5 Building Programs, Setting Policies, and Updating Procedures

The recommendations in this chapter are not about infrastructure; instead this chapter focuses on the actions needed to make walking in Glendale safer and more comfortable and achieve the goals of the Pedestrian Plan. By moving forward with this select list of high-priority initiatives, the City of Glendale can make advances on critical programs, policies, and procedures, working closely with partners across the community to reduce collisions and get more people walking in Glendale.

The Pedestrian Plan recommendations are organized into three Ps: Programs, Policies, and Procedures. By grouping them in this manner, the plan helps to organize and build upon Glendale's work to date and identifies areas where the city must evolve current practices to new ways of operating. The three Ps build on local and national best practices to map out new programs, policies, and procedures Glendale can adopt, integrate, and implement to achieve the city's commitment to pedestrian safety and walkability.

- **Programs** are targeted, actively managed, city-led initiatives that include collaboration with partners and the involvement of community members to elevate walking as a primary mode of transportation and to improve pedestrian safety and comfort.
- **Policies** translate plan goals into operational standards, guidelines, and practices. In particular, Pedestrian Plan policies establish street design, operational, and maintenance standards to increase pedestrian safety and reduce collisions.
- **Procedures** are the day-to-day practices of the City of Glendale—from staffing to street management to project delivery—that have a profound impact on the quality of Glendale's walking environment.

Most of the programs, policies, and procedures identified in the Citywide Pedestrian Plan can be integrated into departmental work programs relatively quickly, but all will require initial coordination, additional staff and funding, and ongoing monitoring. Taken together, these recommendations build on existing programs that are already helping to make Glendale more walkable. The following sections describe the recommendations and highlight the Pedestrian Plan goals satisfied by each recommendation, as well as the partners who will be critical to ensuring success. Figure 5-1 explains how to read the recommendations.

Figure 5-1 List of Programs, Policies, and Procedures

1 PROGRAMS

- **1.1** Glendale Vision Zero
- **1.2** Safe Routes for Seniors
- **1.3** Pedestrian Priority Streets Program
- **1.4** Arterial Traffic Calming Program
- **1.5** Neighborhood Traffic Calming Program
- **1.6** Ongoing Safe Routes to School Program Implementation
- **1.7** Ongoing Safety Education Initiative Implementation
- **1.8** Innovative Enforcement Programs
- **1.9** Community Engagement and Activation Programs
- **1.10** Outreach to Low-English Proficiency Populations
- **1.11** Open Streets Event Series
- **1.12** Festival Streets Program
- **1.13** Sidewalk Cost Share Program

2 POLICIES

- **2.1** No Right on Red
- **2.2** Pedestrian Head Starts
- **2.3** Signal Timing
- **2.4** Crossing Treatments Toolbox and Guidelines
- **2.5** Speed Limit Reductions
- **2.6** Automated Enforcement Expansion
- **2.7** Complete Streets Policy Update and Implementation Framework Development
- **2.8** Zoning Code and Variance Updates
- **2.9** Multimodal Street Performance Measures for Citywide Transportation Evaluation

3 PROCEDURES

- **3.1** Pedestrian Plan Implementation Fund
- **3.2** Committee to Oversee Pedestrian Plan and Safe Routes to School Implementation
- **3.3** High Priority Area Implementation
- **3.4** Pilot-to-Permanent Approach
- **3.5** Infrastructure Evaluation and Maintenance Protocols
- **3.6** Pedestrian Data Collection
- **3.7** Plan and Project List Updates

Figure 5-2 How to Read the Recommendations

HOW TO READ THE RECOMMENDATIONS

RECOMMENDATION NUMBER

RECOMMENDATION NAME

RATIONALE

Reasons for making the recommendation.

ACTIONS

Specific steps that must be taken to achieve the desired outcome.

PARTNERS

City departments, agencies, and organizations that must work together to implement the recommendation.

P1.3 PEDESTRIAN PRIORITY STREETS PROGRAM

Goals	Description	Rationale	Actions	Partners
Phasing: NEAR-TERM	Develop design guidelines and project review processes that require excellent pedestrian-oriented streets along key corridors.	Along corridors and near destinations where walking is most desirable and where pedestrian volumes are the highest, streets should be configured to support an excellent pedestrian realm. Pedestrian-oriented streets support economic vitality, sense of place, and access to transit in key commercial districts.	• Review and update criteria for designating Pedestrian Priority Streets; extend this designation to pedestrian priority streets citywide. • Develop design guidelines for Pedestrian Priority Streets, including sidewalk and crossing standards (e.g., limited curb cuts, high-visibility and decorative crossings) and public realm improvements (e.g., landscaping, trees, amenities) that are required along Pedestrian Priority Streets. • Work with developers/establish a process for developers to implement pedestrian Priority Street elements as a part of development projects. As part of a new project review process associated with a revised Complete Streets policy, ensure inclusion of Pedestrian Priority Street elements on applicable corridors. • Identify funding for implementation of Pedestrian Priority Streets improvements in high priority areas.	• Community Development • Economic Development • Public Works • Downtown Glendale Association

SAMPLE

GOALS

Primary goal achieved by the recommendation

GOAL 1
Make Walking Safer

GOAL 2
Create Connected and Complete Communities

GOAL 3
Build Walkable Places For All

GOAL 4
Organize for Implementation

PHASING

The Pedestrian Plan balances the urgency and need for better policies, procedures, and programs with manageable expectations for initial planning and eventual implementation. Each recommendation in this chapter includes a preferred timeline for implementation. The phasing approach is based on three timeframes and serves as a logical work plan for the city and its partners based on current and projected staffing capacity.

NEAR-TERM
MID-TERM
LONG-TERM

DESCRIPTION

Description of the recommendation.

Programs

Glendale must develop and expand programs that improve pedestrian safety and both encourage and enforce safe driving behavior, especially in areas of the city and for populations disproportionately impacted by collisions.

Pedestrian programs deliver the safety improvements, education, enforcement, and ongoing management needed to increase pedestrian safety and comfort, especially for vulnerable populations in areas with the greatest need. Examples include the Vision Zero, Safe Routes for Seniors, and Arterial Traffic Calming programs described below. Programs should be implemented citywide, but may be targeted initially in high priority areas.

The recommendations in this section address a number of the key challenges to creating a more walkable Glendale. **Just 2% of Glendale's roadway miles account for 40% of pedestrian collisions**; targeting enforcement and education programs along those corridors can help to change behavior and potentially reduce collisions. Data also show that younger and older pedestrians are more likely to be hit in collisions, which points to a need for programs specifically targeting those groups. During early outreach for the Pedestrian Plan, community members indicated that they would walk more in Glendale if cars would "drive more slowly" and if there was more traffic enforcement. These program recommendations play a role in directly addressing those community priorities.

List of Programs

P1.1 Glendale Vision Zero

P1.2 Safe Routes for Seniors

P1.3 Pedestrian Priority Streets Program

P1.4 Arterial Traffic Calming Program

P1.5 Neighborhood Traffic Calming Program

P1.6 Ongoing Safe Routes to School Program Implementation

P1.7 Ongoing Safety Education Initiative Implementation

P1.8 Innovative Enforcement Programs

P1.9 Community Engagement and Activation Programs

P1.10 Outreach to Low-English Proficiency Populations

P1.11 Open Streets Event Series

P1.12 Festival Street Program

P1.13 Sidewalk Cost Share Program

P1.1 GLENDALE VISION ZERO

Goals

Phasing

NEAR-TERM

Description

Develop and implement a Vision Zero program challenging city staff and the community to eliminate all preventable fatalities and severe injuries from roadway collisions within the next 10 years.

Rationale

More than 40% of the people killed in traffic collisions in Glendale are pedestrians, and the number of pedestrian collisions has remained relatively constant over the last 10 years. The pedestrian collision crisis in Glendale requires a holistic and aggressive approach to help reduce this trend. Vision Zero is a data-driven approach to improve road safety for all and prevent collisions largely caused by inadequate road design and unsafe travel behavior.

Implementing Actions

- Formalize and adopt a Vision Zero resolution and Action Plan with program areas including infrastructure, education, data-driven enforcement, data standards and internal procedures.
- Focus enforcement programs and activities along high crash pedestrian corridors established in the data-driven Taking Stock report, focusing first in identified high priority areas.
- Formalize a Vision Zero Pedestrian Design Toolbox including treatments that correlate to most frequent collision types and multimodal street design standards.
- Implement education and outreach campaigns that explain how to use new types of infrastructure (for all modes), helping both people driving and people walking to understand traffic control changes.
- Establish pedestrian awareness training for all drivers, including all company and contracted private transportation providers.
- Partner with the Glendale Police Department to regularly collect collision data, analyze and share data trends, and prioritize enforcement of hazardous violations.
- Conduct before and after evaluation of key infrastructure projects to determine benefits of pedestrian safety strategies.
- Produce a public progress report on Vision Zero every two years.

Partners

- City Council
- City Manager's Office
- Community Development
- Public Works
- Police Department
- Fire Department
- LA County Public Health
- Glendale Unified School District
- Community partners

P1.2 SAFE ROUTES FOR SENIORS

Goals

Phasing

NEAR-TERM

Description

Develop a Safe Routes for Seniors program to improve access to senior services and enhance pedestrian safety and comfort for older adults through infrastructure and programmatic strategies.

Rationale

Glendale's older adults are over-represented in pedestrian collisions compared to their share of the total population. Older adults (65+) represent 16% of the population of Glendale, but are involved in more than 25% of pedestrian collisions. Assessing speed and distance of oncoming cars is difficult for older adults.

Streets with inadequate walking infrastructure can be intimidating and challenging for older adults to navigate.

Implementing Actions

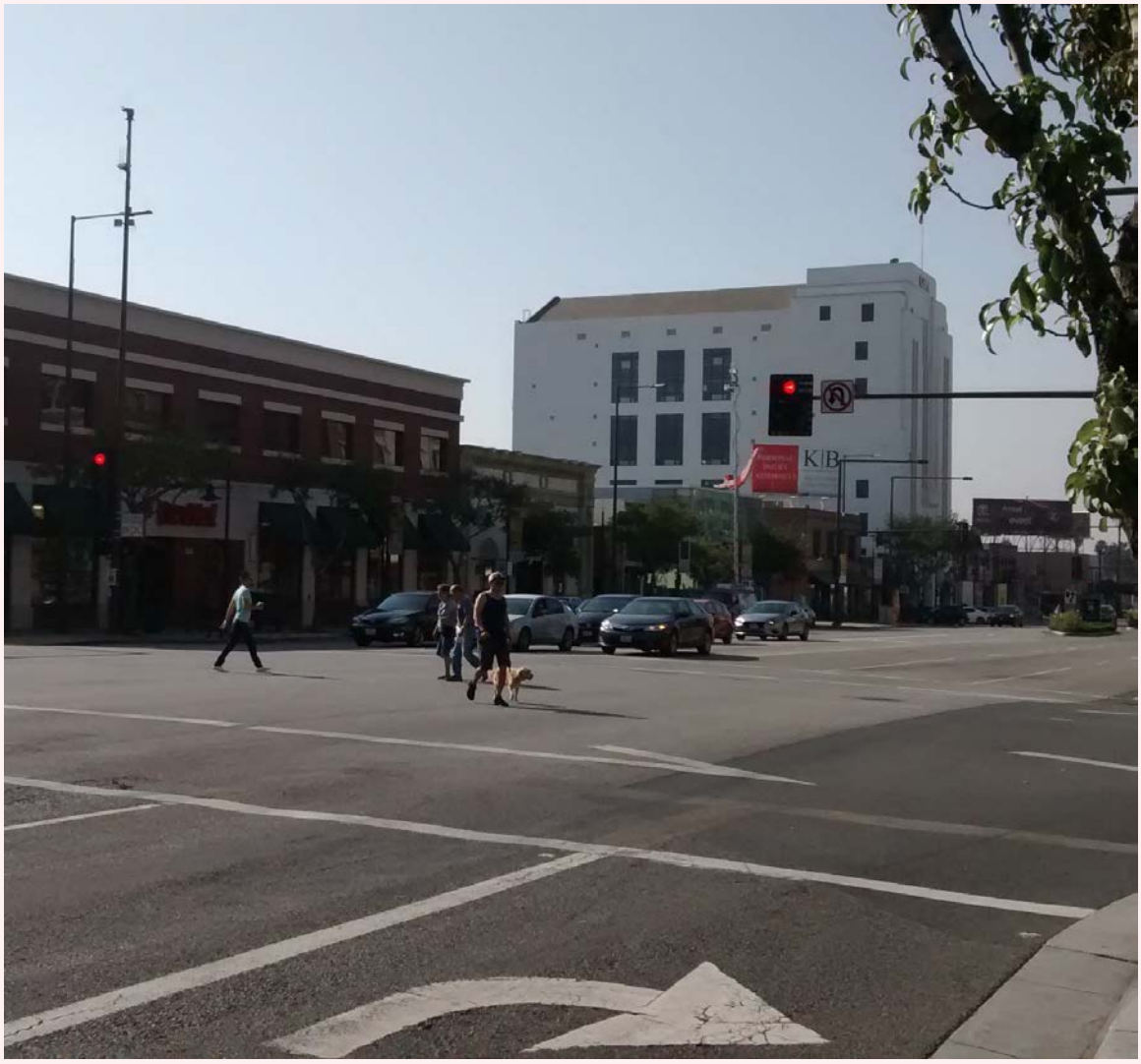
- Document gaps in pedestrian access to senior living and services and other community facilities, including senior centers, libraries, parks, transit stops, and recreation centers, in order to connect older adults to their daily needs.
- Create a work plan to address unique access and walking needs for older adults.
- Collaborate with project partners to ensure walking projects reflect the unique needs of older adults. In particular, partner with Glendale Community Services and Parks to implement safety improvements near parks, senior centers, and community centers.
- Allocate funding toward pedestrian programming and projects to focus on senior service access improvements and marketing.
- Provide tailored travel training for older adults.
- Develop a senior-focused education and promotional campaign and present the campaign at community and senior living centers.

Partners

- Community Development
- Community Services & Parks
- Public Works
- Police Department
- LA County Public Health
- Senior Centers
- Senior Services
- Transit operators
- Dial-A-Ride

PROGRAM SPOTLIGHT

Vision Zero in Glendale



A Vision Zero program in Glendale will take a multifaceted approach to ensure the transportation system is safe for all people regardless of age and ability, for all modes of transportation, and in all of Glendale's neighborhoods.

Image Source: Nelson\Nygaard

Every traffic collision in Glendale is a *preventable* outcome of design, roadway operations, and policy. Cities across the United States are adopting comprehensive Vision Zero initiatives to show their commitment to ending traffic deaths and injuries. Vision Zero is a holistic realignment of traffic safety priorities, protocols, and procedures aimed at eliminating fatal and serious collisions within a defined timeframe. Vision Zero programs share common objectives and strategies to achieve a clearly identified goal, but each is tailored to meet the needs of the city where it is implemented.

Particularly relevant to Glendale, the following principles are based on analyses conducted through the development of the Pedestrian Plan:

- **Safe Street Design and Speed Reduction.** Speed is a strong predictor of collision survival. Speeding, collision severity, and traffic deaths in Glendale have remained consistently high and disproportionately impact older and younger pedestrians as well as people with limited English proficiency. Glendale's wide roads and long spacing between intersections promote high-speed auto travel by design. Redesigning streets and retrofitting intersections with pedestrian improvements will increase safety and anticipate human error to save lives. Speed limit reductions accompanied by enforcement will also reduce the likelihood of fatal and severe injury collisions.
- **Complete Streets Project Delivery.** Policies and procedures in all city departments must focus on making safety the highest priority for roadway operation. In particular, Glendale must strengthen its Complete Streets policy and implementing procedures to ensure that design, construction, operations, and maintenance of all transportation projects supports safe travel for people of all ages and abilities. All city departments must own the collective responsibility through transparent and accountable processes to deliver and maintain transportation projects that prioritize safety for all people, especially the most vulnerable.
- **Education and Enforcement.** Educating, promoting, and enforcing safe travel behavior is critical to achieving a culture of traffic safety. While the Be Street Smart Glendale education initiative is highly visible and effective, additional tools and resources must be deployed to promote safety for all people.

To make Vision Zero successful in Glendale will require the unified, collaborative effort of city departments—from Public Works to City Council to the Police Department—leading the way in engaging partners from advocacy organizations to schools. The result will be not only physical changes and practices that improve traffic safety, but a cultural shift in street design and operation that sees every traffic fatality as *preventable and unacceptable*.

P1.3 PEDESTRIAN PRIORITY STREETS PROGRAM

Goals

Phasing

NEAR-TERM

Description

Develop design guidelines and project review processes that require excellent pedestrian-oriented streets along key corridors.

Rationale

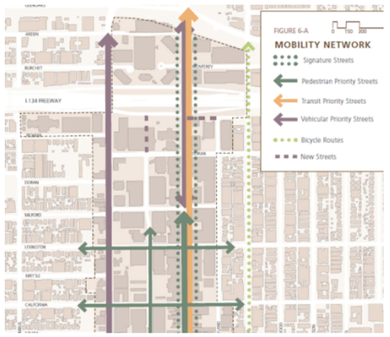
Along corridors and near destinations where walking is most desirable and where pedestrian volumes are the highest, streets should be configured to support an excellent pedestrian realm. Pedestrian-oriented streets support economic vitality, sense of place, and access to transit in key commercial districts.

Implementing Actions

- Review and update criteria for designating Pedestrian Priority Streets; extend this designation to pedestrian priority streets citywide.
- Develop design guidelines for Pedestrian Priority Streets, including sidewalk and crossing standards (e.g., limited curb cuts, high-visibility and decorative crossings) and public realm improvements (e.g., landscaping, trees, amenities) that are required along Pedestrian Priority Streets.
- Work with developers/establish a process for developers to implement Pedestrian Priority Street elements as a part of development projects. As part of a new project review process associated with a revised Complete Streets policy, ensure inclusion of Pedestrian Priority Street elements on applicable corridors.
- Identify funding for implementation of Pedestrian Priority Streets improvements in high priority areas.

Partners

- Community Development
- Economic Development
- Public Works
- Downtown Glendale Association



Designated Pedestrian Priority Streets create excellent conditions for pedestrians on primary retail and transit corridors.

Image Source: Glendale Downtown Specific Plan

P1.4 ARTERIAL TRAFFIC CALMING PROGRAM

Goals

Phasing

MID-TERM

Description

Develop an arterial traffic calming program focused on implementing treatments to encourage drivers to observe the speed limit.

Rationale

Lower speeds translate to less severe injuries in the event of a collision, while many arterial roads, including those in areas of high pedestrian demand, are designed for relatively high speeds. An arterial traffic calming program will deploy strategies to control speeds on corridors where drivers are traveling above the posted speed limit.

Implementing Actions

- Using the Best Practices review conducted for the Pedestrian Plan's Taking Stock report, formalize a toolbox of arterial traffic calming treatments, including pilot projects and use of semi-permanent materials.
- Develop evaluation guidelines to direct the implementation of arterial traffic calming treatments including roadway rechannelization, speed limit reductions, curb extensions, medians, speed cushions, and speed radar signs. For example, consider 5 to 3 lane or 4 to 3 lane rechannelizations on streets with traffic volumes less than 24k per day.
- As part of designing and building projects on high collision corridors, identify opportunities to implement arterial traffic calming.
- Evaluate other arterial streets with average speeds above the 85th percentile for traffic calming implementation.

Partners

- Community Development
- Public Works
- Police Department
- Fire Department

Street design to ensure safe travel behavior is supported by traffic calming measures on arterial streets.

Image Source: People for Bikes

P1.5 NEIGHBORHOOD TRAFFIC CALMING PROGRAM UPDATE

Goals

Phasing

MID-TERM

Description

Update and bolster the Neighborhood Traffic Calming Program by broadening awareness of traffic calming treatments, building partnerships for community-initiated projects, and implementing the traffic calming program in high priority areas.

Rationale

Traffic calming programs for neighborhood streets help to manage vehicle speeds and volumes, which is particularly important on streets without sidewalks.

Implementing Actions

- Using the Best Practices review conducted for the Pedestrian Plan's Taking Stock report, identify additions to the neighborhood traffic calming toolbox (e.g., 4-way stops, traffic circles). Formalize the toolbox to include new design treatments, including the use of semi-permanent materials.
- In high priority areas, identify the neighborhood streets most in need of traffic calming, including pilot projects and use of semi-permanent materials.
- Provide community education on how to use new kinds of traffic calming infrastructure (e.g., traffic circles), helping both motorists and pedestrians understand traffic control changes.
- Provide more community education about the types, benefits, and tradeoffs of different traffic calming treatments.
- Develop a new approach to working with residents interested in implementing traffic calming treatments in their neighborhood. Build partnerships between Public Works, Glendale Police Department, neighborhood/homeowners organizations, and residents to create better public understanding and a sense of community ownership in neighborhood traffic safety projects.
- Pilot "20 is Plenty" special speed zones on non-arterial streets as allowed by Glendale Municipal Code (10.24.020).
- Identify and include neighborhood traffic calming projects in future pedestrian project lists (prioritized according to the Pedestrian Plan's framework).

Partners

- Public Works
- Community Development
- Police Department
- Glendale Homeowners Coordinating Council

Traffic calming elements, such as traffic circles at neighborhood street intersections, help to reduce auto travel speeds.

Image Source: Nelson\Nygaard

P1.6 ONGOING SAFE ROUTES TO SCHOOL PROGRAM IMPLEMENTATION

Goals

Phasing

NEAR-TERM

Description

Build on the success of Glendale's existing Safe Routes to School Program by continuing to pursue funding for safety project implementation, education and encouragement program expansion, and development of more supporting materials.

Rationale

Safe Routes to School programs improve school zone safety and encourage walking and biking to school, employing a mix of engineering, education, enforcement, and encouragement strategies. These strategies emphasize safety for some of Glendale's most vulnerable pedestrians.

Implementing Actions

- Continue to seek grant funding for projects identified through the Safe Routes to School work plan.
- Seek grant funding to continue implementation of the Safe Routes to School Non-Infrastructure Program (education and encouragement efforts).
- Develop and publish walking and biking maps of Suggested Routes to School to each of Glendale's schools.
- Strengthen partnerships with private schools to support Safe Routes to School implementation at all schools in Glendale.
- Develop a Safe Routes to School Program for middle and high schools that focuses on encouraging safe behaviors as children age (and become drivers).

Partners

- Community Development
- Public Works
- Police Department
- Glendale Unified School District
- Private Schools

PROGRAM SPOTLIGHT

Safe Routes to School in Glendale

Glendale City Council declared October 2016 as Walktober, marking the city's commitment to helping school children be active and safe pedestrians when walking to and from school.

Image Source: City of Glendale

Highlighting the success of the City of Glendale's work to improve the safety of students walking and bicycling, the Safe Routes to School program is nearing completion of its third project phase. Glendale's Safe Routes to School program includes installation of pedestrian safety improvements as well as ongoing education programs in 21 elementary and four middle schools.

Projects identified for each implementation phase improve the walking network near specific school sites. Improvements include the installation of enhanced pedestrian crossings, new roadway signs and striping, and traffic calming. City-sponsored education programs include bicycle and pedestrian safety rodeos, walking school buses and bicycle trains, parent workshops, and participation in International Walk to School Day. In 2016, 10,000 students in Glendale walked to school with parents, teachers, and community leaders. Numerous Safe Routes to School Program grants have funded both the project and program work. Glendale must leverage this momentum to continue developing a culture of safe walking and cycling among students, changing the trend of over-representation of children in pedestrian-involved collisions.

P1.7 ONGOING SAFETY EDUCATION INITIATIVE IMPLEMENTATION

Goals

Phasing

NEAR-TERM

MID-TERM

Description

Build on the success of the Safety Education Initiative and the Be Street Smart Glendale campaign by pursuing additional funding, evaluating previous program elements, adding new elements, and refining messaging to target populations.

Rationale

Building awareness, educating the public, and encouraging people to travel safely and share the road creates a culture of safety and shared responsibility. Providing information about pedestrian safety, the value of walking, and pedestrian projects and programs creates an opportunity for all Glendale residents and visitors to be safer drivers, bicyclists, and walkers and to share in the benefits of walking.

Implementing Actions

- Continue implementation of Be Street Smart Glendale, including exploring new partnerships (e.g., Americana, neighborhood stores with heavy pedestrian traffic, driving schools) and new tools (e.g., student/parent safety pledge, public service announcements, "safe driver" pledge).
- Evaluate the accomplishments of and lessons learned from the Safety Education Initiative to date.
- Pursue new and innovative education approaches, particularly for new drivers. Explore opportunities to partner with the Department of Motor Vehicles and other licensing outlets to ensure continuing education.
- Continue to work with community partners to target multilingual, culturally-appropriate safety education outreach to Glendale's low-English proficiency populations, especially along high collision corridors.
- Couple funding for active transportation education and marketing with broader infrastructure grant applications.
- Leverage Pedestrian Plan implementation funds to embed Safety Education Initiative messaging in project outreach.
- Develop a neighborhood-level education program on the benefits of walking infrastructure and homeowner/business owner responsibilities for sidewalk maintenance.
- Work with community partners to identify or update great walking routes throughout the city and develop a neighborhood "walk book" of informal walking routes for residents and visitors to illustrate comfortable and direct pathways.
- Invite public figures and elected officials to celebrate their own walking trips.
- Seek funding and departmental support to make permanent the temporary wayfinding signs installed during development of the Pedestrian Plan; expand/update as needed.

Partners

- Community Development
- Police Department
- SCAG
- Community Organizations

P1.8 INNOVATIVE ENFORCEMENT PROGRAMS

Goals

Phasing

NEAR-TERM

Description

Build on Glendale Police Department's success in implementing innovative enforcement programs to explore additional approaches to enforce behaviors that support pedestrian safety.

Rationale

Pedestrian-involved collisions in Glendale have remained relatively constant over the past 10 years, despite ongoing enforcement, education, and engineering efforts. Implementing new and innovative enforcement programs provides a new opportunity to connect with Glendale residents and visitors and encourage safe driving, bicycling, and walking behaviors.

Implementing Actions

- Explore new types of enforcement programs through best practices research and collaboration with city commissions (e.g., ticket diversion programs, "good behavior" rewards, neighborhood speed watch programs, distracted driving enforcement, zero tolerance for distracted driving).
- Establish an approach to program development, implementation, and evaluation that provides opportunities to test, refine, and further iterate solutions to achieve the Pedestrian Plan's goals.
- Identify additional funding to support pedestrian safety enforcement actions and programs.

Partners

- Community Development
- Police Department

P1.9 COMMUNITY ENGAGEMENT ACTIVATION PROGRAMS

Goals

Phasing

NEAR-TERM

Description

Build on the success of Glendale's Community Development Department and other city departments in actively engaging Glendale residents in all aspects of pedestrian safety and the benefits of walking.

Rationale

Glendale residents have been actively engaged in the development of the Pedestrian Plan and have expressed a desire for safer streets that make them feel more comfortable walking. Developing an education and activation program that focuses on the benefits of walking and expands support for pedestrian improvements will support plan implementation and make Glendale a better place to walk.

Implementing Actions

- Evaluate the pilot pedestrian flag program for possible expansion to additional neighborhood-identified locations. Explore partnerships to support the purchase and maintenance of the flags.
- Develop a community-facing engagement toolkit—modeled on the City of Los Angeles' "flash cards"—to educate residents about pedestrian safety, new types of infrastructure, and the benefits of walking.
- Develop a pilot program that allows Glendale residents to test lighter, faster, cheaper approaches to activation on residential streets.

Partners

- Community Development
- Police Department
- SCAG

P1.10 OUTREACH FOR LOW-ENGLISH PROFICIENCY POPULATION

Goals

Phasing

NEAR-TERM

Description

Build on the work done through Be Street Smart Glendale to provide tailored education and outreach to Glendale's non-English and limited English proficiency community members beginning in communities disproportionately impacted by lack of knowledge about pedestrian safety and inadequate walking infrastructure and in high priority areas.

Rationale

Data analysis indicates that pedestrian collisions are not distributed equally across Glendale and are more prevalent in areas with low-English speaking populations. The lack of a safe and complete pedestrian network places people with limited English proficiency, households with no vehicles, people with low incomes, people of color, older adults, and youth at risk.

In the U.S., people for whom English is not the primary language typically travel more frequently on foot than native English speakers. Improving the ability of non-English speakers to travel safely by walking is essential to achieving an equitable transportation system.

Implementing Actions

- Building on the equity analysis conducted for the Pedestrian Plan's Taking Stock report, complete an analysis of where limited-English proficiency (LEP) populations are concentrated and high priority areas where LEP communities are disproportionately impacted.
- Prioritize outreach in areas where high equity analysis scores, concentration of LEP community members, and high priority areas overlap.
- Develop eye-catching and culturally relevant pedestrian safety education and outreach materials in languages native to Glendale's LEP populations. Materials should be highly visual to communicate graphically, using a few strategic words in English and other locally relevant languages such as Armenian and Spanish.
- Implement targeted outreach with multilingual materials and bilingual speakers near cultural hubs and community destinations. Partnerships with community-based and cultural organizations will be crucial for successful outreach (e.g., partnerships with neighborhood stores, schools, religious institutions).

Partners

- Community Development
- School District
- Community partners, organization, and cultural anchors regularly serving Glendale's LEP communities

PROGRAM SPOTLIGHT

Be Street Smart Glendale Success

Be Street Smart Glendale used billboards on high collision corridors to generate awareness of the need for enhanced pedestrian safety in the city and remind people of the role they play in keeping themselves and one another safe on Glendale's roads.

Image Source: City of Glendale

The Be Street Smart Glendale safety education campaign encourages everyone to do their part to make traveling in Glendale safer. The campaign emphasizes that each person is responsible for his or her own safety as well as the safety of others when walking, driving, or biking in Glendale.

Be Street Smart Glendale has successfully worked with schools, employers, churches, clubs, and service organizations to educate, encourage, and empower residents and visitors to make Glendale a fun, safe place to walk.

Activities such as a multimedia campaign in three languages, Walk and Bike to School Day celebrations, the Billion Step Challenge, and the City Council's declaration of October as "Walktober" have generated awareness and excitement around Glendale as a walk-friendly community.

Glendale has the opportunity to continue this momentum with new partnerships and engagement tools, application of lessons learned to date, and additional targeted outreach to low English proficiency populations. Seeking continued funding for Be Street Smart Glendale will leverage the good work done to date to ensure everyone shares in the benefits of walking.

P1.11 OPEN STREETS EVENT SERIES

Goals

Phasing

NEAR-TERM

Description

Establish an annual open streets event series that provides a full or partial day car-free environment on city streets so that people can walk and be active.

Rationale

Open streets events help shift the way people think about walking and biking. Glendale needs a widely publicized and recognizable public event series—supported by the Safety Education Initiative—to encourage and promote active living and transportation.

Implementing Actions

- Develop a work plan to organize or welcome to Glendale at least two open streets events per year, such as CicLAvia.
- Identify community and political champions from the public, private, and non-profit sectors that can help garner support and funding and play a role in programming.
- Select a route with neighborhood destinations and supporting activities including social, play, health/wellness, and educational activities.
- Develop a traffic management plan and public safety plan for the events.
- Identify a source of ongoing funding for these events.

Partners

- Community Development
- Community Services & Parks
- Public Works
- Police Department
- Community Partners
- Metro
- SCAG

Open streets events provide an opportunity for people walking, biking, hula-hooping, and skating to enjoy streets without cars for a day.

Image Source: Silver Lake Blog

P1.12 FESTIVAL STREETS PROGRAM

Goals

Phasing

NEAR-TERM

Description

Establish a festival street program that includes street designation, design, and closure guidelines.

A festival street is designed to be easily closed to vehicles for use during periodic pedestrian-oriented special events.

Rationale

Glendale's streets are a valuable public resource that can be used for more than just transportation purposes. A festival street is designed to be easily closed to vehicles for use during special events. While regularly supporting multimodal travel, designated festival streets support creative use of the street for active, pedestrian-oriented uses.

Implementing Actions

- Establish a festival street program to designate, design, and actively program certain streets for periodic closure and flexible use.
- Develop a process and standards for designating and permitting use of festival streets.
- Develop festival street design to support utmost flexibility to accommodate closure for events. Streetscape elements to consider include pedestrian-oriented lighting, minimal and movable street furnishings, bollards for street closures, access to electrical power, curbless or rolled curb street design, and appropriately spaced street trees and plantings to accommodate special events and large groups of people.
- Partner with Community Development, and Community Services and Parks departments to implement events, including the annual open streets event series in 1.11, on festival streets.
- Partner with the Chamber of Commerce, local business owners, and community groups near potential festival streets to inform designation, design, and programming.

Partners

- Community Development
- Public Works
- Police Department
- Community Services & Parks
- Neighborhood Services
- Chamber of Commerce
- Community Partners

The Roberto Maestas Festival Street in Seattle, WA serves as a flexible public space that is periodically closed to vehicles for community events.

Image Source: Seattle Department of Transportation

The Beacon Hill community regularly hosts events on the Roberto Maestas Festival Street, including an annual block party with performances and street vendors.

Image Source: Alex Garland and The Station

P1.13 SIDEWALK COST SHARE PROGRAM

Goals

Phasing

LONG-TERM

Description

Develop a program to share the costs and/or provide new financing tools for resident-funded sidewalk construction and maintenance.

Rationale

There is limited funding for sidewalks in Glendale, particularly along neighborhood streets. Some residents and businesses have expressed interest in sharing the cost to construct or maintain sidewalks in their neighborhood.

Implementing Actions

- Explore the viability of low- or no-interest sidewalk loans to businesses and homeowners.
- Investigate a point-of-sale program (such as the one in Pasadena) to require homeowners to repair sidewalks—or include the cost of sidewalk repair—as part of a home sale.
- Pursue other walking infrastructure financing and funding mechanisms such as funds from mitigation fees, tax increment financing (TIF), business improvement districts (BID), and housing tax increment financing (HOTIF) funds.

Partners

- City Manager's Office
- Community Development
- Public Works
- Neighborhood Services
- Chamber of Commerce
- Glendale Homeowners Coordinating Council

Policies

Policy changes create street design and operations standards and project delivery processes that will make Glendale safer for pedestrians.

Adopting the following policies in Glendale will enhance pedestrian safety through street design, roadway operations, and project implementation. Policy recommendations are grounded in the safety challenges and collision trends identified in the Taking Stock report (see Appendix A). Recommendations in this section focus on retrofitting intersection design requirements for greater pedestrian safety, reducing traffic speeds and expanding speed limit enforcement, and aligning transportation investments and evaluation to prioritize walking as a legitimate and valued travel mode. These policy changes will align Glendale's operational standards with Pedestrian Plan goals and inform both public and private development projects.

List of Policies

P2.1 No Right on Red

P2.2 Pedestrian Head Starts

P2.3 Signal Timing

P2.4 Crossing Treatments Toolbox and Guidelines

P2.5 Speed Limit Reductions

P2.6 Automated Enforcement Expansion

P2.7 Complete Streets Policy Update and Implementation Framework Development

P2.8 Zoning Code and Variance Updates

P2.9 Multimodal Street Performance Measures for Citywide Transportation Evaluation

P2.1 NO RIGHT ON RED

Goals

Phasing

NEAR-TERM

Description

Develop a no-right-turn-on-red (RTOR) policy in Downtown Glendale and additional areas as needed.

Rationale

Downtown Glendale has the city's highest volumes of pedestrians, and people walking in downtown are exposed to potential conflicts with vehicles during dedicated walk phases when right turn movements are permitted on red. The majority of collisions involving pedestrians are at intersections.

Implementing Actions

- Identify (RTOR) restriction opportunities in Downtown, at skewed signalized intersections, and near schools.
- Analyze traffic impact of RTOR restrictions using multimodal performance measures.
- Install regulatory signs and stripe advanced stop bars where RTOR restrictions are applied.
- Educate motorists about RTOR restrictions and enforce new restrictions.

Partners

- Public Works
- Police Department

No-right-turn-on-red policies in downtown Seattle help reduce conflicts between drivers and pedestrians.

Image Source: Nelson\Nygaard

P2.2 PEDESTRIAN HEAD STARTS

Goals

Phasing

NEAR-TERM

Description

Install Pedestrian Head Starts at select intersections based on pedestrian volumes and collision history.

Rationale

Pedestrian Head Starts give pedestrians a three to seven second head start before vehicles are permitted to proceed at an intersection, making them more visible in the intersection and reinforcing their right-of-way over turning vehicles.

Pedestrian Head Starts have been shown to reduce pedestrian-involved collisions by as much as 60 percent.

Implementing Actions

- Develop a policy for installing Pedestrian Head Starts at intersections based on pedestrian volumes and collision history.
- Install Pedestrian Head Starts at high priority intersections based on the "High Collision Intersection" analysis.

Partners

- Public Works

Pedestrian Head Starts give pedestrians a head start at intersections, making people walking more visible to turning cars.

Image Source: Nelson\Nygaard

P2.3 SIGNAL TIMING

Goals

Phasing

NEAR-TERM

Description

Optimize signal timing, phasing, and hardware tools to separate conflicting pedestrian-vehicle movements provide default walk signal phases.

Rationale

Most pedestrian collisions in Glendale occur at signalized intersections and countermeasures are necessary to reduce conflicts and exposure. The city currently makes limited use of signal treatments that protect pedestrians.

Implementing Actions

- Build an operational toolkit and establish guidelines for using each tool (toolkit should include split phasing, protected left-turn phases, leading phases, default walk phases at all signalized intersections, flashing yellow permissive left turn phases, and time of day signal adjustments).
- Identify high pedestrian collision intersections to implement special signal treatments.
- At signalized intersections with significant pedestrian volumes, especially Downtown, provide default walk signal phases so that pedestrians are not required to push a button in order to cross.
- Adjust walk signal phases to accommodate walking speeds of 2.8-3.0 feet per second (from a more traditional 3.5 feet per second) in select locations like Downtown, transit stops, hospitals, and within 1/2-mile of senior activity and residential centers.

Partners

- Public Works

POLICY SPOTLIGHT

Pedestrian Priority Measures at Intersections

Reducing unnecessarily wide turning radii by removing on-street parking or dedicated turn lanes at intersections can provide opportunities for curb bulbs that help to shorten the crossing distance for pedestrians and improve visibility for people walking, bicycling, and driving.

Image Source: NACTO

Nearly 30% of pedestrian collisions in Glendale occur when a vehicle is turning at a signalized intersection. In these collisions, the motorist is usually at fault for failure to yield the right-of-way to a person in the crosswalk. Focusing on policy changes that provide pedestrian priority at intersections will address this significant cause of many pedestrian collisions.

Many intersections in Glendale have attributes that increase pedestrian exposure to conflict with vehicles, including extra turn lanes that increase pedestrian crossing distances, skewed intersections obstructing lines of sight between vehicles and pedestrians, and underutilized on-street parking that vehicles use as right turn lanes. The specific policies for intersection design and operation listed below can address conditions that make pedestrians more vulnerable to conflicts with vehicles.

- **Pedestrian priority at high collision intersections.** Prioritize improvements at high collision intersections, intersections with high pedestrian volumes, and intersections near transit. Treatments to elevate pedestrian priority at intersections include high visibility crosswalks, no vehicular right-turns-on-red, protected vehicular left-turn signal phases, Pedestrian Head Starts at signals, eliminating unnecessary vehicular turn lanes, and installing curb extensions or median refuge islands in place of turn lanes.

- **Skewed intersections.** Prioritize pedestrian visibility at skewed or offset intersections, especially in areas with high pedestrian volumes near key destinations and transit stops. Conduct evaluations of intersection geometry to enhance pedestrian visibility and slow vehicle speeds. In order to implement improvements quickly and monitor performance, pilot intersection improvement designs with semi-permanent installations such as bollards and striping. City staff can then observe and evaluate the success of intersection improvement measures before permanent installation.
- **Unnecessary turn lanes or on-street parking.** When considering intersections designs that include dedicated turn lanes or permissive turning movements, prioritize pedestrian safety and conflict reduction, especially near key walking destinations. Review vehicular turning volumes at intersections in order to eliminate unwarranted turn lanes, especially at high collision intersections or along high collision corridors. At intersections with underutilized on-street parking, replace on-street parking spaces near corners with curb extensions or parklets to shorten pedestrian crossing distances and slow vehicle speeds.

P2.4 CROSSING TREATMENTS TOOLBOX AND GUIDELINES

Goals

Phasing

MID-TERM

Description

Formalize the toolbox of crossing treatments and establish design guidelines for crosswalk markings (including high visibility and decorative crossings), advance stop bars, curb extensions, midblock crossings, pedestrian safety islands, and rectangular rapid flashing beacons.

Rationale

Streets with more travel lanes and higher posted speeds are often more difficult to cross for people walking, particularly when there are long distances between traffic signals. A marked crosswalk alone is insufficient for a street with more than two lanes of traffic. High visibility, enhanced pedestrian crossing treatments must become the pedestrian crossing standard for streets with higher traffic volumes, speeds and more than two lanes.

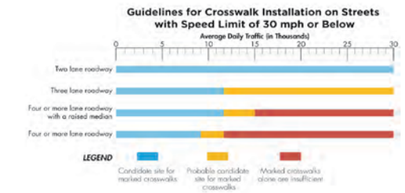
In Glendale, 40 percent of pedestrian collisions take place at signalized intersections, 31 percent take place midblock, and 28 percent take place at unsignalized intersections, suggesting opportunities to both enhance pedestrian accommodations at existing signals and to provide additional enhanced pedestrian crossings.

Implementing Actions

- Formalize Glendale's toolbox of pedestrian crossing treatments (e.g., high visibility, scramble markings, decorative crossings) based on those currently in use in the city and those identified as best practices in the Pedestrian Plan's Taking Stock report.
- Establish high visibility continental/zebra crosswalk policy. Provide such markings at all mid-block crossings, at all unprotected left turns, and all legs of intersection safety projects. Consider continental/zebra crosswalks the new crosswalk standard.
- Establish guidelines for crossing treatment implementation which reflect the fact that multi-lane, high-speed, and high-volume roads require enhancements such as lane narrowings, curb extensions, high visibility continental/zebra crosswalks, median refuge islands, flashing beacons, in-roadway flashing lights, overhead signs, and advance stop lines.
- Implement crossing improvements in high priority areas according to data from the High Collision Corridors and Ease of Crossing analysis conducted for the Pedestrian Plan.

Partners

- Public Works
- Community Development



Pedestrian crossing guidelines reflect the fact that multi-lane, high-speed, and high-volume roads require enhancements above and beyond marked crosswalks.

Image Source: Nelson\Nygaard

P2.5 SPEED LIMIT REDUCTIONS

Goals

Phasing

MID-TERM

Description

Work at both local and state levels to set speed limits that protect human life.

Rationale

Speed limit reductions improve pedestrian safety by lowering speed limits citywide, on major arterials, or near certain types of land uses (schools and other common walking destinations).

Implementing Actions

- Work at the both state and local level to adopt lower default speed limits (e.g., 25 mph citywide).
- Develop a statewide speed reduction advocacy program to lobby the State of California to give cities the ability to lower speed limits.
- Pass a city resolution supporting the change of state law regarding speed surveys and 85th percentile speeds (California Vehicle Code 40802 "Speed Trap")
- Implement special speed zones on non-arterial streets and pilot "20 is Plenty" program, enabled by Glendale Municipal Code 10.24.020.
- Implement school zone speed limit reductions near all Glendale schools. Increase the safety of children walking or bicycling to school by reducing speed limits to 20 mph within 500 feet of school grounds and 25 mph between 500 and 1,000 feet of school grounds, as enabled by California State AB 321 (2007).

Partners

- City Council
- Community Development
- Public Works
- Police Department
- Statewide Partners

Speed limit reductions are often part of a comprehensive Vision Zero effort, such as in Seattle. Reducing speeds on neighborhood streets helps to calm traffic and protect people walking and bicycling.

Image Source: BikePortland

P2.6 AUTOMATED ENFORCEMENT EXPANSION

Goals

Phasing

MID-TERM

Description

Explore opportunities to deploy automated enforcement technologies citywide, especially in high priority areas and where there are large concentrations of vulnerable pedestrians, including schoolchildren and seniors.

Rationale

Automated enforcement can help reduce vehicle speeds and reduce driving behaviors that endanger vulnerable pedestrians.

Implementing Actions

- Conduct a best practices review of automated enforcement technologies and citywide implementation frameworks, including strategies for revising statewide speed limit reduction policies.
- Identify pilot locations for automated enforcement technology installation based on High Collision Corridor and Intersection analyses as well as the Equity analysis completed as part of the Pedestrian Plan's Taking Stock report.
- Conduct public outreach near pilot locations to educate people about these new technologies.
- Install automated enforcement at three pilot locations and monitor and evaluate operation.

Partners

- City Council
- Police Department
- Public Works

P2.7 COMPLETE STREETS POLICY UPDATE AND IMPLEMENTATION FRAMEWORK DEVELOPMENT

Goals

Phasing

NEAR-TERM

Description

Strengthen Glendale's Complete Streets Policy—consistent with Metro guidance—to include a commitment to consider all people and modes in transportation projects from planning to design to construction to maintenance/operation, including development of an implementation checklist.

Rationale

A strong Complete Streets Policy and implementation checklist mandating Glendale to plan, design, operate, and maintain streets for all travel modes will create an integrated multimodal citywide transportation network supporting safe travel for people of all ages and abilities.

Implementing Actions

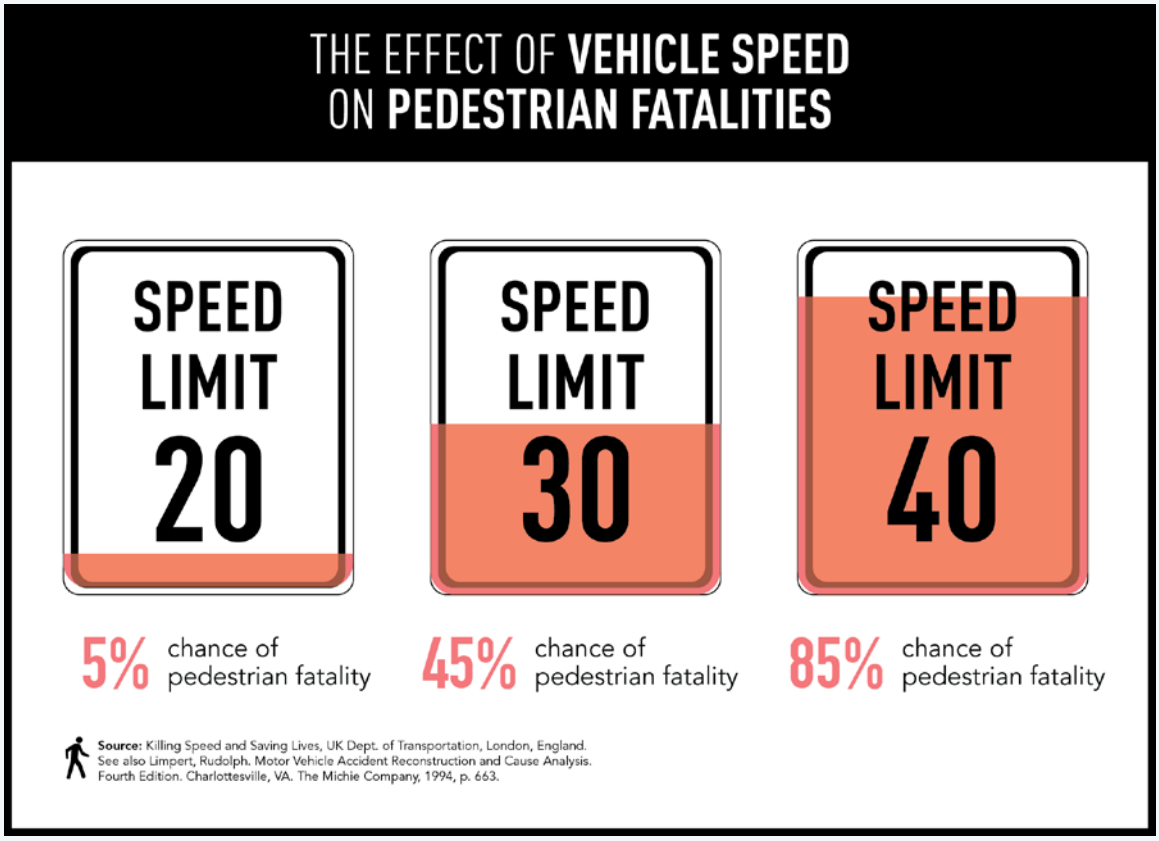
- Conduct a Complete Streets Policy best practices review to identify ways to strengthen Glendale's existing policy.
- Revise Glendale's Complete Streets Policy and adopt by Council ordinance as an amendment to the General Plan.
- Develop Complete Streets review guidelines for public and private projects and an implementation checklist for capital and development projects to ensure all projects consider the needs of and accommodate multimodal travelers where appropriate in their design, construction, and operations.
- Formalize the project delivery process into clear steps that assure projects will be completed as designed and according the Complete Streets policy.

Partners

- City Council
- Community Development
- Public Works

POLICY SPOTLIGHT

"20 is Plenty" Speed Reduction Program



Cities have implemented neighborhood slow zones with 20 mph limits and other traffic calming elements as a precursor to lowering speed limits citywide.

Image Source: Nelson\Nygaard

During Pedestrian Plan outreach activities, Glendale residents reported the top reason they do not walk more is because they feel unsafe due to speeding vehicles. Speed limit reduction in Glendale will require both local and state-level advocacy due to state law governing arterial speed limits. However, the Glendale Municipal Code allows for special speed zones on non-arterial streets, such as school speed zones. Additionally, California state law allows local jurisdictions to extend school zones and reduce speed limits to 15 mph on residential streets.

Glendale should leverage this enabling legislation to establish a "20 is Plenty" speed reduction program on non-arterial streets near schools and other walking destinations. The average pedestrian has about a 90% chance of survival if struck by a car traveling 20 mph; however, the chance of survival rapidly decreases at higher speeds. Speed limit reduction programs are crucial near schools, senior services, and other walking destinations frequented by younger or older pedestrians. A "20 is Plenty" policy could be piloted near these community destinations in concert with other education and enforcement programs as part of a coordinated Vision Zero program.

P2.8 ZONING CODE AND VARIANCES UPDATE

Goals

Phasing

LONG-TERM

Description

Update and enforce the zoning code to ensure the pedestrian network is built without missing links as development occurs, and eliminate variances from developer requirements.

Rationale

Gaps in the zoning code present a missed opportunity to expand and upgrade pedestrian facilities. Glendale's current building boom presents an opportunity to update fees to reflect the current cost of construction.

Implementing Actions

- Develop new "in lieu" fee program for roadway capacity improvements (e.g., road widening projects to create right-turn lanes). Funnel collected in lieu fees into sidewalk and other pedestrian improvements.
- Develop a requirement that all building garages, parking lots, and alleyways must have convex mirrors at the entrances to increase visibility for pedestrians and drivers crossing the garage entrance/exit.
- Strengthen Glendale's Trip Reduction and Travel Demand Measures ordinance (GMC 30.32.170 and 171) to require or incentivize the development of sidewalks, internal pathways on private property, and public easements to provide direct access between the primary entrance of any development and parking stalls and bus stops.
- Amend development requirements for signals, mid-block crossings, and other crossing improvements to require crossings and signal control that benefit people walking.

Partners

- Community Development
- Public Works

P2.9 MULTIMODAL STREET PERFORMANCE MEASURES FOR CITYWIDE TRANSPORTATION EVALUATION

Goals

Phasing

NEAR-TERM

Description

Broaden citywide transportation performance measures to include multimodal level of service as well as a modal hierarchy.

Rationale

Evaluating and collecting data with a more holistic view of transportation performance will allow Glendale to make tradeoffs to create roadways that balance the needs of all people and modes. A modal hierarchy will ensure that the most vulnerable people are prioritized in transportation projects and operations.

Implementing Actions

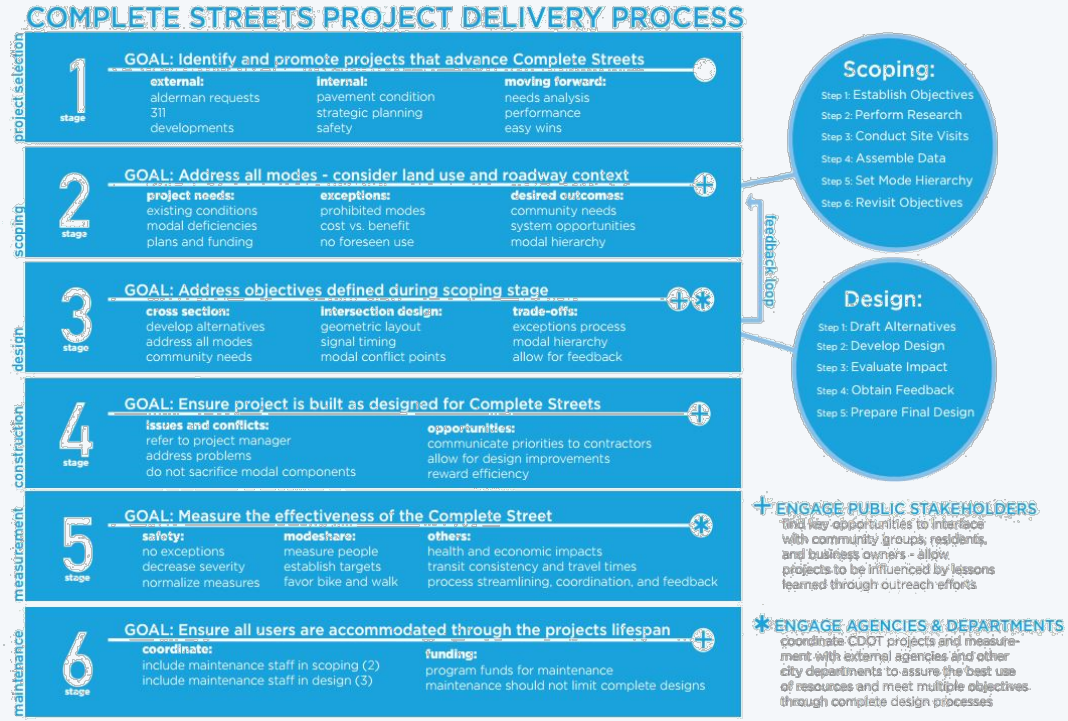
- As a part of Glendale's next General Plan Update, introduce multimodal performance measures and a modal hierarchy in the Circulation Element.
- Develop street types accompanied by street design guidelines that integrate roadway requirements for all transportation modes, including design guidelines that prioritize and protect pedestrians.
- Leverage the production and expand the scope of the existing "Annual Traffic Report" to evaluate multimodal quality of service and modal plan progress per performance measures.
- Conduct ongoing multimodal analysis and data collection. Utilize these data and analyses to evaluate project impacts.
- When evaluating modal trade-offs in street design projects, establish areas where higher vehicle delay is acceptable and utilize travel generation projections that take into account multimodal measures and land use practices that reduce auto trips.

Partners

- City Council
- Community Development
- Public Works

POLICY SPOTLIGHT

Complete Streets Project Delivery Process



In 2013, Chicago published its Complete Streets Design Guidelines, an implementation tool to help staff operationalize Complete Streets in all phases of a project including planning, design, construction, and maintenance.

Image Source: Chicago Department of Transportation

Complete Streets are designed and operated to safely accommodate people traveling by all modes. In shifting away from an automobile-focused street design paradigm, Complete Streets provide safe walking and bicycling facilities and support the safe and efficient operation of transit. Glendale has an adopted Complete Streets policy, and the city has begun integrating Complete Streets language and design into planning efforts. However, Glendale lacks a citywide ordinance requiring all transportation projects to consider the needs of all users and modes, and the current policy lacks implementation "teeth."

Glendale's citywide Complete Streets policy must be accompanied by a clearly defined internal implementation plan. This plan should outline how the city will adapt project delivery processes to ensure each project implements the Complete Streets policy. Clearly defined roles and responsibilities for each department involved in street design, construction, operation, and maintenance will ensure Glendale is building and maintaining a complete, walkable transportation network that serves all people. Each department must own their responsibility to ensure all modes are considered through all phases of transportation projects.

In order to move from paper into practice, changes to existing City of Glendale practices should be framed with specific desired outcomes, aiding planners and engineers in identifying new internal procedures and practices. Complete Streets policy implementation and adapting project delivery processes from "business as usual" will be the biggest challenge.

Procedures

Procedures are the day-to-day practices and protocols used by the City of Glendale to support ongoing progress toward a walkable, safe Glendale.

Glendale must make changes to everyday procedures and processes as well as create more organizational capacity to implement pedestrian programs and improvements and achieve the Pedestrian Plan goals. The following recommendations outline key changes to internal processes, practices, and standard operating procedures. These recommendations align city practices to achieve plan goals with funding and oversight, new approaches to project implementation, and guidelines and evaluation protocols for ongoing adaptation and implementation.

List of Procedures

P3.1 Pedestrian Plan Implementation Fund

P3.2 Committee to Oversee Pedestrian Plan and Safe Routes to School Implementation

P3.3 High Priority Area Implementation

P3.4 Pilot-to-Permanent Approach

P3.5 Infrastructure Evaluation and Maintenance Protocols

P3.6 Pedestrian Data Collection

P3.7 Plan and Project List Updates

P3.1 PEDESTRIAN PLAN IMPLEMENTATION FUND

Goals

Phasing

NEAR-TERM

Description

Establish a dedicated source of funding to implement pedestrian projects and programs.

Rationale

Dedicated funding for Pedestrian Plan implementation will ensure ongoing progress toward the plan's established goals.

Implementing Actions

- Allocate a set percentage of general fund dollars to Pedestrian Plan implementation.
- Allocate a percentage of Measure M local return set-aside funding for Pedestrian Plan implementation.
- Use general funds and other Pedestrian Plan funding to leverage other public and private sources of funding for pedestrian projects and programs.
- Explore approaches (e.g., citywide tax, transportation impact fee) to create a dedicated source of funding for Pedestrian Plan implementation.

Partners

- City Council

P3.2 COMMITTEE TO OVERSEE PEDESTRIAN PLAN AND SAFE ROUTES TO SCHOOL IMPLEMENTATION

Goals

Phasing

NEAR-TERM

Description

Establish a committee of City of Glendale staff and commissioners to oversee implementation of the Pedestrian Plan, Safe Routes to School, and other pedestrian initiatives in Glendale.

Rationale

Regular committee oversight of Pedestrian Plan implementation will ensure accountability and consistent progress toward established plan goals.

Implementing Actions

- Upon adoption of the Glendale Pedestrian Plan, develop a new committee of staff and commissioners to champion the plan and oversee implementation.
- Identify a dedicated staff position for pedestrian programs to consult with the committee for feedback and support on pedestrian project and program implementation.

Partners

- City Council
- City Manager's Office
- Community Development
- Public Works

Pedestrian Safety Advisory Committee members share thoughts about new projects in Glendale to make it easier and safer to walk.
Image Source:Be Street Smart Glendale

P3.3 HIGH PRIORITY AREA IMPLEMENTATION

Goals

Phasing

NEAR-TERM

Description

Build pedestrian improvements in identified high priority areas first.

Rationale

Implementing projects in high priority areas first will achieve the greatest positive impact for safety, equity, and pedestrian demand.

Implementing Actions

- Begin planning, design, and construction of improvements in high priority areas first.

Partners

- Community Development
- Public Works

PROCEDURE SPOTLIGHT

Measure M Funding

Measure M, passed in November 2016, funds multimodal transportation projects in Los Angeles County, including pedestrian connections to transit and local street improvements.

Image Source: LA Metro

Measure M is Los Angeles County's recently approved sales tax to fund major expansion of the county's public transit system as well as street and sidewalk repairs. This new funding source for walking, biking, and transit projects presents Glendale with an opportunity to determine how to spend its local return Measure M dollars.

In Los Angeles, the City Council voted to allocate 13% of its Measure M funds toward Vision Zero implementation; this is a significant policy decision in light of the many competing demands for transportation funding. However, one LA councilmember put it this way: **"We can fill a bunch of potholes, or we can save a bunch of lives."**[1]

Measure M funds could jumpstart Glendale's Pedestrian Plan implementation, funding pedestrian safety improvements along high collision corridors. Glendale must determine an allocation process for using and matching Measure M funding for pedestrian projects that reflects its stated vision for a safer and more walkable city.

[1] https://la.curbed.com/2017/3/29/15113898/measure-m-vision-zero-pedestrian-bicyclist-safety-fatalities

P3.4 PILOT-TO-PERMANENT APPROACH

Goals

Phasing

NEAR-TERM

Description

Develop a pilot program that implements and tests interim pedestrian safety treatments using low-cost materials.

Rationale

Walking infrastructure needs are significant and costs are very high. Glendale can identify cost-effective and creative construction materials to shorten capital project delivery time by installing improvements with semi-permanent materials.

Implementing Actions

- Conduct a best practices review of low-cost "pilot-to-permanent" pedestrian infrastructure best practices.
- Create a toolkit of low-cost strategies identified in the review.
- Identify potential projects that could be constructed with low-cost materials on an interim basis.
- Procure and test low-cost materials that can be reused for different construction projects.
- Implement at least three (3) walking infrastructure projects using low-cost materials annually. Provide education and outreach around those projects to help people understand the new infrastructure.

Partners

- Public Works
- Community Development
- Police Department

P3.5 INFRASTRUCTURE EVALUATION AND MAINTENANCE PROTOCOLS

Goals

Phasing

MID-TERM

Description

Establish protocols for regular evaluation and maintenance of pedestrian infrastructure and completed projects.

Rationale

As Glendale implements pedestrian improvements, establishing standard maintenance cycles along with ongoing monitoring and evaluation will maintain a high-quality walking network as well as provide the city with data and rationale informing future pedestrian project implementation.

Implementing Actions

- Formalize maintenance cycles and monitoring protocols per pedestrian project and infrastructure type.
- Conduct regular infrastructure maintenance and monitoring according to established cycles and protocols.
- Establish evaluation framework for new types of pedestrian infrastructure to gauge effectiveness and build support for implementation.

Partners

- Public Works
- Community Development

P3.6 PEDESTRIAN DATA COLLECTION

Goals

Phasing

MID-TERM

Description

Collect and use pedestrian count and collision data to inform projects, programs, and funding applications.

Rationale

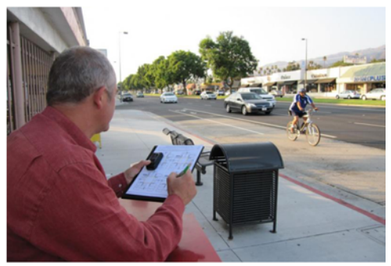
Consistent data collection will document the success of Glendale's pedestrian investments as well as build the case for continued implementation.

Implementing Actions

- Formalize pedestrian count and collision data collection protocols (e.g., biannual pedestrian and bicycle counts using established SCAG methodology) with dedicated funding.
- Align data collection with plan goals and city performance measures.
- Annually collect and use data to inform projects, programs, and funding applications.

Partners

- Community Development
- Public Works
- Police Department



Conducting annual pedestrian counts provides information about where people are walking to support new projects and funding applications.

Image Source: LA Streetsblog

P3.7 PLAN AND PROJECT LIST UPDATES

Goals

Phasing

LONG-TERM

Description

Regularly update the Pedestrian Plan and associated project lists based on performance measures.

Rationale

As Glendale implements the pedestrian improvements and programs identified in the Pedestrian Plan, regularly revisiting and updating the Plan's policies, programs, and project lists will ensure continual progress toward plan goals.

Implementing Actions

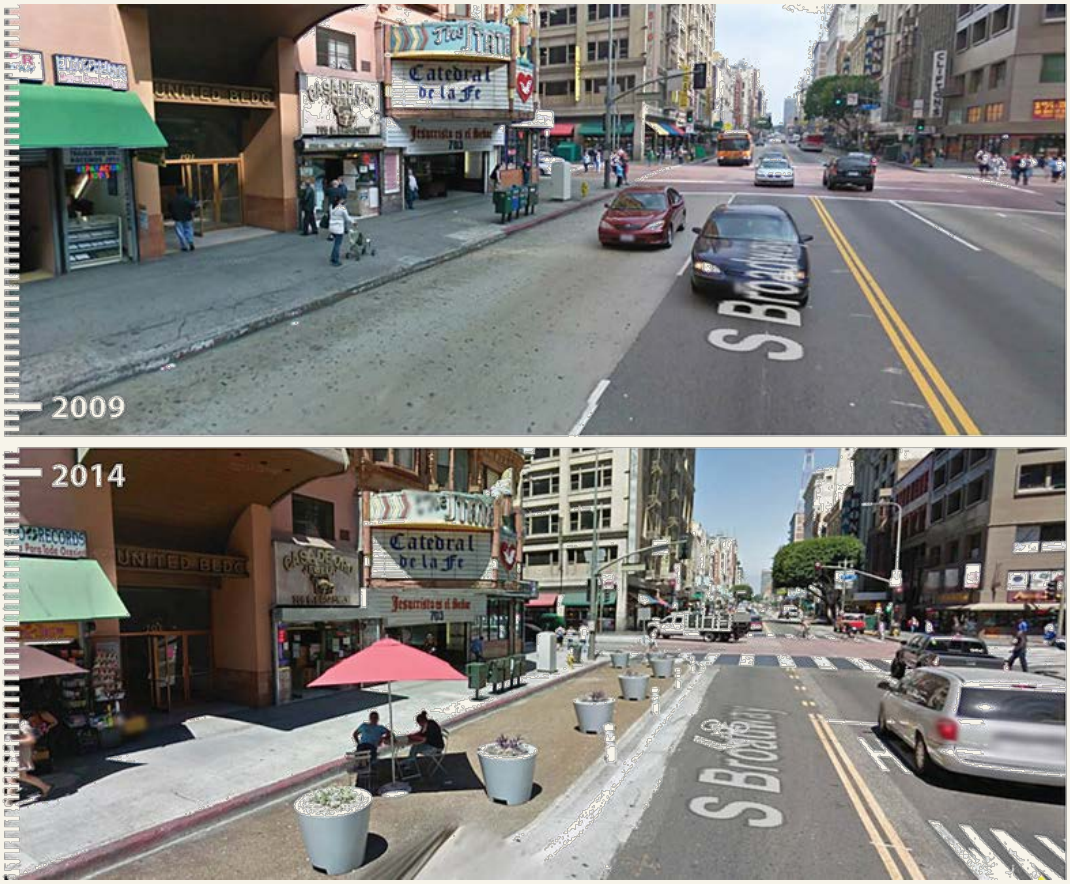
- Formalize a timeline for regular Pedestrian Plan and project list updates.
- Align data collection with plan goals and city performance measures.
- Evaluate plan progress based on measurable goals and city performance measures.

Partners

- Community Development
- Public Works

PROCEDURE SPOTLIGHT

Pilot-to-Permanent Implementation Strategies



Pilot-to-Permanent strategies are a set of tools and tactics that enable faster project delivery and more flexible and responsive design.

Image Source: NACTO

In order to shorten capital project delivery timelines and test new pedestrian safety improvement strategies, Glendale should employ "Pilot-to-Permanent" strategies that use semi-permanent/interim materials for pedestrian improvements. For example, curb extensions could be created with paint, striping, and flexible delineator posts. Excess right-of-way or underutilized parking could be transformed into a parklet or pedestrian-oriented public space with paint, planters, and active programming.

The conventional project development process can be time-consuming and resource-intensive, and it is not always possible to predict project outcomes. However, interim design and implementation strategies allow cities to quickly implement a project, then monitor and assess project impacts. Low cost, rapidly implementable strategies mean that cities are more likely to have the resources and time to adapt and improve a project before permanent installation. Interim projects can also be branded as a pilot or test phase for a new street design, which provides an opportunity for outreach and education about potential changes to improve pedestrian safety. Employing a Pilot-to-Permanent approach will allow Glendale to implement select low-cost improvements in high priority areas very quickly.

PROCEDURE SPOTLIGHT

Pedestrian Data Collection

Automated bicycle counters provide daily counts of people on certain routes and give cities more information about how their streets are being used.

Image Source: SF Streetsblog

Regularly collected pedestrian and bicycle count data provides a snapshot of active travel patterns and behaviors in Glendale. Pedestrian counts are a common approach to measuring overall volumes at a given intersection and across a city. Consistent and reliable count data can provide a valuable tool for decision makers. These data can be used to identify pedestrian needs, establish areas of high pedestrian demand, guide transportation planning and engineering, studies and drive investment in a city's transportation network.

Pedestrian counts completed for development of the Pedestrian Plan in 2016 showed the most active pedestrian locations to be downtown and near schools. Future annual pedestrian counts can be used to document the success of Glendale's pedestrian investments as well as build the case for continued implementation.

Additionally, data collection and monitoring both before and after conditions near safety improvements—as well as coordination with the Glendale Police Department to collect data regarding all collisions involving a pedestrian—are valuable tools to inform future safety improvements and programmatic solutions. Glendale must develop and maintain a coordinated pedestrian data collection strategy that aligns with plan goals and performance measures to monitor success of projects and programs.