



City of Ventura

Appendix B: Goals and Performance Measures

April 2023



MEMORANDUM

To: City of Ventura
From: Drusilla van Hengel, Jeri Stroupe, Corinna Kimball-Brown, Nelson\Nygaard
Date: April 26, 2023
Subject: Ventura Active Transportation Plan – Goals, Objectives, Policies and Performance Measures

Introduction

The draft Ventura Active Transportation Plan (ATP) goals and objectives are based upon the 2005 General Plan, the Draft General Plan Vision, the 2011 Bicycle Master Plan, the City's Progress Initiative, engagement from the concurrent General Plan Update, Active Transportation Focus Group (ATFG) input, and the themes from public engagement for the Active Transportation Plan.

Terminology

Goals are defined as general statements of desired outcomes of the community as a whole and as they relate to active transportation. **Objectives** help document steps needed to realize goals, or what Ventura will need to do to meet its goals. **Policies** are guidelines to support elected and appointed officials as they make decisions related to the goals. **Performance measures** are specific outcomes that can be monitored and measured to track how well Ventura is meeting the goals over time.

Planning Context

Ventura Active Transportation Plan goals and objectives support the adopted transportation goals of the state of California, The Southern California Association of Governments region, and the City of Ventura. They are also aligned with VCTC's Comprehensive Transportation Plan and Bicycle Wayfinding Plan. Goals, policies, and actions from the following plans are referenced in this memo:

- State
 - California Transportation Plan 2050 (2021)
 - Toward an Active California State Bicycle and Pedestrian Plan (2017)
- Regional
 - Connect SoCal Southern California Council of Governments (SCAG) Regional Transportation Plan (2020)
 - US 101 Communities Connected (2020 – VCTC)
 - Caltrans District 7 Active Transportation Plan (in progress)

- Local
 - Ventura Bicycle Master Plan (2011)
 - Ventura General Plan (2005) and General Plan Update (in progress)
 - Ventura Climate Action and Resilience Plan (in progress)

Plan Vision

The Ventura Active Transportation Plan will build community and maintain the city's small town feel by becoming a great place for all people to walk, bike, or take transit.¹

Goals, Objectives, and Performance Measures

Draft ATP goals were presented to the public at a citywide virtual workshop on February 17, 2022. Feedback was solicited through March 9. Goals were also shared with the ATFG for comment (Meeting #4 on March 2).

Most people affirmed the draft goals and objectives, though there were some suggested revisions and refinements. Many people's comments emphasized the need for connectivity for walking and bicycling networks, more infrastructure and amenities to support walking and biking activity, and improved public transportation service and coverage. Electrification of vehicles and other micromobility devices was also a focus area. Specific revisions are shown below.

Among the goals, most people indicated that the draft Equity goal is the least critical to maintain. Comments suggested it is redundant to other goals and/or too broad. However there were enough comments in support of it, and the City Council's new [Progress Initiative](#) warrants it remain a project goal.



Policies

Existing and recommended policies to operationalize goals and objectives are described below. Existing policies include those at the state, regional, and local levels. Policy opportunities are shown locally based upon best practices, ATFG input, public outreach and engagement, and discussions with City staff throughout Task 4: Safe Routes to School and Task 5: Complete Streets.

¹ The project team updated the vision documented in June 2022 with a revised vision in January 2023.

GOALS FRAMEWORK

The following outlines each of the project goals, including objectives, sample performance measures, existing policies at the state, regional, and municipal levels, and policy recommendations. Goals include:

- Connectivity
- Education and Encouragement
- Equity
- Maintenance
- Project Delivery
- Safety

Connectivity

Create walking and bicycling networks that allow people to get where they need to go with comfort, safety, and ease.

Objectives

- Form connected networks of trails, sidewalks, and bikeways, including across street crossings
- Fill in high-stress gaps and remove barriers in the existing networks
- Create comfortable connections to the train stations and public transit
- Provide secure bicycle parking facilities and pedestrian amenities along networks and at destinations
- Connect across and within neighborhoods to parks, beaches, Ventura Harbor, natural areas, schools, commercial districts, and other destinations

Sample Performance Measures

- Mode split – Increase in active transportation trips
- Ratio of bike network miles to total road centerline miles

Existing Statewide Connectivity Policies

- 2017 State Bicycle and Pedestrian Plan:
 - Goal 1, Policy 1 -Manage and operate an efficient integrated system
 - Goal 5, Policy 2 – Integrate multimodal transportation and land use development

Existing Regional Connectivity Policies

- 2020 SCAG Regional Transportation Plan:
 - Core vision includes “Sustainable Development” that aligns transportation decisions and land use and Complete Streets.

- Includes “Short Trip Strategies” that incorporate pedestrian infrastructure, local bikeway infrastructure, & first/last mile infrastructure

Existing Ventura Connectivity Policies

- 2011 Bike Master Plan:
 - Establishes a recommended bikeway system and sets goals, objectives, and actions around:
 - Connecting the bicycle network to key destinations and transit
 - Providing “bicycle support facilities” that include bike parking, shower and locker facilities, and bike support at transit stops
 - Maintenance of the bike network
- Engineering Design Standards:
 - Specifies that streets on the BMP network shall be designed with bike facilities
 - States that mid-block marked crosswalks should be avoided unless determined by the City Transportation Manager to be warranted
- 2005 General Plan:
 - Sets goal and policies around accessibility and providing more transportation choices by strengthening bicycle, pedestrian and transit connections.
 - Requires new development to be designed with interconnected transportation modes and routes, construct new sidewalks, and provide for citywide improvements to transit stops with quality amenities
- San Buenaventura Municipal Code Section 18.010
 - Requires new or significant development to improve public right-of-way to meet existing standards for roadway, bike, and pedestrian facilities.

Connectivity Policy and Program Recommendations

- Increase transportation options through emerging mobility offerings
- Support mid-block crossings in appropriate circumstances by establishing a marked pedestrian crossing policy that includes a decision-making rubric, design guidance, and crossing spacing maximums for major streets
- Use a multi-modal level of service assessment tool for traffic studies
- Support independent student travel by updating the School Area Traffic Safety Guidelines and developing a Safe Routes to School program
- Plan for 15-minute neighborhoods
- Update engineering standards to support people walking and bicycling in a variety of street types
- Define a priority pedestrian network
- Install bikeways and informal walkways as part of ongoing pavement maintenance program

Education and Encouragement

Give Venturans opportunities to learn skills, build confidence, and have fun walking and bicycling.

Objectives

- Expand school-based bike education programs
- Host events to build community and normalize walking and biking (e.g., Rodeos, Slow-Rolls, Open Streets, Bicycle Trains, Chariot Rides)
- Create Safe Routes to School programs (Walking School Bus, Bike to School Day, Safety Patrol, etc.)
- Use signage and information campaigns to educate road users about traffic laws and how to use new infrastructure (e.g., Give 3-feet, Sharrows, Rectangular-Rapid-Flashing Beacons)

Sample Performance Measures

- Number of schools with bike education program
- Participation in events

Existing Regional Education and Encouragement Policies

2020 Regional Transportation Plan:

- Safe Routes to School Strategies:
 - Strategy 1 – Complete school-area improvements to pedestrian and bicycle networks, drop-off areas and school sites to improve safety and reduce conflicts with vehicles.
 - Strategy 2 – Install school site improvements for storage of bicycles, skateboards and other micro-mobility devices.
 - Strategy 3 – Implement vehicle speed reductions in school zones (e.g., 15 miles per hour) per the California Vehicle Code.
- Education & Encouragement Strategies:
 - Strategy 1 – Develop and maintain sustainable safe routes to school programs using national and regional best practices to engage the community, school staff and students and support walking, bicycling and micro-mobility trips to school.
 - Strategy 2 – Conduct demonstrations of new active transportation infrastructure improvements to engage community members and solidify support for future projects.
 - Strategy 3 – Contract with local community-based organizations for outreach and engagement strategies as part of planning and programming projects.

- Strategy 4 – Partner on regional encouragement campaigns to promote walking, bicycling, micro-mobility and transit. When possible, prioritize providing programming to schools in disadvantaged communities and areas with high rates of collisions.
- Strategy 5 – Implement bicycle-friendly business districts to promote, encourage and incentivize the use of bicycles for short trips.

Existing City Education and Encouragement Policies

- 2005 General Plan:
 - Policy 4B - Help reduce dependence on the automobile
- 2011 Bike Master Plan:
 - Chapter 11 of the BMP is entirely dedicated to extensive recommendations for promoting and encouraging bicycle travel including the following:
 - Bicycle safety education programs
 - Develop a Safe Route to School Program
 - Adult biking education
 - Motorist education
 - Community and employer outreach programs
 - Bike to Work/School Day
- 2001 School Area Traffic Safety Guidelines:
 - Establishes process for requesting traffic control devices in school areas
 - Provides guidance on traffic control measures in school areas
 - Includes implementation strategy for biking and walking education programs
 - Proposes walking and biking events for schools
 - Bike education is offered to Middle School students
 - Ventura is a Bronze Bike Friendly Community

Education and Encouragement Policy and Program Recommendations

- Establish funding mechanisms to support education and encouragement programs
- Set performance targets and measures for programming
- Adapt current bike programming to include pedestrian education
- Develop a Safe Routes to School Program

Equity

Everyone has the right to travel safely on City of Ventura roadways – regardless of race, socioeconomic status, gender identity, age, and ability.

Objectives

- Provide excellent options for people who do not drive or have access to a vehicle, and depend on walking, biking or transit
- Provide excellent infrastructure for people using mobility devices such as wheelchairs
- Create connections to transit stops, schools, senior housing, and neighborhoods with low income and car-free households
- Integrate equity into all aspects of the development, design, construction, operations, and maintenance of projects and programs.

Sample Performance Measures

- Use equity as a lens for all performance measures, e.g., evaluate crashes by race or socioeconomic status.

Existing Statewide Equity Policies

- 2017 State Bicycle and Pedestrian Plan:
 - Goal 1 Policy 3 – Provide viable and equitable multimodal choices including active transportation
 - Goal 5 Policy 1 – Expand engagement in multimodal transportation planning and decision making
 - Goal 5 Policy 3 – Integrate health and social equity in transportation planning and decision making
- California General Plan Guidelines:
 - Identify objectives and policies centered on disadvantaged communities:
 - Reduce exposure to pollution including improving air quality
 - Promote public facilities
 - Promote physical activity
 - Reduce unique or compounded health risks (Gov. Code, § 65302(h)(1)(A).)

Existing Regional Equity Policies

- 2020 SCAG Regional Transportation Plan:
 - Includes 18 Environmental Justice measures
 - Includes 6 EJ-specific strategies for reaching goals around air pollution, AT mode share, and trips within 3-miles
 - Technology and Micro-Mobility Strategies
 - Strategy 2 – Develop equity strategies and incentives to ensure low-income and underserved communities can access micro-mobility devices.

- Strategy 3 – Provide designated micro-mobility parking locations and develop data analysis processes such as geo-fencing to regulate the parking of private sector micro-mobility devices to ensure compliance with ADA requirements.
- Strategy 4 – Adopt pilot programs with private micro-mobility providers and learn from initial deployments prior to developing longer term programs.
- Strategy 5 – Expand or initiate public sector bike share systems to support short trips and access to transit stations.
- Strategy 6 – Adopt equity as a key component of micro-mobility systems to ensure access for low-income and disadvantaged communities.

Existing City Equity Policies

- 2022 City Progress Initiative Resolution
 - Codifies a commitment to build trust through engagement, expand contributions of the local Chumash People, increase support for ethnic and diverse cultural events, strengthen inclusivity, and consider equity in policy considerations with significant financial impact.
- 2011 Bike Master Plan:
 - Gives priority to projects serving low-income families and youth going to school
- 2005 General Plan:
 - Goal and policies around accessibility and providing more transportation choices by strengthening bicycle, pedestrian and transit connections
- Municipal code:
 - Per Section 16.315.010 of the City's Municipal code, no one shall ride, move, haul, or leave standing on any road, street, or highway within the City a bicycle unless it has been licensed.

Equity Policy and Program Recommendations

- Identify objectives and policies to improve air quality and reduce unique or compounded health risks in disadvantaged communities by investing in public facilities and promoting physical activity
- Define data-based equity focus areas/geographic zones and use them for project prioritization
- Adopt design guidance and principles that are focused on vulnerable users from sources such as NACTO's Designing Streets for Kids
- Develop equitable engagement protocol that includes people of all races, incomes, ages, and abilities; consider an equity task force

- Eliminate mandatory bike license
- Adopt an equitable complete and connected streets vision for planning, design, construction, maintenance, and operations
- Establish equitable Emerging Mobility policies that direct shared mobility to complement transit and to serve residents equitably, including making the system accessible to traditionally underserved communities (whether operated publicly, privately, or via partnership)

Maintenance

Keep Ventura’s walking and bicycling facilities clean and in a good state of repair.

Objectives

- Repair and maintain existing sidewalks, trails, and wayfinding signs citywide
- Keep walkways and bikeways, both on- and off-street, free of trash, graffiti, and debris
- Document ongoing maintenance needs, using proactively inspections, a streamlined request process, and equitable prioritization of maintenance requests

Sample Performance Measures

- Proportion of funding for bike and pedestrian improvements (see San Luis Obispo and Bicycle Friendly Community criteria)
- Number of complaints related to sidewalk and bike lane conditions

Existing Regional Maintenance Policies

- Double future investment in active transportation²

Existing City Maintenance Policies

- General Plan Action 4.1:
 - Direct city transportation investment to efforts that improve user safety and keep the circulation system structurally sound and adequately maintained. First priority for capital funding will go to our pavement management program to return Ventura streets to excellent condition.

Equity Policy and Program Recommendations

- Prioritize street sweeping on planned and existing bikeways
- Require post-crash sweeping in bikeways

² 2020-2045 Regional Transportation Plan/Sustainable Communities Strategy of SCAG

Project Delivery

Standardize processes within the City and for developers or jurisdictional partners to integrate walking and bicycling into planning and project development.

Objectives

- Integrate Complete Streets into all aspects of the development, design, operations, and maintenance of City- and developer-led projects
- Standardize approach to design review and requirements for capital and maintenance projects
- Ensure new developments are connected internally, and to nearby destinations, with walking and biking infrastructure
- Systematize public communications about project timelines, updates, and outcomes

Sample Performance Measures

- Funding sources for bike and pedestrian improvements
- Staff time devoted to active transportation projects and programs

Existing City Project Delivery Policies

- 2011 Bike Master Plan:
 - Establishes three entities as responsible for the plan implementation – a Bike Coordinator position, biking representatives from each City department, and a Bicycle Focus Group. Defines roles for City departments involved in implementing bike projects.
- General Plan:
 - Action 4.2, 4.12, 4.23, 4.24 (prioritizing funding)

Project Delivery Policy and Program Recommendations

- Aim for Bicycle Friendly Community Platinum designation
- Define and implement Active Transportation Coordinator position
- Create and consult with an Active Transportation Advisory Committee (to replace the Bicycle Advisory Committee)
- Formalize and develop the Active Transportation Advisory Committee's roles, responsibilities, designated staff and representation/recruitment process
- Integrate the consideration of how to create an excellent walking or bicycling experience into all City programs and practices
- Increase awareness among staff on how to incorporate bicycle and pedestrian facilities into roadway projects
- Detailed review and revision of Engineering Design Standards (as detailed in Complete Streets memo)

Safety

Keep everyone on streets and paths safe through engineering design and supportive amenities.

Objectives

- Keep people walking and biking safe through street and multi-use path design that prioritizes slow speeds
- Separate people walking, biking, and driving with increasing levels of protection as volumes of pedestrians, bicyclists, and/or automobiles increase
- Provide sufficient dedicated space for people moving at different speeds to feel safe and comfortable, in particular on paths where people walking and using electric devices may be sharing the same space
- Provide pedestrian-scale lighting where people walk
- Provide secure bicycle parking

Sample Performance Measures

- Traffic crashes resulting in serious injuries and fatalities to people walking and biking
- Speed on pedestrian and bikeway network: Prevailing speeds, percent of drivers traveling 5 mph over speed limit, percent of drivers traveling in excess of 30 mph

Existing Statewide Safety Policies

- 2017 State Bicycle and Pedestrian Plan:
 - Goal 4 Policy 1 – Reduce fatalities, serious injuries, and collisions

Existing Regional Safety Policies

- 2020 Regional Transportation Plan:
 - Strategy 1 – Collaborate with the county transportation commissions or county public health departments to conduct public safety campaigns that provide comprehensive active transportation safety education for all road users.
 - Strategy 2 – Develop a safety action plan, adopt a Vision Zero policy or conduct a high injury network analysis to identify active transportation collision hot spots and appropriate counter measures.
 - Strategy 3 – Regularly educate local and county law enforcement professionals using regional resources on the rules of the road related to pedestrians, bicyclists and micro-mobility users.
 - Strategy 4 – Support community engagement strategies grounded in equity that prioritize education over punitive enforcement.

- Strategy 5 – Regularly educate agency engineering staff to implement the latest innovations in street design that prioritize safety.
- Strategy 6 – Partner on regional safety campaigns to improve driver awareness of the needs and rights of vulnerable road users.
- Strategy 7- Use safety data to identify high priority locations for active transportation projects within school zones or adjacent to schools, parks and other youth and adult-serving facilities, and High Quality Transit Corridors.
- Strategy 8- Pair major infrastructure changes and enforcement activities with messaging to communicate to community members the importance of traffic safety.

Existing City Safety Policies

- 2017-2018 Systemic Safety Analysis Report:
 - Takes a comprehensive look at citywide collision data and identifies high priority safety projects. The number of crashes involving people walking and biking is a factor used to identify priority projects.
- 2011 Bike Master Plan:
 - Defines goals, objectives, and action items around providing comfortable facilities for a range of experience, skills and abilities; providing safety education; and monitoring collision data.
- 2005 General Plan:
 - Policy 4A: Ensure that the transportation system is safe and easily accessible to all travelers.
- Engineering design standards:
 - Bicycle and pedestrian facilities should be designed using up-to-date best practice design guidance from national authorities including NACTO, ITE, and AASHTO.

Safety Policy and Program Recommendations

- Revive and implement Neighborhood Traffic Management Program with new staffing and implementation funding via Measure O
- Adopt Vision Zero policy and decision-making framework for citywide planning, design, construction, maintenance, and operations
- Prioritize reducing traffic fatalities and serious injury crashes over passenger car speed
- Adopt bicycle facility selection criteria and design guidance based on the characteristics of the roadway
- Update the recommended bikeway network and engineering standards to include Class IV facilities
- Incorporate enforcement policy in the Progress Initiative

Goals, Objectives, Policies, and Performance Measures
City of Ventura

- Focus future crash analysis and reporting on vulnerable users, including people walking, people bicycling, and by race, age and gender
- Establish shared/electric active transportation device safety standards, including maximum motor-assist speeds of 15mph and light requirements