

IMPLEMENTATION

Chapter 5

5.1 Overview

The text in this chapter describes how the City of Graham can turn the vision of a connected network of safe pedestrian routes into a reality. The strategy for doing so involves the physical changes discussed in Chapter 3, as well as new policy and program considerations covered in Chapter 4. This chapter deals with opportunities and strategies, key implementation steps (implementation policies), phasing of the pedestrian network, necessary staffing, and methods for developing facilities. These chapters all fit together to form the implementation program.

5.2 Opportunities and Strategies

Among the opportunities to promote the Plan recommendations available to the City of Graham is the opportunity to build upon an already committed and active base of citizens, pedestrians, Downtown leaders and enthusiasts in the area. Through their organizations, institutions, publications, and networks, the City can get the word out about improved or new pedestrian facilities and programs.

Second among the opportunities, is the availability of the existing pedestrian facilities (Downtown sidewalks and streetscapes, etc). Though some changes are being suggested in the short-term and a much expanded network is suggested for the long-term, the presence of an existing network provides a strong foundation from which to build. Residents are already accustomed to seeing pedestrians on sidewalks and trails and should become used to seeing pedestrian walkway and trail signs. Building on their existing awareness is much easier than building on no awareness.

The third opportunity is building upon the existing patchwork of destination points. Schools, parks, residential neighborhoods, commercial areas, and the Downtown core are all places pedestrians currently travel to or would like to travel to. Short connectors between destinations connect with other connectors to the next destination. In the end, long corridors are created from this distribution of linked destination points. The addition of crosswalks and signage will make these destinations safer and more attractive to pedestrians.

The final opportunity is taking advantage of the region's substantial growth. Where development and roadway reconstruction occurs, pedestrian facilities should be incorporated to reduce the overall cost of the system. Having policies in place to require sidewalks and greenways can help expand the pedestrian network as development occurs.

From these opportunities comes the framework for an initial implementation strategy:



- 1) Use the base of pedestrians to expand the awareness of the benefits of a walkable community
- 2) Expand and modify the existing pedestrian route network to a comprehensive, connected, safe system so that it better meets the needs of the community, provides access to all, and enhances the current transportation infrastructure
- 3) Start making the critical connections between destination points that will allow for continuous growth of and improvement in the pedestrian transportation network.
- 4) Take advantage of future development and roadway reconstruction to expand the pedestrian network.
- 5) The final, most important strategy is keeping the Steering Committee of officials and citizens that helped direct the development of this Plan intact. This Committee should oversee the implementation of this plan, develop programs, seek funding sources, be a place for information and idea exchange, evaluate progress, and maintain momentum for carrying out this Plan's recommendations. Committee members would be the pedestrian "eyes" and "ears" of the community and report to each other twice annually to discuss issues and consider future strategies.

These strategies represent the core of a solid implementation strategy. As the individual policy recommendations and physical recommendations are addressed, they should each fit with one of these primary strategies.

5.3 Adopting this Plan

Before any other action takes place, the local government of the City of Graham should focus on adopting this plan. This should be considered the first step in implementation. Through adoption of this document and its accompanying maps as the area's official pedestrian plan, the community is able to shape larger regional decisions so that they fit with the goals of this plan. The City also gives itself greater authority in shaping local land use decisions so that they achieve the goals and vision of this plan.

5.4 Action Steps

After the plan is adopted, implementation of specific recommendations can begin. Many of these will occur simultaneously and include policy and facility improvement changes. The key steps are:

- Create the necessary governance capability, administration (staffing) capability, and organization to support and oversee the implementation of this plan and the proper maintenance of the facilities that are developed.



- Form the Committee described in Section 5.2 to oversee the implementation of the pedestrian network.
- Secure the funding necessary to undertake the short-term projects and develop a funding strategy that will allow the community to incrementally complete each of the suggested pedestrian facility improvements over a 10-20 year period.
- Ensure that pedestrian planning is integrated with other transportation planning efforts at the state and local level, as well as with long-range and current land use, economic development, parks and recreation, environmental, and community planning.
- Add signs to the recommended network routes as they are completed so that functional, safe, and updated pedestrian routes and greenways are immediately available to the community.
- Develop and implement education and awareness programs discussed in Chapter 4 such as public events, which can be used to announce new pedestrian routes and some of the upcoming projects.
- Implement pedestrian policy recommendations and action items described in Chapter 4 related to creating an accessible, connected, safe, and desirable community.
- Begin working on the proposed short-term phasing facilities listed in Chapter 3 and Appendix A.
- Coordinate pedestrian improvement projects with scheduled street re-paving, streetscaping, and other utility work.

5.5 Pedestrian Network Phasing

Because the entire pedestrian network cannot be built simultaneously, an effort was made to phase the recommended pedestrian network over time. From the overall pedestrian network described in Chapter 3, pedestrian corridor facilities were phased into short-term (0-3 years), mid-term (4-7 years), and long-term (8-15 years). As discussed in Chapter 3, pedestrian corridors were prioritized and phased based on the facility segment's ability to serve key destinations (including schools and Downtown), address safety concerns, and expand connectivity. The Top Priority pedestrian corridor segments, intersection improvement sites, and greenways are listed in Chapter 3. The methodology, scoring, and phasing table are described in more detail in both Chapter 3 and Appendix A.



5.6 Staffing

In order to implement, construct, promote, and maintain a pedestrian network, City departments and staff should be given the responsibilities described below.

Implementation: Planning Department

Facility Development and Maintenance: Public Works Department

Community Programs: Planning Department, Recreation and Parks Department

Enforcement: City Police Department

Public Information Distribution: Public Information Office/City of Graham staff

Adapted from other successful pedestrian communities, recommended staffing for each department is shown below:

Planning Department: A member of the Planning Department, assigned by the City Planning Director, should be appointed to take on the responsibilities of “Pedestrian Coordinator.” These duties would include the overall commitment to carrying out recommendations from this Plan, applying for funding, and overseeing the entire pedestrian program. Overseeing the program requires an evaluation and monitoring process to measure successes and failures of the Plan’s implementation. This includes updating and improving portions of the Plan and pedestrian facility development methods over time if necessary. Site plans should be reviewed, particularly for large residential and commercial development, to ensure that pedestrian safety is addressed appropriately.

Members of the Planning staff should also conduct tasks such as updating and publishing new local pedestrian maps, creating and updating GIS layers of all pedestrian facilities, proposing future alternative routes, and working with adjacent communities and regional organizations to coordinate pedestrian linkages.

Public Works Department: The Public Works Director should oversee the construction and maintenance of all pedestrian facilities. The Public Works section responsible for Streets should also be responsible for future sidewalk construction and maintenance. One member of the Public Works Department should handle pedestrian facility development and construction among his/her other responsibilities.

Maintenance responsibilities, as described in Section 4.3.2, include repair of sidewalk and trail surfaces, repainting/restriping of crosswalks and pavement markings, debris removal, vegetation pruning, and repair/replacement of signage.

Recreation and Parks Department: The Recreation and Parks Director and/or staff should play a role in education and encouragement programs. Recreation centers and other trail, park, and school areas can be the location of events such as educational courses. This department should also play a role in managing off-road pedestrian facility development, including the Haw



River Greenway. Coordination with the Haw River group - Trail Committee and the MST (Mountains-to-Sea) Trail effort should continue through the Recreation and Parks Department as well.

Police Department: All local police officers should be educated about North Carolina bicycle and pedestrian laws and interactions between bicyclists, pedestrians, and motorists. *The Guide to North Carolina Bicycle and Pedestrian Laws*, written by the NCDOT Division of Bicycle and Pedestrian Transportation, should be distributed to local law enforcement officers. Police officers should become more proactive in educating the public and enforcing laws when they are broken.

Public Information Office: City of Graham employees responsible for providing public information and promoting the implementation of this Plan should ensure that updated information is available on the web, at the Alamance County Area Chamber of Commerce, City of Graham public facilities, and also promoted through local media. To promote the pedestrian network and build momentum, officials should present pedestrian improvements and achievements by means of local newsletters, newspapers, the City website, and local cable television. Ribbon-cutting ceremonies could be held for accomplishments such as greenways. Programs and events, such as those described in Section 4.4 (Program Recommendations), are another means to involve the public.

Volunteers: Services from volunteers, student labor, and seniors, or donations of material and equipment may be provided in-kind to offset construction and maintenance costs. Formalized maintenance agreements, such as adopt-a-trail or adopt-a-highway can be used to provide a regulated service agreement with volunteers. Other efforts and projects can be coordinated as needed with senior class projects, scout projects, interested organizations or clubs or a neighborhood's community service to provide for the basic needs of the pedestrian network. Advantages of utilizing volunteers include reduced or donated planning and construction costs, community pride and connection to the City's pedestrian network, and increased awareness about pedestrian safety issues.

5.7 Pedestrian Access Improvement Study for the I-40 & Main Street Intersection

The City of Graham Pedestrian Transportation Plan recognizes the intersection of I-40 and Main Street as a major setback to the overall pedestrian connectivity of the City. Since the Main Street corridor connects north and south Graham, with direct access to downtown, it serves as a critical area for pedestrians. Currently, the intersection provides no safety measures for pedestrians, and lacks even basic facilities, such as sidewalks and crosswalks. Pedestrian use, however, is still high, as evident in the worn footpaths along both sides of Main Street. Because of these and other factors, the Main Street corridor emerged as a top priority for pedestrian facilities during an analysis of the entire proposed pedestrian network (See section on Prioritization).



An in-depth pedestrian access improvement study is recommended to determine the specific improvements necessary to facilitate pedestrian safety and flow through the intersection. Using guidance from this Plan's section on facility design, the study could be conducted by a combination of City of Graham staff (ideally from both planning and engineering backgrounds) with further guidance from the Burlington Graham Metropolitan Planning Organization (BGMPO) and the NCDOT. At a very minimum, policy changes should be made to ensure that when future improvements are made to the I-40 bridge, pedestrian facilities are incorporated into the project. It is recommended that the study be initiated immediately by the Pedestrian Coordinator, and conducted as soon as possible.

5.8 Establishing Performance Measures (Evaluation and Monitoring)

The Committee should work to establish performance measures to benchmark progress towards achieving the goals of this Plan. These performance measures should be stated in an official report within one to two years after the Plan is adopted. This report should discuss opportunities that are created through performance measures, such as the ability to track trends in pedestrian use and safety over time, present accurate information on pedestrian facility use to policy makers, cite accurate inventories of the quantity and quality of facilities during planning and analysis tasks, and understand the characteristics and needs of pedestrians in the community. The report should also discuss challenges, such as the cost of data collection and reporting, accuracy of data, and how to establish realistic performance targets for pedestrian improvements.

Baseline data should be collected as soon as the performance measures are established. The performance measures can address the following aspects of pedestrian transportation and recreation in the Graham area:

- Safety. Measures of pedestrian crashes or injuries.
- Usage. Measures of how many people are walking on on-road and off-road facilities.
- Facilities. Measures of how many pedestrian facilities are available and the quality of these facilities.
- Education/Enforcement. Measures of the number of people educated or number of people ticketed as a part of a pedestrian safety campaign.
- Institutionalization. Measures of the total budget spent on pedestrian projects and programs or the number of municipal employees receiving pedestrian facility design training.
- Cost. Measures of the total cost of pedestrian facilities per mile or per user.

When establishing performance measures, the City of Graham should consider utilizing data that can be collected cost-effectively and be reported at regular intervals, such as in a performance measures report that is published every two to three years. As the process of collecting and reporting pedestrian data is repeated over time, it will become more efficient.

It will also be a responsibility of the Committee (see Section 5.2) to evaluate and monitor the existing and recommended network over the next 10 years. The Committee should review process and progress and evolve and adapt as needed. New opportunities or input from an



on-going monitoring and evaluation process may emerge, leading to the need to adapt and update the recommendations of this Plan. Land use, transportation, development, and the overall landscape will continue to change as Graham grows, resulting in a dynamic Urban Area. For example, the region and City of Graham may consider mass transit in the future. A level of preparedness and consideration should be given then to the pedestrian-transit interface to assure safe pedestrian access to transit stops, adequate shelters, etc.

5.9 Methods for Developing Facilities

This section describes types of transportation facility construction and maintenance projects that can be used to create new pedestrian facilities. Note that roadway construction and reconstruction projects offer excellent opportunities to incorporate facility improvements for pedestrians. It is much more cost-effective to provide a pedestrian facility along with these other projects than to initiate the improvement later as a “retrofit.”

To take advantage of upcoming opportunities and to incorporate pedestrian facilities into routine transportation and utility projects, the “Pedestrian Coordinator” should keep track of the City’s projects (through the Public Works Department) and any other local and state transportation improvements. While doing this, he/she should be aware of the different procedures for state and local roads and interstates.

Finally, it is imperative throughout the development of facilities to have coordination with NCDOT. Short term projects can be discussed with the NCDOT Division 7 office. Scoping and requesting TIP (Transportation Improvement Program) projects should continue by coordinating with the BGMPO (Burlington-Graham Metropolitan Planning Organization) and contacting the PDEA (Project Development and Environmental Analysis) Branch of the NCDOT. More information about the TIP can be found in Appendix C. Finally, long-term needs can be discussed with the NCDOT Transportation Planning Branch.

5.9.1 Roadway Construction and Reconstruction

Pedestrians should be accommodated any time a new road is constructed or an existing road is reconstructed. All new roads with moderate to heavy motor vehicle traffic should have sidewalks and safe intersection attributes. The City of Graham should take advantage of any upcoming construction projects, including roadway projects outlined in the BGMPO 2030 Transportation Plan. Also, case law surrounding the ADA has found that roadway resurfacing constitutes an alteration, which requires the addition of curb ramps at intersections where they do not exist.

5.9.2 Residential and Commercial Development

As detailed in Chapter 4, the construction of sidewalks and safe crosswalks should be required during development. Construction begins on a blank slate and the development of pedestrian facilities that corresponds with site construction is more cost-effective than retrofitting. This ensures the future growth of the pedestrian network and the development of safe communities. A specific example is providing safe pedestrian access through large parking



lots.

5.9.3 Retrofit Roadways with New Pedestrian Facilities

There may be critical locations in the proposed Pedestrian Network that have pedestrian safety issues or are essential links to destinations. In these locations, it may be justified to add new pedestrian facilities before a roadway is scheduled to be reconstructed or utility/sewer work is scheduled.

In some places, such as Main Street, it may be relatively easy to add sidewalk segments to fill gaps, but other segments may require removing trees, relocating landscaping or fences, regrading ditches or cut and fill sections.

5.9.4 Bridge Construction or Replacement

Provisions should always be made to include a walking facility as a part of vehicular bridges, underpasses, or tunnels, especially if the facility is part of the Pedestrian Network. All new or replacement bridges, other than those for controlled access roadways, should accommodate pedestrians with wide sidewalks on both sides of the bridge. Even though bridge replacements do not occur regularly, it is important to consider these in longer-term pedestrian planning.

It is NCDOT bridge policy that sidewalks shall be included on new bridges with curb and gutter approach roadways with no controlled access. Sidewalks should not be included on controlled access facilities. A determination on whether to provide sidewalks on one or both sides of new bridges will be made during the planning process according to the NCDOT Pedestrian Policy Guidelines. When a sidewalk is justified, it should be a minimum of five to six feet wide with a minimum handrail height of 42.” For more information, visit: <http://www.ncdot.org/doh/construction/altern/value/manuals/RDM2001/part1/chapter6/pt1ch6.pdf>

5.9.5 Signage and Wayfinding Projects

Signage along specific routes or throughout an entire community can be updated to make it easier for people to find destinations. Pedestrian route and greenway signs are one example of these wayfinding signs, and they can be installed along routes independently of other signage projects or as a part of a more comprehensive wayfinding improvement project.

5.9.6 Greenway Acquisition

Because the majority of greenways exist in an off-road environment, the acquisition of land or easements becomes a critical part of the implementation process. The recommended alignment of greenways in this Plan follows publicly-owned land where possible, but in many cases, an acquisition strategy will have to be implemented in areas of privately-owned land.

There are several resources and strategies that can aid in the implementation and acquisition process. First, greenways should be considered as “infrastructure” and an important facility



in the City of Graham, providing ecological and recreational services. They can and should be complementary elements of the overall drainage and floodplain infrastructure and be a part of the City's water quality and flood management programs.

Second, the City of Graham adopted a new ordinance, as of 2006, providing fifty feet of stream buffer along both sides of perennial and intermittent streams where public greenways may be approved by the City Council. Also, planned unit development requires a percentage of open space, which could be utilized as greenways. Therefore new development presents new opportunity for greenway development.

Third, the City of Graham should pursue partnerships with land trust and land managers to make more effective use of its land acquisition funds and strategies. Enlisting the support of a local land trust could help broker land protection arrangements between private landowners and the City of Graham. The City should also take advantage of its existing, City-owned utility easements where acquisition is not necessary.

Finally, providing educational material to local landowners and developers about the benefits of greenways and land/easement donations is also an excellent means to stimulate greenway acquisition.

The following list of tools describe various methods of acquisition that can be used by landowners, land conservation organizations, and the City of Graham to acquire greenway lands.

Land Management

Management is a method of conserving the resources of a specific greenway parcel by an established set of policies called management plans for city-owned greenway land or through easements with private property owners. Property owners who grant easements retain all rights to the property except those which have been described in the terms of the easement. The property owner is responsible for all taxes associated with the property, less the value of the easement granted. Easements are generally restricted to certain portions of the property, although in certain cases an easement can be applied to an entire parcel of land. Easements are transferable through title transactions, thus the easement remains in effect perpetually.

Management Plans: The purpose of a management plan is to establish legally binding contracts which define the specific use, treatment, and protection for city-owned greenway lands. Management plans should identify valuable resources; determine compatible uses for the parcel; determine administrative needs of the parcel, such as maintenance, security, and funding requirements; and recommend short-term and long-term action plans for the treatment and protection of greenway lands.

Conservation Easement: This type of easement generally establishes permanent limits on the use and development of land to protect the natural resources of that land. When public access to the easement is desired, a clause defining the conditions of public access can be added to the terms of the easement. Dedicated conservation easements can qualify for both federal income



tax deductions and state tax credits. Tax deductions are allowed by the Federal government for donations of certain conservation easements. The donation may reduce the donor's taxable income.

Preservation Easement: This type of easement is intended to protect the historical integrity of a structure or important elements in the landscape by sound management practices. When public access to the easement is desired, a clause defining the conditions of public access can be added to the terms of the easement. Preservation easements may qualify for the same federal income tax deductions and state tax credits as conservation easements.

Public Access Easements: This type of easement grants public access to a specific parcel of property when a conservation or preservation easement is not necessary. The conditions of use are defined in the terms of the public access easement. Often times, these easements already exist, owned by the City, and are linear, following utility lines. A *City utility easement* or *recreation easement* are two options to be considered in Graham. If an easement has already been cleared and set aside for utilities such as sewer or for recreation, a greenway can be an easy addition.

Government Regulation

Regulation is defined as the government's ability to control the use and development of land through legislative powers. The following types of development ordinances are regulatory tools that can meet the challenges of projected suburban growth and development as well as conserve and protect greenway resources. Existing open space requirements for development can be found in Graham's Development Ordinances (www.cityofgraham.com/Development_Ordinance.pdf)

Dedication/Density Transfers: Also known as incentive zoning, this mechanism allows greenways to be dedicated for density transfers on development of a property. The potential for improving or subdividing part or all of a parcel of property, as permitted under Graham's and Alamance County's land use development laws, can be expressed in dwelling unit equivalents or other measures of development density or intensity. Known as density transfers, these dwelling unit equivalents may be relocated to other portions of the same parcel or to contiguous land that is part of a common development plan. Dedicated density transfers can also be conveyed to subsequent holders if properly noted as transfer deeds.

Negotiated Dedications: This type of mechanism allows the City to negotiate with landowners for certain parcels of land that are deemed beneficial to the protection and preservation of specific stream corridors. This type of mechanism can also be exercised through dedication of greenway lands when a parcel is subdivided. Such dedications would be proportionate to the relationship between the impact of the subdivision on community services and the percentage of land required for dedication-as defined by the US Supreme Court in *Dolan v Tigard*.

Fee-in-Lieu: To complement negotiated dedications, a fee-in-lieu program may be necessary



to serve as a funding source for other land acquisition pursuits. Based on the density of development, this program allows a developer the alternative of paying money for the development/protection of greenways in lieu of dedicating greenway lands. This money is then used to implement greenway management programs or acquire additional greenway land.

Reservation of Land: This type of mechanism does not involve any transfer of property rights but simply constitutes an obligation to keep property free from development for a stated period of time. Reservations are normally subject to a specified period of time, such as 6 or 12 months. At the end of this period, if an agreement has not already been reached to transfer certain property rights, the reservation expires.

Buffer / Transition Zones: This mechanism recognizes the problem of reconciling different, potentially incompatible land uses by preserving greenways that function as buffers or transition zones. Care must be taken to ensure that the use of this mechanism is reasonable and will not destroy the value of a property.

Overlay Zones: An overlay zone and its regulations are established in addition to the zoning classification and regulations already in place. Currently Graham Planned Unit Developments require certain percentages of open space, which could include greenways.

Subdivision Exactions: An exaction is a condition of development approval that requires development to provide or contribute to the financing of public facilities at their own expense. For example, a developer may be required to build a greenway on-site as a condition of developing a certain number of units because the development will create the need for new parks or will harm existing parks due to overuse. This mechanism can be used to protect or preserve greenway lands, which are then donated to either the City or County. Consideration should be given to include greenway development in future extraction programs.

Acquisition

Acquisition requires land to be donated or purchased by a government body, public agency, greenway manager, or qualified conservation organization. It should be noted that in land acquisition for which a greenway may be built with federal funds, the landowner must be offered payment of fair market value and documentation of the offer must be recorded.

Donation or Tax Incentives: In this type of acquisition, a government body, public agency, or qualified conservation organization agrees to receive the full title or a conservation easement to a parcel of land at no cost or at a "bargain sale" rate. The donor is then eligible to receive a federal tax deduction of up to 30 to 50 percent of their adjusted gross income. Additionally, North Carolina offers a tax credit of up to 25 percent of the property's fair market value (up to \$5000). Any portion of the fair market value not used for tax credits may be deducted as a charitable contribution. Also, property owners may be able to avoid any inheritance taxes, capital gains taxes, and recurring property taxes.



Fee Simple Purchase: This is a common method of acquisition where a local government agency or private greenway manager purchases property outright, Fee simple ownership conveys full title to the land and the entire “bundle” of property rights including the right to possess land, to exclude others, to use land, and to alienate or sell land.

Easement Purchase: This type of acquisition is the fee simple purchase of an easement. Full title to the land is not purchased, only those rights granted in the easement agreement. Therefore the easement purchase price is less than the full title value.

Purchase / Lease Back: A local government agency or private greenway organization can purchase a piece of land and then lease it back to the seller for a specified period of time. This lease may contain restrictions regarding the development and use of the property.

Bargain Sale: A property owner can sell property at a price less than the appraised fair market value of the land. Sometimes the seller can derive the same benefits as if the property were donated. Bargain Sale is attractive to sellers when the seller wants cash for the property, the seller paid a low cash price and thus is not liable for high capital gains tax, and/or the seller has a fairly high current income and could benefit from the donation of the property as an income tax deduction.

Option / First Right of Refusal: A local government agency or private organization establishes an agreement with a public agency or private property owner to provide the right of first refusal on a parcel of land that is scheduled to be sold. This form of agreement can be used in conjunction with other techniques, such as an easement to protect the land in the short-term. An option would provide the agency with sufficient time to obtain capital to purchase the property or successfully negotiate some other means of conserving the greenway resource.

Purchase of Development Rights: A voluntary purchase of development rights involves purchasing the development rights from a private property owner at a fair market value. The landowner retains all ownership rights under current use, but exchanges the rights to develop the property for cash payment.

Condemnation: The practice of condemning private land for use as a greenway is viewed as a last resort policy. Using condemnation to acquire property or property rights can be avoided if private and public support for the greenway program is present. Condemnation is seldom used for the purpose of dealing with an unwilling property owner. In most cases, condemnation has been exercised when there has been an absentee property ownership, when the title of the property is not clear, or when it becomes apparent that obtaining the consent for purchase would be difficult because there are numerous heirs located in other parts of the United States or different countries.

Eminent Domain: The right of exercising eminent domain should be done so with caution by the community and only if the following conditions exist: 1) the property is valued by



the community as an environmentally sensitive parcel of land, significant natural resource, or critical parcel of land, and as such has been defined by the community as irreplaceable property; 2) written justification for the community's claim about the property's value has been prepared and offered to the property owner; 3) all efforts to negotiate with the property owner for the management, regulation, and acquisition of the property have been exhausted and that the property owner has been given reasonable and fair offers of compensation and has rejected all offers; and 4) due to the ownership of the property, the timeframe for negotiating the acquisition of the property will be unreasonable, and in the interest of pursuing a cost effective method for acquiring the property, the community has deemed it necessary to exercise eminent domain.



References

Guide for the Planning, Design, and Operation of Pedestrian Facilities. American Association of State Highway and Transportation Officials (AASHTO). July 2004.

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