



CRUNCH TIME FOR CLIMATE

The City Must Double Down on
Shifting Transportation Options to
Reach Goals

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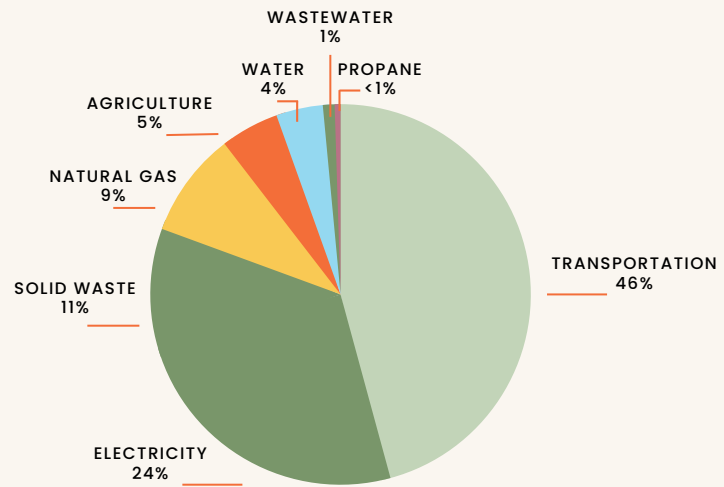
Executive Summary



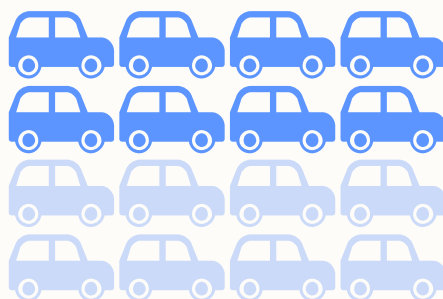
Climate Action Campaign (CAC) believes everyone deserves to live in a zero carbon, climate-safe, and climate-ready future. CAC also believes everyone deserves healthy, safe, convenient, reliable, affordable, and clean mobility options to connect to important activities and resources.

Unfortunately, we are not on track to ensure everyone has access to equitable and just mobility options or a climate-safe future, reflecting generations of unjust land use and transportation planning decisions that have kept communities segregated, isolated, polluted, and auto-dependent. The City has also underinvested in frontline Communities of Concern, exacerbating poor land use and transportation decisions with unpaved roads, cracked and/or missing sidewalks, uneven streets, and dangerous and deadly road use design. These communities are often surrounded by heavy-duty diesel truck and freeway traffic and polluting businesses and industries, making for dangerous health outcomes and air quality in the city.

Transportation remains the single largest source of climate pollution, and the City does not yet have a path or a commitment to reach the City's binding and ambitious 2030 mode shift goals.



COUNTY GHG EMISSIONS BY SECTOR (2014)

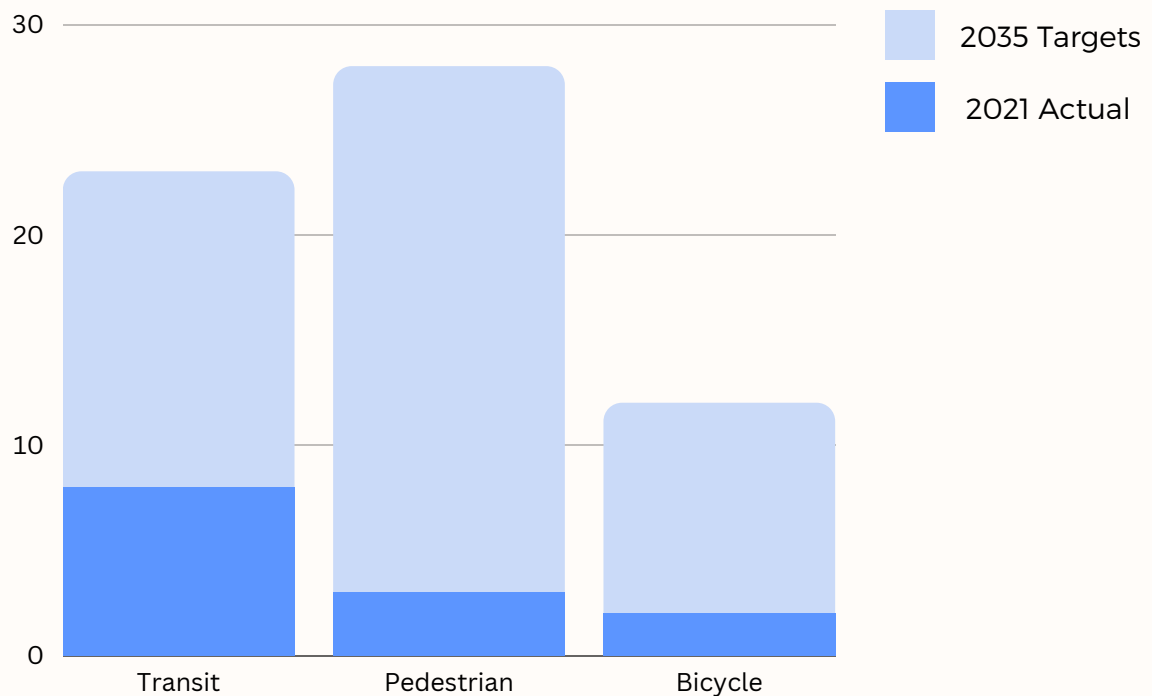


50% of the City of San Diego's greenhouse gas emissions come from transportation sources.

The City's most recent, and only, publically available data on mode share targets shows 2021 mode share targets are off track from reaching the city's 2030 binding goals. The 2021 data shows commuter transit at 8%, pedestrian commuter mode share at 3%, and bicycle commuter mode share at 2%. These percentages miss all 2015 Climate Action Plan (CAP) targets of 12%, 4%, and 6%, respectively. They also have changed little, if at all, since 2015. These numbers will be even further behind under the binding 2022 CAP mode share targets for 2030 and the bold 2035 targets, which include shifting 50% mode of all transportation trips and not just commuter trips.

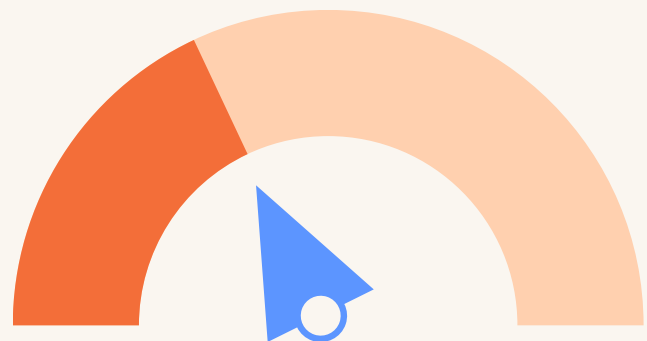
FIGURE 1:

GAP BETWEEN 2035 MODE SHIFT TARGETS AND 2021 ACTUAL MODE SHIFT DATA



2035 targets pulled from 2022 CAP update.

To put it in perspective, the city is committed to reaching 36% overall mode shift by 2030, **but we are only at 13% in 2023**. We have seven years to double our mode shift results, and yet no evidence or plan to get there.

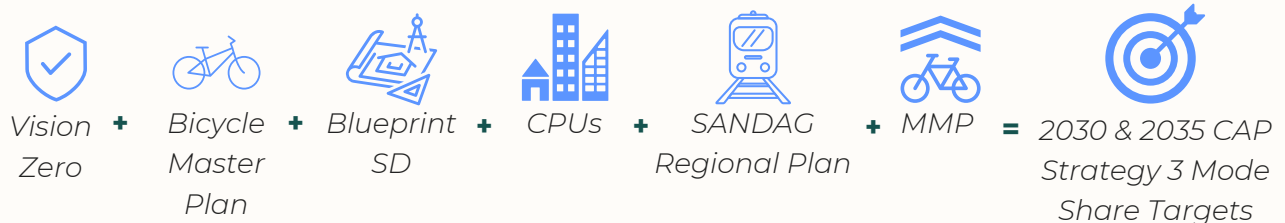


The City's first, and overdue, Mobility Master Plan (MMP) is slated to be adopted by the Mayor and Council this year. This report is written in anticipation of the draft MMP release to help focus the final MMP framework on achieving the CAP's mode shift goals by 2030 and 2035. In this report, we will review what needs to be included in the plan for San Diego to have a successful MMP.

The MMP must be:

1. Designed and developed to **meet all mode share targets for 2030 and 2035.**
2. Include a calculated **total projected cost** to develop and implement all projects, policies, and programs to reach mode share targets.
3. Include **annual benchmarks and progress reporting** on mode share targets.
4. **Prioritize investments in Communities of Concern.**
CalEnviroScreen and the Climate Equity Index (CEI) are great tools the City can use to help plan and **prioritize MMP actions in Communities of Concern.**
5. **Integrate and advance other City and regional mobility plans** such as Vision Zero, the Bicycle Master Plan, Safe Routes to School, Community Plan Updates (CPUs), Blueprint SD, Complete Communities, Sustainable Development Areas, and the SANDAG 2025 Regional Plan.
6. **Show the modeling** of how existing plans will get the city to its binding CAP mode share goals. Not every plan needs to reach the final targets, but in totality, the modeling needs to show reaching the 50% mode shift target. We need a data-driven and evidence-based approach.

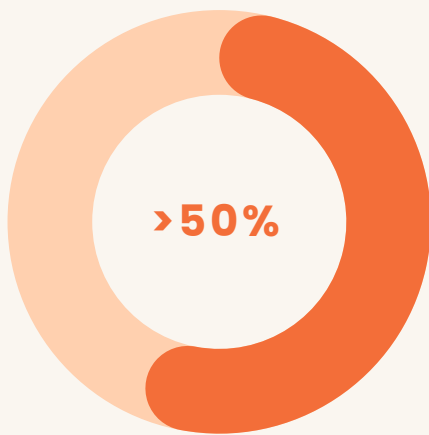
An MMP that does not meet these six recommendations will not be sufficient to address generations of environmental racism, nor will it be a meaningful plan to reduce air pollution, slash greenhouse gas emissions, and reach CAP mode share targets.



BACKGROUND

2022 City of San Diego Climate Action Plan (CAP):

The 2022 CAP, known as CAP 2.0, set bold greenhouse gas (GHG) reduction targets for 2030 and 2035, including a commitment to reach net zero emissions by 2035. These science-based targets are key to protecting our health and future.



The CAP has a variety of different strategies that will help reduce GHG emissions. CAP Strategy 3, Mobility and Land Use, sets binding 2030 mode share targets to reduce mobile and land use greenhouse gas emissions. **GHG emissions from mobile sources, like light trucks and cars, account for more than 50% of all local GHG emissions.** These emissions exacerbate the climate crisis, harm human health, and inequitably affect San Diegans.

The CAP is intended to be California Environmental Quality Act (CEQA) qualified, meaning the City can demonstrate quantifiable and data-driven reductions to GHG emissions that are consistent with State GHG reduction targets. A CEQA-qualified CAP also allows for streamlining new development if consistent with State GHG emissions reduction targets.

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THESE EMISSIONS EXACERBATE THE CLIMATE CRISIS, HARM HUMAN HEALTH, AND INEQUITABLY AFFECT SAN DIEGANS.

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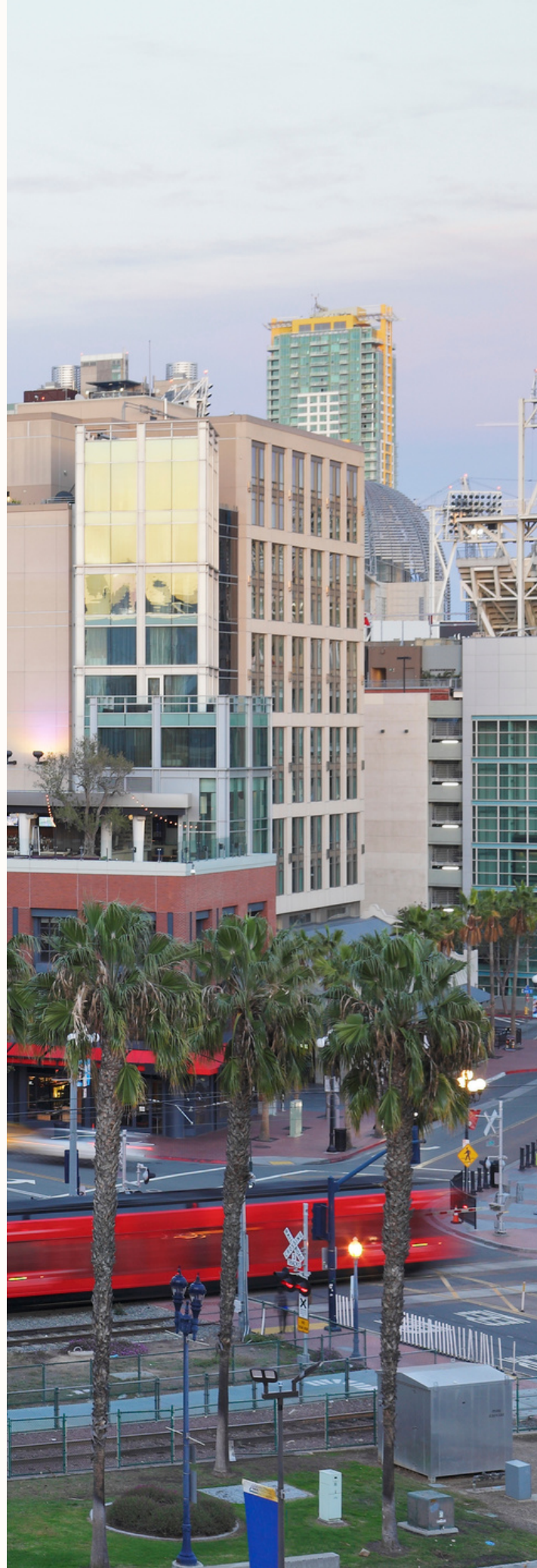
Plan Integration:

The City of San Diego has various plans dedicated to building safer streets for pedestrians and cyclists and addressing growth and land use. Many of these plans and initiatives overlap in their scope and goals. MMP should coordinate actions found in other City mobility plans and initiatives. The MMP must also be incorporated into the City's various land use plans to function as an overall City mobility framework.

The MMP also needs to fully connect and advance:

- Vision Zero
- the Bicycle Master Plan
- Safe Routes to School and the Youth Opportunity Pass (YOP)
- Blueprint SD and all Community Plan Updates (CPUs)
- 2025 SANDAG Regional Plan

Coordinating so many plans within a mobility and land use framework makes it essential for the City to move forward with a public review of the MMP no later than the promised Summer 2023 release date.



WHAT MAKES A GOOD MOBILITY PLAN?

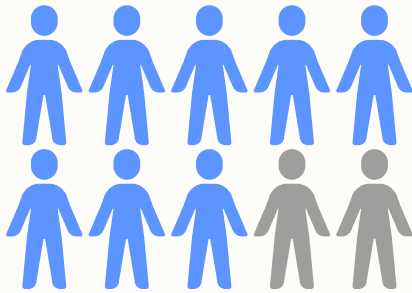


CURRENT MMP FRAMEWORK

CAP mode share targets are currently not mentioned in the list of what will be included in the MMP, nor are they listed in the Key MMP Components section of the City webpage about the MMP. This is unacceptable and doesn't make sense. CAP Strategy 3 and the MMP are specifically intended to reach mode share goals to ensure the City is on track to meet CAP GHG emissions reduction goals.

CHAPTER 1: CITY OF SAN DIEGO CAP MODE SHIFT SUMMARY

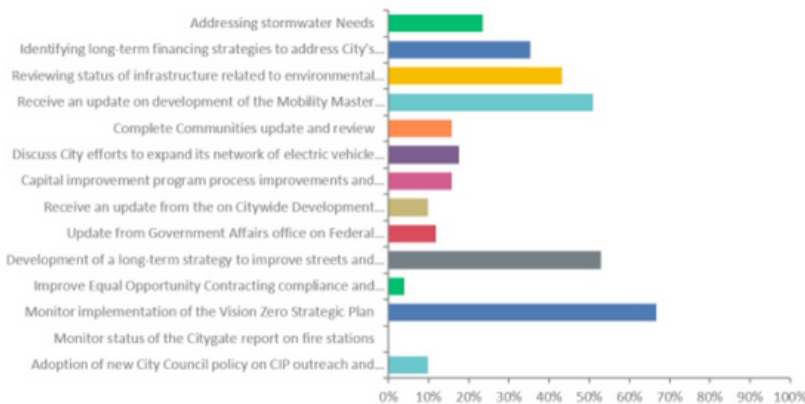
To reach a zero carbon San Diego, people need safe and reliable transportation options so they can leave their cars at home more often or save money and not purchase one at all. As demonstrated in the City’s Active Transportation and Infrastructure (ATI) Committee’s 2023 survey results, residents are laser-focused on their mobility priorities, with respondents stating that “monitor implementation of the Vision Zero Strategic Plan,” “develop a long-term strategy to improve streets and roads,” and “receive an update on development of the Mobility Master Plan” are the top three issues that were most important to address this year.



An overwhelming majority of respondents, **81%**, said in response to question 2, that “walkability and bicycle programs” were most important to them.

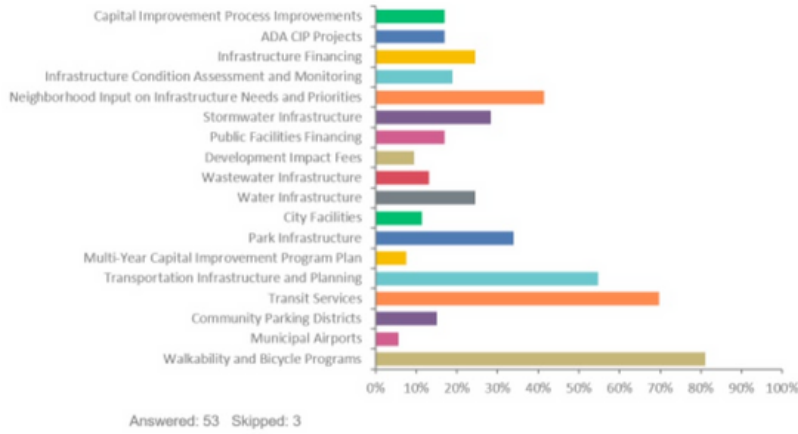
Q3: Please check what issues you believe are most important to address this year.

Answered: 51 Skipped: 5



ANSWER CHOICES	RESPONSES
Addressing stormwater Needs	23.53% 12
Identifying long-term financing strategies to address City's infrastructure funding gap	35.29% 18
Reviewing status of infrastructure related to environmental resiliency and climate action plan	43.14% 22
Receive an update on development of the Mobility Master Plan	50.98% 26
Complete Communities update and review	15.69% 8
Discuss City efforts to expand its network of electric vehicle charging stations	17.65% 9
Capital improvement program process improvements and transparency measures	15.69% 8
Receive an update from the on Citywide Development Impact Fee implementation	9.80% 5
Update from Government Affairs office on Federal infrastructure funding opportunities	11.76% 6
Development of a long-term strategy to improve streets and roads	52.94% 27
Improve Equal Opportunity Contracting compliance and metrics	3.92% 2
Monitor implementation of the Vision Zero Strategic Plan	66.67% 34
Monitor status of the Citygate report on fire stations	0% 0
Adoption of new City Council policy on CIP outreach and customer service expectations	9.80% 5
TOTAL	182

Q2: The Active Transportation 2023 Work Plan will broadly feature items pertaining to the City's Capital Improvement Program. The committee's official jurisdiction includes the issues and programs listed below. Please select those that are most important to you.



ANSWER CHOICES	RESPONSES	
Capital Improvement Process Improvements	16.98%	9
ADA CIP Projects	16.98%	9
Infrastructure Financing	24.53%	13
Infrastructure Condition Assessment and Monitoring	18.87%	10
Neighborhood Input on Infrastructure Needs and Priorities	41.51%	22
Stormwater Infrastructure	28.30%	15
Public Facilities Financing	16.98%	9
Development Impact Fees	9.43%	5
Wastewater Infrastructure	13.21%	7
Water Infrastructure	24.53%	13
City Facilities	11.32%	6
Park Infrastructure	33.96%	18
Multi-Year Capital Improvement Program Plan	7.55%	4
Transportation Infrastructure and Planning	54.72%	29
Transit Services	69.81%	37
Community Parking Districts	15.09%	8
Municipal Airports	5.66%	3
Walkability and Bicycle Programs	81.13%	43
TOTAL		260



CHAPTER 2: ACHIEVING MODE SHIFT TARGETS & NET ZERO GHG EMISSIONS

Today, how we move goods, services, and people generates enormous greenhouse gas emissions. The MMP intends to reduce GHG emissions by generating a significant mode shift away from polluting cars to more sustainable modes of transportation.

Active transportation and public transit are vital for thousands of San Diego residents who depend on these mobility options daily. Folks with constrained incomes are less likely to drive a car and more likely to walk and use public transit. As the cost of living and owning a vehicle increases, more and more San Diegans are looking for more affordable transportation options. This sets the stage for public adoption of more sustainable mobility solutions to folks' various transportation needs.

Only a deliberate, dedicated, and equitable annual investment into active transportation and transit infrastructure can get the City on the right path. **With billions in state and federal funding in play for climate-friendly investments and infrastructure, the City has a once in a generation opportunity to fix the wrongs of the past and change the built environment for the better of all.**



Health Outcomes

CalEnviroScreen 4.0 & City of San Diego Climate Equity Index (CEI)

The MMP can and should positively affect health outcomes, especially in Communities of Concern, if it helps shift 50% of all trips to active transportation and public transit. The sharp reduction in GHGs and air pollution from having fewer cars spewing tailpipe emissions will make a meaningful difference in health and overall quality of life in environmental justice Communities of Concern. **Decreased exposure and number of sensitive populations would help these residents move away from environmental racism and unjust health disparities without ever leaving their homes.**

CalEnviroScreen and the CEI are necessary tools to achieve more equity by focusing on Communities of Concern that are overburdened by pollution. The MMP can be a surgical tool to improve the built environment in ways that make sense for the residents. When looking at the City of San Diego through CalEnviroScreen and CEI, it is easy to see the incredible disparities.

Environmental inequity tends to follow the generational disparities codified by redlining in the City. Here we see that Communities of Concern at the highest risk of vulnerability in the face of pollution are the same communities that suffer from racial disparities and historical structural disinvestment.

The MMP can focus investment on addressing this legacy of environmental racism and structural exclusion. Setting a mobility plan that meets CAP mode shares within the 2030 and 2035 timelines will also drastically reduce the pollution burden and vulnerability to cumulative impacts in Communities of Concern if equity is built into the MMP projects, programs, and policies. **Our most vulnerable residents, youth, seniors, Black, Asian, and Latino residents, can finally be released from a legacy of toxicity, disinvestment, and poor health outcomes simply because of where they live.**



Further, a 2022 US Department of Health and Human Services report names transportation as a major social determinant of health (SDOH). SDOHs are social and structural factors impacting people's health, well-being, and longevity. SDOHs also have an active role in perpetuating disparate health outcomes. According to the report, "increasing access to safe, equitable public transportation infrastructure can also help address some of the transportation barriers to accessing medical care and is also associated with positive health behaviors and other positive health impacts." The City's mobility planning needs to take this into account and see mode share targets as a critical method to address transportation as an SDOH, especially in Communities of Concern.

It is also clear that CalEnviroScreen and CEI have a nexus with SDOH. Within the focus of this report, at the center of these two frameworks are the negative effects of transportation pollution from fossil fuel emissions, especially on vulnerable populations.

"Interventions that promote active transportation are also associated with increased physical activity....commuting by walking or bicycling has widely been associated with improved cardiometabolic health...and improved mental health" (Journal of Transport & Health, Volume 25).



“ Interventions that promote active transportation are also associated with increased physical activity....commuting by walking or bicycling has widely been associated with improved cardiometabolic health...and improved mental health



Capital Improvement Program (CIP)

What is the CIP?

The CIP is the City's plan for funding and installing new infrastructure and is critical to changing the built environment. The City owns and maintains basic physical infrastructure such as bikeways, sidewalks, streets, streetlights, and traffic signals. CAP actions must be fully integrated into the City's CIP to meet the community's needs for safe and convenient active transportation and public transit.

The MMP - CIP connection

MMP projects not represented in the City's Five-Year Capital Infrastructure Planning Outlook and the City's annual CIP Budget have little chance of being implemented. The current Five-Year Capital Infrastructure Planning Outlook encompasses the fiscal year 2024-2028 and categorizes capital projects as a priority or discretionary.

Two years from the end of the current CIP Outlook in 2030, the first ambitious list of CAP mobility targets is required to be met, yet many mobility-related capital projects are neither funded nor identified and planned to meet the 2030 goals. The capital projects necessary to meet CAP mobility targets need to be prioritized for funding in the CIP, or else the City will not have a chance of achieving its mandatory climate targets.

The Transportation Department's FY 2024 workplan for streets reads:

“The Department has a 5-year outlook that describes the funding needs by annual allocation that contribute to CAP measure implementation. The current unfunded needs amount to \$1.25 billion amongst bikes, sidewalks, signals, and streets modifications.”

This \$1.25 billion figure only accounts for CIP projects that have already been planned, but it does not include what needs to be planned and implemented to reach CAP mode share targets. For example, other enhancements to the public right-of-way, such as necessary ADA improvements, new bicycle facilities, and Complete Streets, all have CIP components. Many of these projects have yet to be identified, let alone planned and implemented. Without identifying and planning any new and necessary CIP mobility projects, there is a huge unknown cost. This cost is necessary to understand how much funding is needed to realize the MMP and actually reach mode share targets.

It can be difficult to find funding for CIP projects. Most of the CIP annual budget funding comes from the general fund, which is already stretched thin. This fact only increases the importance of designing a mobility plan that includes realistic steps and fully develops plans to create a safer and healthier built environment that encourages sustainable mobility.

An MMP that produces alignment of the CIP budget with infrastructure needed to reach mode share targets is the most important factor for meeting CAP mobility goals. Such a plan can help the City leverage its limited general fund dollars. If the City has a well-designed MMP, it will help mobility projects be competitive for state and federal funding.

CIP Council Policies

To be consistent with the CAP commitment to an equity-based approach, infrastructure investments must be prioritized in Communities of Concern. The CIP process involves Council policies that help prioritize capital projects in Communities of Concern.









Council Policy 800-14 helps rank CIP projects with “an increased emphasis on equitable investment in structurally disadvantaged communities” as noted in the FY ‘24 Transportation Department workplan.

Integrating MMP capital projects with the CIP is critical for planning, funding, and actualizing mode shift away from vehicles and advancing the City’s equity commitments.

Vision Zero (VZ)

The MMP has a critical nexus with the City's Vision Zero initiative. VZ was adopted as a policy initiative in 2015 with a 2025 target date to reach zero traffic-related fatalities and severe injuries in the City. Reaching VZ can only happen with a CIP that dedicates significant funding to changing the built environment from auto-centric to an environment where active transportation and public transit are given priority. The MMP can be a great tool for advancing the City toward its VZ goal.

A Mobility Master Plan with targeted strategies to make active transportation safer needs to have the following:

	A Vision Zero Quick Build toolkit like the one SFMTA uses to cut through red tape and make short-term safety fixes now
	Follow through on fixing the top 15 unsafe intersections using VZ data
	Geo-specific locations ranked by collision density
	A publicly available timeline for the completion of addressing safety at each of the geo-specific locations ranked by collision density
	Prioritization of geo-specific collision-dense locations that are in Communities of Concern
	A comprehensive design of CIP projects necessary to reduce collisions at these locations
	Funding allocations for necessary CIP infrastructure implementation at these locations
	Plans for connecting disconnected sidewalks and bicycle facilities and dedicated funding to implement such plans

On April 13, 2023, the City's Active Transportation and Infrastructure (ATI) Committee reviewed Vision Zero. The staff report reads:

"The Mobility Master plan will ensure that citywide mobility initiatives support investments in Communities of Concern, promote Vision Zero, and advance the goals of the Climate Action Plan. **The Mobility Master Plan will focus on strategies, policies, programs, and projects that make walking, rolling, bicycling, and using transit more attractive, easier, efficient, and affordable.**"

Walking and Rolling

30

PEDESTRIANS
KILLED

The largest mode share target in CAP 2.0 is 19% walking and rolling by 2030 and 25% walking and rolling by 2035. Unfortunately, the available data on VZ shows that the greatest amount of serious injuries and fatalities occur when folks are walking and rolling. **In 2022 alone, 30 pedestrians were killed, and 46 were severely injured.** Without addressing the serious safety issues in the built environment for those who walk and roll, how can the City even fathom that 25% of folks would be using this method of transportation? Funding for necessary mobility infrastructure needs to be identified and programmed for implementation quickly if the City will meet its walking and rolling mode share targets.

46

PEDESTRIANS
INJURED

Biking

With cars zooming at unsafe speeds, current conditions limit the biking network and create unsafe infrastructure where vehicles are prioritized at the expense of cyclist safety. **In 2022 there were 2 bicycle fatalities, and 16 people riding bicycles were severely injured.** With current conditions, would we see more folks injured if biking mode share were higher? Increasing the cycling mode share means increasing the overall safety and connectivity of the biking network. This requires assessing planned but not yet constructed bicycle facilities to ensure they meet the safety requirements to protect cyclists. Secondly, there needs to be a focus on connecting community resources with a biking network so that where there is not a safe and protected bike lane, there can be a reconfiguration of the public right of way that would allow for safe cycling where it is needed most.

2

BICYCLE
FATALIES

16

BICYCLE
INJURIES

There is one more important factor to consider. With the increasing adoption of e-bikes and the anticipation of higher adoption rates in the near future, it is critical that the City fund and implement infrastructure that will protect cyclists as they ride their way from one place to another. Separated bikeways are the best way to protect those on bicycles from vehicles. This is the “Class IV approach” that the City has committed to but not fully funded and not updated where additional Class IV bike facilities are needed, even though the City continues to density.

MMP, VZ, and the CIP

The MMP, VZ, and CIP must tie together to achieve CAP goals and, most importantly, save lives. If necessary capital projects that aid the City in reaching CAP mode share goals are not planned to also achieve VZ, it will be a missed opportunity for the City to leverage scarce funding to achieve both goals. Reaching VZ will allow folks to see walking, rolling, biking, and using public transit as highly competitive modes of transportation and, therefore, mode shift to these mobility options.

Workplans

The SuMo workplan also states additional benefits of the MMP as it “includes solutions to address vision zero and safety concerns as well as equity consideration” (pg 9). The Transportation Department's workplan on streets states it's FY 24 workplan CAP actions “help provide connected and safe networks for walking and biking. Co-benefits of improved walking and biking support the City's Vision Zero efforts to eliminate severe and fatal injuries from the transportation system.”

Without proper planning within the MMP, necessary mobility infrastructure will be delayed, and more lives will be at risk as our current, dangerous infrastructure remains unchanged.



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Bicycle Master Plan

To meet CAP mode share targets, the MMP must contain updated and robust bicycle infrastructure projects. Building out these elements in the MMP can help expedite much-needed updates to the City's Bicycle Master Plan. The MMP, Bicycle Master Plan, and CIP need synergy in their implementation components if 7% of all trips will be by bicycle in just seven years. Community resources must be connected with appropriate bike facilities to elicit a mode shift to cycling. There are many new opportunities to provide safer cycling in the City since the Bicycle Master Plan has not been updated since 2013. Developing the MMP and updating the Bicycle Master Plan are foundational actions in the City's 2022 Climate Action Implementation Plan.



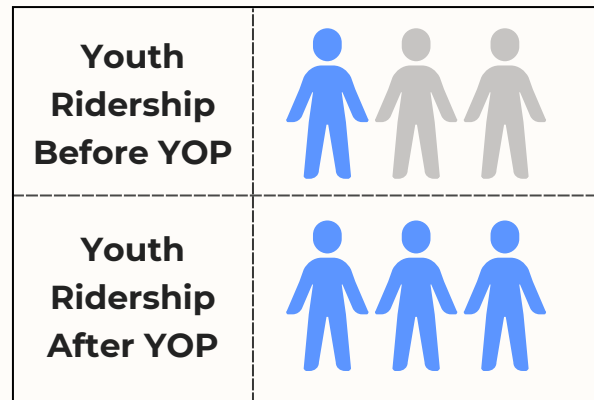
Ultimately, integrating the Bicycle Master Plan into the MMP is essential. This integration must provide annual benchmarks for cycling mode shift targets in the CAP's 2030 and 2035 timelines. **The MMP can be the catalyst for updating the Bicycle Master Plan.** It should tie it to the five-year CIP to ensure that necessary bicycle facility infrastructure is built to increase cycling's mode share to the 7% 2030 target and 10% by 2035.

Safe Routes to School & Youth Opportunity Pass (YOP)

Both public transit and active transportation are essential components of CAP Strategy 3. The MMP should explore opportunities to make this connection stronger and safer. A way to focus these two strategies on our youth is to have an MMP that advances Safe Routes to School CIP projects within the 2030 and 2035 target timelines. An action in the Climate Action Implementation Plan (CAIP) speaks to this connection. The action listed in the Climate Action Implementation Plan (CAIP) is “Develop Safe Routes to Schools safety plans; start a program focusing on safe routes to school for CoCs and underperforming schools.”

Youth Opportunity Pass (YOP)

YOP has been extremely successful, with youth riding public transit at **three times** the rate they did prior to the implementation of the YOP pilot, according to SANDAG data.



To leverage this increased ridership and build upon its success, it is critical that the MMP address the connection between public transit and active transportation for youth and students.

Not all youth have the opportunity to use free transit. Investment in building out a multimodal transportation network for youth that live in transit deserts should be addressed by a well thought out MMP that looks at various opportunities for mode shift. The MMP should embrace alleviating the obstacles many youth face when they do not have options outside of having someone give them a ride in a vehicle to meet all their needs. **If safe, active transportation infrastructure can move youth closer to their schools and other extracurricular activities without the youth needing to solely rely on someone who drives, they will have many more opportunities to learn.**

Blueprint SD and Community Plan Updates

As the City updates Community Plans and implements land use frameworks like Blueprint SD, it is critical that these policies act in service to the mode shift targets outlined in the CAP. CPU's should have mandatory mode share targets that will create a real pathway to achieving the CAP's targets. Development patterns continue to undermine GHG mitigation efforts, and there must be more connection between the City's development plans and more sustainable mobility options as density increases.

Blueprint SD is a plan and overall strategy to guide sustainable and equitable growth in the City's General Plan. Once complete, it will be a significant update to the City's General Plan.

Blueprint SD aims to focus growth in areas of the City with the greatest propensity for housing, population, transit, job centers, and daily destinations in alignment with the City's CAP goals. But the potential for a competitive transportation network is not enough; the potential is theoretical. Physically building a sustainable transportation network to accommodate population growth is necessary.

Blueprint SD illustrates the importance of recognizing the connection between land use and GHG emissions. Blueprint SD is currently being drafted, and, to effectively advance the City's CAP goals, it should fully integrate necessary mobility components of the MMP. Only through this kind of holistic integration will Blueprint SD help the City shift 50% of all trips to walking, rolling, biking, and public transit. Blueprint SD will not be successful without connecting population growth and more density with CAP mobility targets.



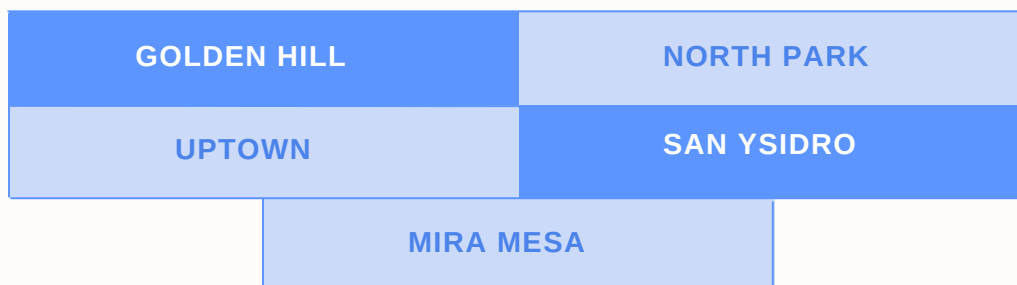
Blueprint SD works as a framework for updating the General Plan's 2008 City of Villages Strategy and associated Village Propensity Map, which then informs the community planning program.

Community Plan Updates (CPUs) that do not account for mode shift targets create the perfect opportunity for more auto-centric planning and, therefore, will dramatically increase GHG emissions and VMT in the City.

Five of the six CPUs adopted since 2016 do not align with the overall CAP mode shift targets.

FIGURE 2:

COMMUNITY PLAN UPDATES SINCE 2016 THAT DO NOT ALIGN WITH CAP MODE SHIFT TARGETS



Specifically, the City has failed to use the Golden Hill, North Park, San Ysidro, and Uptown CPUs as tools to implement the 2015 CAP Strategy 3: Bicycling, Walking, Transit & Land Use. Most recently, the City adopted a 2022 Mira Mesa CPU with mode shift targets inconsistent with the CAP update and will increase GHG emissions and worsen air quality. The lack of CPU and CAP goal alignment has significantly delayed new transportation strategies from being deployed, putting San Diego further behind in meeting its mobility targets.



2025 SANDAG Regional Plan

The City of San Diego needs to adopt a robust and actionable MMP this year as the development of SANDAG’s 2025 Regional Plan has already begun. The MMP should be forward-looking in planning regional improvements to the transportation system so that residents and visitors can more easily access resources, entertainment, and job centers within the City proper. Taking a more active approach in lining up CIP infrastructure projects that will help reach CAP mobility targets for mode shift away from the biggest emitter of GHG emissions, vehicles, to more sustainable modes of transportation like walking, rolling, biking, and public transit, will allow the City to ensure SANDAG’s 2025 Regional Transportation Plan integrates the City’s MMP and helps realize necessary projects to reach 2030 and 2035 CAP mode shift targets.

It is important to highlight that the City cannot solely rely on SANDAG’s 2021 or 2025 Regional Plan to reach mode shift goals. As Climate Action Campaign’s report, *Missing the Mark*, makes clear, SANDAG’s regional plans can help make progress towards the CAP’s mode share targets but it is not enough to achieve them.

In the FY 24 Sustainability and Mobility Department Workplan, MLU-3.2-SA4 is a CAP action listed for CAP Strategy 3, “Support MTS, SANDAG, and Caltrans in the creation of transit right-of-way for regional transit connections” highlighting the importance of forward planning with important regional partners.

The City has limited funding, but if the MMP can provide a roadmap with detailed projects that help connect regional movement to and through the City, these projects can be part of SANDAG’s Regional Plan where there are more possibilities for funding regional projects. **These necessary projects can be elevated for state and federal funding opportunities.**

CONCLUSION



As the City develops its first Mobility Master Plan, the primary focus needs to be its main legal mandate, to reduce GHG emissions in mobility and land use by increasing mode shift for 36% and 50% of all residents' trips by 2030 and 2035, respectively.

Residents have been waiting years for the implementation of infrastructure projects that ensure walking, rolling, and cycling are safe mobility options and that public transit is more reliable, accessible, frequent, and comfortable.

More freeways and wider streets with fast-moving traffic divide communities and contribute to inequitable pollution levels. The mobility projects included in the City's Mobility Master Plan must address the severe structural inequities of the City's built environment as mode shift targets are realized.

Because of the complexity of creating alignment between mode shift targets, capital infrastructure projects, and project funding, it could be helpful to look in depth at a mobility plan that exemplifies this type of integration.

Best in Class: Denver, Colorado

The City of Denver, in conjunction with the County of Denver, created a new mobility plan, Denver Moves Everyone (DME). This is an update to the last 2008 strategic transportation plan, and it sets the vision for Denver’s 2050 transportation system.



This mobility plan exemplifies straightforward mode shift planning. Mode shares are identified and thoughtful, and strategic planning, including planning for implementing needed mobility infrastructure, are all present in the plan. With this plan, it is clear that Denver is committed to changing its built environment to expand and realize sustainable mobility options for all residents.

In DME, mode shift targets are planned holistically. First, Denver reviews challenges in the current state of their transportation system, then builds a strategic framework to address the current challenges.

Denver Moves Everyone plans to leverage constrained resources, such as limited funding, to maximize mode shift infrastructure. Denver begins its mobility plan, understanding that the capital needed to realize DME by 2050 far exceeds available or foreseeable funding. Instead of being deterred by this, Denver built DME’s mobility framework around the infrastructure needs to reach mode shift targets in a short-term, mid-term, and long-term investment strategy. This approach breaks down the total projected cost of annual funding needs—approximately \$800 million to achieve the vision and goals in the plan—and sorts improvements by how they can also support “community programs and initiatives that enable transformative change in how people use the transportation system.”

In the Short-Term Investment Strategy, Denver uses current funding levels to strategize what can be achieved by 2030. The framework of DME allows for this detail in planning and implementation because DME is built to prioritize improvements. DME includes detailed analysis “to understand what projects and investment levels can move Denver toward its transportation goals. Investments in community programs to motivate and communicate changes in traveler behavior are included in this strategy to make the most of improvements Denver will make.”

For more information, see the document Short-Term Improvements, Appendix A, which strategically prioritizes mobility capital projects and improvements that will be implemented by 2030.

Planning the real costs of capital projects and improvements in the mobility plan creates a strong foundation to coordinate with various funding sources and important initiatives effectively. In San Diego, this approach can leverage the known mobility capital projects needed to reach 2030 and 2035 mode share targets with important initiatives such as Vision Zero or updating the Bicycle Master Plan and then implementing it.



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