

# 05

## VISIONING FRAMEWORK





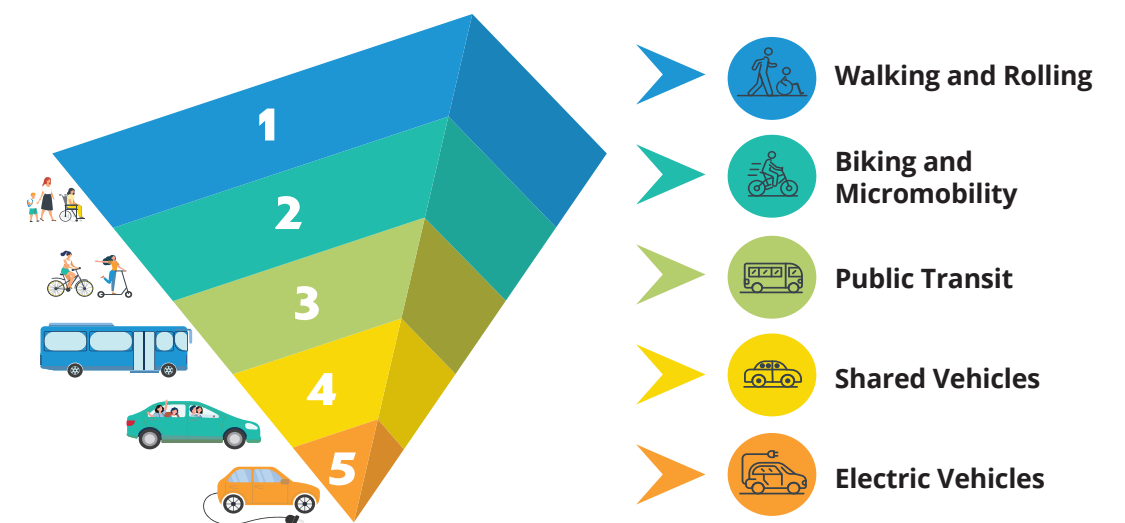
## 5.1 VISION FOR MOBILITY

The Mobility Master Plan lays the groundwork for implementing citywide mobility initiatives to help meet the City's CAP and General Plan goals. The Plan helps implement ambitious mobility initiatives aimed at maintaining a safe and convenient transportation network that minimizes its impacts on the environment and addresses existing mobility needs and gaps to improve the health and well-being of San Diego's community members, employees, and visitors. Projects, programs, and policies have been identified through a planning process that includes the analysis of local and regional connectivity, priorities, and infrastructure data, as well as the review of relevant City and regional plans, documents, and community input. This Plan builds upon the City's mobility planning efforts and helps advance goals identified in the CAP to reduce GHG emissions and vehicle miles traveled and ensure equitable access to mobility improvements and investments.

To maximize the impact of the Mobility Master Plan's core benefits, the City must focus on the removal of barriers that community members, especially those in structurally excluded communities, face in their daily mobility choices. The Mobility Master Plan prioritizes projects and identifies programs needed to create a balanced and well-connected multimodal transportation system with safe, accessible, sustainable, and attractive travel options for all users. To that end, this Plan helps facilitate a comprehensive mobility system by using the City's mobility prioritization system from the General Plan (also referred to as mobility loading priority). This framework prioritizes active transportation modes (e.g., walking, rolling, biking, micromobility), supports public transit for improved efficiency and performance, and plans for shared, commercial, and personal electric vehicles to enable the transition away from internal combustion engines and fossil fuels. It sets the stage for transportation modes that can both reduce GHG emissions and meet the travel needs of everyone throughout the City. The mobility loading priority is shown in Figure 5-1.

To ensure equitable outcomes, the City must construct and maintain high-quality multimodal infrastructure in all communities, prioritizing investments in those areas

**FIGURE 5-1:** City of San Diego Mobility Loading Priority





Enhanced pedestrian treatments at 30th Street and Landis Street in North Park

with the greatest need, and thus increasing the number of people that choose to walk, bike, and take transit as their primary mode of transportation whenever possible – because as stated before, every mile and every trip counts. The Mobility Master Plan serves as an implementation-focused roadmap for achieving this safe, accessible, and equitable mobility system.

The Mobility Master Plan supports San Diego’s overall vision to advance mobility and infrastructure, as outlined in both the General Plan and the City’s 2022 Strategic Plan. This vision seeks to promote opportunity in every neighborhood and prioritizes the health, well-being, and quality of life for every San Diegan. A major component of this vision is increasing mobility options in areas with the greatest needs, with an emphasis on equity, accessibility, safety, and transit options that make travel without private automobiles a more viable choice. The goals and objectives detailed in this section provide a framework for the City to help make this vision a reality.

The Mobility Master Plan consolidates the City’s mobility needs as identified in other plans and documents to provide a set of cohesive, inclusive goals and objectives based on existing conditions and mobility demands. These goals and objectives stem from the General Plan as well as are inspired by existing City documents and peer jurisdiction case study findings.

As foundational priorities for the City’s mobility system, the goals and objectives of the Mobility Master Plan serve as a thematic baseline for assessing and prioritizing mobility projects described in Chapter 7. All prioritization criteria used in this analysis measure alignment with the goals and objectives outlined in the following subsection. The mobility projects described in Chapter 7 and inventoried in Appendix B will help San Diego advance these mobility goals and objectives.

## 5.2 GOALS AND OBJECTIVES

### Goal 1: Increase opportunities for access to safe modes of transportation for all users.

An effective mobility system is safe and accessible to all users. All transportation facilities in the public right-of-way should promote safe, comfortable, and convenient access and travel for persons of all ages and abilities. These facilities should also accommodate emergency responders and goods movement needs. Objectives for this goal aim to increase access to safe, high quality mobility choices for everyone.

**Objective 1.1** Increase the proportion of mobility improvements implemented in underserved areas with the greatest needs across the city to create additional opportunities for San Diegans to choose from mobility options that make their journeys more efficient, sustainable, or complete.

**Objective 1.2** Work with employers and other organizations to increase transportation options for employees traveling to jobs in hard-to-reach locales or transit deserts.

**Objective 1.3** Strengthen the operations and increase the number of shared mobility equity programs for community members with the greatest needs, including low-income individuals, aging populations, and people living with disabilities who are highly dependent on alternative modes of transportation.

**Objective 1.4** Implement transportation projects, programs, and grants that reduce transportation costs.

**Objective 1.5** Work with the San Diego Association of Governments (SANDAG) to continue the Youth Opportunity Pass program and expand it to college students and those community members who have the greatest needs or who could greatly benefit.



Student boarding a bus along La Jolla Village Drive



CAP Library Series on mobility



**Goal 2: Incorporate best practices to promote equity during all phases of the planning process.**

The City's Mobility Action Plan states that "Mobility Equity refers to a mobility network that increases access to high quality mobility options for communities of concern" (MAP, 2019). Historically, structurally excluded communities have had less access to safe, efficient, and cost-effective mobility options. This Plan identifies specific communities for prioritizing mobility projects and transportation investments: Mobility Master Plan Focus Areas. Community engagement is critical to tailoring solutions and investments to create opportunities for all communities. These opportunities should maximize benefits and reduce barriers to mobility within San Diego.

- Objective 2.1** Empower structurally excluded community members by involving them in the decision-making process to ensure their mobility needs are met.
- Objective 2.2** Participate in research around regional and/or local benefitting programs that ensure the benefits of mobility investments are prioritized in Mobility Master Plan Focus Areas.
- Objective 2.3** Develop funding mechanisms to prioritize transportation and mobility investments and infrastructure improvements in Mobility Master Plan Focus Areas.



**Goal 3: Enhance and expand a safe, connected, and convenient network for pedestrians.**

Promoting, encouraging, and sustaining a safe, efficient transportation network that offers convenient and attractive travel choices is paramount in achieving the City's vision. As the most vulnerable transportation system users, pedestrians rank highest on San Diego's Mobility Loading Priority. Pedestrians include those walking, running, or rolling as their transportation mode. While not everyone is a pedestrian for their entire trip, everyone is at some point in their journey. The objectives for this goal aim to enable walking and rolling, expand the safe and comfortable environment for all street users, and reduce vehicle miles traveled. Enhancing the pedestrian environment with trees, shade structures, and green infrastructure will also mitigate the impacts of extreme heat and reduce the urban heat island effect in dense areas.

- Objective 3.1** Support and promote walkability, access for persons living with disabilities, and connectivity by increasing the construction of sidewalk and intersection improvements throughout all communities.
- Objective 3.2** Support Vision Zero by implementing projects that enhance safety considerations for pedestrians.
- Objective 3.3** Increase the number of pedestrian-oriented street design and treatments implemented, including Americans with Disabilities Act (ADA)-compliant curb ramps, leading pedestrian interval (LPI) signals, and high-visibility crosswalks, to ensure accessibility to individuals of all ages and abilities.
- Objective 3.4** Support citywide efforts to preserve and expand the tree canopy within the public right-of-way and during implementation of transportation projects.



**Goal 4: Enhance and expand a safe, connected, and convenient network for cyclists and micromobility users.**

To enhance mobility in San Diego, cycling and other forms of micromobility, such as scooters, must be viable transportation options. These modes are especially important for connecting users with public transit through first-mile/last-mile solutions. The City aims to enhance and expand the safety and accessibility of the bicycle and micromobility network through the adoption of the Bicycle Master Plan and regulations for shared mobility device rental companies. The Mobility Master Plan supports implementation of the Bicycle Master Plan through prioritizing bicycle-related projects and programs and supports the viability of micromobility through the expansion of shared mobility programs and coverage.

- Objective 4.1** Update the City's Bicycle Master Plan to align with the City's forthcoming revision to the Street Design Manual, maintain consistency with Caltrans' requirements, incorporate recent Community Plan updates, proposed regional connections, and

current best practices, and serve as a complementary document to the updated Regional Active Transportation Plan.

- Objective 4.2** Increase the rate of implementation of projects identified in the City's Bicycle Master Plan and Community Plan bicycle networks, with a focus on projects that create a physical barrier between motorists and bicyclists in the roadway.
- Objective 4.3** Increase the implementation of wayfinding and markings, secure bike parking, bike signals, and separated bikeway improvements that enhance safety, comfort, and accessibility for all levels of bicycle riders and micromobility users.
- Objective 4.4** Increase the number and quality of public education programs that promote bicycling and bicycle safety through raising awareness of bicycling's diverse benefits, highlighting San Diego's existing and planned bicycle resources and facilities, and educating drivers about other roadway users.
- Objective 4.5** Strengthen and increase partnerships with shared mobility device operators to optimize the number and locations of devices available for first/last mile trips and seamless transfer between modes.
- Objective 4.6** Increase the availability of secure and convenient parking and charging locations for micromobility devices, prioritizing solutions that facilitate first/last mile trips and transfer between modes.



**Goal 6: Improve inter-departmental and inter-agency coordination.**

Good coordination and communication among City departments and outside agencies is crucial to implementing mobility planning initiatives and streamlining overall project processes.

- Objective 6.1** Leverage the interdepartmental mobility governance group and workflow to provide strategic guidance and oversight for project coordination to promote Complete Streets and the responsible and efficient use of fiscal resources for activities within the public right-of-way.
- Objective 6.2** Develop guidelines and affirm roles and responsibilities for inter-agency coordination among the City and other regional and state agencies that also manage mobility options and utilize the City's right-of-way.
- Objective 6.3** Create a dynamic project information repository with all relevant information that is both accessible and utilized by all City departments.
- Objective 6.4** Increase collaboration with regional partners to identify opportunities to promote sustainable transportation modes, connect communities to park or recreational land, and improve neighborhood air quality related to mobility (e.g. car, truck) emissions.

**Goal 5: Improve access to the public transit system and provide corridors that offer safe, convenient, and reliable transit service and connections.**

Public transit and the connections to/from it are vital components of a transportation system that provide more options and enhance mobility within San Diego.

- Objective 5.1** Expand City dedicated/shared bus lanes and transit priority measures (e.g., signal prioritization and queue jumps) to increase transit efficiency and on-time performance, prioritizing routes that support community members with the greatest needs.
- Objective 5.2** Support regional efforts to make trips safe, convenient, and enjoyable by increasing the number of bus shelters and street furniture and improving access to restrooms in high transit use areas with a focus on historically underserved communities.
- Objective 5.3** Improve the reach of transit by implementing infrastructure improvements that grow transit routes, enhance the user experience, and integrate connections to first/last mile modes and services through docking/parking stations, charging services, circulators, and user amenities.



**Goal 7: Incorporate current best practices for design and implementation in the planning process.**

Best practices can include standards and guidelines that encourage the construction of efficient facilities that prioritize the safety of vulnerable road users and balanced mobility options by identifying a variety of innovative solutions for immediate and long-term implementation of roadway improvements.

- Objective 7.1** Incorporate a Complete Streets checklist and other tools into the project decision-making process to ensure that transportation facilities are planned, designed, implemented, operated, and maintained to provide safety, comfort, and access to destinations for all users with greater mobility options.
- Objective 7.2** Update citywide practices for developing and implementing sustainable transportation and mobility projects that contribute to reduced GHG emissions and air pollution, are resilient to local impacts of climate change, and incorporate additional elements to improve user comfort and safety in changing climate conditions.
- Objective 7.3** Incorporate climate adaptation considerations during the planning phase for mobility projects to ensure resilience to climate change impacts, while documenting how the project will create or maintain transportation network redundancy to



Roundabout and sharrows at Innovation Lane and Voigt Drive

provide sufficient evacuation routes for all types of users and alternative options if any route becomes unusable.

**Goal 8: Incorporate innovative technologies into the City’s mobility network to increase the safety and efficiency of the network, expand mobility choices, while enhancing user experience and reducing greenhouse gas emissions.**

The rapid evolution of technology has completely transformed our lives. From hailing a ride on your smartphone to booking a scooter for a short ride, enabling telework, or optimizing traffic through smart intersections – these technologies are increasingly changing the way we move around San Diego. Priorities should be geared towards providing more convenient and cleaner mobility options, improving the user experience, and increasing safety. Appropriately incorporating these innovative technologies into the City’s mobility network is critical to ensuring a modern transportation system that uses the best available tools to keep up with the evolving mobility landscape in the pursuit of meeting the City’s goals.

**Objective 8.1** Expand the use of Intelligent Transportation Systems (ITS) and innovative technologies to help improve public safety, reduce collisions, optimize traffic signal timing, minimize traffic congestion, maximize parking efficiency, manage transportation and parking demand, and improve environmental awareness and neighborhood quality.

**Objective 8.2** Increase the use of emerging mobility technologies and services such as Mobility as a Service (MaaS), shared mobility services, and connected vehicles.

**Objective 8.3** Increase and accelerate electrification of the transportation system by expanding partnerships with private entities (i.e.,



Public Private Partnerships) and state and regional partners and programs such as the California Energy Commission, San Diego Community Power (SDCP), San Diego Gas & Electric (SDG&E), SANDAG, and County of San Diego.

**Objective 8.4** Coordinate with regional transit agencies to improve transit efficiency in the right-of-way and increase the prevalence and accuracy of real-time transit information at transit stops and stations.

**Objective 8.5** Maximize available right-of-way space throughout the City to serve a variety of transportation modes and prioritize non-private vehicle use while optimizing system performance.

**Goal 9: Utilize curbside management tools, mobility services, and strategies to dynamically address parking and curbside space management.**

The curb is a valuable public space that can serve a variety of uses and services. While parking is an important use of some curb space, it must be balanced with other curb space needs such as deliveries, passenger loading, and ADA access. The COVID-19 pandemic unlocked even more potential for the curb including outdoor dining, Slow Streets, and promenades. This goal provides tools to balance these needs and ensure adequate space for a variety of curb uses.

**Objective 9.1** Establish a citywide curb space inventory and policy to optimize the use of the curb and dynamically manage them based on demand.

**Objective 9.2** Increase implementation of curbside management strategies in commercial, business, and mixed-use areas to efficiently utilize curb space, support deliveries, and promote parking turnover.



FRED electric shuttle in Downtown San Diego  
Source: SANDAG

- Objective 9.3** Develop last-mile delivery pilot projects, programs, or policies that optimize curb space and reduce congestion in communities disproportionately impacted by commercial deliveries, last-mile freight, rideshare, and other passenger and goods loading uses.
- Objective 9.4** As mobility projects that interact with or are adjacent to curbs are implemented, continuously evaluate for opportunities to refine and optimize the curb space.
- Objective 9.5** Increase the availability of curb space by implementing streetscape projects that employ strategies such as the removal/ relocation of driveways/curb cuts, and expansion of sidewalks.
- Objective 9.6** Increase the availability of alternative modes of transportation, such as micromobility, carshare, and circulator services, to reduce demand for curbside parking while also integrating curb-related technology, such as curbside charging infrastructure, to support system electrification.
- Objective 9.7** Work with communities to evaluate and implement comprehensive curb and parking strategies through the establishment of Community Parking Districts citywide.

**Goal 10: Expand and build upon existing comprehensive mobility strategies like Transportation Demand Management (TDM) to expand mobility options and increase the efficiency of existing transportation resources.**

Many of San Diego's roads experience challenges related to congestion. This congestion is in large part caused by an overabundance of single-occupant vehicles. However, congestion affects all modal users and contributes to reduced efficiency of many modes. Comprehensive mobility strategies that reduce the demand placed on roadways by single-occupant vehicles and expand safe and sustainable mobility options are increasingly important.

- Objective 10.1** Develop and partner on shared mobility programs like bike share, car share, and neighborhood shuttles, to increase the use of alternative transportation modes for short trips.
- Objective 10.2** Support and incentivize employer TDM programs such as discounted transit passes for employees, guaranteed ride home programs, bike chargers and lockers, and alternative work schedules.
- Objective 10.3** Promote and expand the Transportation Alternatives Program (TAP), a City benefits and mobility program aimed at increasing the number of City employees using sustainable commute options, including transit and vanpools.
- Objective 10.4** Continue to require new developments to incorporate physical amenities (e.g., bike lockers, showers for employees) that support alternative modes of transportation and are conducive to implementing TDM strategies.



