06
PROJECTS AND FOCUS AREAS

6.1 PROJECTS: IDEAS TO IMPLEMENTATION

One of the core elements of this Plan is the inclusion of mobility projects that can help meet our shared sustainability, equity, and safety goals. Given the size of the City, the transportation project development process is a multifaceted and multi-departmental responsibility. As such, implementing mobility projects requires the involvement from internal City departments, but can also include outside stakeholders such as Caltrans, SANDAG, and transit agencies. In terms of planning, multimodal infrastructure needs are currently identified in community plan updates, and through traffic safety evaluation and other studies as necessary. Mobility improvement requests also come directly from residents, community groups, or City Council Offices, and the Transportation Department captures/gathers a list of those needs.

The City prepared the Mobility Action Plan (MAP), a precursor to the Mobility Master Plan, to develop a consolidated approach and to help streamline the process for comprehensive mobility planning moving forward. The Mobility Master Plan builds on these MAP actions and provides a centralized hub for all mobility related projects and programs, includes clarification on the project implementation process, and establishes evaluation criteria to guide project prioritization. The Mobility Master Plan will serve as a resource to improve how to better prioritize and direct funding for mobility projects to reach City goals. Figure 6-1 shows how the Mobility Master Plan will be incorporated into the Capital Improvement Program's project prioritization and funding process for project implementation.

Five departments, described in the excerpt below, work closely to ensure successful planning, programming, implementation, and management of mobility projects citywide.

PLANNING

» **Sustainability and Mobility Department:** leads the policy development and implementation of the City's CAP and focuses on interdepartmental and regional coordination to further the City's goal for equitable, efficient, and effective mobility choices for all.

» **City Planning Department:** receives community input on infrastructure improvements and General Plan and community plan policies, and development regulations that accelerate the creation of more homes for people, encourage walking, bicycling, and transit use, protect the environment, improve public spaces and advance social equity.

PROGRAMMING, IMPLEMENTATION & ASSET MANAGEMENT

» **Engineering and Capital Projects Department:** provides project services including technical and operational support, engineering, design, and construction management for the Capital Improvements Program (CIP) and the oversight of the development of public infrastructure and facilities, including mobility assets.

» **Development Services Department:** provides review, permit, inspection and code enforcement services for private and public development projects throughout the City. DSD assists with development projects to ensure compliance with all applicable regulations, ensuring all communities continue to be healthy, safe and livable for all residents, visitors and businesses.

» **Transportation Department:** is responsible for the operation and maintenance of streets, our public right-of-way, including bike facilities, sidewalks, and trees; performs traffic and transportation.
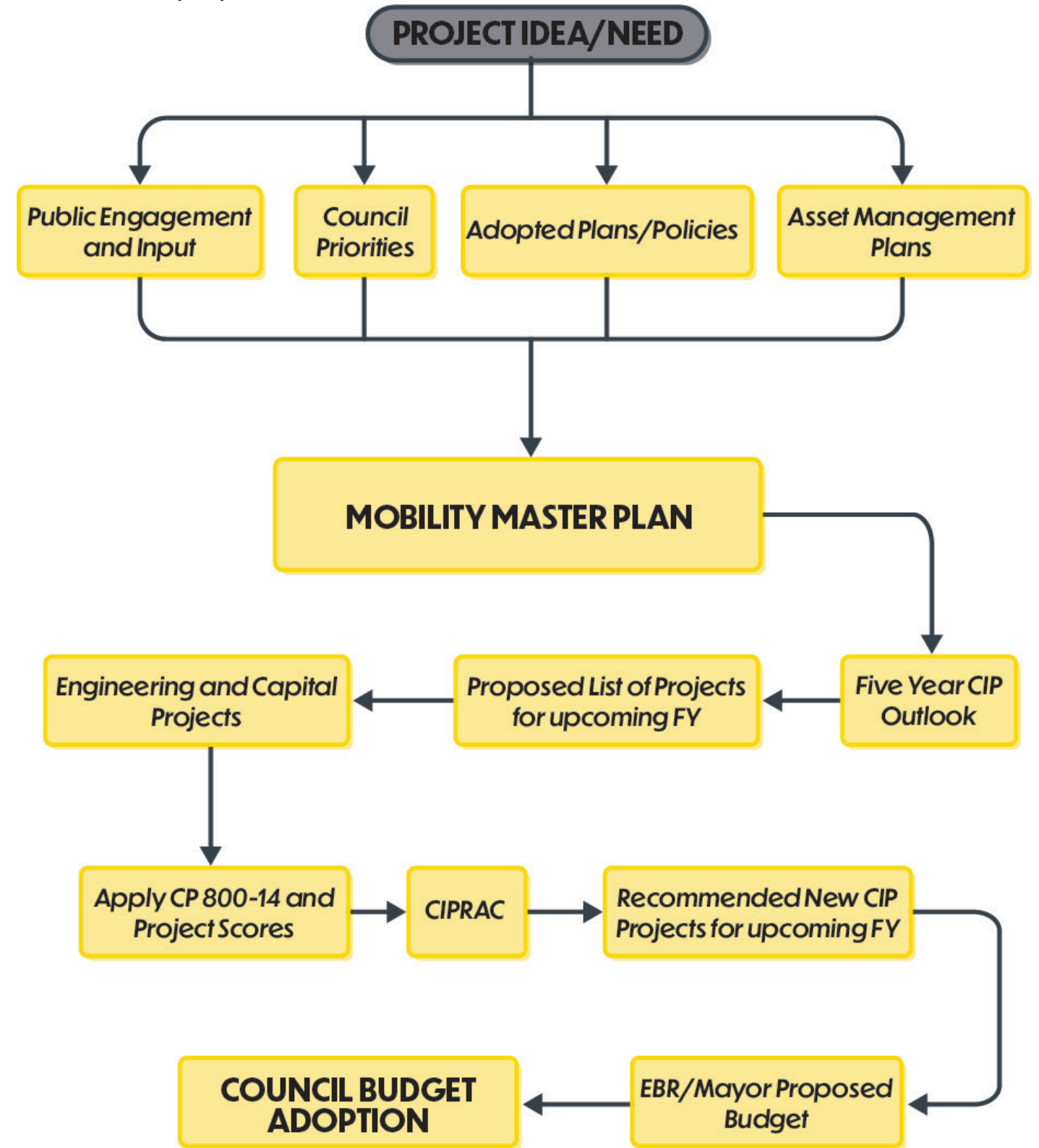
Notes:

CIP = Capital Improvements Program   FY = Fiscal Year   CIPRAC = Capital Improvements Program Review and Advisory Committee

CP 800-14 = Council Policy 800-14 Prioritizing Capital Improvement Program Projects   EBR = Executive Budget Review

6.2 PROJECT FOCUS AREAS OVERVIEW

For this first iteration of the Mobility Master Plan, mobility projects from specific Focus Areas in the City are prioritized. Sections 6.3 through 6.8 provide information on the data sets and analysis used to establish the project Focus Areas for this Plan. Future iterations of the Mobility Master Plan will analyze planned mobility projects citywide using the framework and methodology established in this version of the Plan.

Rather than gathering all projects from across the entire City, this first Mobility Master Plan looks at where mobility projects are needed most and where they can have the most immediate impact. Understanding these geographical locations first will allow the City to start moving toward implementation of projects that are in these areas.

To do this, the City conducted a robust geospatial analysis to identify these priority areas for investment, which are referred to as Mobility Master Plan Focus Areas. While the City has already undertaken significant work to identify underserved communities through planning efforts such as the General Plan, Vision Zero Strategic Plan, and the Climate Equity Index's Communities of Concern, the Mobility Master Plan Focus Areas combine elements of those previous approaches into a comprehensive analysis that specifically emphasizes the Plan's mobility goals.

In many cases, the Mobility Master Plan Focus Areas overlap with historically underserved communities that have suffered from a lack of infrastructure investment. The data-driven spatial analysis process drew upon a variety of resources related to population, employment, land use, travel patterns, planned development, safety records, and climate risk. This model was comprised of four mobility sub-models, as shown in Figure 6-2.

Due to the interrelation of different modes, there is overlap in some of the data included in each model. However, the focus of this analysis is to understand the concentration of interrelated modal activity today and multimodal propensity in the future.
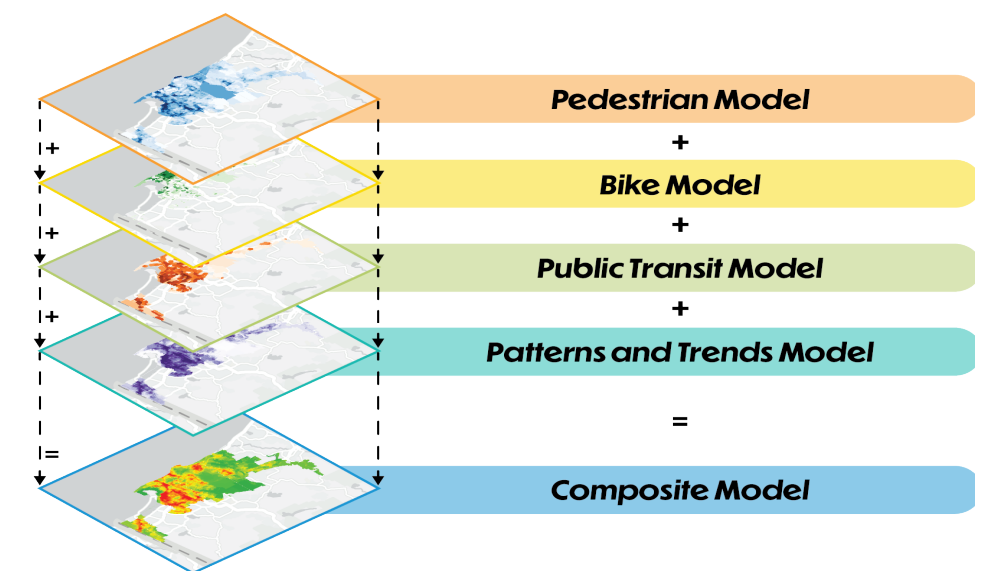

Pedestrian Model

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Bike Model

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Public Transit Model

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Patterns and Trends Model

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Composite Model

FIGURE 6-2: Geospatial Analysis Process

6.3 PEDESTRIAN MODEL

The Pedestrian Model represents the inclination for people to walk or roll and the need for supporting infrastructure improvements (see Figure 6-3). This model was included in the Mobility Master Plan Focus Area definition analysis because pedestrian travel is a critical element of mobility; everyone is a pedestrian at some point in their transportation journey.

PEDESTRIAN MODEL INPUTS:

1. Percentage of workers that commute by walking: 2021 American Community Survey

2. All crashes involving pedestrians: Vision Zero Strategic Plan (2020-2025)

3. Pedestrian propensity analysis: City of San Diego 2016 Pedestrian Propensity Map

6.4 BIKE MODEL

The Bike Model represents the inclination for people to bike and the need for supporting infrastructure improvements (see Figure 6-4). This model was included in the Mobility Master Plan Focus Area definition analysis because biking is a sustainable

mode the City is dedicated to promoting through infrastructure and network improvements to help achieve its CAP goals and reduce reliance on private automobiles.

There are many reasons someone may choose to bike. Biking is a form of active recreation that can improve public health while being a fun way to spend time. Biking can also have positive environmental impacts as people shift from modes with GHG emissions. Furthermore, when safe, high quality, and connected bicycle facilities are provided, biking can be a viable travel mode for work- and errand-based trips, particularly those that are a 30 minute or less ride. The Bike Model inputs identify areas in need of improvements and provide location-based insight into the current and potential increase of cycling as a mode of transportation.

BIKE MODEL INPUTS:

1. Percentage of workers that commute by biking: 2021 American Community Survey

2. All crashes involving cyclists: Vision Zero Strategic Plan (2020-2025)

3. Bicycle propensity analysis: City of San Diego 2016 Bicycle Propensity Map

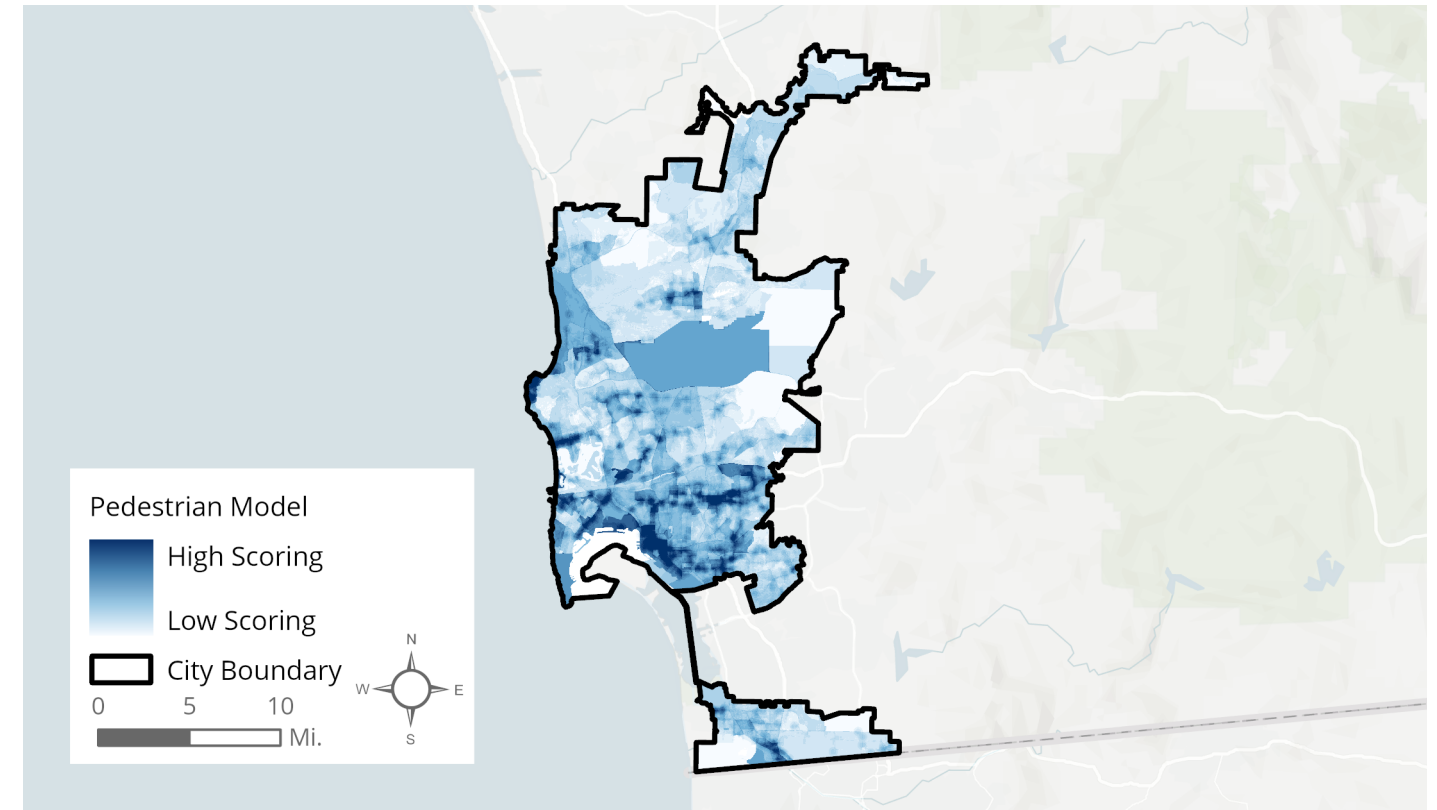*Pedestrians and cyclists at the intersection of Washington Street and Goldfinch Street.*
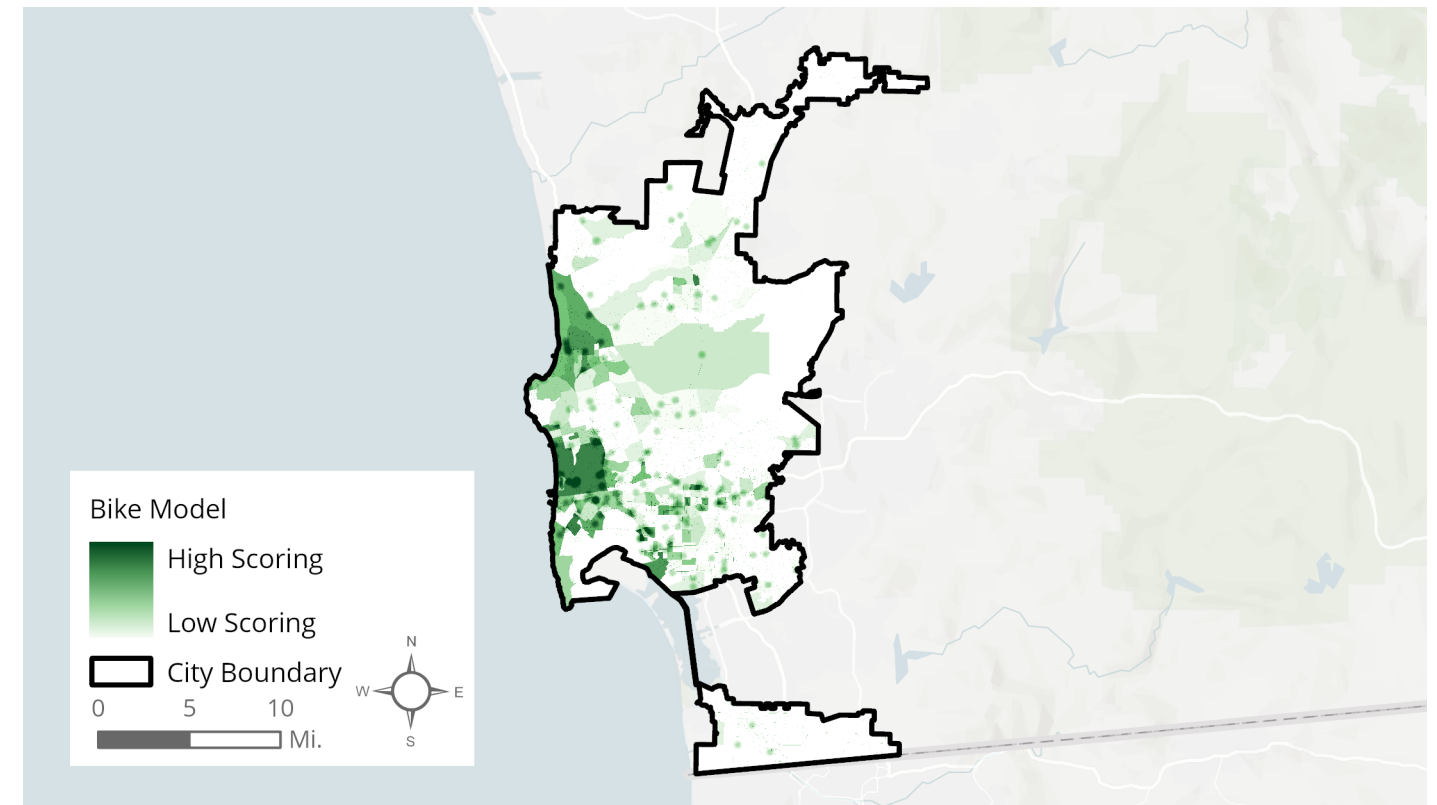

FIGURE 6-3: Pedestrian Model

FIGURE 6-4: Bike Model

6.5 PUBLIC TRANSIT MODEL

The Public Transit Model represents the inclination for people to take public transit trips and the need for supporting infrastructure (see Figure 6-5). This model was included in the Mobility Master Plan Focus Area definition analysis because public transit is a key mode to increase equitable access throughout the City and provide an alternative to the private automobile.

Public transit is the most efficient way to move the greatest number of people from place to place. Roadways can accommodate many more people if they travel in public transit rather than private automobiles. The more people use public transit, the more capacity roadways can accommodate, and the more people can get to where they are going without delays. A fast, reliable, flexible, and convenient public transit system that connects the region's activity centers and surrounding communities can ensure everyone has access to high quality transportation that meets their trip needs and minimizes environmental impacts. The selection of the Public Transit Model inputs helped assess the current state of public transit usage and identify areas where improvements or investments are needed.

PUBLIC TRANSIT MODEL INPUTS:

1. Percentage of workers that commute by transit: 2021 American Community Survey

2. Transit Priority Areas: City of San Diego, 2016

6.6 PATTERNS AND TRENDS MODEL

The Patterns and Trends Model represents general mobility patterns and needs throughout San Diego (see Figure 6-6). This model was included in the Mobility Master Plan Focus Area definition analysis as a robust repository of all relevant previous City planning efforts and datasets.

PATTERNS AND TRENDS MODEL INPUTS:

1. Number of severe and fatal collisions: Vision Zero Strategic Plan (2020-2025)

2. Climate Equity Index (CEI): City of San Diego, 2021

3. Blueprint development propensity model: Blueprint San Diego, 2022[1]

4. Population density: 2021 American Community Survey

5. Population growth: 2021 American Community Survey

6. Communities of Concern: City of San Diego

7. SANDAG Smart Growth Areas: SANDAG[2]

8. Mixed-use density score: Blueprint San Diego, 2022[3]

9. Transit competitiveness: Blueprint San Diego, 2022[4]

10. Households with no vehicle ownership: 2021 American Community Survey

11. Proximity to:

   a. Major employers

   b. Schools/universities

   c. Shopping centers

   d. Public transit

   e. Parks and beaches

1 The Blueprint development propensity model is a citywide model that shows areas which are receptive to future housing and retail development through the forecasting year of 2050 that would help achieve San Diego's mode share goals.

2 SANDAG Smart Growth Areas are areas that SANDAG has identified through its Regional Plan as being strong candidates for supporting smart growth, transit, walking or rolling, and biking.

3 The Blueprint mixed-use density score is a model forecast of areas citywide that have high propensity for mixed-use development.

4 Transit competitiveness is how attractive transit is compared to other modes; higher transit competitiveness means that users are more likely to choose transit over other modes.
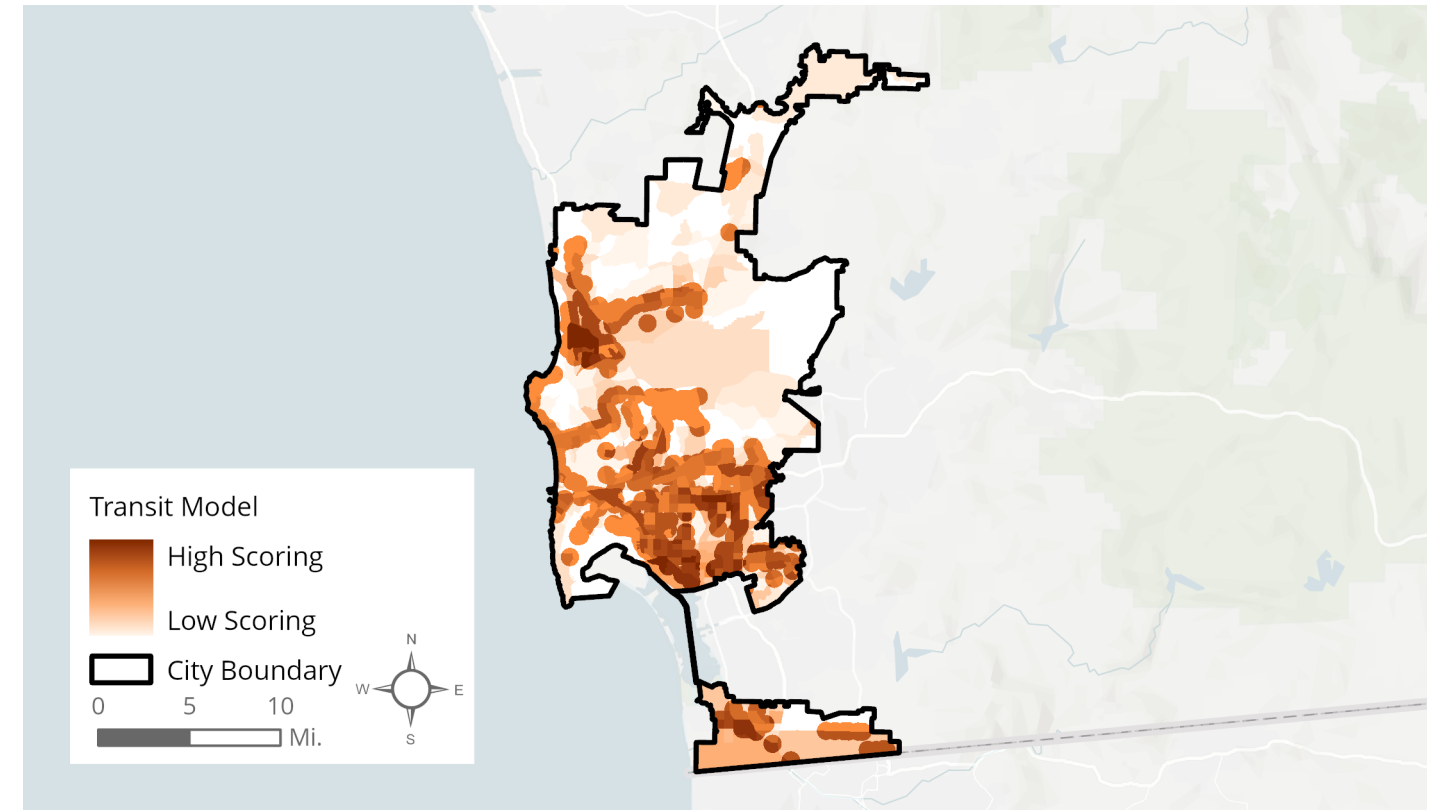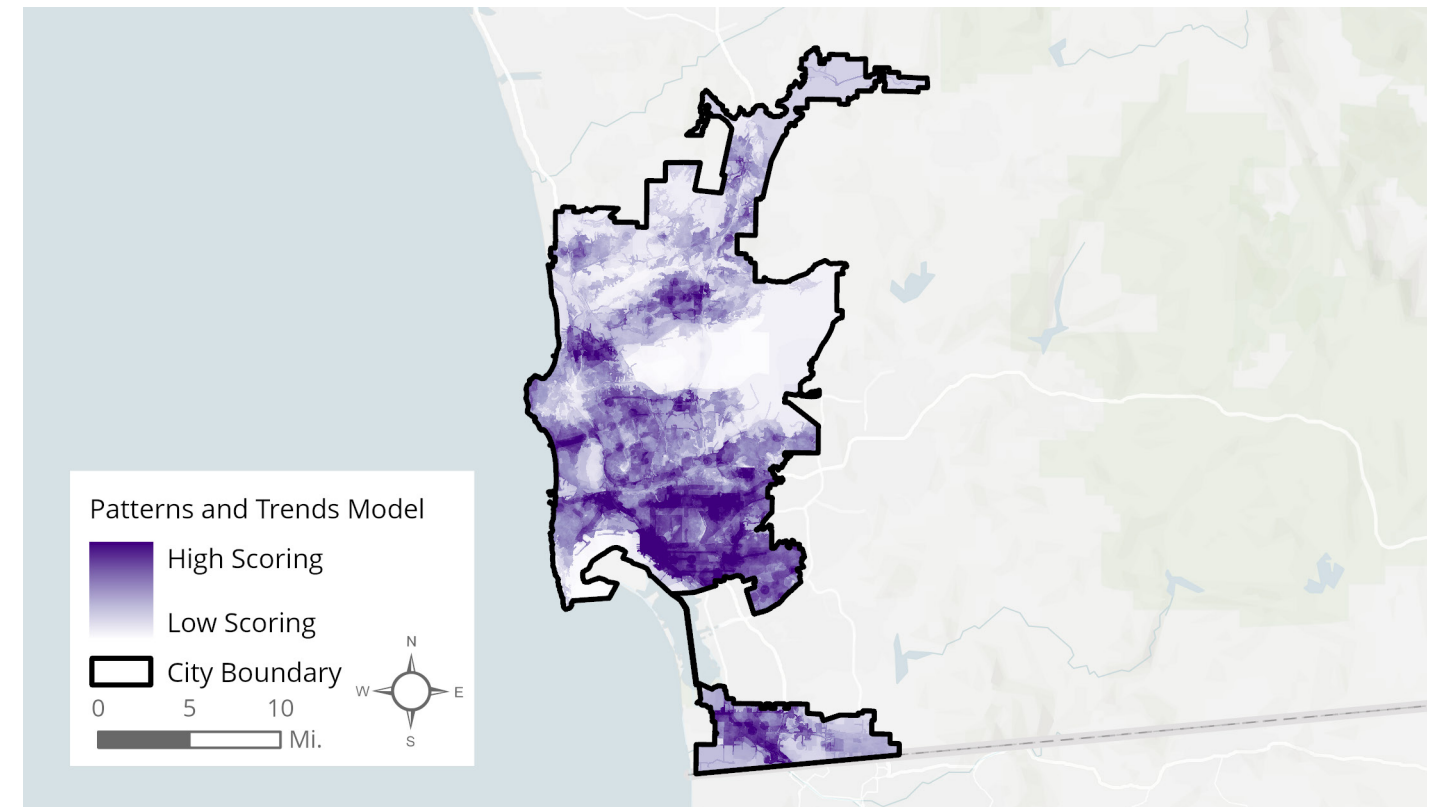

FIGURE 6-5: Public Transit Model

FIGURE 6-6: Patterns and Trends Model

6.7 RECOMMENDED FOCUS AREAS

The four sub-models were combined to form a composite model that evaluates mobility needs citywide. As shown in Figure 6-7, the areas with the most overlap among the sub-models were identified as Mobility Master Plan Focus Areas due to their high levels of multimodal activity and need. Several factors, each supported by data-driven analysis, contributed to the designation of the Project Focus Areas. This holistic approach ensured that the Focus Areas are geographies with high levels of multimodal activity and need.

TABLE 6-1: Mobility Master Plan Focus Areas

| Focus Area	Community Plan Area	City Council District(s)
1	» Downtown » Barrio Logan » Uptown » Southeastern San Diego	3, 8
2	» Southeastern San Diego » Encanto Neighborhoods » Eastern Area	4
3	» Uptown » North Park » City Heights	3, 4, 9
4	» Uptown » Old Town San Diego » Pacific Highway	2, 3
5	» College Area	9
6	» Otay Mesa - Nestor » San Ysidro	8
7	» Pacific Beach	1
8	» University	1, 6
9	» Mira Mesa	6
10	» Linda Vista	7
11	» Rancho Bernardo	5
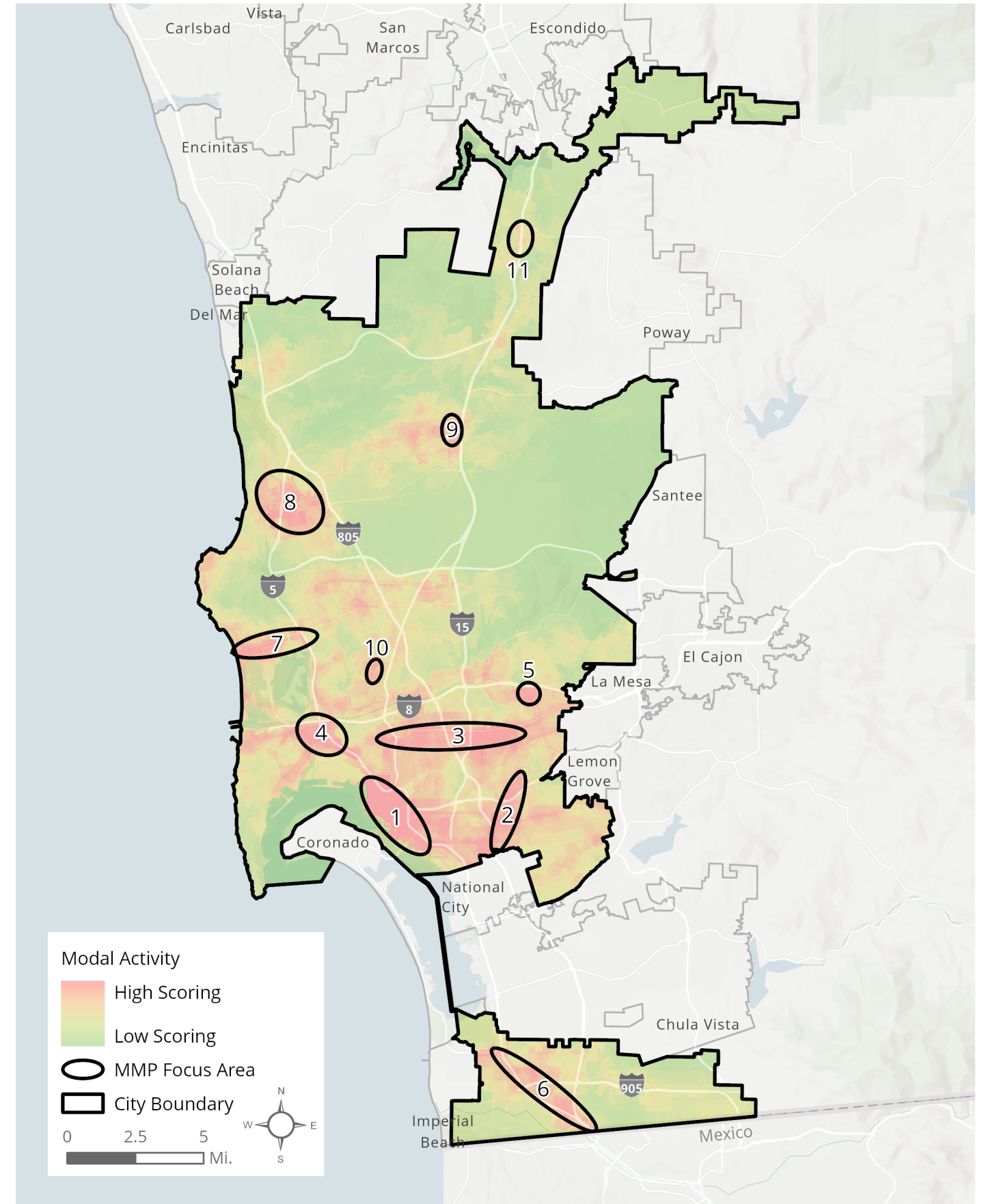
FIGURE 6-7: Mobility Master Plan Focus Areas

6.8 FOCUS AREA PROJECT PRIORITIZATION

Once the Mobility Master Plan Focus Areas were determined, the development of the project list, determination of evaluation criteria, and project rankings were the next steps to ultimately arrive at an actionable list of projects that could be implemented over time.

DEVELOPING THE FOCUS AREA PROJECT LIST

A comprehensive database of mobility projects located within the Focus Areas was compiled from the following sources:

» Community Plans

» Specific Plans

» Build Better San Diego

» Bicycle Master Plan

DETERMINING PROJECT EVALUATION CRITERIA

Next, an interdisciplinary set of criteria was established to help the City prioritize these projects for implementation over the near- and long-term. This set of prioritization criteria was developed using the goals and objectives established in Chapter 5 along with input from the community about mobility needs and expectations. Criteria include the following factors: safety, health/access, sustainability, equity, connectivity/ user experience, land use and transportation connection/ future growth, and cost effectiveness. The full prioritization criteria and explanations of each criteria's scoring metrics and rationale are included in Appendix A.

EVALUATING THE PROJECTS

The mobility projects were then analyzed using the evaluation criteria to yield a list (Appendix B) of prioritized mobility projects within the Mobility Master Plan Focus Areas. Combined with targeted mobility projects, programs have been identified in Chapter 7 for potential exploration and application citywide. They can stand alone or provide complementary solutions. Mobility programs were not ranked but can provide cost effective solutions to achieve sustainability goals and enhance mode share.

Looking forward, new projects can be added to the consolidated project database and be evaluated using the prioritization process outlined above and detailed in Appendix A. Additionally, the project list can ultimately be expanded in future Mobility Master Plans to include all projects across the City with the evaluation criteria updated to score Focus Area connection (rather than selecting only projects within the Focus Areas as is done in this first Mobility Master Plan).