

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: June 8, 2021

To: Honorable City Council
c/o City Clerk, Room 395, City Hall
Attention: Honorable Mike Bonin, Chair, Transportation Committee

From: Seleta J. Reynolds, General Manager 
Department of Transportation

Subject: **EXECUTIVE DIRECTIVE 25 - LA'S GREEN NEW DEAL: LEADING BY EXAMPLE - ACTIVE TRANSPORTATION IMPLEMENTATION PLAN**

SUMMARY

This report submits to City Council the Active Transportation Implementation Plan developed by the Department of Transportation (LADOT) as directed by Executive Directive 25 and submitted to the Office of Mayor Garcetti.

RECOMMENDATION

That the City Council RECEIVE AND FILE this report.

BACKGROUND

On February 10, 2020, Mayor Eric Garcetti introduced Executive Directive 25: L.A.'s Green New Deal: Leading by Example. To activate streets and expand sustainable transportation options in Los Angeles, Executive Directive 25 directed LADOT to submit to the Mayor an implementation plan for a comprehensive Citywide network of active transportation corridors for walking, bicycling, and micro-mobility. Executive Directive 25 directs LADOT to complete at least one major regional active transportation project and neighborhood-oriented active transportation network per year. LADOT views this direction as applying to major complete streets projects which require outside funding and cross-departmental collaboration.

On February 11, 2020, Council directed LADOT, in consultation with the Bureau of Engineering and StreetsLA, to report back with an implementation plan for at least one major regional project and one neighborhood-oriented network per year, prioritized based on the Plan for a Healthy Los Angeles.

DISCUSSION

The City of Los Angeles remains committed to ambitious greenhouse gas reduction and environmental goals, through the Green New Deal and other policies. Transportation constitutes the greatest contribution to greenhouse gas emissions in California. Sustainable transportation options are essential to meeting the city's climate goals, and to supporting community health and safety, climate resilience, and economic, environmental, and racial justice.

Active transportation infrastructure improves safety and accessibility for everyone and focuses on people walking, biking, and using slower, human-powered or electric modes. Expanding the city's networks of high-quality, accessible, and safe transportation infrastructure is essential to providing transportation options to all Angelenos. More mobility options improve quality of life and access to opportunity and support the City's goals for reducing climate impacts and creating environmentally just communities.

In addition to the goals and prioritization considerations outlined directly in Executive Directive 25, LADOT's comprehensive implementation plan covers 2020-2025 and focuses on creating low-stress facilities, which are bikeways designed for the comfort of all ages and abilities, and include low-speed, low-volume shared streets or separated, protected lanes.

Policy Background

The Citywide Mobility Plan 2035, the transportation element of the City's General Plan, establishes the fundamental policy plans for the city's comprehensive transportation networks. LADOT project delivery programs and divisions such as Active Transportation, Vision Zero, Safe Routes to School, Safe Routes for Seniors, and other groups apply program-specific prioritization metrics to identify and evaluate potential projects. The current and previous LADOT Strategic Plans have further established additional departmental goals and priorities for active transportation network build-out, such as the implementation of neighborhood networks and facilitating connections to the LA River.

Active Transportation Implementation Plan

The Active Transportation Implementation Plan included in this report describes LADOT's project development and prioritization processes, inter and intra-departmental coordination efforts, and the Department's existing policies and tools for identifying and evaluating potential projects. The plan leverages planned and funded projects within LADOT's work plan through 2025, in combination with the directive to prioritize High Injury Network segments within high-needs areas as defined by the Healthy Places Index, layered with designated Mobility Plan networks.

This framework for active transportation project prioritization does not replace or supersede other departmental tools and metrics. Additionally, the priority corridor segments are geographic network gaps where LADOT and partner agencies continually assess project feasibility and preferred alignment(s) on or adjacent to a corridor. Implementation and project design will continue to center robust community engagement to respond to neighborhood needs.

Interagency Coordination

Comprehensive Citywide implementation of infrastructure for walking, bicycling, micro-mobility, and other modes depends on coordination across multiple agencies. LADOT leads the planning and street design for active transportation projects, while the Bureau of Engineering, and StreetsLA are responsible for elements of engineering and project delivery. This plan for implementation reflects the project pipeline that LADOT currently leads and includes partner agency projects that constitute major active transportation corridors that complement existing work.

Executive Directive Corridor & Network Project Deliverables

In Fiscal Year 2020-21, LADOT implemented the Avalon Boulevard and “Broadway, Our Way” Safety Projects, which together comprise an 8-mile regional corridor connecting Historic South Central Los Angeles to neighborhoods in the Harbor Gateway and Watts area. LADOT plans to further develop and expand the connection of this corridor to Downtown Los Angeles to create a complete connection to additional major job centers.

Additionally, LADOT implemented 4.4 miles of interconnected, protected bicycle lanes in Downtown Los Angeles in FY 20-21, creating a more fully connected neighborhood network and expanding access to Downtown’s Class IV facilities between Skid Row, South Park, and the Financial District.

Addressing a regional corridor within the scope of a single project can be challenging. LADOT has identified component projects that will begin to establish high-quality active transportation corridors that must be completed in multiple phases due to varying project development, funding, and delivery timelines. Implementation of regional corridor projects depends on continued coordination with, and leverage of, active transportation projects led by Public Works partners to build corridors identified in the plan.

FISCAL IMPACT

Implementation of active transportation projects are funded through Measure R, Measure M, Prop C Local Return, Local Transportation Fund, and a range of grant funds including the State of California Active Transportation Program, Metro Measure M Multiyear Subregional Program, Metro Active Transportation Program, and the State of California Affordable Housing & Sustainable Communities Program. Capital-intensive infrastructure projects included in the Implementation Plan are partially or fully funded through grants and local funding commitments. The implementation plan does not impact the General Fund. LADOT will need to secure additional funding through future budget allocations and grants to pursue continued expansion of citywide active transportation elements.

SJR:DM:ce
Attachment

L.A.'s Green New Deal | Executive Directive 25

ACTIVE TRANSPORTATION NETWORK IMPLEMENTATION PLAN

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INTRODUCTION

As the City of Los Angeles continues to grow, continued investment in safe, sustainable, accessible, and affordable transportation options will be crucial to achieving our climate goals. Transportation emissions constitute as much as 60% of carbon emissions in California; meanwhile, many Los Angeles neighborhoods are environmentally burdened and suffer from poor health outcomes resulting from proximity to freeways, industrial corridors, and a history of streets designed to prioritize cars. As Los Angeles looks to recover from the Covid-19 pandemic, dismantle and reverse systemic disinvestment in low-income communities of color, and build a more just and livable city for all Angelenos, expanding travel choices for all users with networks that improve citywide access for people walking, bicycling, rolling, and wheeling will support these goals.

As an action toward delivery of L.A.'s Green New Deal, Mayor Garcetti's Executive Directive 25 directs the Los Angeles Department of Transportation (LADOT) to establish an implementation plan for a comprehensive Citywide network of active transportation corridors for walking, biking, micro-mobility, and other similar modes of travel.

This implementation plan provides a framework and reference to guide the ongoing expansion of the city's active transportation infrastructure networks. It also serves to document the key City agency stakeholders and processes that drive active transportation project development, with an

emphasis on LADOT's role as the agency leading transportation planning, project delivery, and operations in the City of Los Angeles, in consultation and collaboration with the Bureau of Engineering and StreetsLA. This plan describes how LADOT works internally and externally to develop, manage, and deliver projects; documents prioritization criteria and methods; and defines specific goals for network implementation through 2025.

The Mobility Plan 2035 is the guiding policy document that defines citywide active transportation networks and provides the fundamental roadmap for all City agencies to follow in the design and improvement of the public realm. Within the broader framework of Mobility Plan designated streets and corridors, LADOT will continue to employ the network criteria of establishing connections to neighborhood destinations, transit, high-density employment districts, schools, universities, and other key activity centers; the department will also continue to prioritize investments where safety needs are greatest, consistent with the City's Vision Zero Initiative and its data-based High Injury Network (HIN) and Priority Corridors.

Ensuring that improvements contribute to integrated networks is essential to their usability and adoption. Providing "backbone" corridors, regardless of facility type, that support complete trips and provide paths of travel between neighborhoods and from where people live to jobs, schools, and resources is a goal articulated in Executive Directive 25 and shared by LADOT. To that end, the goal of this plan is establishing continuous corridor facilities between high-value hubs in order to complete at least one major regional active transportation project and one neighborhood-oriented active transportation network per year from 2020-2025.

By making strategic investments that emphasize equitable deployment of infrastructure and focus on design for a range of user abilities and comfort levels, LADOT will deliver safe, sustainable, and accessible transportation options that allow for modeshift to walking, bicycling, and other low-speed and human-powered modes of travel.

This implementation plan reaffirms LADOT's commitment to investing in systemically underserved communities of Los Angeles and prioritizing safety and mobility upgrades where they are needed most. LADOT's departmental tools for project selection and development incorporate resources and data-based prioritization methods. The existing active transportation infrastructure in Los Angeles does not currently demonstrate network access in many neighborhoods, and the existing designated active transportation network is not equitably distributed. Though mobility needs and solutions vary by neighborhood, LADOT recognizes that all communities deserve safe and livable streets. Factors reflecting higher economic and environmental burdens, more dangerous streets, lower vehicle ownership, higher transit use, and historic disinvestment must be incorporated and prioritized in the project development process to begin to address barriers to transportation access and improve safety, livability, and accessibility citywide.

GOALS & METRICS

Under Executive Directive 25 and based on LADOT's Strategic Plan Benchmarks, a specific set of milestone goals to support sustainability outcomes are defined here:

- **Goals**

- Infrastructure Delivery*

- Deliver at least one major regional active transportation project per year.
 - For the purposes of this plan and implementation of Executive Directive 25, a corridor is a street or network of streets that connects at least two major activity centers within Los Angeles. A corridor may have several connecting streets, and should be defined by performance and design standards to ensure people can safely bike from one activity center to another and where signage is provided where needed to ensure users are able to navigate within the network.
- Deliver at least one neighborhood-oriented active transportation network per year.
 - A neighborhood-oriented active transportation network supports local connections to neighborhood destinations with improvements on one or several streets within a focused area. Such networks may focus on, but are not limited to implementation of the Neighborhood Enhanced Network of the Mobility Plan 2035.

- Project Development & Prioritization*

- Prioritize and implement projects in underserved communities, with an emphasis on connecting parts of Los Angeles that are measurably impacted by outcomes measured by the Healthy Places Index and that suffer from disproportionate traffic violence as measured by the High Injury Network
 - Continue to work within LADOT and with City partner agencies to inform a shared definition of equity and to apply the framework to how resources are allocated for active transportation projects in the outer years of this plan, and as work programs are defined for 2025-2035.
- Incorporate data-based metrics, including level of traffic stress and destination accessibility, to inform corridor project alignment, application of design standards, and to communicate for collaborative decision-making.
- Continue development and application of interdepartmental project coordination processes; test and codify interdepartmental coordination practices through the delivery of projects included in this plan.
- Continue to center meaningful, accessible, and relevant public engagement methods in project selection, design and delivery, and prioritize resources to

support community-based projects in neighborhoods and among community members that have historically been and continue to be excluded from planning processes.

- **Metrics for Quantifying Successful Implementation**

- Number of lane miles installed or upgraded
- Number of safety treatments implemented
- Representation of stakeholders, community members, and organizational participants engaged
- Project-based and network evaluation of connectivity and accessibility (access to jobs, destinations, transportation)

OPPORTUNITIES

- City experience, expertise, and innovation in active transportation project design and delivery.
- Shared and emerging micro-mobility options, technology, and LADOT policies.
- Changes to how environmental impacts are measured under CEQA, reducing the burden of review on projects that reduce vehicle miles traveled, and greenhouse gas production.
- Citywide Community Plan Updates that can incorporate specific, localized mobility goals, and projects.
- LADOT Stress Free Streets assessment to identify high-stress points and collect qualitative user data.
- State and Metro investments in transit and active transportation through the State's Active Transportation Program and Measure M and implementation of the Metro Active Transportation Strategic Plan.
- Related Green New Deal efforts, including a proposed interagency Memorandum Of Understanding (MOU) led by the Mayor's Office that would establish shared processes for improving project planning, coordination, funding, delivery, and citywide Public Right-of-Way protocols, currently in development, that prioritize complete streets and multimodal accessibility across mobility project life cycles.
- Connecting with NextGen Bus Corridor implementation and engagement
- Investment and public interest in Covid-19 response programs, such as Slow Streets, that transform streets with expanded space for active recreation and travel.

PROJECT PLANNING, DEVELOPMENT & DELIVERY

The City of Los Angeles selects and develops active transportation projects through several planning and infrastructure delivery programs and using prioritization factors that vary by program area. LADOT is committed to a project development and design process that centers community engagement and incorporates strategies for robust, iterative collaboration. Project timelines can occasionally shift and project design aspects can often be revised to respond to priorities communicated during the public engagement process.

The City of Los Angeles Mobility Plan 2035 (MP35) is the principal policy guiding network implementation, particularly of the bicycle network. The Plan defines a three-tiered citywide bicycle network:

- Tier 1 Bicycle Enhanced Network, comprised of bicycle paths and low-stress, protected on-street bicycle lanes
- Tier 2 & Tier 3 Bicycle Lane Network streets, comprised of striped bicycle lanes

The Plan also defines a two-tier Neighborhood Enhanced Network, a network of slow streets that provide comfortable routes for slow modes such as walking and biking.

These two sets of networks-- the Bicycle Networks and Neighborhood Enhanced Network-- establish the priority streets for implementing bicycle and active transportation infrastructure in the City of Los Angeles. However, local considerations, geometric feasibility, and community needs and preferences also define project selection and development.

Other data-based factors, including status on the Vision Zero High Injury Network, collision history, and connectivity with the existing transportation networks inform implementation planning on a specific street. Among other factors, LADOT aims to identify and prioritize segments that connect two existing bicycle facilities and are considered high-value “gap closures” to optimize investments and center the user’s experience in traveling through the city. Engineering feasibility and conditions such as traffic volumes, street widths, and speed limits are often initial screening criteria to understand implementation feasibility and determine relative feasibility for a project.

LADOT Project Selection & Development Tools

- Documents and resources guiding LADOT project development and design:
 - Mobility Investment Program: [Prioritization Tool](#) & [Data Dictionary](#)
 - [LADOT Project Development and Planning Guide](#) for Department staff
 - Public Right-of-Way Protocols

PROJECT DELIVERY PROCESS & AGENCY STAKEHOLDERS

Multiple divisions and programs at LADOT and at partner agencies play a role in implementing active transportation network improvements. Team or agency ownership of a given project depends on a project's scope of work, modal focus, and initiating program or policy.

Project development and infrastructure implementation teams at LADOT under the Capital Projects Bureau include the Active Transportation Program, the Vision Zero Program, Safe Routes to Schools, Complete Streets Design & Implementation, and project-based collaborations with the Bureau of Engineering and StreetsLA.

The Active Transportation Division is primarily responsible for implementing projects that prioritize bicycling and other micro-mobility modes on a citywide basis and using criteria of network connectivity, safety, and improving access to high-value destinations such as job centers, transit, the LA River corridor, parks, and open space. The division manages development and implementation for multiple grant-funded projects and programs.

The Vision Zero Program focuses on safety improvements on the High Injury Network and specifically on Priority Corridors. Some examples of Vision Zero projects that have or plan to include bicycle facilities are the Avalon Boulevard Safety Project, Broadway Safety Project, and the Reseda Boulevard Safety Project. LADOT's Safe Routes to School Program, within Vision Zero Programs, delivers low-stress neighborhood street improvements around schools based on a prioritization need of the top 100 schools citywide.

LADOT's Planning & Policy Division (PPD) shapes department-wide project pipelines by facilitating inter-agency efforts and establishing department frameworks for data-based project assessment and prioritization. PPD manages the LADOT Mobility Investment Program, which centralizes department-wide transportation projects and provides a project prioritization tool for implementation teams. The Mobility Investment Program is a guiding prioritization framework for all projects at LADOT. PPD also leads or facilitates other key efforts that will help define network implementation for the next five years or more, including the Stress-Free Connections planning project to study neighborhood network connections; Right of Way Prioritization Protocols; coordination with external agencies such as Metro on planning and policy; and Community Plan updates; and leads policy efforts that support broader goals in balancing transportation systems and meeting demand sustainably, such as the recently updated Transportation Demand Management Ordinance.

INTERAGENCY COORDINATION

Active transportation project delivery depends on interagency efforts with LADOT's partner agencies, the Bureau of Engineering and StreetsLA in the Department of Public Works and with external agencies such as Metro.

The City has established a pavement quality criteria for all bicycle facilities, requiring close coordination with StreetsLA to deliver on-street infrastructure improvements in tandem with the Pavement Preservation Program. LADOT has established a routine design process through which individual segments on the annual street resurfacing program are considered for improvements that will bring them into consistency with Mobility Plan 2035 designations, when technically feasible and when resources are available to support project planning and development. Beginning in 2019, LADOT has also formalized protocols to provide regular notification to StreetsLA of bicycle facility projects in development to enable advance planning and incorporation of these projects into the annual Pavement Preservation work plan, ensuring safety improvements can be implemented efficiently. The Street Resurfacing Working Group, which brings together senior staff from both departments, is a critical workspace and forum for this coordinated effort.

Projects requiring extensive civil work or comprising holistic streetscape improvements are completed in collaboration with the Bureau of Engineering or StreetsLA, both of which have in-house civil design and engineering expertise, construction management capacity and jurisdiction over the right-of-way extending to sidewalks and curb-and-gutter work that is essential to complete streets network implementation. With DPW agencies, LADOT has designed and delivered the completed MyFigueroa project and continues ongoing project delivery efforts for the forthcoming 7th Street Streetscape, Jefferson Beautiful, Eagle Rock Boulevard, Reseda Boulevard, and Broadway Streetscape projects. Capital projects such as these depend on multi-year long-term planning and the availability of competitive grant funding, but are an essential pipeline for transformative, high-quality complete streets.

The Department's forthcoming Public Right-of-Way Protocols establish working protocols for sharing information and resources across the City's public work and infrastructure agencies, including LADOT, to support decision-making that prioritizes sustainable and equitable outcomes and reduces vehicle miles traveled.

Metro Los Angeles plays a significant role in project development and, in some circumstances, closely informs street selection and even regional prioritization for City of Los Angeles projects. Through First/Last Mile Plans, the Metro Active Transportation (MAT) Program, and other coordinated station-area connectivity efforts and projects such as the Slauson Rail-to-Rail corridor and transportation components of Destination Crenshaw, Metro is an essential partner in planning and delivery. LADOT teams involved in active transportation planning and project

delivery coordinate with Metro staff to review for technical feasibility and consistency with local plans and policies. As a service provider, Metro’s planning for priority dedicated bus lane corridors also recognizes high-demand paths of travel in the city. Together, LADOT and Metro should continue to pursue complementary projects that recognize people using active modes often relying on transit as a component of their trip.

PROJECT FUNDING OPPORTUNITIES & RESOURCE ALLOCATION

Various local, regional and state funding sources underwrite active transportation projects in Los Angeles. To deliver a citywide network over the next five years, the department will need to pursue additional local funds while also maximizing awarded funds.

LADOT regularly pursues and has been successful in securing grants for infrastructure projects that will contribute to network implementation. Awarded funding from the State of California Active Transportation Program cycles, Metro Call for Projects, Sustainable Communities Program, and other competitive sources will ensure funding for specific projects defined in this plan. However, grant cycles typically span five or more years from application to project completion, making grants only a small component of the resources needed to implement a citywide network and a limiting strategy for implementation on this timeline. A potential exception to this is Metro’s MAT program, which Metro anticipates to have accelerated project delivery timelines. The Department can also employ quick-build strategies for projects that can then be augmented with grant-funded permanent capital improvements at a later date.

Local funding sources are typically used for the standard in-house project delivery process: design, engineering, and construction of striping and temporary materials such as bollards to cost-effectively scale.

LADOT will need to collaborate closely with partner agencies to streamline components of the project pipeline and harness cost-saving opportunities, including optimizing synergies with overlapping projects to collaborate on engagement and project delivery methods, even with external agencies such as Metro.

FACILITY DESIGN STANDARDS & SAFETY

Whenever possible and feasible with individual project design, LADOT aims to implement street design features that create a “low stress” experience for people using active travel modes and reflect an “8-80” approach to user experience. Bikeways are considered “low stress” if they provide physical separation of the bicycle path of travel from vehicle traffic, or enable people on bicycle or scooter to comfortably share space with vehicles by designing for compatible vehicle speeds or traffic volumes on slower-moving streets. High-quality, low-stress bicycle facilities

provide a standard of safety and comfort that attract more users and have high network value. Many people, regardless of age, and especially women, are more inclined to ride a bicycle on a low-stress facility. Managing vehicle speeds and adding elements to further buffer bikeways and sidewalks from moving vehicles also make streets more comfortable for pedestrians.

As defined in the Mobility Plan, the city's designated low stress networks are the Bicycle Enhanced Network, which designates streets for protected bike lanes (Class IV), and the Neighborhood Enhanced Network, which defines the concept and design standards for low-stress local streets that can be improved with volume and speed reduction treatments, or may already be low enough to meet criteria for low-stress conditions.

Alongside the Mobility Plan 2035 policy document and network designations, the simultaneously adopted Complete Streets Design Guide and National Association of Transportation Officials (NACTO) Urban Street Design Guide provide a shared street design standards applicable to all city departments. In May 2020, LADOT and BOE adopted the Supplemental Street Design Guide, a more detailed set of standard engineering plans for complete street design elements. The Supplemental Street Design Guide provides locally-developed and shared specifications for treatments that are frequently incorporated into active transportation and complete streets projects.

- Design standards & technical references commonly referenced in project development and design:
 - [LADOT Manual of Policies and Procedures- 531](#)
 - [FHWA Bikeway Selection Guide](#)
 - [CalTrans Class IV Bikeway Design Information Bulletin](#)
 - [AASHTO Green Book](#)
 - NACTO Urban Street Design Guide & Urban Bikeway Design Guide
 - [City of LA Complete Street Design Guide](#)
 - Public Right of Way Design Guidelines

CITYWIDE NETWORK & PROJECT PRIORITIZATION

Under Executive Directive 25, LADOT commits to delivering at least one major regional active transportation project and one neighborhood-oriented active transportation network per year.

A major regional corridor project is defined by connectivity between subregional, high-density mixed-use hubs and from residential neighborhoods to job centers. In concept, major north-south corridors will connect neighborhoods such as Downtown to Southeast Los Angeles, Hollywood to Mid City, and Van Nuys to North Hollywood; while east-west corridors may connect neighborhoods such as Koreatown to West Los Angeles and Crenshaw to University Park. LADOT will reference Transportation Behavior Zones (TBZs) as a measure of “activity centers” that is

most consistent with other departmental policies to inform decision-making about the value of component corridors and subsequent project design.

In addition to creating connected facilities that support continuous travel between major high-density mixed used hubs, prioritizing high-quality, dense neighborhood networks that support connectivity to transit, schools, and neighborhood commercial districts will remain an important strategy to emphasize user experience, accessibility, and the potential for boosting ridership for all ages and abilities.

Due to the long lead time for major capital and corridor projects, some of LADOT's core work program for the next 3-5 years has already been defined and is listed in Appendix A as priority projects for implementation. This includes projects planned and funded for delivery under various grants held by multiple groups, corridors under the Complete Streets program, and Vision Zero Priority Corridors (which prioritize safety for all modes and can but do not necessarily include bikeways). There is also a need to reserve departmental capacity on an annual basis for shorter-term project development and deployment in response to opportunities such as resurfacing and other collaborative efforts, which can require several months to a year of planning, engagement, and engineering. This also enables LADOT, in coordination with StreetsLA and BOE, to leverage planned capital projects and accelerate implementation of new or early-phase projects that will create complete corridors or neighborhood networks. In many instances, this will require multi-year, phased implementation of ED25 regional corridors (Appendix A shows projects according to project delivery year and anticipated corridor completion year).

The goals of the Mobility Plan 2035, LADOT's Strategic Plan 2021-23, and other policy documents and initiatives such as the LA River Master Plan, Metro First/Last Mile Plans, and coordinated transit corridor planning will continue to be guiding objectives for active transportation network implementation.

Prioritization & Phasing Criteria

Project Delivery Timeframes

ED25 calls for an expedited delivery schedule for citywide corridors. Projects in different stages of development may be accelerated and bundled with quick-build connections to constitute continuous corridors, but additional staff and project delivery resources will be needed for accelerated or expanded project delivery. The implementation timelines by network area and corridor will be dependent on meaningful engagement to incorporate feedback and ensure local support. These factors will determine LADOT's selection of projects to expedite for delivery on an annual basis.

Prioritization Framework

Executive Directive 25 defines two data sets for prioritization: the Plan for a Healthy Los Angeles' Community Health and Equity Index (CHEI) and the High Injury Network.

LADOT has already applied metrics to refine and prioritize improvements for all users, especially pedestrians, on the High Injury Network through the identification of Vision Zero Priority Corridors, and within local neighborhood networks through the identification of Safe Routes to Schools program's Top 50 schools. Identifying where the HIN overlaps with the Bicycle Lane Network (BLN) and Bicycle Enhanced Network (BEN) captures important mobility network gaps.

- ***Corridors that fall on the HIN and BEN or BLN, where not already included in a planning process or planned project, shall be prioritized for further feasibility review and potential project development.***

Potential project alignment and design solutions should consider that the designated street itself may not be the preferred alignment, but that a parallel neighborhood street may be preferred to the BEN or BLN arterial street.

LADOT recommends the use of the statewide Healthy Places Index (HPI), a similar spatial index that considers overlapping data about vulnerable populations, social and economic factors, mortality, morbidity, the physical environment, pollution, and crime and to identify the areas of City burdened with the most adverse conditions.

- ***Corridors located in or primarily serving communities that fall within HPI Tier 3 and Tier 4 should be considered for prioritization, where not already included in a planning process or planned project.***

Expanding further on these criteria, LADOT intends to prioritize projects that leverage planned infrastructure investments and extend or connect corridor segments, measurably expanding connectivity and network accessibility. To that end, implementation should prefer segments that fall under the two prioritization criteria above, and that facilitate a connection to or between identified ED25 Priority Projects.

Linking Activity Zones

The City's Travel Behavior Zones Index provides a reference for defining and understanding activity centers. The Travel Behavior Zone (TBZ) Index is a weighted composite value that captures built environment and demographic characteristics demonstrated to influence residents, employees, and visitors' propensity to use transit. The TBZ Index considers population density, daytime population density, land use diversity, intersection density, and distance from major Metro BRT/Rail stations and bus stops. Rather than serve as a proxy for active transportation

demand, the index represents characteristics of denser, more transit-rich urban neighborhoods reflective of activity centers. More fine-grained corridor and network planning can rely on additional indices of destination density and neighborhood mobility needs, and on the LADOT Accessibility Platform, described below, for additional detail in measuring access to jobs and resources.

Additional Datasets, Resources & Tools for Continued Analysis

- Mobility Investment Program Prioritization Tool:
 - The LADOT Mobility Investment Program continues to be the shared, department-wide tool for project selection and enables input adjustment based on modal or program priority.
- Proximity to or connection with VZ Priority Corridors, neighborhood concentration of HIN streets, and further analysis of collision data:
 - The HIN and analysis of collision data to reflect regional concentration of collisions causing deaths and serious injuries (KSI) remain critical priorities in LADOT's project prioritization.
- Stress Free Connections Planning Study:
 - Stress Free Connections Study measured levels of travel stress on the City's neighborhood street network to better understand, through data, the experience of biking and walking on local streets. The department is in the process of collecting user surveys on selected streets. LADOT will look at the data analysis and survey responses to identify and shape neighborhood street projects and seek future funding.
- LADOT's Accessibility Platform:
 - LADOT has developed a customized Accessibility Platform software that can be used to measure transportation connectivity— access to opportunities and resources enabled by specific mobility investment decisions. The tool can measure accessibility to jobs, medical centers, grocery stores, and other individualized metrics.
- LADOT On-Demand Equity-Focus Mobility Development Districts (EFMDD) and Mobility Development Districts (MDD):
 - EFMDD and MDD are geographies that LADOT identified for targeted on-demand micro- mobility program development. EFMDD are neighborhoods where many households experience economic hardship and transportation disadvantages, but are well-suited for micro-mobility modes. Mobility Development Districts are neighborhoods suitable for on-demand program development, but where fewer households experience economic hardship and transportation disadvantages.

These indicators show where expansion of existing infrastructure will support increased mobility, but do not necessarily reflect highest safety need.

- Ridership data:
 - LADOT undertook the first city-led, citywide Walk & Bike Count in 2019 and will continue a bi-annual count effort. Combined with other usage data sources, including shared micro-mobility trip data, these metrics can shed light on where active transportation is growing and improvements will have high user benefit.
- Qualitative data that reflects user experiences and is gathered through engagement efforts and projects across the department, including but not limited to survey data collected through LADOT Dignity-Infused Community Engagement (DICE) Framework activities, Active Transportation, and Vision Zero programs such as Safe Routes to Schools and Safe Routes for Seniors, Stress Free Connections, or local Council Offices.

Addressing Regional Gaps & Citywide Inequity

Many communities in the City of Los Angeles lack safe, affordable, and accessible mobility options and are historically and systemically underserved by transportation infrastructure. Parts of the East and West San Fernando Valley, for example, have no facilities at all or have disconnected facilities that need contiguous adjacent facilities to be useful and comfortable. In South Los Angeles, much of the street network is on the High Injury Network and South LA communities continue to experience disproportionate rates of collisions involving pedestrians, bicyclists, and other vulnerable road users. In many neighborhoods, the lack of safe infrastructure for walking, bicycling, and accessing transit coincides with layered impacts of disinvestment, traffic violence, health and economic disparities, and lack of access to safe and affordable mobility options. In recent years, community-driven efforts have led initiatives to plan and win funding for transformative projects to address safety and mobility needs in some of LA's most disconnected areas. However, continued planning and resource investment is critical to combating historic inequities, disproportionate safety impacts, and environmental injustice.

The data-based prioritization outlined here, in combination with additional qualitative data gathering, is essential to informing a citywide approach to network implementation that is consistent with LADOT's core value and operating principle of delivering infrastructure that supports equitable transportation access.

While safety and accessible design standards should be universal across communities, transportation preferences and priorities look different to different neighborhoods. It is essential for LADOT and partner agencies to closely involve community stakeholders in the process of balancing mobility needs and designing the public realm. Continued collaboration, empowerment and community-driven decision making will ensure that transportation options and investments best respond to the needs identified within and by communities.

APPENDIX A

PRIORITY PROJECTS FOR NETWORK IMPLEMENTATION: CORRIDOR & NEIGHBORHOOD-ORIENTED NETWORK PROJECTS

Priority Corridor Projects (Planned & Funded Projects)

| Project/ Project Area | Regional Connection / Network | Lead Agency, Division or Program | Anticipated Project Delivery Year | Anticipated Corridor Completion Year | Funded | Project Status |
|---|---|----------------------------------|-----------------------------------|--------------------------------------|------------------|----------------|
| Avalon Boulevard Safety Project | Downtown to South Los Angeles & Watts | Vision Zero | 2020 | FY 20/21 | Funded | Complete |
| Broadway Safety Project | Downtown to South Los Angeles & Watts | Vision Zero | 2020 | FY 20/21 | Funded | Complete |
| 5th & 6th Street Mobility Lanes | Downtown to Boyle Heights | Active Transportation/ Metro | 2020 | FY 23/24 | Funded | Complete |
| Adams Boulevard Safety Project (Fairfax- Crenshaw) | University Park to West Adams/ Mid City | Vision Zero | 2021-22 | FY 22/23 | Funded | In Progress |
| Reseda Boulevard Safety Project | Northridge to Reseda | Vision Zero | 2023 | FY 23/24 | Funded | In Progress |
| Jefferson Beautiful (Vermont- Western) | University Park to Crenshaw | Bureau of Engineering | 2022 | FY 22/23 | Funded | In Progress |
| LA River Headwaters | Warner Center to Reseda | Active Transportation | 2023 | FY 22/23 | Funded | In Progress |
| San Fernando Path- Phase 3 | Northeast Valley to Southeast Valley/ Burbank | Active Transportation | 2023 | FY 23/24 | Funded | In Progress |
| Chandler Boulevard Bicycle Connection | North Hollywood to Sepulveda Basin | Active Transportation | 2023 | FY 23/24 | Funded | In Progress |
| 4th Street Greenway (Hoover- Cochran) | Koreatown to Mid Wilshire & Hollywood | Active Transportation | 2023 | FY 23/24 | Partially Funded | In Progress |
| 7th Street (Figueroa- Alameda) | Downtown to Boyle Heights | Bureau of Engineering | 2024 | FY 23/24 | Partially Funded | In Progress |

| | | | | | | |
|---------------------------------------|--|---|-----------|----------|------------------|-------------|
| 6th Street Bridge Connections | Downtown to Boyle Heights | Active Transportation/ Bureau of Engineering | 2021-2024 | FY 23/24 | Partially Funded | In Progress |
| Mid City Greenways | Koreatown to Mid Wilshire & Hollywood | Active Transportation | 2024 | FY 23/24 | Funded | In Progress |
| 11th Street (Albany-S. Wilton) | Westlake/MacArthur Park to Mid City | Safe Routes to School Program | 2025 | FY 24/25 | Partially Funded | In Progress |
| Martin Luther King, Jr. Blvd | Downtown to South Los Angeles & Watts; South Los Angeles to Leimert & Crenshaw | Active Transportation | 2024 | FY 24/25 | Funded | In Progress |
| Sepulveda Blvd (Rinaldi-Rayen) | East Valley (North Hills to Panorama City) | Vision Zero | 2027 | FY 27/28 | Funded | In Progress |

Priority Neighborhood-Oriented Network Projects (Planned & Funded)

| Project / Project Area | Regional Connection / Network | Lead Agency, Division or Program | Anticipated Project Delivery Year | Anticipated Corridor Completion Year | Funded | Project Status |
|---|--------------------------------------|---|--|---|---------------|-----------------------|
| 7th Street, 5th & 6th Street, Olive, Grand, Figueroa | Downtown LA Network | Active Transportation | 2020 | FY 20/21 | Funded | Complete |
| Walk/ Bike Watts | Watts | Active Transportation/ Complete Streets Implementation Div | 2022-2024 | FY 23/24 | Funded | In Progress |
| Mid City Greenways | La Brea/ Fairfax/ Hollywood | Active Transportation | 2022 | FY 23/24 | Funded | In Progress |
| Ave 50 & Highland Park Connections | Northeast LA | Active Transportation | 2022 | | Funded | In Progress |

| | | | | | | |
|---|----------------------------|---|------|----------|--------|-------------|
| Wilmington Neighborhood Streets | Wilmington | Active Transportation | 2024 | FY 23/24 | Funded | In Progress |
| East Hollywood Network [AHSC 3, 4, SRTS] | East Hollywood/Hollywood | Active Transportation/ Safe Routes to School | 2024 | FY 24/25 | Funded | In Progress |
| Central City West/Westlake Network [SRTS Schools #10-13, 17] | Central City West/Westlake | Safe Routes to School Program | 2026 | FY 26/27 | Funded | Funded |
| Watts SRTS Projects [SRTS Schools 15-16] | Watts | Safe Routes to School Program | 2026 | FY 26/27 | Funded | Funded |

Project Map

Priority ED 25 Corridor & Neighborhood-Oriented Network Projects

