08

IMPLEMENTATION AND MONITORING

8.1 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 conducted under Council Policy 800-14, which set the guidelines for developing the City's CIP.

8.2 CLIMATE ACTION PLAN IMPLEMENTATION

The Mobility Master Plan also considers 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).

8.3 IMPLEMENTATION ACTIONS

The Mobility Master Plan will be implemented through a combination of near-term and long-term actions over time. Near-term actions 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. 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 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.

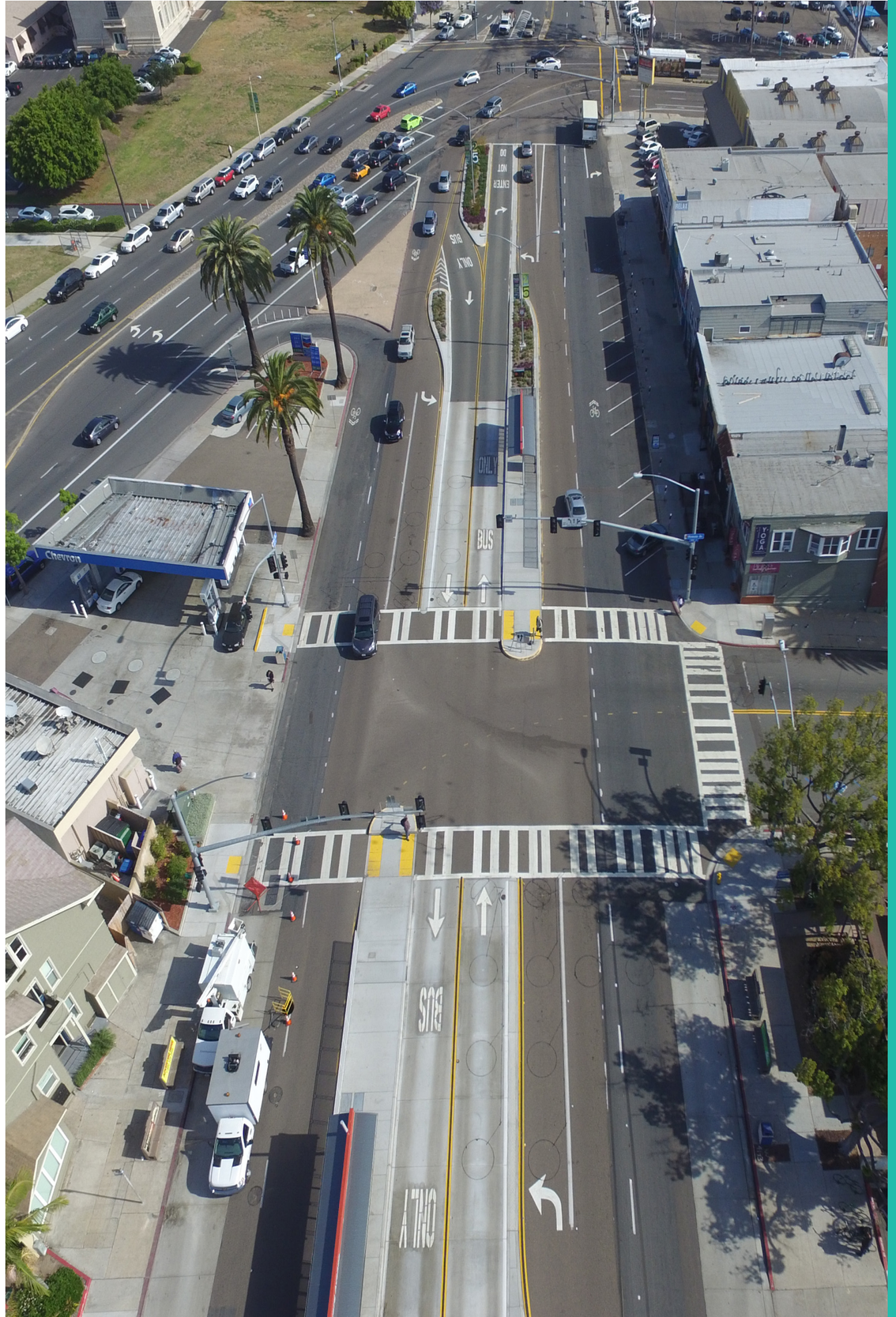
8.3.1 NEAR-TERM ACTIONS (0 - 5 YEARS)

- Develop and implement Mobility Master Plan projects and programs based on budget availability and staffing resources.
- Continue to refine Mobility Master Plan projects and programs as necessary, including the definition of specific corridors or project bundles to enhance both project and program effectiveness.
  - Leverage SANDAG "On the Move" project funding through the Transit Strategic Partnership grant to bring prioritized projects and programs closer to construction and implementation.

- Research opportunities to connect all capital investment with mobility programs as identified in Chapter 7 (Programs).
- Fold in outreach and engagement activities from Council Policy 000-32 Neighborhood Input on Infrastructure Needs and Priorities in partnership with the City Planning Department as part of their Equity Forward initiative.
- Evaluate other documented transportation needs in partnership with the Transportation Department.
- Evaluate programs for opportunities to implement with an equity lens.

- Establish the Mobility Governance Group amongst the City's planning and asset management departments to ensure the implementation of Complete Streets.
- Develop a comprehensive data mapping and visualization portal of mobility projects and programs along with the appropriate data governance framework to manage both transparency and efficiencies that can be gained by having a consolidated location for all mobility mapping information, including the following support activities:
  - Incorporate planned mobility infrastructure into asset management portals (i.e., find opportunities to leverage the Enterprise Asset Management systems).
  - Maintain this 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).
  - Initiate process to transition unmet needs identified in the City's Transportation Unfunded Needs List (TUNL) into projects to be defined for future plans and included in the data viewer.
- Support the development of a citywide electric vehicle (EV) strategy 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.
- Increase the number and quality of public education programs that promote bicycling and bicycle safety through raising awareness of bicycling's diverse benefits.
- Implement the following "Preliminary" Mobility CAP actions:
  - Identify transit stops where upgrades are needed, especially in Communities of Concern (CoCs), and streamline implementation of upgrades to high priority transit stops (Implementation Plan 3.3c).
  - Establish a team and roadmap to support actions that require connectivity and close the digital divide (Implementation Plan 3.2 SA-3).
  - 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 (Implementation Plan 3.3 SA-7).
  - Amend the land development code to eliminate parking minimum requirements (Implementation Plan 3.6 b).
- Implement the following "Foundational" Mobility CAP actions:
  - Update Bicycle Master Plan (Implementation Plan 3.1b).
  - Develop a City of San Diego employee TDM policy and associated TDM ordinance (Implementation Plan 3.3a, 3.3b).
  - Work with MTS to improve amenities including transit shelters at high-volume transit stops (Implementation Plan 3.2c).
  - Update of the Street Design Manual to incorporate Complete Street elements and keep pace with innovation and best practices surrounding street design (Implementation Plan 3.1 SA-4).
  - Develop a Quick-build program to enable the implementation of pilot projects, tactical urbanism opportunities, slow streets, and traffic calming throughout all City rights-of-way (Implementation Plan 3.1 SA-8, 3.2b).
  - Amend land development code regulations to require more efficient pedestrian access between existing and new development (Implementation Plan 3.5 SA-4).
- Implement the following "Other" Mobility CAP actions:
  - Adopt a Complete Streets Policy (Implementation Plan 3.5 SA-3).
  - Update the General Plan Mobility Element (Implementation Plan 3.5 SA-3).
  - Explore fee structure/incentive program to increase cost savings for shared transportation network company (TNC) trips relative to private TNC trips (Implementation Plan 3.1 SA-20).
  - 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. (Implementation Plan 3.2a).
  - Explore transit pass subsidy programs Citywide (Implementation Plan 3.2 SA-2).
  - Explore opportunities to enhance goods movement, deliveries, and the management of curb space including ADA access, passenger loading considerations, and micromobility (Implementation Plan 3.4 SA-2, 3.6a).
  - Partner with private mobility operators to solve "first/last" mile barriers with coordinated solutions (Implementation Plan 3.1g).
  - Review and improve flexible fleets and micro-mobility policies/shared use mobility programs and first mile/last mile applications (Implementation Plan 3.1f, 3.1g).
  - Develop Safe Routes to School Programs (toolkit, encourage use of alternative modes – youth opportunity programs) (Implementation Plan 3.1a).

- Implement a Slow Street Ordinance and Implementation Tool Kit.
- 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.
- Update street typologies to better align the transportation network with Complete Streets efforts.
- 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.
- 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.
- 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 a changing climate.
- Continued coordination with external agencies and peer jurisdictions involved in regional and local transportation network planning, implementation, and operations (Port, Airport, Caltrans, SANDAG, APCD, MTS, NCTD, and San Diego Unified School District).
- Revise CP 100-18 Community Parking District, which could include flexibility on their formation, joint establishment during a Community Plan Update process, and funding use.
- Explore and invest in parking management technologies (i.e., sensors, dynamic parking capabilities) to help with curbside management.
- Support systemic safety by developing a comprehensive policy addressing the development and implementation of quick, near-term safety projects, and streamlines the process and delivery of critical traffic safety improvements (e.g., paint, safety posts, temporary sidewalk extensions, other innovative materials) to City streets.
- Develop a strategic mobility financing strategy that identifies annual funding for mobility projects, programs, and operations through 2035.



8.3.2 LONG-TERM ACTIONS (BY 2035)

- Continue to implement Mobility Master Plan projects and programs based on budget availability and staffing resources.
- Implement the following "Next" Mobility CAP Actions:
  - 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 (Implementation Plan 3.2d).
  - Increase the canopy of street trees or other shading mechanisms to beautify neighborhoods, cool the pavement and enhance transit stops, reduce the urban heat island effect, and create shade within the public realm, prioritizing areas at risk of heat exposure (Implementation Plan 5.2f).
- 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 a changing climate.
- Continue to offer or expand incentive programs that support sustainability objectives, improve safety, and enhance equity.
- Seek pathways to deploy Mobility as a Service (MaaS) through collaborative agreements with existing services, new services if required to fill existing gaps, and customer-focused user applications to make multimodal trip making accessible, convenient, and affordable for all.
- Accommodate autonomous and connected vehicle infrastructure and operations as those services are deployed through goods movement applications, transit agency service, public and private mobility solutions, and with personal mobility devices and vehicles throughout the City.
- Invest in dynamic arterial management systems to maximize roadway rights-of-way through prioritization of sustainable modes.

All of these actions would be contingent on available budget, grant programs, and other funding identified in Chapter 9. Additionally, implementation of these actions would benefit from continued and expanded partnerships with both public and private organizations with similar goals.

8.4 PERFORMANCE MONITORING

A critical element of success to 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 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, beginning 2025, 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.

8.4.1 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) (Climate Action Plan Monitoring)
- Miles of new bikeways completed, by classification (Class I-IV) (programmed and completed) (Climate Action Plan Monitoring)
- Modeled percentage of average weekday trips taken by City residents that are completed by walking and biking (Climate Action Plan Monitoring)
- Miles of dedicated bus lanes, shared bus-bike lanes (programmed and completed) (Climate Action Plan Monitoring)

- Annual bus and rail transit boardings in the City (total and percent change) (Climate Action Plan Monitoring)
- Modeled percentage of average weekday trips taken by City residents that are completed using public transit (Climate Action Plan Monitoring)
- Number of residential units required to include mandatory TDM regulations, including provisions related to remote work (approved and built) (Climate Action Plan Monitoring)
- Amount of non-residential square footage required to include mandatory TDM regulations, including provisions related to remote work (approved and built) (Climate Action Plan 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) (Climate Action Plan Monitoring)
- Number of new roundabouts and traffic circles installed (Climate Action Plan Monitoring)
- New residential units within Transit Priority Areas (TPAs)/Sustainable Development Areas (SDAs) (approved and built) (Climate Action Plan Monitoring)
- Non-residential square footage within TPAs/SDAs (approved and built) (Climate Action Plan Monitoring)
- Modeled per-capita vehicle miles traveled (Climate Action Plan Monitoring)
- Linear feet of curb space optimization projects (programmed and completed) (Climate Action Plan Monitoring)