




**COUNCILMEMBER
STEPHEN WHITBURN
THIRD COUNCIL DISTRICT
M E M O R A N D U M**

DATE: February 20, 2025

TO: Honorable City Council Active Transportation & Infrastructure Committee Members

FROM: Councilmember Stephen Whitburn, District 3, Chair, Active Transportation & Infrastructure Committee 

SUBJECT: 2025 Active Transportation & Infrastructure Committee Priorities

It is an honor to continue serving as Chair of the Active Transportation and Infrastructure (ATI) Committee, and I look forward to working together to build a safer, stronger, and more resilient San Diego.

Active Transportation and Mobility

Vision Zero Strategic Plan 2020-2025 Implementation

In 2015, the City committed to “Vision Zero” with the goal of eliminating traffic fatalities and severe injuries by 2025 through a combination of safe engineering measures, education, and enforcement practices. The City’s Vision Zero Strategic Plan 2020-2025 calls for ongoing actions that include annually constructing 25 new or improved pedestrian crossings, 40 miles of new or improved bikeway, and at least 2 miles of sidewalk repair or construction. This year, 2025, is the year the City set the goal of eliminating non-motorist traffic deaths. The Committee will receive updates as we do meet our 2025 Vision Zero goal.

Safe Streets and Traffic Safety

This Committee will discuss implementation of Assembly Bill 43, passed by the California State Legislature and signed into law in 2021. AB 43 gives local governments the authority to reduce speed limits on many roads, including within business districts and designated safety corridors, which will improve safety for pedestrians, bicyclists, and motorists. Additionally, in September 2024, City Council passed a resolution that affirmed that safety is the City's highest transportation-related priority. Along with this resolution, the Office of the Independent Budget Analyst was directed to review and analyze transportation-related municipal code sections, Council Policies, and other regulations and guidelines, and provide policy analysis. The Committee will receive an update on the progress. Additionally, the

Committee should receive an update on the Speed Management Plan.

Intersecting Transportation and Housing

Maintaining a safe, connected, and affordable transportation network is critical to having resilient, equitable, and sustainable communities. A key component to this is developing smart land use policies and plans that prioritize transit-oriented development. This strategy can both reduce greenhouse gas (GHG) emissions from the transportation sector – which accounts for the greatest source of emissions in San Diego – while also reducing cost for families as transportation and housing often make up a significant amount of monthly income. While a majority of housing issues are heard at the Land Use and Housing Committee (LU&H), this committee should remain mindful of the intersection of transportation, infrastructure, and housing. This Committee should monitor progress towards long-term financing strategies and maintenance of parks, day-centers, City-owned shelters, and other homeless, housing, and land use related infrastructure assets, particularly those assets that are located near current and planned mobility hubs.

Complete Street Design Manual Updates

The Transportation Department should continue to engage with the ATI Committee on developing the Complete Streets Design Manual.

Transportation Department Program Review

The Transportation Department manages multiple infrastructure assets that make up a significant portion of the City's Get It Done service requests submitted by members of the public. The backlog of calls for service to sidewalks, streetlights, and street repairs is growing. The Committee will work with the Transportation Department to review their current programs and services to ensure the department is positioned to meet the growing needs of the City and our residents. The programs to be reviewed include, but are not limited to the following:

- Streets Program
- Sidewalk Program
- Streetlight Program
- Complete Streets Policy Implementation Update

Community Parking District Policy

This Committee will review and discuss potential amendments to Council Policy 100-18 *Community Parking District* to allow parking meter revenue to be used for bicycle and pedestrian safety infrastructure improvements.

Mobility and Climate Action

The 2022 Climate Action Plan (CAP) establishes an ambitious city-wide goal of net zero emissions by 2035. One of the most consequential strategies to meeting that goal is the 50% city-wide mode shift target for walking, biking, and transit by 2035. To achieve this, we must continue to focus our efforts on the infrastructure investments, micro-mobility programs, and land use policies that incentivize and shift people out of their gas-powered cars and into more sustainable modes of transportation.

To help the city meet our CAP goals, slash GHG emissions, improve air conditions, and enhance our community's overall quality of life, this committee should:

- Discuss and review the City's Mobility Master Plan.

- Receive an update on the implementation of City's Complete Streets Policy.
- Discuss City efforts to expand its network of electric vehicle charging stations, including funding and grant opportunities, and collaboration with other public agencies. This should compose of an update on the Zero Vehicles Program and the Electric Vehicle Charging Plan aligned with strategy 2 of the CAP.
- Work with SANDAG, NCTD, and MTS to receive regular updates on regional mobility efforts. This can include coordinating with SANDAG on the 2025 Regional Plan and continuing to support MTS and NCTD with their Youth Opportunity Pass Programs.

SANDAG & MTS Updates, Review City's employee commuter benefit program

The Committee will work with SANDAG and MTS to receive regular updates and provide input on regional transportation efforts. This includes active transportation planning and project execution; coordination with SANDAG's San Diego Forward: The Regional Plan; improving regional transit services, including evaluation of new dedicated bus lanes, and coordinating with our MTS partners to ensure clean and safe bus stops.

Additional specific areas of focus include:

- Youth Opportunity Pass Program Study Update
- SANDAG and City Capital Investment Planning and Coordination
- SANDAG Coastal Bluff Stabilization Projects
- Evaluation of City employee commuter benefit programs

Improve Safety in the City's Most Dangerous Intersections

Through the modernization of community infrastructure, residents across the city can live safer, healthier, and more active lives. Reducing traffic fatalities requires more work to make dangerous intersections safer by installing high-visibility crosswalks, repaving streets, filling potholes, widening sidewalks, and adding stop signs and other speed-reducing improvements. City implementation of quick-build projects can remedy some dangerous intersections, while awaiting secure funding for more permanent improvements. However, the City should continue to fund improvements supporting Vision Zero – the City's goal of ending all traffic fatalities and serious injuries – by prioritizing community Districts with the lowest Pavement Condition Index (PCI) score as outlined in the City's Pavement Management Plan.

City of San Diego Employee – Transportation Demand Management (TDM) Program

Shifting transportation modes outside of personal and private transportation is critical to reducing Greenhouse Gas (GHG) emissions. The City of San Diego created its own TDM program called the Transportation Alternatives Program (TAP), which operates as a benefits program that incentivizes and encourages City employees and volunteers to utilize mass transit and vanpools as their primary mode of transportation. TAP is available to all City employees, including volunteers working in a City department. City Staff should provide regular updates on the outcomes of this program along with ways to increase participation and benefits for City employees.

Expand and Improve Bus Transit

To meet the City's Climate Action Plan goal of 15% transit mode share by 2035, the ATI Committee should collaborate with transit agencies on improvements like bus-only lanes,

signal priority, extended service hours, youth passes, including expanded transit to underserved and growing density impacted communities, including District 5.

Tree Planting Programs and Traffic-Calming

The prominence of trees and greenery in a neighborhood significantly increases its walkability by reducing the "Heat Island Effect" due to asphalt and concrete being less exposed to the sun. The Free Tree SD program allows residents to request trees to be planted after arborists from the City's Transportation Administration & Right-of-Way Coordination division evaluate their feasibility to be planted at the requested public right-of-way. Due to funding constraints, the Free Tree SD program is no longer active. Trees for Communities and Ready, Set, Grow are two additional tree-planting programs working to increase the urban tree canopy cover, teach residents how to care for and improve their neighborhood, and improve their quality of life with more trees. Both programs focus their efforts on identified communities, specifically communities of concern, as highlighted in the 2021 Climate Equity Index update. The City should report to the Committee on the progress and overall performance of the 2 programs, including the City's efforts to increase greenery in medians and their maintenance as it relates to coordination with the public Right-of-way Coordination division.

Transportation's Safe and Sustainable Transportation for All Ages and Abilities Team (STAT)

The Committee will receive a report on efforts by the Transportation Department's STAT team, particularly on efforts to educate young people on safe e-bicycle usage.

Quick-Build Program Update

Quick-build projects are cost-effective infrastructure improvements that can be built within 1-2 years and can be either permanent or temporary. The Committee will hold discussions with various City Departments and consider strategies to move forward with several quick-build pilot projects to improve bicycle and pedestrian infrastructure on high injury network corridors in support of the City's Vision Zero goals.

Regional Transportation Improvements Program (RTIP) and Capital Improvement Program (CIP) Coordination

The SANDAG RTIP is a multibillion-dollar, multi-year program of proposed major transportation projects in the San Diego Region. The San Diego transportation sales tax program managed by SANDAG called TransNet, should be included in an approved RTIP. Understanding the processes of inter-agency collaboration between the City's CIP and the RTIP should be prioritized to leverage construction phases for efficient project completion in coordination with SANDAG, SDMTS and CalTrans.

Street Program Bulk Asphalt Contracting

As the need and costs to deliver citywide street repair projects increases, the Committee should explore opportunities to leverage our significant purchasing power to help reign in escalating street repair contract costs. The Committee should hold discussions with Transportation and E&CP Department staff to pilot a bulk asphalt contracting program.

Sidewalk Construction in Undeveloped Localities

The prevalence of streets void of sidewalks is prominent in LMI Council Districts. The City's

2015 sidewalk condition assessment initially identified over 108,706 damaged sidewalks and, since then, has invested over \$13.5 million in sidewalk repair for over 27,200 locations. Additionally, in 2024, the City launched the Safe Sidewalks program, which offers property owners a permit fee holiday and expedited permit process for sidewalk repairs. This program will last through June 30, 2026, and is available for residents with sidewalk damage adjacent to their property that is their responsibility to address. As the City works with property owners to repair sidewalks, City Staff should utilize the most recent sidewalk assessment, unfunded sidewalk list, and community input to plan construction that effectively meets ADA standards and complete streets. City Staff should receive updates on efforts to ensure that future sidewalk projects are properly prioritized and fully executed.

Water and Wastewater Infrastructure **Stormwater Maintenance and Flood Mitigation**

The January 2024 floods highlighted the urgent need for proactive stormwater maintenance to protect homes, businesses, and infrastructure. While the City has improved storm channel and drain maintenance, much of this work relies on emergency permits. To reduce last-minute measures, the City should fund an enhanced maintenance program for high-risk areas like Jamacha Drainage, Ocean View, and Akins Avenue Channels. This committee should receive updates from the Stormwater Department on maintenance efforts, flood recovery, and future capital projects, along with funding allocations, including federal emergency funds and WIFIA loans.

Capital Improvement Program Planning, Oversight, and Financing

The infrastructure crisis continues to be one of the most urgent and important issues impacting our ability as a city to meet the needs of our residents. As clearly demonstrated in the January 2024 storm, many of our communities are suffering from decades of disinvestment, resulting in poor quality infrastructure and backlog, that continues to grow and worsen annually. We must also advance policies that improve our planning processes and increase community transparency.

As part of this work, the committee should:

- **Oversight:**
 - Discuss efforts to enhance and improve community outreach and engagement before and during city infrastructure projects. Consider adoption of a City Council Policy on customer services to ensure effective communication strategies on City public works projects.
 - Receive an update on the implementation of the Project Labor Agreement for City infrastructure projects.
 - Receive an update on the City's Equal Opportunity Contracting (EOC) Policies. The EOC program is responsible for enforcing Federal, State, and City equal opportunity laws in public contracting. EOC goals include enhancing diversity and safeguarding against discrimination in City contracts and ensuring fairness in the 5 expenditure of taxpayer dollars. The Committee should continue to work with Purchasing and Contracting and the Engineering and Capital Projects Departments to review existing policies to ensure that the program is successful in delivering a contracting program that meets the City's goals.
 - Continue to monitor implementation of Council Policies 000-32, 000-31, and

800-14. Special attention should be given to the effectiveness of these policies equity goals.

- **Program Planning and Financing:**

- Discuss efforts to identify new and innovative ways to fund City infrastructure, including but not limited to grant opportunities made available from the State and Federal Government, new infrastructure financing opportunities, and public private partnerships.
- Receive regular updates on the implementation of the Pavement Management Plan, including whether annual goals for funding were reached, how many identified streets were repaired, and new streets identified for repair.
- Review strategies to accelerate the repair and replacement of streetlights.
- Receive a report on projects relating to ADA Compliance and Accessibility this includes, but is not limited to funding opportunities, capital improvements, addressing ADA complaints, curb ramp design, pedestrian crossing signals, service animals, traffic calming, public restroom design, sidewalks, and disabled parking access.

Five-Year Capital Infrastructure Planning Outlook and Infrastructure Asset Backlogs

Annually, the Committee discusses the Five-Year Capital Infrastructure Planning Outlook, which is a CIP and infrastructure planning document from the Engineering and Capital Projects Department. This document helps the Mayor and City Council plan for future infrastructure needs which include an identified \$9.25 billion in priority capital needs in the Fiscal Year 2025-2029 Five Year Outlook with a gap in anticipated funding of \$4.81 billion. The committee will work closely with the Mayor, City Departments, and the Independent Budget Analyst to identify strategies to reduce funding gaps within the various infrastructure asset categories. The Committee will specifically focus on efforts to address the largest unfunded asset category of Stormwater Infrastructure and will hold discussions to identify new infrastructure finance opportunities to address existing backlogs.

Green Infrastructure

The Committee will focus efforts to incorporate green infrastructure and community-based partnership elements in the City's CIP and Infrastructure projects. Green infrastructure improvements will allow the City and our infrastructure assets to be more efficient and resilient in the face of our changing climate.

Enterprise Asset Management (EAM)

In recent years, the City has taken significant steps to bring infrastructure asset planning and management into the 21st century. The EAM system was envisioned to integrate the disciplines of economics, engineering, maintenance, operations and IT working together to build and maintain sustainable assets. This effort has required substantial investment in software that the City continues to refine. As the benefits from the new software tools come online, the Committee should receive updates from the various asset managing departments on the current status of the EAM program. This discussion should include updates related to the BlueWorx Mobile Work Management solution, ERP Modernization Project, and a review of Council Policy 800-16: Asset Management Guidelines and Plan Steps

Unfunded Streetlights

Since December 2024 the Transportation Department (TD) has been working with the Performance and Analytics Department (PandA) on the development of objective, data driven analytical tools to effectively leverage limited resources to evaluate and address major streetlight service impacts Citywide. Given the current budget constraints, it is important that City Staff focus on areas with the most critical public safety needs, as highlighted by the Street Division's unfunded priorities list. Priority installations include locations identified in City traffic studies and areas with high pedestrian activity, such as parks, schools, community centers, business corridors, and transit stations. In addition to enhanced public safety and reduced crime, significant savings can be achieved by installing new lighting fixtures on existing poles where available. AT&I should receive updates on department staff's progress in addressing streetlight service and its impacts in prioritized locations, including installing new fixtures throughout assigned neighborhoods.

In-house Mill/Pave Team Update

Road repair continues to be a major concern shared by residents citywide. While major roadways receive much needed attention, there are many short segments and cul-de-sacs that fail to receive repairs despite their proximity to major projects. The City's Mill/Pave crews are an excellent source of in-house paving that can address smaller sections throughout the City. The Transportation Department has made efforts in recent years to expand the strategic use of our in-house mill/pave team. The Committee should receive an update from the Transportation Department to discuss ways to maximize the use of City Mill/Pave Teams.

Community and Accessibility

Update on projects relating to ADA Compliance and Accessibility

This Committee shall receive a report on projects relating to ADA Compliance and Accessibility including, but not limited to the following: funding, capital improvements, addressing ADA complaints, curb ramp design, pedestrian crossing signals, service animals, traffic calming, public restroom design, sidewalks, and disabled parking access.

Pedestrian Master Plan

The City should update the Pedestrian Master Plan to include improvements to pedestrian safety with a focus on complete streets, safe routes to school for students, walkability, accessibility, and connectivity. Issues like potholes, broken pavement, and road debris pose a great risk to these very pedestrians and cyclists. As highlighted in the Pedestrian Master Plan, these amenities should include strategically located spaces for secure bike parking, street trees, shaded places to sit (specifically while using alternative transportation), and safe and cool areas to build community. After generations of disinvestment, it is critical to prioritize addressing street improvements in historically low-resourced communities to address climate inequities and reach the Climate Action Plan goals.

Complete Communities: Mobility Choices & Equity Implementation Review and Monitoring

On November 9th, 2020, City Council adopted the Complete Communities: Mobility Choices program. The program emphasizes streamlining development in areas of the City most aligned with the City's climate goals by investing in active transportation infrastructure, such as pedestrian and bicycle facilities. Another component of this program is the Active Transportation in Lieu fee that developers can pay as an exemption to the provision of

transportation infrastructure. The Mobility Choices regulations ensure investment in active transportation infrastructure, such as pedestrian and bicycle facilities, in Communities of Concern where the need is greatest. Since establishing this regulation, the City should report to the Committee on the progress of this program and the allocation of the Active Transportation in-Lieu Fee.

Facilities Benefit Assessment (FBA) and Development Impact Fee (DIF) Review Program

Since the implementation of the FBA in 1980 and the DIF in 1987 fee programs, inequities have occurred due to historic stigmas related to housing discrimination, exacerbated by biased housing and commercial lending practices. Another challenge exists within differences of the financing mechanisms themselves, such as fee coverage for Public Facilities Financial Plans of each Community Planning Area. Since shifting the DIF fee structure from community DIF to Citywide DIF, the Mobility, Fire and Libraries fees have been established. However, development projects are not yet subject to these fees. City Planning staff are still working to understand the impact of the adopted program and how to allocate and expend community DIF on DIF-eligible infrastructure within the community. City Staff should report to AT&I on plans to spend down community DIF fund balances and progress of the citywide DIF fee structure, including generated revenue and the aim for more equitable allocation to communities historically excluded from benefits of this program.

Enhanced Infrastructure Financing Districts (EIFD)

This Committee shall review the efficacy of current EIFDs and feasibility of developing additional EIFDs, especially in historically under-invested communities. This Committee shall also consider other financing strategies similar to EIFDs to micro-target infrastructure solutions on a neighborhood-by-neighborhood level.

Placemaking and Public Rights-of-Ways

The City's Placemaking Program utilizes public rights-of-ways and medians to activate underutilized spaces with signage and wayfinding. Many underutilized spaces exist that residents would like to activate to create more habitable, safe, and creative spaces in communities of concern. However, little is known about the process of activating such spaces for infrastructure activation and beautification. The City should report a plan to increase public awareness of this program to the Committee.