-non-discrimination/title-vi-ada-information-and-resources-for-consultants-and-contractors/</u>
<u>2021 ADA Transition Plan</u>	Indiana Department of Transportation	<u>https://www.in.gov/indot/files/21-ADA-Transition-Plan.pdf</u>
<u>Basic Training Accessibility For Indiana Communities ADA & Title VI Program Level 1.</u>	Indiana Department of Transportation	<u>https://www.in.gov/indot/files/Session-4-ADA-Transition-Plan-Basics.pdf</u>

Title	Source	URL
Title VI ADA Brochure for Cities and Towns	Indiana Department of Transportation	https://www.in.gov/indot/files/Title-VI-ADA-Brochure-for-Cities-and-Towns.pdf
Selected ADA Transition Plans	<i>Indiana Local Governments:</i> • Bloomington • Columbus • Greenwood • Huntington • Lafayette • Tippecanoe County	https://drive.google.com/drive/folders/1-ykxdsHpfrKE9l60-ZMaEExrZX-9YiZ?usp=sharing
ADA Transition Plans: A Guide to Best Management Practices	National Academy of Sciences National Cooperative Highway Research Program	https://onlinepubs.trb.org/onlinepubs/nchrp/docs/NCHRP20-07(232)_FR.pdf
Information Clearinghouse	National Aging and Disability Transportation Center (NADTC)	https://www.nadtc.org/resources-publications/
2021 Trends Report Spotlight: Overcoming Barriers to Walking or Rolling	National Aging and Disability Transportation Center (NADTC)	https://www.nadtc.org/resources-publications/resource/2021-trends-report-spotlight-overcoming-barriers-to-walking-or-rolling/

Title	Source	URL
A Checklist for Accessible Sidewalks and Street Crossings	Pedestrian and Bicycle Information Center	https://www.pedbikeinfo.org/cms/downloads/Checklist_Accessible_Sidewalks_Crossings.pdf
Measuring Accessibility - A Guide for Transportation and Land Use Practitioners (2021)	State Smart Transportation Initiative, University of Wisconsin, Madison	https://trid.trb.org/view/1859213
Project Sidewalk: A Web-based Crowdsourcing Tool for Collecting Sidewalk Accessibility Data at Scale	The Makeability Lab at the University of Washington	https://sidewalk-sea.cs.washington.edu/
Guidelines for Work Zone Designers – Pedestrian and Bicycle Accommodation (2018)	University of Wisconsin - Madison	https://workzonesafety.org/publication/guidelines-for-work-zone-designers-pedestrian-and-bicycle-accommodation/
Public Rights of Way Accessibility Guidelines (PROWAG)	U.S. Access Board	http://www.access-board.gov/guidelines-and-standards/streets-sidewalks/public-rights-of-way/proposed-rights-of-way-guidelines
Evaluating Transportation Equity (2022)	Victoria Transport Policy Institute	https://vtpi.org/equity.pdf

Title	Source	URL
<u>Evaluating Accessibility for Transport Planning</u> (2021)	<u>Victoria Transport Policy Institute</u>	<u>https://vtpi.org/access.pdf</u>
<u>Introduction to Multi-Modal Transportation Planning: Principles and Practices</u> (2021)	<u>Victoria Transport Policy Institute</u>	<u>https://vtpi.org/multimodal_planning.pdf</u>