

# 09

## IMPLEMENTATION AND MONITORING





## 9.1 IMPLEMENTATION APPROACH

This chapter discusses how we implement this Mobility Master Plan and monitor performance over time. While implementing transportation projects and programs in the City is a critical component of the Plan, we also recognize a comprehensive mobility plan can create a pathway to change City policies and regulations, improve internal City processes, strengthen valuable partnerships, identify funding opportunities, and conduct on-going outreach. The implementation approach identified in this chapter will help ensure that projects prioritized in the Mobility Master Plan are aligned with the Capital Improvement Program (CIP) process. Project programming will continue to be largely conducted under Council Policy 800-14, which sets the guidelines for developing and prioritizing CIP projects as discussed in Chapter 7.

The implementation actions included in this chapter are contingent on available budget, grant programs, and other funding identified in Chapter 10. Additionally, implementation of these actions would benefit from continued and expanded partnerships with both public and private organizations with similar goals.

## 9.2 CLIMATE ACTION PLAN IMPLEMENTATION

The Mobility Master Plan includes the actions set forth in the CAP. To accompany the CAP, the Climate Action Implementation Plan (Implementation Plan) organizes and prioritizes the actions from each CAP strategy. These actions are organized into six different measures and prioritized by implementation timing (Preliminary, Foundational, Next, and Other). The CAP actions relevant to this Mobility Master Plan are included in Table 9-1 and can be tracked online via the [City of San Diego's Climate Action Plan Dashboard](#).

MLU. Mobility & Land Use /

### MLU-3.1. Safe and Enjoyable Routes for Pedestrians and Cyclists

#### 2030 Target

- 19% walking and 7% cycling mode share of all San Diego residents' trips

#### 2035 Target

- 25% walking and 10% cycling mode share of all San Diego residents' trips

#### 2030 GHG Reduction

- (MT CO2e) 79,722

#### 2035 GHG Reduction

- (MT CO2e) 115,315

#### Actions by phases



#### Community benefits & burdens



#### Community empowerment



#### Addresses historical disparity



#### Stakeholder acceptability



Example of a measure being tracked in the City of San Diego's Climate Action Plan Dashboard

**TABLE 9-1:** Key CAP Implementation Actions Aligned with the Mobility Master Plan

CAP Implementation Plan Action ID	Action	Alignment with Mobility Master Plan Goals
<b>Implement the following "Preliminary" Mobility CAP actions:</b>		
3.2-SA3	Identify transit stops where upgrades are needed, especially in Communities of Concern (CoCs), and streamline implementation of upgrades to high priority transit stops.	Goals 2, 5, and 6
3.3c	Establish a team and roadmap to support actions that require connectivity and close the digital divide.	Goals 2 and 6
3.3-SA7	Improve and expand data gathering and outreach in CoCs to understand which residents need the most assistance to technology options, what the barriers are to remote work, and improved community's ability to access technology.	Goals 2 and 6
<b>Implement the following "Foundational" Mobility CAP actions:</b>		
3.1b	Update Bicycle Master Plan with current best practices for facility designation, reflecting recent community plan updates and proposed regional connections. Also describing existing constraints, opportunities, and implementation strategies. Update Bicycle Master Plan.	Goal 4
3.1-SA8	Create a quick build policy and design guidelines to facilitate repurposing of the right-of-way or installation of interim or pilot bicycle, ADA accessibility, or pedestrian projects.	Goals 3, 4, 7
3.1-SA13	Update street planning and design process with a focus on community input from Communities of Concern to prioritize pedestrians, bicyclists, and transit.	Goals 1, 2, 3, 4, 5, and 7
3.2c	Ensure every high-volume transit stop has access to transit shelters, which include shade structures and benches; work with MTS to establish a standard for the provision of bus shelters in the City (e.g., minimum accommodations) with a priority in CoCs.	Goals 5 and 6
3.2-SA6	Partner with MTS for priority right of way for buses and trolley in roadway corridors and at intersections.	Goals 5 and 6
3.3a	Amend the Land Development Code to include mandatory transportation demand management (TDM) regulations citywide.	Goal 10
3.3b	Develop a City of San Diego employee TDM policy.	Goal 10
5.2f	Support expansion of urban tree canopy in parks and along active transportation network. Prioritize implementation in Communities of Concern.	Goal 7

CAP Implementation Plan Action ID	Action	Alignment with Mobility Master Plan Goals
3.4a	Install traffic circles and roundabouts.	Goals 1 and 7
3.4b	Retime traffic signals to reduce vehicle fuel consumption through improving the flow of traffic.	Goal 8
3.5b	Focus new development in areas that will allow residents, employees and visitors to safely, conveniently, and enjoyable travel as a pedestrian, or by biking, or transit, such as in Transit Priority Areas (TPAs), and areas of the City with the lowest amount of vehicular travel.	Goal 6
3.5c	Plan for land uses that will allow existing residents, employees and visitors to more safely, conveniently and enjoyably travel as a pedestrian, biking, or transit.	Goal 6
3.6c	Amend the land development code to establish parking maximum requirements for use types and locations where appropriate.	Goal 9
<b>Implement the following "Other" Mobility CAP actions:</b>		
3.1-SA20	Explore fee structure/incentive program to increase cost savings for shared transportation network company (TNC) trips relative to private TNC trips.	Goal 8
3.2	Advocate for a permanent, regional Youth Opportunity Pass and support the expansion of the program to include college students and residents in Communities of Concern.	Goals 2 and 5
3.2-SA2	Create programs and incentives for transit passes bundled with all new major developments within one mile of a major transit stop.	Goals 2, 5, and 10
3.4-SA2	Work with communities to implement comprehensive solutions for the curb space, including implementation of timed parking, establishment of parking districts, and programming of the curb space for deliveries, ADA access and other passenger loading, and micromobility.	Goal 9
3.6A	Optimize use of curb space including management of on-street parking in TPAs.	Goal 9
3.1g	Partner with Micromobility Operators to optimize the number of scooters available in mobility hubs and/or near transit.	Goals 5, 8, and 10
3.1f	Review and improve flexible fleets and micro-mobility policies/shared use mobility programs, especially focused in Communities of Concern and first mile/last mile applications.	Goals 4, 8, and 9
3.1-SA3	Increase education campaigns to improve motorist behavior to result in a safer right-of-way for bicyclists and pedestrians.	Goals 1,3, 4, and 6

**TABLE 9-1:** Key CAP Implementation Actions Aligned with the Mobility Master Plan (Continued)

CAP Implementation Plan Action ID	Action	Alignment with Mobility Master Plan Goals
3.1a	Develop Safe Routes to Schools safety plans; start a San Diego Safe Routes to Schools program focusing on Communities of Concern and underperforming schools.	Goals 1, 2, 3, 4, 5, and 6
3.2b	Create a quick build policy and design guidelines to facilitate repurposing of the right-of-way or installation of interim or pilot transit projects.	Goals 5, 6, and 7
3.5-SA2	Implement temporary and permanent car-free zones/zero emission zones.	Goal 1, 3, and 4
3.1-SA1	Adopt City portions of SANDAG's forthcoming first mile/last mile initiative and incorporate Safe Routes to Transit strategies in Transit Priority Areas.	Goals 1, 5, and 6
3.1-SA2	Partner with public safety to review and reform education programs and enforcement policies related to pedestrian and traffic safety.	Goals 1, 3, and 6
3.1-SA4	Amend the code and street design manual to include standards for pedestrian oriented street lighting in neighborhoods and alleyways.	Goals 3 and 7
3.1-SA6	Include in Bicycle Master Plan update policies and programs to increase bicycle storage near new bikeways.	Goal 4
3.1-SA10	Identify and address gaps in the City's pedestrian network and opportunities for improved pedestrian crossing, using the City's Pedestrian Master Plan and the City's sidewalk assessment.	Goal 3
3.1-SA11	Incorporate trees and additional cooling features such as innovative shade designs, water features, and cooling centers at parks, with a concentration in Communities of Concern.	Goals 3 and 7
3.1-SA16	Increase number of trash and recycling receptacles in pedestrian corridors/Transit Priority Areas.	Goals 3 and 5
3.1-SA17	Implement Assembly Bill 43 to reduce speed limits in select corridors.	Goal 1
3.1e	The City will evaluate existing and future fee structures to increase the priority of active transportation project implementation, especially within Communities of Concern, and the City will increase its efforts to identify and pursue grant funds for the planning and implementation of active transportation projects.	Goals 3, 4, and 6
3.1-SA21	Implement the City's San Diego River Park Master Plan to increase mobility.	Goals 3, 4, and 6
3.1-SA22	Where roadway widenings are otherwise planned, identify opportunities to repurpose the use of the right-of-way for walking, rolling, biking, and transit modes of travel.	Goals 3, 4, and 5

CAP Implementation Plan Action ID	Action	Alignment with Mobility Master Plan Goals
3.1-SA24	Engage communities during the community plan updates and other multimodal corridors and active transportation planning processes to better accommodate all users of the right-of-way with an emphasis on improving safety for vulnerable users.	Goals 1, 2, 3, 4, 5, and 6
3.2-SA1	Facilitate partnerships with universities and colleges with goal of student walk/ride/transit use well-above citywide goals.	Goals 3, 4, 5 and 6
3.2-SA2	Create programs and incentives for transit passes bundled with all new major developments within one mile of a major transit stop.	Goals 5 and 6
3.2-SA4	Support MTS, SANDAG and Caltrans in the creation of transit right-of-way for regional transit connections.	Goals 5 and 6
3.2e	Develop dedicated bus lanes or shared bus and bike lanes to increase transit efficiency and on-time performance, focusing on routes supporting residents within underserved communities and high-frequency connections for riders to schools and universities and jobs.	Goals 2, 4, 5, and 6
3.4-SA1	Work with the Port of San Diego, SANDAG, and Caltrans to prepare a feasibility study to identify the best truck route to Tenth Avenue Marine Terminal and diversion, traffic calming and appropriate signage as included in the APCD's Community Emission Reduction Plan (CERP).	Goal 6
3.5-SA1	Amend local regulations, like the Placemaking ordinance, and policies to allow for wider sidewalks and the use of setbacks for public spaces and place making.	Goals 3 and 6
3.5-SA5	Prioritize as part of the Environmental Justice work on air quality emissions reduction opportunities with APCD and Communities of Concern.	Goal 6
3.5-SA7	Implement active transportation in lieu fees to fund pedestrian, cyclist and transit investments where the greatest GHG emissions reductions will result, in accordance with Complete Communities: Mobility Choices.	Goals 3, 4, 5, and 6
3.6 d	Amend the land development code to prohibit new auto-oriented land uses that would create conflicts with walking and bicycling within TPAs.	Goals 3, 4, and 6
<b>Implement the following "Next" Mobility CAP actions:</b>		
3.2d	Implement projects and update the Placemaking Ordinance, including a street furniture program that reduces heat exposure, prioritizes natural shade solutions, provides cool transit stops, and improves access to nearby restrooms in high transit use areas and pedestrian corridors, prioritizing Communities of Concern.	Goals 2, 5, and 7

**TABLE 9-1:** Key CAP Implementation Actions Aligned with the Mobility Master Plan (Continued)

CAP Implementation Plan Action ID	Action	Alignment with Mobility Master Plan Goals
3.1-SA5	Install pedestrian-oriented streetlights for increased safety and comfort in Communities of Concern	Goals 1 and 3
3.1c	Implement the City's Bicycle Master Plan and community plan bicycle networks with a Class IV First approach.	Goal 4
3.1-SA9	Examine proposed bike and pedestrian projects and use "quick-build" pathways where appropriate to increase financial viability.	Goals 3, 4, and 7
3.1-SA14	Include audible pedestrian signals at all signal-controlled crosswalks.	Goals 1, 3, and 8
3.1-SA15	Install audible wayfinding beacons at complicated intersections and sign locations.	Goals 1, 3, and 8
3.5-SA6	Focus on delivering new mixed-use development on sites, including vacant and underutilized lots, located near transit, such as in TPAs and areas of the City of San Diego with the lowest amount of vehicular travel.	Goal 6
3.5-SA8	Maximize new development in areas located with safe, convenient and enjoyable access to transit.	Goal 5 and 6
3.5-SA9	Support expansion of urban greenspace including park access, open space, and wildlife corridors where appropriate, along streets to encourage outdoor activity, walking, and increase pedestrian access to parks in Communities of Concern.	Goal 3

Source: City of San Diego

### 9.3 IMPLEMENTATION ACTIONS

In addition, to the CAP actions, the Mobility Master Plan includes a set of unique, near-term and long-term actions to help achieve mobility goals. Near-term actions (Table 9-2) are defined as those that can be accomplished over the next five years which falls within the development period of the next Mobility Master Plan update. The long-term actions are those that can be accomplished by 2035, which aligns with the CAP's horizon year for achieving net zero GHG emissions and 50% non-auto mode share. Long-term actions (Table 9-3) will become near-term actions over future Mobility Master Plan cycles and will be refined as more is known about these efforts and ways to fund them. This work will also be informed by future outreach on Mobility Master Plan updates and implementation efforts, but also through parallel and complementary initiatives, including any updates to the General Plan, community plan updates, and modal master plan updates. Some actions will continue on an ongoing basis and are included in both the near-term and long-term tables in the following pages.

**TABLE 9-2:** Near Term Actions (0-5 Years)

Action Number	Action	Alignment with Mobility Master Plan Goals
NT 1	Based on available budget and staffing resources, identify key steps to equitably advance programs and projects in the Mobility Master Plan.	Goals 1 through 10
NT 1A	Coordinate with other City departments and peer agencies to form strategic partnerships to bundle projects and work with partners to bring prioritized projects and programs closer to construction and implementation.	Goals 5 and 6
NT 1B	Research opportunities to connect all capital investment with mobility programs as identified in Chapter 7 (Programs).	Goal 6
NT 1C	Evaluate other documented transportation infrastructure needs in partnership with other City Departments.	Goal 6
NT 1D	Evaluate other documented transportation program needs in partnership with other City Departments, peer agencies, community-based organizations, and others.	Goal 6 and 7
NT 2	Monitor the implementation of the Mobility Master Plan on a four-year reporting cycle, through the development of a Mobility Master Plan Implementation Monitoring Report.	Goals 6 and 7
NT 3	Develop a comprehensive mobility data viewer including the following support activities:	Goals 1 and 6
NT 3A	Create a data governance framework to consolidate information on mobility assets Citywide.	Goal 6
NT 3B	Incorporate planned mobility infrastructure into asset management portals (i.e., find opportunities to leverage the Enterprise Asset Management systems).	Goal 6
NT 3C	Create and maintain a comprehensive inventory of existing and planned mobility infrastructure integrated with City databases and programs (i.e., Mobility Master Plan, Capital Improvement Program, Transportation Unfunded Needs List, Public Facility Financing Plans, Enterprise Asset Management systems).	Goal 6
NT 3D	Initiate process to transition unfunded mobility needs into projects to be defined for future plans.	Goal 6
NT 4	Collaborate with Performance & Analytics Department (Panda) to better understand data resources and their potential benefits or applications.	Goal 6

TABLE 9-2: Near Term Actions (0-5 Years) (Continued)

Action Number	Action	Alignment with Mobility Master Plan Goals
NT 5	Support the development of a citywide electric vehicle (EV) and micromobility program to accelerate EV adoption, including flexible fleets, circulators, and electric bicycles, focusing on the barriers to ownership and charging for residents within Communities of Concern.	Goals 4, 5, 7, and 8
NT 6	Increase the number and quality of public education programs that promote bicycling and bicycle safety.	Goal 4
NT 7	Implement a Slow Streets Program.	Goals 1, 3, 4, and 7
NT 8	Complete a Roundabout Master Plan to discover and prioritize locations where roundabout implementation would be beneficial to access, safety, and mobility while working to achieve Climate Action Plan goals.	Goals 1,3, and 4
NT 9	Complete the Accessible Pedestrian Connections and Safety Plan to serve as a blueprint for safe and accessible access for pedestrians of all abilities throughout the City.	Goals 1 and 3
NT 10	In alignment with Climate Resilient SD, integrate consideration for climate change hazards, due to sea level rise, extreme heat, precipitation driven flooding, and wildfire, into the planning and implementation of the mobility network to enhance the ability of City infrastructure and communities to adapt to a changing climate.	Goals 6 and 7
NT 11	Revise Council Policy 100-18 Community Parking District, which could include flexibility on their formation, joint establishment during a Community Plan Update process, and funding use.	Goal 9
NT 12	Explore and invest in parking management technologies (i.e., sensors, dynamic parking capabilities) to help with curbside management.	Goals 8 and 9
NT 13	Support systemic safety by addressing the development and implementation of quick, near-term safety projects, and streamlining the process and delivery of critical traffic safety improvements (e.g., paint, safety posts, sidewalk extensions, other innovative materials) to City streets.	Goal 1
NT 14	Develop a strategic mobility funding strategy that identifies annual funding for mobility projects, programs, and operations through 2035.	Goal 6
NT 15	Collaborate with staff from the Commission for Arts and Culture on grant applications/ funding steams that may have co-benefits for arts and mobility improvements (e.g. art in the right-of way program) .	Goals 1 and 6

Source: City of San Diego

TABLE 9-3: Long Term Actions (By 2035)

CAP Implementation Plan Action ID	Action	Alignment with Mobility Master Plan Goals
LT 1	Based on available budget and staffing resources, continue to equitably advance programs and projects in the Mobility Master Plan.	Goals 1-10
LT 1A	Continue to coordinate with other City departments and peer agencies to form strategic partnerships to bundle projects and work with partners to bring prioritized projects and programs closer to construction and implementation.	Goals 5 and 6
NT 1B	Continue to research opportunities to connect all capital investment with mobility programs as identified in Chapter 7 (Programs).	Goal 6
NT 1C	Continue to evaluate other documented transportation infrastructure needs in partnership with other City Departments.	Goal 6
NT 1D	Continue to evaluate other documented transportation program needs in partnership with other City Departments, peer agencies, community-based organizations, and others.	Goal 6 and 7
LT 2	In alignment with Climate Resilient SD, continue to integrate consideration for climate change hazards, due to sea level rise, extreme heat, precipitation driven flooding, and wildfire, into the planning and implementation of the mobility network to enhance the ability of City infrastructure and communities to adapt to a changing climate.	Goal 7
LT 3	Offer incentive programs that support sustainability objectives, improve safety, and enhance equity.	Goals 2 and 5
LT 4	Seek pathways to deploy Mobility as a Service (MaaS) to make multimodal trips accessible, convenient, and affordable for all.	Goal 8
LT 5	Accommodate autonomous and connected vehicle infrastructure and operations as those services are tested and deployed throughout the City.	Goal 8
LT 6	Invest in dynamic arterial management systems to maximize roadway rights-of-way through prioritization of sustainable modes.	Goal 8
LT 7	Continue to support systemic safety by addressing the development and implementation of quick, near-term safety projects, and streamlining the process and delivery of critical traffic safety improvements (e.g., paint, safety posts, sidewalk extensions, other innovative materials) to City streets.	Goal 1
LT 8	Continue to collaborate with staff from the Commission for Arts and Culture on grant applications/ funding steams that may have co-benefits for arts and mobility improvements (e.g. art in the right-of way program).	Goals 1 and 6

Source: City of San Diego

## 9.4 PERFORMANCE MONITORING

A critical element of successful project implementation is a robust performance monitoring framework. Such a framework serves to provide oversight of project progress to all parties, enable more effective project management, and promote greater accountability. To this end, clear internal reporting workflows and structures can be developed so that all relevant staff and project members across departments can keep track of project timelines and address potential issues or concerns early on. These workflows can incorporate regular cost and funding updates to ensure that projects remain financially feasible.

For greater transparency to the public, the City will update the Mobility Master Plan webpage and data viewer with status updates of actions being implemented. As the Plan and projects may evolve over time, this webpage can remain a permanent channel for public feedback and suggestions. The Mobility Master Plan also includes a commitment to monitor the implementation of the Mobility Master Plan on a four-year reporting cycle through the development of a Mobility Master Plan Implementation Monitoring Report including, but not limited to, a collection and evaluation of the performance monitoring indicators outlined in the following section.

In parallel, the Climate Action Plan includes an annual monitoring report and commits to conducting comprehensive GHG emissions inventories at least every two years. The annual progress report will use data from the GHG inventories and air quality monitoring data from the Air Pollution Control District (APCD), City departments, and external partners to demonstrate the progress of implementation and the outcomes of actions to-date.

In addition, the City of San Diego includes key performance indicators (KPIs) for each department in the fiscal year budget. Each year, progress is updated on the City's [online dashboard](#). Some of these performance indicators may reflect mobility improvements or enhancements and may be used, in conjunction with the indicators below, to monitor the performance of this Plan.

### 9.4.1 PERFORMANCE MONITORING INDICATORS

- » Commute mode share (American Community Survey)
- » Commute travel times (American Community Survey)
- » Vehicle miles traveled (Caltrans Performance Measurement System)
- » Fatalities and serious injuries (City of San Diego)
- » First-mile/Last-mile projects completed (City of San Diego)
- » Miles of new and repaired sidewalks (programmed and completed) (CAP Monitoring)
- » Miles of new bikeways completed, by classification (Class I-IV) (programmed and completed) (CAP Monitoring)
- » Modeled percentage of average weekday trips taken by City residents that are completed by walking and biking (CAP Monitoring)
- » Miles of dedicated bus lanes, shared bus-bike lanes (programmed and completed) (CAP Monitoring)



- » Annual bus and rail transit boardings in the City (total and percent change) (CAP Monitoring)
- » Annual Transit Ridership in the City of San Diego (SANDAG Regional Plan Monitoring)
- » Modeled percentage of average weekday trips taken by City residents that are completed using public transit (CAP Monitoring)
- » Modeled citywide vehicle miles traveled (compared to Business As Usual Assumption for citywide vehicle miles traveled for the same year as reported in the CAP) (CAP Monitoring)
- » Number of new roundabouts and traffic circles installed (CAP Monitoring)
- » Modeled per-capita vehicle miles traveled (CAP Monitoring)
- » Linear feet of curb space optimization projects (programmed and completed) (CAP Monitoring)
- » Number of new street trees planted (CAP Monitoring)





