7 Measuring Success

If the Pedestrian Plan is a blueprint, this chapter is a yardstick. *Measuring Success* presents a set of indicators to track the progress Glendale is making in achieving the goals of this plan. Monitoring these indicators will determine how the City of Glendale is progressing toward the plan's established vision:

> Glendale will be a **great place to walk**, leading to a community that is **safer**, **healthier**, more **sustainable**, and economically **vibrant**.

This chapter presents 14 indicators to help monitor Pedestrian Plan progress over time. Each indicator corresponds to one of the plan's four goals. For the most part, these indicators rely on data that are easy to gather, simple to analyze, and straightforward to communicate—both internally and to the community. Figure 7-1, on the following page, provides a brief description of each indicator. The sections below offer additional detail on why each indicator has been chosen and how it can be measured.

Monitoring for all indicators will take place every one or three years, depending on the data and desired analysis. This makes it possible to quickly assess annual progress, while providing for a more comprehensive, trend-focused report every three years.

Figure 7-1 Performance Indicators

Goal	Number	Indicator	Description
 **Goal 1: Make Walking Safer**	1.1	Collisions Involving Pedestrians	Number of traffic collisions involving pedestrians
	1.2	Severe Pedestrian Injuries	Number of traffic collisions involving severe pedestrian injuries
	1.3	Pedestrian Fatalities	Number of traffic collisions involving pedestrian fatalities
	1.4	Vehicle Speeds	Change in 85th percentile speed of motor vehicles on selected corridors
 **Goal 2: Create Connected and Complete Communities**	2.1	Sidewalk Network	Linear feet of sidewalk built
	2.2	Walk Score	Citywide Walk Score value
	2.3	Enhanced Crosswalks	Number of intersections with high-visibility crosswalks
 **Goal 3: Build Walkable Places for All**	3.1	Mode Share: Walking	Proportion of employed adults who commute by walking
	3.2	Mode Share: Transit	Proportion of employed adults who commute by transit
	3.3	Safe Routes to School	Number of students participating in Walk to School Day annually
	3.4	Pedestrian Counts	Number of pedestrians counted at established screenlines
	3.5	Priority Funding	Amount of grant funding received for pedestrian safety projects
 **Goal 4: Organize for Implementation**	4.1	Priority Projects	Number of priority projects completed
	4.2	Programs, Policies, and Procedures	Progress on implementing policy, program, and procedure recommendations (presented in Chapter 5)

Monitoring Goal 1: Make Walking Safer

Goal 1 puts the spotlight on pedestrian safety, which means working to accomplish the following:

- Reducing the number and severity of traffic collisions
- Decreasing motor vehicle speeds
- Protecting pedestrians that are more vulnerable to injury from traffic collisions, like children and seniors
- Reinforcing safe driving and walking behavior through awareness and education

The four indicators in this section help determine whether Glendale is achieving Goal 1. Figure 7-2 outlines each indicator, with additional information presented below.

Figure 7-2 Performance Indicators for Goal 1: Make Walking Safer

Number	Indicator	Description	Baseline	Trend	Frequency	Data source
1.1	**Collisions Involving Pedestrians**	Number of traffic collisions involving pedestrians	105	Lower is better	Yearly	SWITRS
1.2	**Severe Pedestrian Injuries**	Number of traffic collisions involving severe pedestrian injuries	15	Lower is better	Yearly	SWITRS
1.3	**Pedestrian Fatalities**	Number of traffic collisions involving pedestrian fatalities	6	Lower is better	Yearly	SWITRS
1.4	**Vehicle Speeds**	Change in 85th percentile speed of motor vehicles on selected corridors	N/A	Lower is better	Yearly	City data collection required

Collisions Involving Pedestrians, Severe Pedestrian Injuries, and Pedestrian Fatalities

What is this? The number of traffic collisions involving pedestrians (1.1), the number of traffic collisions involving pedestrians resulting in severe pedestrian injuries (1.2), and the number of traffic collisions involving pedestrians resulting in pedestrian fatalities (1.3).

Why is this important? Traffic collisions affected 975 pedestrians in Glendale between 2003 and 2013, resulting in 97 severe injuries and 27 deaths.

What trend should we expect? Measures aimed at increasing safety for people walking should reduce the number and severity of traffic collisions involving pedestrians. The expected trend over time for these indicators is therefore downward.

How will this be measured? In California, the California Statewide Integrated Traffic Records System (SWITRS) catalogues all traffic collision data on a yearly basis. No City of Glendale data collection is necessary for indicators 1.1 through 1.3.

Vehicle Speeds

What is this? Change in the 85th percentile speed of motor vehicles on selected corridors.

Why is this important? Vehicle speed largely determines the outcome of collisions involving pedestrians. As vehicle speeds increase, the likelihood of a pedestrian fatality in the event of a collision increases from 5% at 20 mph to 85% at 40 mph.

What trend should we expect? Measures aimed at increasing safety for people on foot should reduce speeds of the fastest-moving traffic and, in turn, reduce the 85th percentile speed of motor vehicles. Therefore, the expected trend over time for this indicator is downward.

How will this be measured? Glendale does not currently measure vehicle speeds on corridors on an annual basis. In order to measure this indicator, the city must (1) select corridors to measure and (2) use radar speed monitoring devices to measure off-peak speeds on a yearly basis.

Monitoring Goal 2: Create Connected and Complete Communities

Goal 2 focuses on improving the physical pedestrian network. This includes:

- Better connections to destinations
- High-quality pedestrian access to transit
- Streets with wide sidewalks, active building frontages, and amenities for pedestrians like seating and wayfinding
- Enhanced, weather-appropriate tree cover and landscaping

The three indicators in this section reveal how well Glendale is achieving Goal 2. Figure 7-3 lists the three indicators, with additional detail presented below.

Figure 7-3 Performance Indicators for Goal 2: Create Connected and Complete Communities

Number	Indicator	Description	Baseline	Trend	Frequency	Data source
2.1	**Sidewalk Network**	Linear feet of sidewalk built	N/A	Higher is better	Yearly	City data collection required
2.2	**Walk Score**[1]	Citywide Walk Score value	68	Higher is better	Yearly	Walk Score website
2.3	**Enhanced Crosswalks**	Number of intersections with high-visibility crosswalks	78	Higher is better	Yearly	City data collection required

Sidewalk Network

What is this? The length of new sidewalks built each year.

Why is this important? Sidewalks are an essential component of pedestrian infrastructure. Presently, 68% of street centerline miles in Glendale have sidewalks (95% of arterials, 93% of collectors, and 61% of local streets).

What trend should we expect? The number of linear feet of sidewalk network completed will increase as the city builds new pedestrian infrastructure.

How will this be measured? Glendale will need to monitor capital construction projects involving pedestrian infrastructure in order to report on the length of new sidewalks. The city will need to update its internal GIS records on a continual basis. It is also important to categorize sidewalk construction by street type: arterials, collectors, and local streets.

[1] Glendale's Walk Score value can be found at https://www.walkscore.com/CA/Glendale

Walk Score

What is this? The citywide Walk Score value for Glendale.

Why is this important? Walk Score rates the walkability of an address or jurisdiction on a 100-point scale by determining (1) the distance to educational, retail, food, recreational, and entertainment destinations and (2) pedestrian-friendliness characteristics like block length and intersection density.

What trend should we expect? The addition of safe pedestrian crossings—especially at midblock locations—as well as initiatives to increase land use diversity will result in a higher Walk Score for Glendale. Therefore, this indicator should increase over time.

How will this be measured? The citywide Walk Score is available at walkscore.com for no fee. It is therefore an extremely cost-effective monitoring tool.

Enhanced Crosswalks

What is this? The number of intersections with high-visibility crosswalks.

Why is this important? High-visibility crosswalks support safe crossings of pedestrians, especially in areas with (1) wide streets, (2) long distances to a marked or signalized intersection, or (3) an unprotected crossing.

What trend should we expect? The addition of high-visibility crosswalks will increase pedestrian connections in Glendale. Therefore, this indicator should increase over time.

How will this be measured? Glendale will need to monitor capital construction projects (including private development) involving enhanced crossings with high visibility crosswalks in order to determine the number of new high visibility crosswalks marked each year. The city will need to update its internal GIS records on a continual basis.

Monitoring Goal 3: Build Walkable Places for All

Goal 3 centers on the people who walk in Glendale. This means:

- Prioritizing projects in high priority areas
- Ensuring that investments benefit people who rely most on walking
- Serving people of all ages and abilities, including children, older adults, and people with disabilities
- Making walking a part of everyday life in Glendale

The five indicators in this section paint a picture of Glendale's progress on Goal 3. Figure 7-4 outlines each indicator, with additional information presented below.

Figure 7-4 Performance Indicators for Goal 3: Build Walkable Places for All

Number	Indicator	Description	Baseline	Trend	Frequency	Data source
3.1	**Mode Share: Walking**	Proportion of workers aged 16 and over who commute by walking	3.6%	Higher is better	Yearly	American Community Survey
3.2	**Mode Share: Transit**	Proportion of workers aged 16 and over who commute by transit	4.6%	Higher is better	Yearly	American Community Survey
3.3	**Safe Routes to School**	Number of students participating in Walk to School Day	7,750	Higher is better	Yearly	City data collection required
3.4	**Pedestrian Counts**	Number of pedestrians counted at screenlines[2]	Varies by screenline location[3]	Higher is better	Three years	City data collection required
3.5	**Priority Funding**	Amount of grant funding received for pedestrian safety projects	$5,938,310	Higher is better	Yearly	City data collection required

[2] Counts can be compared between years for any given screenline that has pedestrian count data from at least two time points (including the current year). For example, it is possible to calculate the percent change in pedestrian volume for a screenline that has data from both 2013 and 2016. However, this is not possible for a new screenline that was added in 2016. In 2013, pedestrian counts were collected at 55 screenline locations. In 2016, pedestrian counts were collected at 92 screenline locations. In the future, additional screenlines may be added.

[3] Chapter 3 in *Appendix A: Taking Stock* provides more detail on 2013 and 2016 pedestrian counts at specific screenline locations.

Mode Share: Walking and Transit

What is this? The proportion of employed adults who commute by walking (3.1) and by public transit (3.2).

Why is this important? Ultimately, the Citywide Pedestrian Plan strives to make it easier and safer for people to walk in Glendale. Encouraging people to shift their commute habits from driving to transit and walking is one critical component of this effort. A safe walking environment is critical for increasing transit ridership because most transit trips begin and end with a walking trip.

What trend should we expect? A more pedestrian-friendly environment should increase the number of people who choose to walk and take transit to work. Therefore, this indicator should increase over time.

How will this be measured? Commute mode data is available from the American Community Survey five-year estimates on an annual basis. Therefore, monitoring this indicator does not require new data collection.

Safe Routes to School

What is this? Safe Routes to School programs and projects aim to make pedestrian routes to school safer and encourage students to walk and bicycle to school. Projects include infrastructure improvements, such as new sidewalks, enhanced crossings, and traffic calming. Safe Routes to School encouragement and education programs include Walk to School Day, student bicycle and pedestrian workshops, safety rodeos, walking school buses and bicycle trains as well as the production and distribution of walking maps. Glendale currently boasts 20 schools with completed or ongoing Safe Routes to School infrastructure improvements. The Be Street Smart Glendale Safe Routes to School Program is being implemented in Glendale's 21 elementary and four middle schools. These improvements, accompanied by encouragement and education programs, will make it easier and safer for students and families to participate in Walk to School Day.

Why is this important? Infrastructure improvements included in Safe Routes to School projects make it safer and more pleasant for students to walk and bike to school. Encouragement and education programs raise awareness and educate students about the proper and safe way to do so.

What trend should we expect? The completion of Safe Routes to School infrastructure projects with continued education and encouragement programs should increase the number of students who walk to school. Therefore, this indicator of how many students participate in the annual Walk to School Day event should rise over time.

How will this be measured? The City of Glendale will work with the Glendale Unified School District to count the number of students participating in Walk to School Day on an annual basis.

Pedestrian Counts

What is this? Pedestrian counts are a tally of the number of people who cross a set of screenlines[4] during a given time period.

Why is this important? When collected regularly (e.g., every three years), pedestrian counts help to measure the change in pedestrian volumes along specific street segments. These counts, in turn, can be used to help demonstrate how pedestrian improvements affect the number of people who walk.

What trend should we expect? Pedestrian improvements should result in an increase in foot traffic. Therefore, this indicator should rise over time.

How will this be measured? In line with the recommendation from the Southern California Association of Governments (SCAG), Glendale should continue to conduct pedestrian counts every three years at the same screenlines, dates, and times as its 2016 counts, as well as any additional screenlines at locations of interest. Counts at these screenlines should be compared against the previous count in order to understand whether pedestrian volumes have increased or decreased. When multiple screenlines have data for the same set of years, their percent change can be compared.

Priority Funding

What is this? Amount of grant funding the City of Glendale receives for pedestrian safety projects.

Why is this important? Pedestrian improvements require significant amounts of funding, often assembled from multiple sources. Glendale has been successful in securing grant funding for pedestrian safety projects. This has resulted in the construction of more improvements that make Glendale a walkable place for all.

What trend should we expect? As Glendale continues to implement the Pedestrian Plan, the city should continue to seek grant funding in order to leverage local funds. The amount of grant funding received should not fall below current levels and, ideally, should increase over time. To date Glendale has received $5,938,310 in grant funding for pedestrian safety projects, including Safe Routes to School projects and the Citywide Pedestrian Plan.

How will this be measured? City staff will need to monitor the amount of grant funding received for pedestrian projects annually.

[4] Screenlines mark a "count line" for pedestrian counts. For example, a screenline may be placed across a sidewalk in order to count the number of pedestrians that use that sidewalk segment.

Monitoring Goal 4: Organize for Implementation

Goal 4 deals with implementation—actually getting things done. This covers:

- Maximizing the impact of projects
- Pursuing low-cost, interim solutions as well as creative maintenance approaches
- Communication between city departments
- Reporting on progress

The two indicators in this section shed light on Glendale's progress with Goal 4. Figure 7-5 lists both indicators, with further detail presented below.

Figure 7-5 Performance Indicators for Goal 4: Organize for Implementation

Number	Indicator	Description	Baseline	Trend	Frequency	Data source
4.1	**Priority Projects**	Number of priority projects that have been completed	N/A	Higher is better	Three years	City data collection required
4.2	**Programs, Policies, and Procedures**	Progress on implementing policy, program, and procedure recommendations	N/A	Higher is better	Yearly	City data collection required

Priority Projects

What is this? The number of completed high-priority projects identified in the Citywide Pedestrian Plan.

Why is this important? Prioritizing projects helps to allocate limited resources toward pedestrian improvements in areas where they will have the greatest impact. Prioritization is an important component of this plan. This indicator determines the progress made in implementing projects according to established priorities.

What trend should we expect? As priority projects are completed, this indicator should increase.

How will this be measured? Glendale will need to monitor its implementation of pedestrian projects in order to determine whether the city is making progress on this indicator. However, it is important to define what "completed" means ahead of time for each project.

Programs, Policies, and Procedures

What is this? The number of implemented pedestrian programs, policies, and procedures listed in Chapter 5 of this plan.

Why is this important? Pedestrian programs, policies, and procedures are the City of Glendale's day-to-day practices that have an impact on walking. They help to shift the culture—both internally for city staff and for Glendale as a whole—to one that supports the vision of this plan.

What trend should we expect? As Glendale implements pedestrian programs, policies, and procedures, this indicator will increase.

How will this be measured? Glendale will need to monitor its implementation of pedestrian programs, policies, and procedures outlined in Chapter 5 in order to determine whether it is making progress on this indicator. For this indicator, it is important to determine the definition of "implemented" for each program, policy, and procedure ahead of time.

Future Monitoring

As the City of Glendale expands its capacity to implement pedestrian projects and programs, the monitoring program should grow as well. Additional pedestrian-related indicators that could be monitored include:

- Pedestrian perceptions of the walking environment in designated areas or corridors (measured with intercept surveys)
- Number of trees on city streets (measured with a biannual count)
- Number of temporary or pilot projects implemented (measured with annual count)
- Safer behaviors among drivers, cyclists, and pedestrians (measured with Safety Education Initiative surveys)