

The City of
SAN DIEGO
MOBILITY BOARD

Meeting Notice and Agenda

Wednesday, August 2, 2023
In Person Meeting: 4:30 PM – 6 PM
Civic Center Plaza, 1200 3rd Ave, 4th Floor Conference Room
San Diego, CA 92101

Members:

Daniel Reeves (Mayoral), Gary Smith (Mayoral), Michelle Krug (Mayoral), Barbarah Torres (Mayoral), Katie Crist (D1), Stephan Vance (D2), Rosa Olascoaga Vidal (D4) Chair, Nicolle Burgess (D5), Jeff Dosick (D6), Steve Gelb (D7), Stephanie Hernandez (D9)

Agenda:

Item 1: Call to Order. Roll call.

Item 2: Approval of Meeting Minutes

Approval of the May 3, 2023, meeting minutes. This item has been re-docketed due to lack of quorum at the June 2023 meeting.

Item 3: Non-Agenda Public Comment

Item 4: Budget Development Process (Information)

The Office of the Independent Budget Analyst will provide an overview of the City of San Diego's budget development process in advance of the Fiscal Year 2025 budget cycle.

Item 5: Fiscal Year 2025 Mobility Board Budget Priorities (Discussion)

The Mobility Board will discuss budget priorities for Fiscal Year 2025. A copy of the Mobility Board's FY24 Budget letter is attached to this agenda.

Item 6: Draft Complete Streets Council Policy (Recommend)

Staff will review the Draft Council policy for Complete Streets. This policy will advance the City's commitment to create a healthier, safer, and more sustainable, comprehensive, and equitable transportation network. The Mobility Board is asked to provide feedback and recommend the adoption of the Council Policy.

Item 7: Staff Updates

- Item 8: Subcommittee Updates
- Item 9: Updates from Members
- Item 10: Schedule for Future Meetings – 2023
- September 6
 - October 4
 - November 1
 - December 6
- Item 11: Adjournment

The next meeting is scheduled for September 6, 2023.

HOW TO SPEAK TO A PARTICULAR ITEM OR DURING NON-AGENDA PUBLIC COMMENT:

WRITTEN COMMENT

Non-Agenda and Comment on Agenda Items may be submitted using the [webform](#) indicating the agenda item number for which you wish to submit your comment. Comments received by the start of the meeting will be distributed to the Board and posted online with the meeting materials. All webform comments are limited to 500 words. Comments received after the start of the meeting but before the item is called will be submitted into the written record for the relevant item.

<https://www.sandiego.gov/mobility-board>

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MOBILITY ADVISORY BOARD

Meeting Minutes

WEDNESDAY, May 3, 2023

In-Person Meeting, 4:30 p.m. – 6:00 p.m.

Location San Diego Central Library: 9th Floor Commission Room
330 Park Blvd, San Diego CA 92101

Chair: Rosa Olascoaga Vidal

Members: Daniel Reeves (Mayoral), Gary Smith (Mayoral), Michelle Krug (Mayoral), Barbarah Torres (Mayoral), Katie Crist (D1), Stephan Vance (D2), Rosa Olascoaga Vidal (D4) Chair, Nicolle Burgess (D5), Steve Gelb (D7), [Humberto Gurmilan](#) (D8), Stephanie Hernandez (D9)

Staff Liaison: Everett Hauser

Item 1: Call to Order (Chair Olascoaga Vidal)

Chair Olascoaga Vidal called the meeting to order at 4:34 PM.

Item 2: Roll Call (Rosa Olascoaga Vidal)

Chair Olascoaga Vidal called roll. (Danny Reeves (Mayoral), Nicolle Burgess (D5), Katie Crist (D1), Stephan Vance (D2), Steve Gelb (D7) in attendance.

Item 3: Non-Agenda Public Comment

One member of the public spoke regarding the University Community Plan.

Item 4: Parking District Updates (Information)

Krystal Ayala, Program Manager, provided an overview of community parking district initiatives including mobility projects underway, FY 2024 Annual Work Plans and Budgets, Convoy Parking Study, and prospective CPD formation.

Item 5: Mobility Master Plan Development (Discussion)

The Mobility Master Plan (MMP) is a comprehensive transportation planning effort to create a balanced, equitable, and sustainable transportation system for the City of San Diego. Phil Trom, Program Manager, provided an update on the Mobility Master Plan development, outline, and the preliminary analysis to establish high-needs areas and prioritization. Feedback was provided to Staff on the MMP by the Mobility Board.

Item 6: Balboa Park & Surrounding Communities Mobility Summary (Discussion)

Drawing approximately 14 million visitors each year, Balboa Park is a cultural and recreational regional destination for residents and visitors alike. Due to time constraints, staff were unable to share an overview of projects to improve mobility and accessibility in Balboa Park and the surrounding communities; however, public comment was taken on future multimodal opportunities and complimentary mobility enhancements.

Item 7: Subcommittee Updates

No updates.

Item 8: Updates from Members

No updates.

Item 9: Adjournment (Library closes at 6:00PM)

Chair Olascoaga Vidal adjourned the meeting at 5:59pm.

NEXT SCHEDULED MEETING: June 7, 2023, at 4:30 PM

<https://www.sandiego.gov/mobility-board>

City of San Diego Mobility Board
San Diego, CA 92101

September 22, 2022

Mayor Todd Gloria
City Administration Building
202 C Street, 11th Floor
San Diego, CA 92101

Subject: Requests for Fiscal Year 2024 Budget

Dear Mayor Gloria and Councilmembers:

We are writing on behalf of the City of San Diego Mobility Board to make recommendations for San Diego's FY 2024 Budget. We appreciate the leadership that you have already shown on developing safe, sustainable mobility options in your first two years in office, and we look forward to continuing to work together to build a truly multi-modal San Diego

Our overarching goal for the 2024 budget is to deliver infrastructure solutions that bring us closer to achieving the Vision Zero goal of zero traffic fatalities and serious injuries and the transportation mode shift targets set in San Diego's recently updated 2022 Climate Action Plan. We also want to emphasize that mobility investments should prioritize historically underserved communities.

We believe that building a safe and connected active transportation network should be one of San Diego's top priorities for Fiscal Year 2024. In 2021 alone, [forty-six people were killed while walking and seven were killed](#) while riding bikes in the City of San Diego. At the same time, while the updated Climate Action Plan sets a target of 35% active transportation mode share citywide by 2035, the city is currently sitting at [approximately 7%](#). **If San Diego is to meet this legally-binding climate goal and reduce the epidemic of injuries and deaths on its streets, it must radically increase the speed at which it is making streets safe.**

In pursuit of our equity, safety, and climate action goals, we are proposing a list of citywide priorities for the FY 2024 budget:

1. Close Critical Bikeway Network Gaps with Out-of-Cycle Resurfacing

San Diego's current system bundles bikeway installation with scheduled resurfacing projects. Problematically, this bundling strategy leaves essential bike network connections on dangerous roads incomplete for years, even as high-quality bikeways are built on both sides of them. Furthermore, if different sections of a roadway are

resurfaced on offset schedules, as often occurs, Transportation may never find an opportunity to implement a continuous bikeway on the full length of a corridor.

While the Safe and Sustainable Transportation for All Ages and Abilities Team (STAT) can fill some of these gaps with quick-build projects, higher volume roads with multiple lanes often cannot be converted to safe bikeways using only paint and posts, or other quick-build methods. More complex projects that require curb realignment, complex new restriping patterns, and physically protected bikeways can only be implemented as full-build projects during resurfacing.

Funding for off-cycle resurfacing would allow the Transportation Department to strategically select roads to resurface with full-build bikeways based on their role in the greater bikeway network. This approach would empower Transportation to complete fully functioning bikeway networks in key areas of San Diego with significantly greater efficiency.

The Transportation Department currently spends approximately \$200,000 per mile implementing Class IV bikeways during resurfacing. \$2 Million in funding would enable Transportation to build ten miles of critically needed safe bikeways per year in the locations where bikeways would be most impactful.

Like the STAT team, bikeway projects implemented through this program should prioritize essential network connections on roads where potential ridership is the highest, and injuries have been most common. These projects should also prioritize historically disinvested communities. For a sample list of proposed projects, see [this document](#).

Estimated Cost: \$2 Million

Council District(s) Impacted: All

2. Increase Mileage Targets for the STAT

The FY 2023 budget included a line item for \$1.35 million in funding for the Safe and Sustainable Transportation for All Ages and Abilities Team (STAT). The STAT is responsible for constructing quick-build bikeways using cheap and impermanent materials like flexible bollards and striping. This funding should be doubled to \$2.7 million for FY 2024. The STAT team's current mandate to build nine miles of quick-build bikeways per year is insufficient to meet the city's Climate Action Plan and Vision Zero goals; with increased funding, this mandate should be doubled to at least eighteen miles. **This was the last item to be excluded from the FY 2023 budget; it should be prioritized for FY 2024.**

Estimated Cost: \$1.35 Million

Council District(s) Impacted: All

3. Fix San Diego's Most Dangerous Intersections

The City should continue its work fixing the most dangerous intersections according to the Systemic Safety Analysis Report Program. These improvements should include effective, low-cost measures like lead pedestrian interval blank out signs, audible pedestrian signals, countdown timers, and high-visibility crosswalks. In FY 2023, the City of San Diego allocated \$3,910,850 to improving traffic signals. The City should increase that funding to \$6,000,000 and prioritize the most dangerous intersections. In FY 23, the City improved 10 intersections. With additional funding, the City should be able to improve at least 15 intersections. The City can improve the return on its investment by focusing on the effective, low-cost solutions mentioned above.

Estimated Cost: \$2.1 Million

Council District(s) Impacted: All

4. Complete an Updated Bicycle Master Plan

San Diego's Bicycle Master Plan has not been updated since 2013, at which time the safest, Class IV classification of bikeways was not used. The new Mobility Master Plan will only include a new Bicycle Master Plan as an implementing action, meaning there are no immediate plans to begin an update. To set San Diego on the right track towards its CAP goals, this update should be funded and begun as soon as possible. This plan should follow the lead of SANDAG and adopt the [NACTO Urban Bikeway Design Guide](#) as the design standard for all new bike facilities.

Estimated Cost: \$500,000

Council District(s) Impacted: All

5. Study Lowering Speed Limits on Vision Zero Corridors using AB 43:

[California Assembly Bill 43 \(AB 43\)](#) was signed into law on October 8, 2021. This bill gives cities throughout the state more control over deciding how speed limits should be set. Speed limits have historically been set using the 85th percentile speed, which typically did not give consideration into the surrounding land uses and context of the

roadway. The goal for this legislation is to allow cities to lower speed limits in areas that may be prone to safety concerns such as areas with high pedestrian or bicycle activity. While cities like Los Angeles, Oakland, and [San Francisco](#) have already taken advantage of this law to study lowering speed limits on hundreds of roads, San Diego has yet to begin any systematic studies. In FY 2024, the City should begin by funding a study of reducing speed limits on San Diego's Eight Vision Zero Corridors, as identified by [Circulate San Diego's 2015 report](#).

These corridors include:

- Fifth Avenue
- Broadway
- El Cajon Blvd.
- Euclid Avenue
- Garnet Avenue
- Imperial Avenue
- Market Street
- University Avenue

This study should also prioritize the following corridors that were not identified in the 2015 report, but present serious safety hazards:

- Morena Boulevard
- Genessee Avenue

Although AB 43 took effect on January 1, 2022, agencies will not be able to enforce lower speed limits under the new legislation until June 30, 2024. To prepare for this legislation, [Fehr & Peers](#), and likely other transportation firms, can proactively identify areas with concentrated speeding issues for potential speed management interventions that may be areas of opportunity under AB 43. The recommendations from this analysis would identify quick build or speed management opportunities for the City to consider or test, prior to the June 2024 enforcement date.

Estimated Cost: \$50,000

Council District(s) Impacted: 1, 2, 3, 4, 8, 9

6. Increase Funding for Sidewalk Repairs

In FY 2023, the City of San Diego budgeted \$7.7 Million towards sidewalk repairs and reconstruction. Well-maintained sidewalks are an indispensable component of Vision Zero, and the city should increase funding to \$9 Million for the ambitious campaign of sidewalk repair it is already undertaking.

Estimated Cost: \$1.3 Million

Council District(s) Impacted: All

7. Increase Funding for New Streetlights

In FY 2023, the City of San Diego budgeted \$3.65 Million for new streetlights. Adequate lighting is one of the most important factors in making people feel safe while walking, bicycling, or waiting for public transportation, and should be further prioritized in FY 2024. Providing \$4 Million in funding for new streetlights would allow the city to continue its ambitious path towards providing adequate street lighting citywide.

Estimated Cost: \$350,000

Council District(s) Impacted: All

8. Install Physical Protection for All New Full-build Class IV Bikeways:

Almost all recent Class IV bikeway projects in San Diego have used flexible bollards to separate bikeways from travel lanes. While flexible bollards are useful for demarcating space for bicyclists, they do not have any stopping power to prevent drivers from hitting bicyclists. To support the City's "**Class IV First**" initiative, all new full-build Class IV bikeways should use physical protection such as concrete curbs or inflexible bollards to separate bikeways from traffic lanes. This item would require increasing the Transportation Department's budget for each new Class IV bikeway.

As the city currently spends approximately \$200,000 per mile when implementing Class IV bikeways during resurfacing, this budget request would require \$50,000 to \$200,000 in additional funding per mile, depending on the type of physical protection implemented. The funding needed for this request would depend on the miles of Class IV bikeway planned for FY 2024. Based on the 5.6 miles of Class IV bikeway that Transportation has planned for FY 2023, total cost would be approximately \$300,000-\$1.2 Million.

Estimated Cost: \$50,000 to \$200,000 per mile

Council District(s) Impacted: All

9. Invest in Dedicated Bike Signals for Class IV Bikeways

While separated bikeways can cut injuries by over 80% compared to roads with no bike facilities, they present unique collision risks at intersections that must be mitigated with dedicated bike signals. San Diego should ensure that dedicated bike signals are installed at all major intersections along Class IV bikeways.

Estimated Cost: \$1,200 per intersection

Council District(s) Impacted: All

10. Invest in Education and Encouragement Campaigns for Active Transportation

Under Mayor Kevin Faulconer, the FY 2020 budget allocated \$100,000 to Vision Zero education. The FY 24 budget should restore that funding. This campaign should consist of city-led education and encouragement programming for safe active transportation and public transportation, as well as grant funding for education programming provided by nonprofits and community-based organizations.

Estimated Cost: \$100,000

Council District(s) Impacted: All

11. Plant 4,000 New Streets Trees in FY 2024

San Diego's recently adopted 2022 Climate Action Plan sets the ambitious goal of planting [40,000 new street trees in Communities of Concern by 2030](#). Starting in 2024, that would require the city to plant an average of 5,700 trees per year for the next seven years. Because it will take some time to scale up, we strongly recommend that the city show a commitment to this plan by setting a goal of planting 4,000 new street trees in FY 2024. That would be a dramatic increase from the goal of 1,000 trees that the city set for FY 2023, and would most likely require, at minimum, tripling the Transportation Department's current budget for two FTE arborists and one-time expenses from \$277,000 to \$831,000.

Estimated Cost: \$554,000

Council District(s) Impacted: All

12. Monitor Impact of Investments in Active Transportation

San Diego's new Climate Action Plan has set high and ambitious goals for transportation mode shift by 2035: 35% active transportation, and 15% public transportation. To ensure that San Diego is making progress towards these goals, the city must fund a robust monitoring program that will provide annual reports on transportation mode share in San Diego. To establish which kinds of projects are most impactful, the city should also invest in studies that determine the safety and mode share effects of each major active transportation project that it implements.

Estimated Cost: \$100,000

Council District(s) Impacted: All

13. Implement New Transit-Only Lanes

Transit-only lanes can transform bus routes from being the least efficient transportation options to the most. The city should study and implement new opportunities for transit-only lanes on the city's most congested corridors. Particular emphasis should be placed on completing the transit-only lane on El Cajon Boulevard such that the Rapid 215 bus route can connect the College Area to Downtown on a continuous dedicated bus lane.

Estimated Cost: \$500,000

Council District(s) Impacted: All

14. Deliver Improved Connectivity to Major Transit Stations

San Diego invested \$2 Billion in the Blue Line Trolley expansion, yet several stations remain isolated from the communities they occupy. For instance, the Balboa Station lacks connectivity to the greater communities of Clairemont Mesa and Pacific Beach, with a complete lack of sidewalks and bicycle infrastructure on Morena Boulevard and Balboa Avenue, and dangerous walking and riding conditions along Mission Bay Drive and Garnet Avenue. The station is an island with severe lack of connectivity in any direction. The Clairemont Drive. and Tecolote stations also need significantly better connectivity to the surrounding communities. Generally, the city should seek to focus pedestrian and bicycle infrastructure investments around transit stations, and continue its construction of transit-oriented developments in these areas.

Estimated Cost: Unknown

Council District(s) Impacted: All

15. Prioritize Pedestrian Infrastructure and Safety Improvements

As noted in the opening paragraph, in 2021 alone, [46 people were killed while walking and seven were killed](#) while riding bikes. The FY24 budget should prioritize allocation of funding to expand upon the current Pedestrian Master Plan, originally completed in 2006, and deliver on its implementation framework.

Estimated Cost: Unknown

Council District(s) Impacted: All

16. Increase Bikeway Maintenance:

Potholes, poor pavement, and road debris pose a much greater threat to bicyclists than drivers. These hazards can seriously injure or kill bicyclists, while posing minimal risks to drivers. Transportation should dedicate a specific team of three staff members or contractors to conduct routine bikeway maintenance and respond to requests for service on bikeways. These staff members could be reassigned from existing staff, hired as contractors, or hired as new employees, depending on the city's needs.

Estimated Cost: \$0-150,000

Council District(s) Impacted: All

17. Begin Proactive Bike Rack Installation:

Currently, businesses must request bike racks in the public right-of-way in front of their locations for racks to be installed. While there has been some progress under this system, there remains a persistent lack of safe bicycle parking throughout San Diego. Funding for bike racks should be doubled from \$50,000 to \$100,000, which would allow the Transportation Department to proactively install bike racks in high parking demand locations. The Transportation Department should use the 2013 bike propensity model to identify high-need areas for bike racks, and take special care that these racks are installed in historically underserved communities. Furthermore, we would like this additional funding to be used to provide matching funding to modular bike locker providers such as [Oonee](#) that can provide secure bike parking facilities to San Diegans at low cost to the city.

Estimated Cost: \$50,000

Council District(s) Impacted: All

18. Strengthen Parking and Code Enforcement in Bikeways:

While the Transportation Department has made strides in building out San Diego's bicycle network in the last year, the ridership and safety benefits of many of these new bikeways have been decreased by chronic issues with illegal parking and parklet installation in bikeways, particularly in the urban core. The city should either hire two new parking enforcement officers (\$45,000 FTE), or specifically reassign two existing parking enforcement officers to enforcement of illegal parking in bikeways in the urban core.

Estimated Cost: \$0-90,000

Council District(s) Impacted: All

19. Expand Network of Scooter Corrals to Historically Disinvested Areas:

San Diego's recent shared micro mobility device regulations have led to a dramatic reduction in the areas of San Diego that are accessible by shared micro mobility. As of this September, [scooter corrals remain only in Districts 1, 2, and 3](#), exclusively in the Downtown, Uptown, Ocean Beach, Mission Beach, Pacific Beach, and La Jolla communities. This contraction of parking locations limits access to this low-cost, low-emissions form of transportation for people living in most neighborhoods of the city, particularly historically underserved communities in Districts 4, 8, and 9. The Mobility Department must expand the network of scooter corrals into Districts 4, 8, and 9, targeting the areas with the highest bike propensity as identified in the [2013 Bicycle Master Plan](#).

Estimated Cost: \$20,000

Council District(s) Impacted: 4, 8, 9

Conclusion

Thank you for considering our budget requests. We enthusiastically support the leadership your office has already shown on active transportation, and we look forward to working with you throughout the FY 2024 budget process to ensure the city's resources are being used efficiently to make bicycling as safe and convenient as possible for all of our city's residents.

Sincerely,

Andy Hanshaw
Chair, City of San Diego Mobility Board

CITY OF SAN DIEGO, CALIFORNIA
COUNCIL POLICY

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SUBJECT: COMPLETE STREETS POLICY
POLICY NO.: XXX-XX
EFFECTIVE DATE: Month XX, 2023

BACKGROUND

The General Plan sets forth goals and policies for enhancing the quality of life in communities through a sustainable citywide development pattern and a balanced, multimodal transportation system. The City is creating a future for our residents aligned with the City's Strategic Plan to work toward the advancement of transportation infrastructure and mobility options that are efficient, safe, and sustainable. An update to the Climate Action Plan (CAP) was adopted in 2022, setting an ambitious citywide goal of net zero emissions by 2035. The CAP includes targets and strategies to encourage the use of walking, biking, and transit, and to transition combustion vehicles to zero emissions vehicles. The City has also committed to Vision Zero and the goal of eliminating traffic fatalities and severe injuries.

PURPOSE

This Council Policy for Complete Streets is intended to further the attainment of a balanced, multimodal transportation system with increased mobility options and safe infrastructure. This policy establishes a framework for the planning, design, and implementation of transportation facilities that provide safety, comfort, and access to destinations for all users such as pedestrians, persons with disabilities, bicyclists, transit riders, and motorists. By adopting a formal policy for the implementation of Complete Streets, the City will be better positioned to provide a more comprehensive and equitable transportation system, improve road safety for all, reduce rates of injury and death from collisions, improve climate resiliency, prioritize investments for greater mobility, reduce vehicle miles traveled and greenhouse gas emissions, improve air quality, and encourage walking, rolling, and bicycling for improved health. It is the purpose of this policy to provide guidance to improve mobility governance and implementation in the City aligned with the Climate Action Plan.

POLICY

The City of San Diego is committed to creating a comprehensive, integrated, sustainable transportation system to provide greater mobility options to our residents. This policy aims to ensure that public right-of-way, inclusive of streets, sidewalks, and trails, within the City are designed, operated and maintained as a well-connected network of multimodal facilities and services that balance access, mobility, and safety needs for all foreseeable users regardless of their location, physical ability, age, or income. The following guiding principles and practices will be considered to ensure that San Diego's mobility circulation system supports Complete Streets.

- **Serve all users and modes.** The City will plan, design, operate, and maintain all

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transportation facilities in the *public right-of-way* to promote safe, comfortable, and convenient access and travel for persons of all ages and abilities.

- **Prioritize accessibility for the most vulnerable users.** The City recognizes that children, seniors, and persons with disabilities may require special accommodations. Modifications to the right-of-way will incorporate a *mobility loading priority* which prioritizes and protects users of the most vulnerable *modes*, such as walking, rolling, and biking.
- **Support emergency responsiveness and goods movement.** City streets shall also accommodate emergency response and goods movement.
- **Create connected multimodal networks.** The City will consider pedestrian, bicycle, public transit network, and other alternative *modes* within all planning efforts and within construction projects to achieve a comprehensive transportation network. Project designs should address modal gaps or deficiencies and assess any tradeoffs to create a balance that meets the needs of all users.
- **Prioritize Complete Streets to further implement Vision Zero goals.** Where roadway design has been directly connected to pedestrian and bicyclist safety, Complete Streets design elements should be used to reduce speeds and prioritize users.
- **Integrate environmental functions for resiliency and stormwater.** The public right-of-way should be designed in a manner that functionally addresses issues related to climate change and environmental systems such as those related to extreme heat and surface runoff.
- **Complete Streets should promote equity and accessibility.** The City will also apply *universal street design* and accessible design features on the *public right-of-way* to increase system equity and ease of movement for people with disabilities and older adults.

DEFINITIONS

Complete Streets: Streets designed and operated to enable mobility for all users. Users include people of all ages and abilities, regardless of whether they are traveling as pedestrians, bicyclists, transit users, or motorists.

Context Sensitive Design: Design that is flexible and seeks to balance the need to move people efficiently with outcomes specific to each neighborhood's unique character.

Green Streets: Streets designed to incorporate best practices for stormwater management and other components beneficial to the environment. Features of green streets include use of drought tolerant, native plants; permeable pavements; bioswales and other stormwater facilities.

Mobility Loading Priority: A mobility prioritization for roadways, where the safety of the most vulnerable users is the highest priority because they are the most at risk. People walking and rolling are prioritized on every street, followed by people who ride a bike and use micromobility, then transit riders, and finally people using shared, commercial, and personal vehicles (both for personal trips and for the delivery of goods).

Mode: Means of travel used during a trip, including, but not limited to walking, biking, transit, or the driving.

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Multimodal: Having or involving multiple travel options (modes) within a corridor or facility; also, connections between modes.

Public right-of-way: A public easement or public property that are or may be used for streets, alleys, or other public purpose.

Quick-Build: A construction approach in which street space is realigned and reassigned using low intensity techniques and readily available and modifiable materials.

Street Resurfacing: A pavement restoration or maintenance treatment that is intended to prolong the life of a roadway.

Universal Street Design: A way of designing buildings, products and environments that are inherently accessible to all including people with disabilities, older people and others often excluded by traditional design.

Vision Zero: A strategy to eliminate all traffic fatalities and severe injuries associated with transportation.

SCOPE

Overall, the policy shall apply to all City Departments managing construction in the *public right-of-way*. This policy shall apply to mobility projects in the following ways:

New street and retrofit projects will include Complete Street elements. The City shall apply this policy to any construction, reconstruction, retrofit, alteration, or repair of City-owned transportation facilities in the *public right-of-way* including, but not limited to, sidewalks, bikeways, shared-use paths, roadways, intersections, bridges, trails, and all connections in between that facilitate mobility. Minor repair and maintenance projects will consider Complete Streets elements subject to timeline and feasibility considerations.

City projects will consider Complete Street elements as part of project planning and design. The City will approach transportation infrastructure projects within the *public right-of-way* at all project planning and design phases as opportunities to repurpose for *multimodal* infrastructure that will enhance sustainability and mobility.

New land use development projects will incorporate Complete Streets elements in frontage improvements. New private development with frontage and streetscape improvements should reflect a Complete Streets design, or provide opportunities to support regional and local mobility improvements through new internal streets, site designs and on-site amenities that encourage alternative transportation options and implementing transportation demand management strategies.

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Complete Streets will employ context sensitive approaches in design criteria. The City will follow its own adopted design standards as well as make use of current best practices and guidelines to implement Complete Streets in projects. Use of design criteria shall not be purely prescriptive but shall also incorporate a *context sensitive design* approach for projects through early consideration of the land use, *mobility loading priorities*, environmental functionality, and innovative concepts.

Interjurisdictional transportation projects will be coordinated with adjacent jurisdictions and agencies. Collaboration will maximize opportunities for Complete Streets elements, connectivity, and cooperation for roadways or right-of-way beyond City borders.

IMPLEMENTATION

The City will take the following actions to implement this policy:

1. Governance

- a. Establish an 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*.
- b. The Mobility Governance Group shall consist of the Chief Operating Officer, and Directors of relevant mobility related City departments, including Development Services, Engineering & Capital Projects, Planning, Sustainability & Mobility, and Transportation.
- c. Coordination between this group should be on a regular basis and used to address policy and systemic mobility processes and issues as identified.
- d. The group shall meet regularly to review progress, develop new or adjusted policy, and ensure coordination and collaboration among departments involved in the planning, design, construction, maintenance, and operation of streets and mobility infrastructure.

2. Design and Multimodal Connectivity

- a. Update the City's Street Design Manual to align with the principles of this policy.
- b. Streets shall be designed to prioritize the safety and convenience of all users, with particular focus on vulnerable road users, such as pedestrians, cyclists, children, seniors, and individuals with disabilities.
- c. Streets shall be designed to encourage and facilitate seamless connections between different modes of transportation, promoting a well-connected multimodal network that reduces the need for personal vehicle travel whenever possible.
- d. Street design shall incorporate traffic calming measures, such as reduced speed limits, traffic signal modifications, roundabouts, and other traffic calming installations, to create safer environments for all users while minimizing vehicle emissions.
- e. Priority shall be given to enhancing connectivity between residential areas, schools, parks, and commercial areas through safe and direct walking, rolling, and cycling routes.
- f. Pedestrian-friendly elements, such as wide and accessible sidewalks, marked

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crosswalks, refuge islands, and pedestrian-scaled lighting, shall be incorporated into street design to enhance pedestrian safety and mobility and promote walking as a sustainable mode of transportation.

- g. Bicycle facilities shall be integrated into the mobility network design to promote safe and convenient cycling as a means of reducing vehicle emissions and promoting active transportation, and should include bike parking that is central and visible for greater security.
- h. Transit facilities and corridors shall be considered in City right-of-way infrastructure to enhance accessibility, reliability, and efficiency of public transit services.
- i. Integration of emerging mobility options, such as shared mobility devices, car-sharing, and neighborhood electric vehicle (NEV) circulators shall be considered to provide additional transportation choices and reduce the overall number of vehicle trips and mobile-source emissions.
- j. Street design shall require considerations for *green streets* that both address the effects of climate change, such as extreme heat and high precipitation, but also the functionality of stormwater and surface runoff through green infrastructure.
- k. Flexible spaces and uses that provide for interim or temporary use of the right-of-way, as well as activation, should be integrated through design and with a consideration for multimodal connectivity.

3. Plans and Processes

- a. Comprehensively organize the City's inventory of existing and planned mobility infrastructure in a Mobility Master Plan that prioritizes Complete Streets projects to eliminate gaps in the *multimodal* transportation network and identify short-term and long-term programs and projects.
- b. Integrate the Complete Streets principles and design guidelines into all City plans, policies, processes, manuals, ordinances, and programs.
- c. Maintain a City Street Design Manual that includes Complete Streets Design Guidelines and other best practices to guide the planning and implementation of vibrant *multimodal* corridors and active public spaces.
- d. Incorporate a Complete Streets checklist and/or other tools into project procedures and/or decision-making processes.
- e. Facilitate flexible spaces through *quick-build* policy and techniques that allow for interim and/or temporary utilization of the public right-of-way.

4. Funding and Implementation Capacity

- a. Actively seek federal, state, and local sources for public and private funding to implement Complete Streets.
- b. Proactively incorporate and program Complete Street elements and design solutions into maintenance efforts and capital improvements.
- c. Implement *quick-build*, flexible Complete Streets designs and pilot projects using near-term, lower-cost engineering treatments such as paint and other temporary and transitional materials.
- d. Bundle new *multimodal* improvements with *street resurfacing* projects, right-of-way construction, capital project construction, and other local and regional transportation

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projects to transition the existing right-of-way to a more complete corridor.

5. Monitoring and Outreach

- a. Establish performance measures and regularly monitor the effectiveness of Complete Streets projects in improving:
 - i. Equity & Accessibility
 - ii. Climate Action, Greenhouse Gas Emissions Reductions and Resiliency
 - iii. Health & Safety
 - iv. Economic Development
- b. Performance measures should be monitored and reported out on a regular basis as data is updated and available.
- c. Update public outreach and education practices for Complete Streets projects to better inform the public on new *multimodal* opportunities and designs.
- d. Engage stakeholders on comprehensive mobility solutions that can be paired with infrastructure improvements to increase accessibility and mobility options.
- e. Develop and maintain a Complete Streets website for the public with resources and an interactive map illustrating the inventory of the *multimodal* facility infrastructure and projects, planned and existing.

This policy does not supersede requirements and policies established through community plans, specific plans, precise plans, and City standard drawings, or other City Council-adopted policy and/or regulatory documents. Rather the Complete Streets Policy is designed to work in concert with existing and future plans to improve implementation citywide in alignment with the goals of the City's Climate Action Plan.

EXCEPTIONS

All transportation projects should be planned, designed, and constructed for all foreseeable users; however, the City also acknowledges that integration of every *mode* in the design of all roadways and routes may not be feasible or appropriate. For some projects, an exception to this policy may be warranted. Exceptions to this policy on City and private development projects should be supported with documentation or data that explains the basis for the exception and also include approval by the Director of Transportation, Director of Sustainability and Mobility, City Engineer, or their designees. Overall, sound engineering judgment should be applied when approving project designs to protect the health, safety, and welfare of the public.

REVIEW OF POLICY

This Complete Streets Policy shall be reviewed periodically in concert with the Mobility Master Plan, to assess its effectiveness, incorporate lessons learned, and adapt to emerging trends, best practices in street design and transportation planning, and any updates to the City's Climate Action Plan.