Councilmember Jennifer Campbell

District 2 Representative

San Diego City Council

Subject: Request for Revitalization Study for the Peninsula Community

Dear Councilmember Campbell,

On behalf of the Peninsula Community Planning Board, we would like to bring to your attention the pressing need for a comprehensive Revitalization Study for Rosecrans Street. This study would go beyond a conventional traffic study and encompass an in-depth analysis of associated land use. Our key focus areas include enhancing pedestrian safety and accessibility, promoting sustainable and efficient transportation, supporting transit connectivity and regional mobility, managing traffic congestion, and enhancing streetscape and aesthetics.

Rosecrans Street, as a vital corridor within our community, connects various neighborhoods, businesses, and recreational areas. However, it faces significant challenges in terms of traffic congestion, pedestrian safety, and outdated infrastructure. We believe that a Revitalization Study for Rosecrans Street is essential to address these issues comprehensively and transform the corridor into a safer, more sustainable, aesthetically pleasing, and environmentally friendly space.

The Revitalization Study for Rosecrans Street should include an evaluation of the following key components, aligned with our community's visions and goals:

- Enhancing Pedestrian Safety and Accessibility: We request a comprehensive assessment of pedestrian infrastructure, including crosswalks, sidewalks, and signalization, to improve safety and accessibility for pedestrians. Creating a walkable environment is crucial for the success of the revitalization efforts along Rosecrans Street.
- Promoting Sustainable and Efficient Transportation: The study should explore
  opportunities to integrate sustainable transportation options, such as dedicated bike
  lanes, improved public transit facilities, and enhanced connections to existing regional
  transportation networks. These measures will encourage alternative modes of
  transportation and reduce environmental impacts.
- 3. Supporting Transit Connectivity and Regional Mobility: We emphasize the importance of evaluating transit connectivity along Rosecrans Street, including the potential for enhanced bus service, transit-oriented development, and improved pedestrian access to transit stops. These measures will enhance regional mobility while considering the environmental sustainability of transportation solutions.
- 4. Managing Traffic Congestion: The study should assess existing traffic patterns, identify bottlenecks, and explore strategies for improving traffic flow and reducing congestion

- along Rosecrans Street. Implementing traffic calming measures and strategic intersection improvements will contribute to both the efficient movement of vehicles and the reduction of vehicle miles traveled.
- 5. Enhancing Streetscape and Aesthetics: We recognize the significance of a visually appealing streetscape that reflects the character and identity of our community. The study should include recommendations for landscaping, street furniture, public art, and other aesthetic enhancements, with a focus on utilizing native plants and environmentally friendly design principles. These efforts will contribute to the overall success of the Rosecrans Street revitalization while preserving the natural beauty of our surroundings.

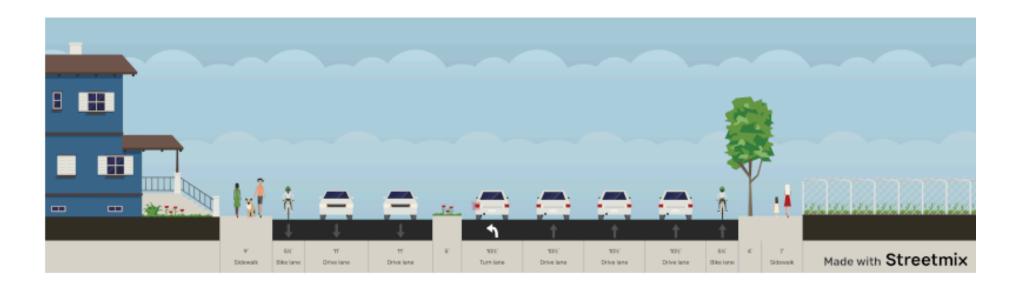
By undertaking a Revitalization Study for Rosecrans Street, we believe we can unlock its true potential, fostering a safer, more sustainable, and visually pleasing environment for all residents and visitors. We kindly request your support in advocating for the necessary resources and funding to initiate this study for Rosecrans Street.

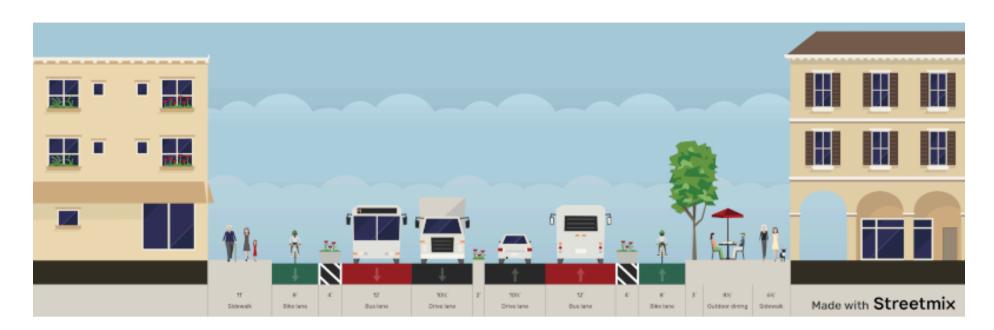
We have detailed the strategies and initiatives we would like to see discussed in the attached documents, which provide further information on our vision for the Rosecrans Street Revitalization Study. We would appreciate the opportunity to meet with you and your staff to discuss this matter further and explore how we can collaborate to make this Revitalization Study a reality for Rosecrans Street. We believe that by working together, we can create a better future for our community, ensuring the prosperity, well-being, and environmental stewardship of all residents along Rosecrans Street.

Thank you for your attention to this important request. We look forward to your positive response and continued support.

Sincerely,

Peninsula Community Planning Board





## Rosecrans Reboot

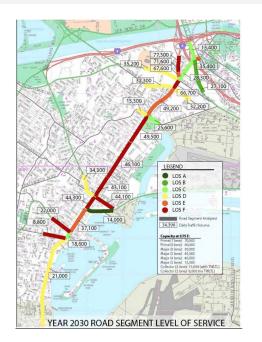
A Vision for a Thriving, Sustainable, and Pedestrian-Friendly Coastal Community

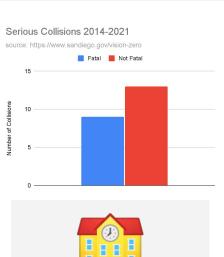
Our vision is to transform Rosecrans Street into a vibrant and inclusive corridor that prioritizes safety, sustainability, and community well-being.

Through strategic improvements and thoughtful design, we aim to create a pedestrian-friendly environment that fosters economic growth, enhances mobility options, and showcases the unique character of our neighborhood.

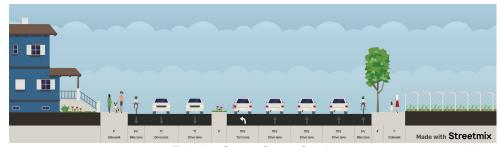
#### Goals and Objectives:

- Enhance Safety:
  - a. Crosswalks, Traffic Calming, Visibility
- Promote Sustainable Transportation:
  - a. Bike lanes, Bus lanes, Improved Transit Stops
- 3. Manage Traffic Congestion:
  - a. Driving Alternatives, Intersection Improvements, Transit Priority
- 4. Beautify the Streetscape:
  - a. Landscaping, Public Art, Green Infrastructure
- 5. Foster Community and Economic Vitality:
  - a. Local Businesses, Inviting Streetscape, Vibrant Community

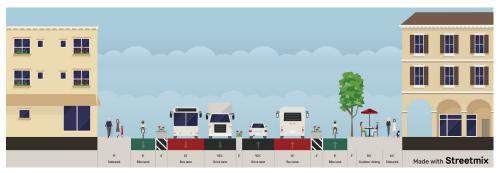








**Existing Street Cross Section** 



A potential street cross section for Rosecrans Street featuring protected bike lanes, bus lanes, and one vehicle lane in each direction, promoting safe and efficient transportation for cyclists, bus riders, and motorists.



Existing Zoning

New Zoning, Multi Family within a 5 minute walk of bus stops.

Single

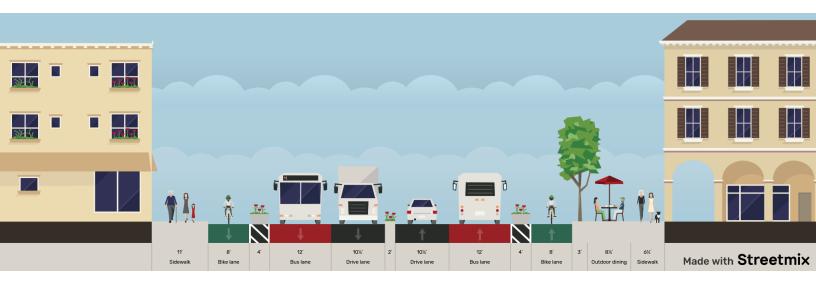
Family

Multi Family

Comercial

**Parks** 

Allocating density where it makes sense along Rosecrans Street, independent of the HAP 2.0, enables strategic urban development and maximizes the potential for creating vibrant and sustainable communities.



## Rosecrans Reboot

A Vision for a Thriving, Sustainable, and Pedestrian-Friendly Coastal Community

## **Table of Contents**

Table of Contents	1
Executive Summary	2
Introduction	4
The Current State of Rosecrans Street	6
Vision and Goals	8
Key Strategies and Initiatives	10
Key Strategy: Rezoning along Rosecrans to Promote Density	12
Key Initiative: Bus Lanes along Rosecrans	16
Key Initiative: Protected Bike Lanes and Improved Pedestrian Environment	18
Key Strategy: Enhancing Pedestrian Safety and Retail Environment	19
Implementation Plan and Timeline	21
Conclusion	24
Call to Action	25
Appendix	26
Examples of Medium Density Development in Point Loma	26
Examples of Transit Prioritization	28
Market Street, San Francisco	28
La Jolla Boulevard, Bird Rock	29
Studies and Other Documents	31

### **Executive Summary**

The revitalization plan for Rosecrans Street presents a comprehensive strategy to transform the corridor into a vibrant, sustainable, and pedestrian-friendly environment. This executive summary provides an overview of the key goals, strategies, and initiatives proposed to revitalize Rosecrans Street in Point Loma, San Diego.

The primary goals of the revitalization plan are to address traffic congestion, improve pedestrian safety, promote sustainability, and enhance the coastal living experience along Rosecrans Street. Currently, Rosecrans Street serves as a major arterial road, connecting significant destinations such as Shelter Island, Liberty Station, the Old Town Transit Center, and the Navy Base. However, the street faces challenges such as severe traffic congestion, limited pedestrian-friendly infrastructure, and a high number of traffic injuries and fatalities.

To achieve these goals, the revitalization plan focuses on key strategies and initiatives. First, a strategic rezoning approach will be implemented to promote density along Rosecrans Street. This will encourage mixed-use development and create a walkable environment that fosters a live-work-play atmosphere.

Improving public transportation is a vital aspect of the plan. Dedicated bus lanes will be introduced along Rosecrans Street, reducing travel times and enhancing reliability and frequency. These improvements will decrease car dependence, alleviate congestion, and provide faster and more efficient transit service.

Enhancing bicycle infrastructure and pedestrian safety is another crucial element of the plan. Protected bike lanes will be implemented, filling missing connections and providing a safe and comfortable space for cyclists. Reducing car lanes, expanding sidewalks, and improving crosswalks will create a more pleasant and secure pedestrian environment, encouraging walking and active transportation.

Sustainability-focused initiatives will also be integrated into the plan. Green infrastructure, energy-efficient lighting, and landscaping practices that support biodiversity will reduce the environmental impact of Rosecrans Street while enhancing its aesthetic appeal.

Community engagement and collaboration play a pivotal role in the revitalization process. The involvement of residents, local businesses, community organizations, and city officials will ensure a collective and inclusive approach. Regular public meetings, workshops, and surveys will provide opportunities for input, address concerns, and incorporate diverse perspectives throughout the project.

In conclusion, the revitalization plan for Rosecrans Street seeks to transform the corridor into a thriving, sustainable, and pedestrian-friendly destination. By implementing strategic rezoning, introducing dedicated bus lanes, enhancing bicycle infrastructure, improving pedestrian safety, and fostering community engagement, Rosecrans Street will undergo a transformative revitalization that benefits residents, businesses, and visitors alike. The plan sets a roadmap for

a more vibrant, connected, and livable Rosecrans Street, reflecting the unique character and aspirations of the Point Loma community, while addressing the pressing issue of traffic injuries and fatalities to create a safer and more secure environment for all road users.

### Introduction

Rosecrans Street, a vital thoroughfare in the picturesque neighborhood of Point Loma, San Diego, has long been a focal point for residents, commuters, and visitors alike. However, the increasing challenges of traffic congestion, pedestrian safety, and the need for sustainable development have underscored the urgent need for a comprehensive revitalization plan. In recognition of the street's significance and potential, we present a visionary roadmap that aims to transform Rosecrans Street into a vibrant, livable, and pedestrian-friendly community corridor while reducing vehicle miles traveled (VMT) and promoting alternative modes of transportation.

Over the past years, Rosecrans Street has experienced a concerning number of traffic fatalities and serious injuries, totaling 23 incidents from 2014 to 2021<sup>1</sup>. This stark reality emphasizes the urgency of addressing safety concerns and implementing effective measures to protect the lives of all road users. Our revitalization plan prioritizes enhancing pedestrian safety, improving crosswalks, and strategically placing traffic-calming features to minimize accidents and foster a secure environment for pedestrians, cyclists, and motorists alike.

Traffic congestion has become a pressing issue on Rosecrans Street, with commuters, tourists, and locals all vying for limited road space. The resulting congestion not only hampers daily commutes but also impacts air quality, public health, and overall quality of life. To address this challenge, our plan incorporates innovative strategies to improve public transportation options and promote sustainable transportation alternatives. The introduction of dedicated bus lanes along Rosecrans Street will expedite transit services, reduce travel times, and enhance bus reliability, thereby encouraging more residents and visitors to choose public transit over private vehicles. By increasing the frequency and reliability of bus services, we aim to reduce congestion, decrease car dependence, and provide a more efficient and sustainable mode of transportation.

Furthermore, we recognize the importance of creating a vibrant retail environment along Rosecrans Street. By enhancing pedestrian infrastructure and creating a welcoming atmosphere, we seek to attract foot traffic, stimulate economic growth, and support local businesses. Expanded sidewalks, improved lighting, and increased accessibility for persons with disabilities will contribute to a thriving retail environment that can potentially boost sales. The presence of twenty schools within a ten-minute walk of Rosecrans Street highlights the significance of creating a safe and inviting pedestrian environment that promotes active transportation and provides a greater sense of freedom for students, parents, and residents who choose not to rely on cars.

As we embark on this transformative journey, we recognize that revitalizing Rosecrans Street requires the collaborative efforts of community members, local businesses, city officials, and other stakeholders. By embracing our shared vision and working together, we can create a revitalized Rosecrans Street that reduces traffic congestion, enhances pedestrian safety, and becomes a vibrant hub for sustainable transportation and economic vitality. This document

-

<sup>&</sup>lt;sup>1</sup> https://www.sandiego.gov/vision-zero

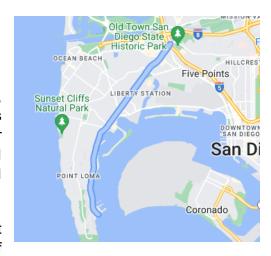
outlines the key components of our plan, serving as a blueprint for a future where Rosecrans Street thrives as a testament to the harmony between urban development, pedestrian-friendly infrastructure, and the coastal lifestyle.

Together, let us seize this opportunity to reimagine Rosecrans Street and create a safer, more vibrant, and pedestrian-friendly corridor that benefits the entire Point Loma community. Through our collective efforts, we can transform Rosecrans Street into a model of sustainable transportation, enhanced pedestrian safety, and thriving economic vitality. Join us in taking action and making the revitalization of Rosecrans Street a reality.

# The Current State of Rosecrans Street

Rosecrans Street, a major arterial street in Point Loma, San Diego, plays a pivotal role in connecting various communities and significant destinations. Spanning four to six lanes, this bustling thoroughfare serves as a vital transportation corridor for residents, commuters, and visitors alike.

At the south end of Rosecrans Street lies a vibrant commercial district, offering a diverse range of



businesses including restaurants, cafes, boutiques, and professional services. This commercial hub attracts both local patrons and tourists seeking a wide array of goods and services, contributing to the area's economic activity and vitality.

Rosecrans Street serves as a crucial link to several prominent destinations. It connects Shelter Island, a renowned tourist spot known for its picturesque waterfront, marinas, and recreational activities. Additionally, Rosecrans Street acts as a gateway to Liberty Station, a large commercial complex providing numerous dining, shopping, and entertainment options that appeal to both residents and visitors.

Furthermore, Rosecrans Street passes through the communities of Loma Portal, Roseville, and La Playa, serving as an essential lifeline for residents living in these areas. The street's route also intersects with the Old Town Transit Center, providing convenient access to various transportation options such as buses, trolleys, and trains. Additionally, the Navy Base is in proximity to Rosecrans Street, highlighting its significance as a vital transportation route for military personnel, visitors, and supporting services.

While Rosecrans Street features bike lanes along certain portions, there is room for improvement to ensure continuous and safe cycling infrastructure along its entire length. Moreover, the current design and capacity of the street pose challenges, as it accommodates more traffic than the recommended guidelines for a street of its kind. This congestion hampers traffic flow and presents obstacles to creating a safe, efficient, and sustainable transportation network along Rosecrans Street.

In addition, it is important to address the issue of road safety, as the street has experienced a concerning number of serious traffic incidents. From 2014 to 2021, there were 23 reported incidents, with 9 of them resulting in fatalities. These incidents highlight the urgent need for safety improvements and a comprehensive revitalization plan for Rosecrans Street. By implementing strategic initiatives and enhancements, such as improved traffic management, pedestrian safety measures, and sustainable design, we can create a safer and more enjoyable experience for all road users.

Understanding the current state of Rosecrans Street, including its bustling commercial district, its connections to prominent destinations, its challenges with traffic congestion and bike infrastructure, and the significant road safety concerns, underscores the need for a comprehensive revitalization plan. By addressing these issues and creating a vision that promotes pedestrian safety, sustainability, and an enhanced streetscape, Rosecrans Street can be transformed into a thriving and inviting corridor that caters to the needs of the community while preserving its significant role as a vital transportation artery.

### Vision and Goals

The revitalization of Rosecrans Street is guided by a clear and compelling vision, aiming to transform it into a vibrant, sustainable, and pedestrian-friendly corridor. This vision is supported by a set of well-defined goals and objectives that outline the desired outcomes and benefits of the revitalization efforts.

- 1. Enhancing Pedestrian Safety and Accessibility:
  - Create a pedestrian-centric environment by widening sidewalks, improving crosswalks, and incorporating pedestrian amenities.
  - Implement traffic calming measures to reduce vehicle speeds and enhance safety for pedestrians.
  - Increase accessibility for individuals with disabilities by ensuring compliance with ADA guidelines and improving sidewalk infrastructure.
- 2. Promoting Sustainable and Efficient Transportation:
  - Reduce vehicle miles traveled (VMT) and car dependence by promoting alternative modes of transportation, such as walking, biking, and public transit.
  - Improve public transportation options by implementing dedicated bus lanes along Rosecrans Street, providing faster and more reliable transit service.
  - Enhance the connectivity of bus lanes to key destinations, including the Midway district and Old Town, improving access to the proposed peoplemover concept and other transit hubs.
- 3. Supporting Transit Connectivity and Regional Mobility:
  - Ensure that the proposed bus lanes on Rosecrans Street effectively integrate with existing and future transit infrastructure.
  - Coordinate with relevant stakeholders, including local transit authorities, to optimize connections between Rosecrans Street and transit hubs such as the proposed peoplemover concept and other key destinations.
  - Explore opportunities for seamless multimodal travel, enhancing regional mobility and providing convenient transit options for residents and visitors.
- 4. Managing Traffic Congestion:
  - Optimize traffic flow and minimize delays by utilizing intelligent traffic signaling systems, which are already implemented, to improve overall traffic efficiency.
  - Evaluate the need for additional turning lanes, traffic roundabouts, or other infrastructure improvements to mitigate congestion at key intersections.
  - Implement traffic management strategies that prioritize the movement of public transportation and improve overall traffic operations.
- 5. Enhancing Streetscape and Aesthetics:
  - Integrate urban design elements, such as enhanced landscaping, street furniture, and public art, to create an inviting and visually appealing streetscape.
  - Incorporate green infrastructure practices, including tree planting, permeable pavements, and stormwater management techniques, to improve environmental sustainability and enhance the overall aesthetics.

Furthermore, this revitalization plan embraces the Vision Zero goal, which prioritizes safety and aims to eliminate traffic fatalities and serious injuries. By implementing comprehensive pedestrian safety measures, traffic calming strategies, and improved infrastructure, Rosecrans Street will become a safer and more inclusive corridor for all road users.

By pursuing these goals, the revitalization of Rosecrans Street will create a more sustainable, pedestrian-friendly corridor that supports efficient and reliable transit options. The proposed bus lanes along Rosecrans Street will not only improve local transit connectivity but also enhance regional mobility by providing seamless connections to the Midway district, Old Town, and other key destinations. This integration will contribute to reducing traffic congestion, promoting sustainable transportation choices, and improving the overall quality of the corridor.

Through careful planning and collaboration with transit authorities, the revitalization efforts on Rosecrans Street can successfully support transit connectivity and the proposed peoplemover concept, offering residents and visitors convenient and efficient options for accessing the surrounding areas. This coordinated approach will enhance regional mobility and contribute to the long-term sustainability and livability of the San Diego community.

### Key Strategies and Initiatives

To achieve the revitalization goals of Rosecrans Street, several strategic approaches and initiatives will be implemented. These initiatives aim to enhance walkability, improve traffic management, promote sustainable transportation options, and foster community engagement.

A critical aspect of revitalizing Rosecrans Street is the implementation of a strategic rezoning plan that promotes density along the corridor. By encouraging higher density development, including mixed-use residential and commercial spaces, we can create a vibrant and walkable environment. The increased availability of housing options will facilitate a live-work-play atmosphere, reducing the need for car dependence and supporting a more sustainable lifestyle.

Another key initiative in improving transportation efficiency is the establishment of dedicated bus lanes along Rosecrans Street. These dedicated lanes will provide faster and more reliable transit service, significantly reducing travel times for commuters. By enhancing the reliability of bus service and increasing its frequency, we can encourage more people to choose public transportation over private cars, reducing congestion and decreasing car dependence.

To support active transportation and enhance the pedestrian environment, the revitalization plan includes the introduction of protected bike lanes along Rosecrans Street. These dedicated bike lanes, separated from vehicular traffic, will provide a safe and comfortable space for cyclists. Additionally, addressing missing bike lane connections, particularly along the route to Old Town, will ensure a seamless and connected cycling network. Reducing the number of car lanes to one each way will not only decrease road noise but also create a more pleasant pedestrian environment, encouraging more people to walk and explore the corridor. Furthermore, expanding sidewalks will improve pedestrian safety and comfort, allowing for increased foot traffic and promoting local business vitality. Ensuring accessibility for persons with disabilities is a crucial aspect of the plan, guaranteeing that everyone can traverse Rosecrans Street with ease and inclusivity.

To prioritize pedestrian safety, the revitalization plan includes the implementation of improved crosswalks, widened sidewalks, and dedicated bike lanes. These measures will enhance pedestrian safety by providing clear and safe paths for pedestrians and cyclists, reducing the risk of accidents. A safer and more inviting pedestrian environment will also positively impact the retail sector. Studies have shown that enhancing the pedestrian experience can increase the sales potential of retail shops along the corridor by up to 30 percent<sup>2</sup>. By creating an attractive and accessible streetscape, we can attract more customers and support local businesses, contributing to the economic vibrancy of the area.

An essential component of the revitalization plan is active community engagement and collaboration. We recognize the importance of involving residents, local businesses, community organizations, and city officials in the decision-making process. Public meetings, workshops, and surveys should be conducted to gather input, address concerns, and incorporate diverse

10

<sup>&</sup>lt;sup>2</sup> https://americas.uli.org/uli-research-roundup-economic-value-pedestrian-infrastructure-amenities/

perspectives. By fostering a collaborative approach, we can ensure that the revitalization efforts align with the needs and aspirations of the community. Transparent communication channels should be established to keep stakeholders informed about project progress, milestones, and opportunities for participation throughout the revitalization process. This inclusive and collaborative approach will foster a sense of ownership among community members, resulting in a revitalized Rosecrans Street that truly reflects the needs and desires of its residents.

By implementing these key strategies and initiatives, Rosecrans Street will undergo a transformative revitalization that enhances walkability, improves traffic management, promotes sustainable transportation options, and fosters community engagement. The combination of rezoning, bus lanes, protected bike lanes, pedestrian safety measures, and active community involvement will create a vibrant, sustainable, and people-centric corridor. These efforts will not only improve the quality of life for residents but also attract visitors and support local businesses, contributing to the overall success and vitality of the Rosecrans Street revitalization project.

Key Strategies and Initiatives	Description
Rezoning along Rosecrans to Promote Density	Implement strategic rezoning to encourage higher density development along Rosecrans Street, creating a vibrant and walkable environment.
Bus Lanes along Rosecrans	Establish dedicated bus lanes to improve transit service, reducing travel times and increasing reliability, frequency, and ridership.
Protected Bike Lanes and Improved Pedestrian Environment	Introduce protected bike lanes, address missing connections, and reduce car lanes to enhance safety, accessibility, and walkability.
Enhancing Pedestrian Safety and Retail Environment	Improve crosswalks, widen sidewalks, and create dedicated bike lanes to enhance pedestrian safety, support local businesses, and attract customers.
Community Engagement and Collaboration	Foster community involvement through public meetings, workshops, and surveys, ensuring inclusive decision-making and transparent communication.

### Key Strategy: Rezoning along Rosecrans to Promote Density

Currently, the zoning along Rosecrans Street in Point Loma encompasses a mix of different land use designations. Near the west end of Rosecrans, there is a pocket of community commercial zoning that historically has accommodated car-centric uses. This commercial zone is flanked by multiple-unit residential zoning for one block. Additionally, Liberty Station, located further east, features surface parking areas near Rosecrans. Opposite of liberty station there is predominantly single-family zoning. To revitalize Rosecrans Street, the plan proposes rezoning and redevelopment strategies to promote density, enhance connectivity, and improve the livability of the corridor.

The goal is to expand the residential section around the commercial zone to encompass the five to ten minute walk shed of the commercial area. This expansion aims to create a more integrated and walkable neighborhood where residents can live in close proximity to amenities, reducing the need for car travel and promoting a pedestrian-friendly environment. It is important to strike a balance between growth and preservation, ensuring that the revitalization efforts align with the unique character and aspirations of each neighborhood.

Increasing density while retaining the character of each neighborhood requires thoughtful planning and design. Sensitive urban design principles should be applied to ensure that new developments respect and enhance the existing architectural style, scale, and historic elements of the surroundings. By incorporating design guidelines and architectural standards that reflect the neighborhood's character, new buildings can seamlessly blend with the existing fabric and contribute to the overall aesthetic appeal.

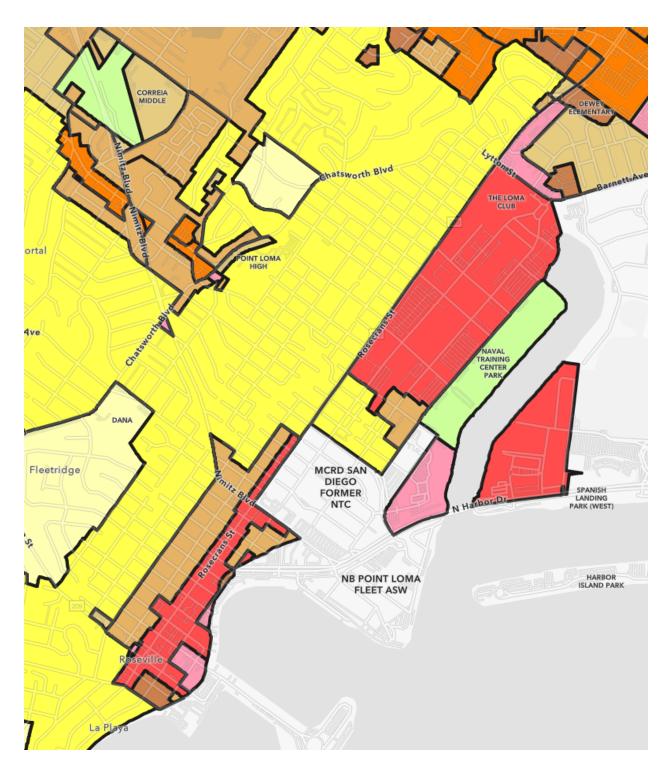
Preserving the scale and form of the neighborhood is crucial. Designing buildings that are in harmony with the surrounding context, utilizing setbacks, and varying building heights can help maintain the neighborhood's character. This approach ensures that new developments do not impose a sense of disruption but rather create a sense of continuity, integrating with the existing fabric.

In addition to architectural considerations, preserving open spaces, parks, and public amenities is essential for retaining neighborhood character. These spaces serve as gathering places for the community, providing opportunities for social interactions, recreation, and events. By incorporating parks, plazas, and green spaces into the revitalization plan, the project can maintain the neighborhood's livability and contribute to its unique identity.

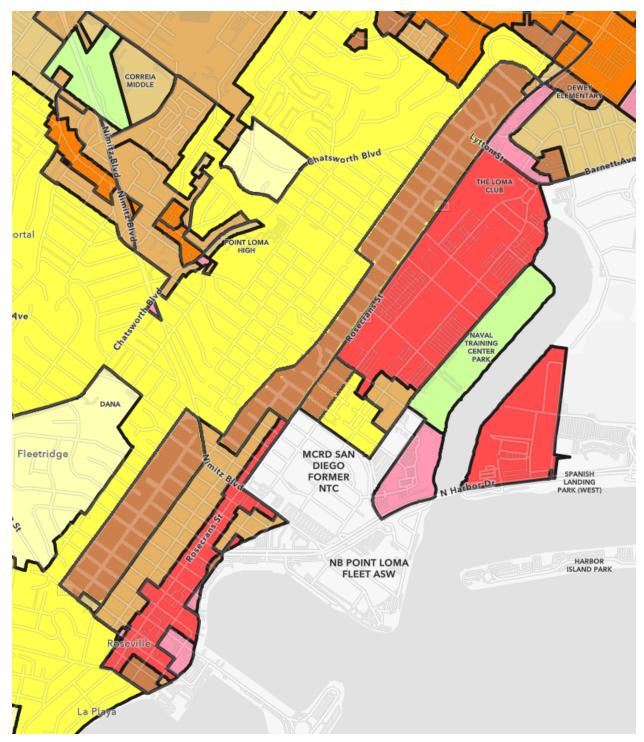
Engaging the community throughout the revitalization process is crucial. Involving local residents, businesses, and community organizations allows their voices to be heard and ensures that the revitalization plan aligns with their aspirations and values. Community input can guide the design and development process, fostering a sense of ownership and creating a more inclusive and responsive revitalization plan.

By incorporating sensitive urban design, respecting scale and form, preserving open spaces, and engaging the community, it is possible to increase density along Rosecrans Street while

retaining the unique character of each neighborhood. This approach ensures that the revitalization efforts respect and enhance the existing fabric, contributing to the creation of a vibrant, sustainable, and livable corridor.



The current zones along Rosecrans street. Yellow is single family residential, brown is multiple unit residential, red is commercial, green is open space.



Potential new zones along Rosecrans street. Yellow is single family residential, brown is multiple unit residential, red is commercial, green is open space.

### Key Initiative: Bus Lanes along Rosecrans

The plan for revitalizing Rosecrans includes the addition of dedicated bus lanes along the corridor. These bus lanes will serve as a dedicated space for public transportation, separate from general traffic lanes. Implementing bus lanes is a key strategy aimed at reducing vehicle miles traveled (VMT) and car dependence, while promoting sustainable transportation alternatives.

By introducing bus lanes, we can significantly improve the efficiency and reliability of bus services along Rosecrans Street. Buses will experience reduced congestion and have faster travel times, resulting in improved reliability and more predictable schedules. This enhancement in bus speed and reliability encourages greater adoption of public transit by providing a convenient and efficient alternative to driving.

The bus lanes will not only benefit transit riders but also contribute to overall traffic management and congestion reduction. By separating buses from other vehicles, the flow of traffic can be improved, leading to smoother and more efficient travel for all road users. This reduction in traffic congestion has a positive impact on the community, reducing travel times, mitigating road noise, and improving the overall quality of life for residents and businesses along Rosecrans Street.

Furthermore, the addition of bus lanes aligns with our goals of noise reduction and improved air quality. By incentivizing transit adoption through faster and more reliable bus services, we can encourage people to choose public transportation over private vehicles, reducing the number of cars on the road. This reduction in individual vehicle usage leads to decreased traffic noise and lower emissions, contributing to a guieter and more environmentally sustainable corridor.

The plan also recognizes that improving bus services and transit adoption goes hand in hand with enhancing the overall pedestrian experience. By creating dedicated bus lanes, we can potentially reallocate road space to implement wider sidewalks, pedestrian-friendly crossings, and other pedestrian-oriented infrastructure. This pedestrian-focused approach encourages active transportation, making walking and biking along Rosecrans Street safer and more appealing.

In summary, the addition of bus lanes along Rosecrans Street is a vital component of the revitalization plan. These dedicated lanes contribute to VMT reduction, noise reduction, improved bus reliability and speed, and ultimately foster greater adoption of public transit. By prioritizing efficient and sustainable transportation options, we can create a more vibrant, accessible, and environmentally friendly corridor for residents, businesses, and visitors along Rosecrans Street.



The current layout of Rosecrans street along the section near liberty station.



A potential future layout of Rosecrans street along the section near liberty station.

### Key Initiative: Protected Bike Lanes and Improved Pedestrian Environment

As part of the comprehensive revitalization plan for Rosecrans Street, the proposal includes the addition of protected bike lanes and improvements to the pedestrian environment. These initiatives aim to create a safer and more inclusive transportation corridor that caters to the needs of vulnerable road users, enhances the pedestrian experience, and expands the freedom of individuals who cannot or choose not to drive a car.

Protected bike lanes will provide dedicated space for cyclists, physically separated from vehicle traffic by planters or curbs. By incorporating these bike lanes along Rosecrans Street, we prioritize the safety and comfort of cyclists, encouraging active transportation and promoting a healthier and more sustainable mode of travel. This infrastructure improvement is particularly significant for vulnerable road users, including cyclists of all ages and abilities, who often feel safer and more confident when they have dedicated space on the road.

Improving the pedestrian environment along Rosecrans Street is equally important. Enhancements may include widened sidewalks, improved crosswalks, pedestrian-friendly signal timings, and amenities such as benches, shade structures, and street trees. These improvements create a more welcoming and accessible environment for pedestrians, encouraging more people to walk and explore the corridor. Additionally, the presence of pedestrian-friendly infrastructure supports the safe movement of students, as twenty schools are located within a ten-minute walk of Rosecrans Street. This ensures that children have a safer route to and from school, promoting active transportation and reducing reliance on car travel.

By incorporating protected bike lanes and improving the pedestrian environment, the plan expands the freedom and mobility options for individuals who cannot or choose not to drive a car. Non-drivers, including children, older adults, individuals with disabilities, and those who prefer alternative modes of transportation, will benefit from safer and more convenient access to key destinations along Rosecrans Street. The revitalization efforts aim to create an inclusive and equitable transportation corridor that accommodates the diverse needs of the community, fostering a sense of independence and freedom of movement for all.

Ultimately, the addition of protected bike lanes and improvements to the pedestrian environment contribute to a more vibrant, connected, and sustainable Rosecrans Street. These enhancements create a safer and more enjoyable experience for cyclists and pedestrians, support the needs of vulnerable road users, and promote active transportation choices. By expanding mobility options and reducing reliance on cars, the plan enhances the quality of life for residents, encourages a healthier lifestyle, and contributes to a more livable and resilient community.

## Key Strategy: Enhancing Pedestrian Safety and Retail Environment

One of the key aspects of the revitalization plan for Rosecrans Street is to improve pedestrian safety and create a vibrant retail environment. These efforts are not only crucial for the well-being of residents and visitors but also hold significant benefits for local businesses along the corridor.

By implementing measures to enhance pedestrian safety, such as improved crosswalks, pedestrian-friendly signal timings, and widened sidewalks, we create a more inviting environment for people to explore the retail offerings along Rosecrans Street. Pedestrians will feel more comfortable and secure while navigating the area, leading to increased foot traffic and greater visibility for businesses.

A pedestrian-friendly environment promotes a sense of place and encourages people to spend more time in the area. With wider sidewalks, pedestrians have more space to walk, window-shop, and engage with storefronts. This improved pedestrian experience can result in longer dwell times and increased opportunities for businesses to capture the attention of potential customers. Furthermore, providing amenities like benches, shade structures, and attractive street furniture can create a pleasant and welcoming atmosphere, making the retail area more enticing and enjoyable for visitors.

The revitalization plan also recognizes the importance of incorporating green spaces and landscaping elements along Rosecrans Street. By integrating trees, plants, and green infrastructure, we can create an aesthetically pleasing streetscape that enhances the overall ambiance and encourages a positive shopping experience. Studies have shown that the presence of greenery and well-designed public spaces can attract more customers, increase the value of commercial properties, and contribute to higher sales for local businesses.

Moreover, a pedestrian-oriented retail environment aligns with the growing demand for walkable, community-oriented shopping experiences. Many consumers are increasingly seeking out vibrant, walkable corridors where they can leisurely stroll, explore local businesses, and support the community. By creating a safe and inviting environment for pedestrians, the revitalization plan taps into this trend and positions Rosecrans Street as an attractive destination for residents and visitors alike.

The benefits of enhancing the retail environment extend beyond increased foot traffic and customer engagement. Revitalizing the corridor and creating a more appealing retail environment can attract new businesses, spur economic growth, and contribute to the overall prosperity of the local economy. By supporting the success of existing businesses and attracting new enterprises, Rosecrans Street can become a thriving commercial hub that generates employment opportunities, fosters entrepreneurship, and strengthens the sense of community pride.

In summary, the revitalization plan's focus on enhancing pedestrian safety and improving the retail environment along Rosecrans Street offers significant benefits for local businesses. By creating a pedestrian-friendly atmosphere, incorporating green spaces, and providing amenities, we can attract more foot traffic, increase dwell times, and create a vibrant and prosperous retail corridor. These efforts not only enhance the shopping experience for residents and visitors but also contribute to the economic vitality and overall appeal of the community.



An example of a vibrant pedestrian space and enhanced retail environment. Source: https://www.asla-sandiego.org/e-street-to-be-more-pedestrian-friendly/

### Implementation Plan and Timeline

The implementation plan for the revitalization of Rosecrans Street is organized into short-term (0-5 years), mid-term (5-10 years), and long-term (10+ years) improvements. These phases outline the key initiatives and provide a high-level overview of the anticipated timeline for each phase.

Short-Term Improvements (0-5 years): The short-term phase focuses on immediate improvements that can be implemented within a relatively shorter timeframe. The key objectives during this phase are to address pressing issues and enhance the safety and accessibility of Rosecrans Street. The short-term initiatives include:

- Pedestrian Safety Enhancements: Improve crosswalks, install pedestrian-friendly infrastructure such as countdown timers, and enhance signage to ensure the safety and comfort of pedestrians.
- Bicycle Infrastructure Improvement: Upgrade and expand existing bike lanes, create protected bike lanes where feasible, and implement traffic calming measures to promote safe cycling along Rosecrans Street.
- 3. Strategic Rezoning: Develop and implement a rezoning plan to encourage mixed-use development, create a more vibrant streetscape, and foster a live-work-play environment.

Mid-Term Improvements (5-10 years): The mid-term phase focuses on sustainable transportation solutions and transit-oriented improvements. These initiatives aim to reduce car dependence, promote alternative modes of transportation, and enhance connectivity. The mid-term initiatives include:

- Dedicated Bus Lanes: Implement dedicated bus lanes along Rosecrans Street to enhance public transportation services, reduce travel times, and improve transit reliability and frequency.
- 2. Complete Streets Design: Redesign Rosecrans Street to accommodate all users, including pedestrians, cyclists, and motorists. This includes widening sidewalks, expanding bike lanes, enhancing crosswalks, and enhancing transit stops to create a more pedestrian-friendly and transit-friendly environment.
- 3. Multimodal Connectivity: Improve connections to key destinations, such as the Old Town Transit Center and proposed peoplemover concept, to enhance regional mobility and provide convenient transit options for residents and visitors.

Long-Term Improvements (10+ years): The long-term phase focuses on comprehensive streetscape enhancements and the creation of an attractive and inviting environment along Rosecrans Street. These initiatives aim to enhance the visual character of the corridor and promote a sense of place. The long-term initiatives include:

- 1. Urban Design and Beautification: Incorporate urban design elements, such as enhanced landscaping, street furniture, public art installations, and wayfinding signage, to create an inviting and aesthetically pleasing streetscape.
- 2. Green Spaces and Plazas: Create green spaces, pocket parks, and public plazas along Rosecrans Street to provide gathering spaces for the community, enhance walkability, and contribute to the overall livability of the corridor.
- 3. Potential Automated People Mover (APM): Explore the feasibility of implementing an automated people mover system along Rosecrans Street, as outlined by the Central Mobility Hub study, to further enhance transit connectivity and accessibility.
- 4. Potential Pedestrian Zone: Consider the creation of a pedestrian zone at the southwest end of Rosecrans Street, where vehicular access is limited, to create a vibrant and pedestrian-friendly area.

The implementation plan will involve a coordinated effort among various stakeholders, including community members, local businesses, city officials, and relevant entities. The allocation of resources, funding sources, and partnerships necessary for successful execution will be identified and secured at each phase of the implementation plan.

By implementing these short-term, mid-term, and long-term improvements, the revitalization of Rosecrans Street will progress systematically, addressing immediate needs while setting the foundation for long-term sustainability, connectivity, and a vibrant streetscape that reflects the aspirations of the Point Loma community.

Improvement	Description	
Short-Term Improvements (0-5 years)		
Pedestrian Safety Enhancements	Implement measures to widen sidewalks, improve crosswalks, and incorporate pedestrian amenities.	
Enhancing Bicycle Infrastructure	Improve existing bike lanes, fill missing connections, and create a continuous and safe cycling network.	
Strategic Rezoning	Implement a rezoning plan to promote mixed-use development and create a walkable environment.	
Mid-Term Improvements (5-10 years)		
Enhancing Transit Stops	Upgrade transit stops with improved amenities, accessibility features, and real-time information displays.	
Dedicated Bus Lanes	Introduce dedicated lanes for buses along Rosecrans Street, enhancing transit service reliability and speed.	
Complete Streets Design	Redesign streets to accommodate multiple modes of transportation, prioritizing pedestrian and cyclist safety.	
Multimodal Connectivity	Improve connections between various modes of transportation, integrating transit, biking, and walking routes.	
Long-Term Improvements (10+ years)		
Urban Design and Beautification	Enhance the streetscape through urban design elements, landscaping, street furniture, and public art.	
Green Spaces and Plazas	Introduce green spaces, pocket parks, and plazas along Rosecrans Street, providing recreational areas.	
Potential Automated People Mover (APM)	Explore the feasibility of implementing an Automated People Mover (APM) system to enhance regional mobility.	
Potential Pedestrian Zone at Southwest End of Rosecrans	Convert a section of the southwest end of Rosecrans Street into a pedestrian-only zone for enhanced walkability.	

### Conclusion

The revitalization plan for Rosecrans Street represents a transformative vision to address the challenges and opportunities faced by the corridor. Our comprehensive approach seeks to create a thriving and sustainable space that enhances the well-being of the community while promoting economic vitality and connectivity.

One of the primary focuses of this plan is to tackle traffic congestion and improve pedestrian safety. By implementing strategies such as rezoning for density, the addition of bus lanes, protected bike lanes, and enhanced pedestrian infrastructure, we can create a more efficient and accessible transportation network. These measures will not only reduce congestion and improve traffic flow but also prioritize the safety and comfort of pedestrians, cyclists, and other vulnerable road users.

Furthermore, the plan emphasizes sustainability as a key pillar for the revitalization of Rosecrans Street. Integrating green infrastructure, energy-efficient lighting, and thoughtful landscaping will not only enhance the aesthetic appeal of the corridor but also contribute to environmental stewardship. By embracing sustainable practices, we can create a healthier and more environmentally friendly community that benefits both current and future generations.

However, the success of this revitalization plan relies on the active involvement and collaboration of all stakeholders. We encourage the engagement of local residents, businesses, community organizations, and government agencies to collectively implement the proposed strategies and initiatives. By working together, we can create a vibrant and inclusive Rosecrans Street that meets the diverse needs and aspirations of the community.

Furthermore, it is important to acknowledge the significance of addressing the issue of traffic accidents on Rosecrans Street. The plan incorporates measures to enhance pedestrian safety, such as widened sidewalks, improved crosswalks, and traffic calming measures. By prioritizing pedestrian safety and implementing proactive strategies, we aim to reduce the number of traffic accidents, including serious injuries and fatalities, and create a safer environment for all road users.

In conclusion, the revitalization of Rosecrans Street represents a unique opportunity to transform a vital corridor into a thriving and sustainable community space. By implementing the proposed strategies, engaging stakeholders, and prioritizing safety and sustainability, we can create a corridor that reflects the values and aspirations of the community while promoting economic growth and enhancing the overall quality of life for residents and visitors alike.

### Call to Action

To bring about the revitalization of Rosecrans Street, we call upon the community, local businesses, and government agencies to take action:

- 1. Support the Plan: Engage with community organizations, attend public meetings, and voice your support for the revitalization plan for Rosecrans Street. Advocate for its implementation to ensure the corridor's transformation becomes a reality.
- Collaborate and Coordinate: Foster collaboration among stakeholders, including residents, businesses, and government entities. Promote dialogue, share ideas, and work together to address challenges and seize opportunities for the revitalization of Rosecrans Street.
- 3. Invest in Infrastructure: Advocate for the necessary funding and resources to implement the proposed infrastructure improvements, including rezoning efforts, bus lanes, protected bike lanes, and enhanced pedestrian infrastructure. Seek partnerships and grant opportunities to support the funding of these initiatives.
- 4. Support Local Businesses: Patronize the businesses along Rosecrans Street, particularly during the revitalization process. Show your support for the local economy and help businesses thrive during the transition period.
- 5. Stay Engaged: Stay informed about the progress of the revitalization efforts, attend community meetings and events, and actively participate in the decision-making process. Your continued engagement and input are vital to the success of the revitalization plan.

Together, let us embrace the vision of a revitalized Rosecrans Street that prioritizes the well-being of its residents, creates a vibrant retail environment, fosters sustainable transportation options, and showcases the unique character of the surrounding neighborhoods. By taking action today, we can shape a brighter and more prosperous future for Rosecrans Street and the entire community it serves.

### **Appendix**

### Examples of Medium Density Development in Point Loma

On the picturesque Peninsula of Point Loma, there are several examples of medium-density developments that contribute to the neighborhood's unique fabric and character. These developments strike a balance between higher density and preserving the neighborhood's charm, creating a diverse range of housing options that cater to different needs and lifestyles.

One notable example is the mixed-use development located on Voltaire Street called Cabri. This project showcases medium-density housing with 17 units spread across three stories. Cabri seamlessly integrates residential units with commercial spaces, creating a vibrant and dynamic streetscape. The inclusion of commercial spaces with large open windows that face the street adds an inviting and lively atmosphere, fostering community engagement and economic activity.

Another noteworthy project on Voltaire Street is Upper Voltaire. This medium-density development consists of 28 units and features a thoughtful design that respects the surrounding context. The integration of commercial spaces on the ground floor not only provides amenities and services to residents but also contributes to the vitality of the street, making it a desirable destination for both residents and visitors.

These medium-density developments on the Peninsula demonstrate the benefits of creating housing options that fit within the existing fabric of the community. They offer a middle ground between single-family homes and high-rise apartment complexes, providing a diverse mix of housing types that promote density while preserving the neighborhood's scale and character.

In the broader context of housing, these examples align with the concept of Missing Middle Housing. Missing Middle Housing is an approach that emphasizes the need for diverse, affordable, and well-designed housing options within established neighborhoods. It aims to bridge the gap between single-family homes and large-scale apartment buildings, offering housing types such as duplexes, townhouses, and small-scale multi-unit buildings.

By incorporating Missing Middle Housing principles into urban planning and development strategies, communities can create more inclusive and sustainable neighborhoods. These housing options can accommodate a variety of income levels, promote social diversity, and support local businesses. The presence of medium-density developments on the Peninsula, like Cabri and Upper Voltaire, demonstrates the successful implementation of Missing Middle Housing concepts, contributing to the overall liveability and vibrancy of the community.



Cabri, a mixed use development being built on Voltaire street. Source: https://citymark.com/portfolio/cabri/



Upper Voltaire, mixed use developments which recently finished on voltaire street. Source: http://uppervoltaire.com/residences/

### **Examples of Transit Prioritization**

Market Street in San Francisco and La Jolla Boulevard in San Diego are two notable examples of urban streets that have undergone significant transformations to prioritize transit and active transportation. These streets have become models of sustainable and people-centric design, aiming to improve safety, accessibility, and overall quality of life for residents and visitors. By implementing various strategies and infrastructure changes, these cities have successfully created vibrant and pedestrian-friendly corridors that encourage alternative modes of transportation and foster a sense of community. Let's explore the unique approaches and positive impacts of each of these examples.

### Market Street, San Francisco

Market Street in San Francisco serves as a notable example of a successful redesign aimed at prioritizing transit and active transportation. The transformation of Market Street involved a series of measures that restricted private car access, reconfigured one-way streets, and introduced dedicated infrastructure to improve the efficiency and reliability of public transit.

To prioritize transit and active transportation, private cars were restricted from a section of Market Street. This decision allowed for a more pedestrian and cyclist-friendly environment by reducing vehicle congestion and creating a safer space for non-motorized modes of transportation.

Reconfiguring the surrounding one-way streets was another crucial step in the redesign. By adjusting the flow of vehicle traffic around Market Street, the overall traffic circulation was improved, ensuring efficient movement while maintaining the focus on transit and active transportation along Market Street.

Dedicated boarding islands were introduced along the street, providing designated spaces for buses and streetcars to pick up and drop off passengers. These islands enhanced bus efficiency and reliability by minimizing delays caused by merging into general traffic and improving the overall flow of transit operations.

Signal priority for public transit was implemented to further optimize transit efficiency. This meant that buses and streetcars were given priority at traffic signals, allowing them to proceed more quickly through intersections and reducing overall transit travel times.

The transformation of Market Street had significant positive impacts. It became a more inviting and accessible corridor for pedestrians and cyclists, resulting in increased foot traffic and higher ridership on public transit. The introduction of dedicated infrastructure and the prioritization of transit and active transportation also contributed to a reduction in vehicle congestion along Market Street.

The redesign of Market Street yielded tangible improvements in transportation modes. Bicycle ridership saw a substantial increase of 25%, showcasing the success of the efforts to create a

safer and more attractive environment for cyclists. Additionally, transit times were reduced by 12%, benefiting both regular commuters and visitors who rely on public transit for their daily travel.<sup>3</sup>

The success of Market Street's redesign demonstrates the positive outcomes that can be achieved when prioritizing transit and active transportation. By implementing measures such as car restrictions, reconfigured street layouts, dedicated boarding islands, and signal priority, Market Street became a vibrant and efficient thoroughfare that prioritizes sustainable modes of transportation. This transformation serves as an inspiration for cities around the world seeking to enhance their transportation networks and create more livable, people-centered urban environments.

### La Jolla Boulevard, Bird Rock

La Jolla Boulevard, located in the Bird Rock neighborhood of San Diego, underwent a remarkable transformation that turned it into a pedestrian-friendly and vibrant street. By implementing a series of changes, the street was able to maintain its traffic capacity while significantly improving safety, accessibility, and overall quality of the environment.

One of the key improvements on La Jolla Boulevard was the reduction of travel lanes from five to two. This reduction allowed for the incorporation of modern roundabouts at intersections, which effectively calmed traffic and eliminated the need for dedicated turn lanes. Additionally, the addition of on-street parking on both sides of the street, including diagonal parking on the west side closest to the beach, provided convenient parking options for visitors and residents alike.

Surprisingly, despite maintaining a similar level of traffic with approximately 22,000 vehicles, La Jolla Boulevard underwent a remarkable transformation. It evolved from a street that was once hostile to pedestrians to a pleasant and walkable environment. Average speeds on the boulevard dropped from 40-45 mph to a much safer 19 mph, greatly enhancing the safety for pedestrians and cyclists. The reduction in speed also contributed to a significant reduction in noise levels by 77%, creating a more peaceful and enjoyable atmosphere for the community.<sup>4</sup>

The improvements on La Jolla Boulevard had a positive impact on the local economy as well. Retail sales rose by an impressive 30%, indicating an increased level of economic activity and vitality along the street. Furthermore, the implementation of the redesign led to a remarkable reduction in traffic crashes by 90%, improving the overall safety for all road users.

The success of the La Jolla Boulevard revitalization project serves as a testament to the effectiveness of thoughtful street design and traffic management strategies. By prioritizing the needs of pedestrians, cyclists, and local businesses, the street has been transformed into a thriving and welcoming corridor. The experience of La Jolla Boulevard showcases how a carefully planned and executed street redesign can bring about a multitude of benefits, including

<sup>4</sup> https://www.strongtowns.org/journal/2022/6/30/seven-stroads-that-have-been-converted-to-streets

<sup>&</sup>lt;sup>3</sup> https://www.sfmta.com/projects/better-market-street

enhanced safety, improved retail activity, reduced noise levels, and a more vibrant community atmosphere.

### Studies and Other Documents

<u>Street Design Manual (Chapter 3 - Traffic Calming)</u>: The Street Design Manual provides guidelines for street design in San Diego. Chapter 3 specifically focuses on traffic calming techniques, which aim to reduce vehicle speeds and create safer and more pedestrian-friendly streets. The guide discusses various strategies and design elements that can be implemented to achieve these goals.

<u>County Public Road Standards (Table 1 - Level of Service)</u>: The County Public Road Standards document outlines the standards and specifications for the design and construction of public roads in San Diego County. Table 1, found on page 9, defines the level of service, which is a measure of the quality of traffic flow on a road. The table provides criteria and guidelines for evaluating and maintaining desired levels of service on county roads.

<u>Draft Planning Study for Central Mobility Hub</u>: The draft planning study focuses on the Central Mobility Hub, a proposed transportation hub in San Diego. It explores potential improvements and strategies to enhance mobility and connectivity in the area. The study discusses various aspects, such as transportation modes, land use, and infrastructure, with the aim of creating a more efficient and sustainable transportation system. The study is currently open for public comments until June 5th.

<u>Vision Zero Map (Fatalities and Serious Injuries)</u>: The Vision Zero initiative aims to eliminate traffic fatalities and severe injuries in San Diego. The Vision Zero map provides a visual representation of the locations of traffic fatalities and serious injuries in the city. It serves as a valuable tool for identifying high-risk areas and guiding safety improvement efforts.

<u>Protected Bike Lanes</u>: The resource provided by PeopleForBikes offers an introduction to protected bike lanes. It explains the concept, benefits, and design considerations of creating dedicated and physically separated lanes for bicycles. Protected bike lanes enhance cyclist safety, encourage active transportation, and contribute to the overall livability of communities.

E Street Pedestrianization: The E Street Pedestrianization project, as highlighted by the American Society of Landscape Architects (ASLA) San Diego Chapter, focuses on transforming E Street to be more pedestrian-friendly. The project aims to create a safer and more inviting environment for pedestrians by incorporating design elements such as wider sidewalks, improved crossings, landscaping, and street furniture. It demonstrates the potential for enhancing walkability and improving the pedestrian experience.

Converting Hostile Streets to Pedestrian-Friendly Environments: The article from Strong Towns discusses seven examples of streets that have been successfully transformed from hostile environments for pedestrians to more pedestrian-friendly spaces. These case studies showcase the power of design interventions and community-driven initiatives in creating safer, more accessible, and vibrant streetscapes that prioritize pedestrians and promote a sense of place.

Rosecrans Corridor Mobility Study: The Rosecrans Study, conducted by the City of San Diego in 2009, focused on analyzing transportation issues along the Rosecrans Street corridor. The study examined various aspects such as traffic flow, pedestrian safety, parking, and overall accessibility along the corridor. Its objective was to identify challenges and propose potential solutions to improve the transportation infrastructure.