

\*Due to volume, Appendix B (Briefing Book) to this study is not included\*

# HARBOR DRIVE MOBILITY STUDY

## Technical Report

DECEMBER 2017 | DRAFT 1

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# 1 EXECUTIVE SUMMARY

The San Diego County Regional Airport Authority (SDCRAA) is seeking to modernize Terminal 1, and improve parking, recirculation, and access to the airport. The key goal of SDCRAA is to operate the airport in a safe, secure, environmentally sound, effective, and efficient manner. The Airport Development Plan (ADP), as part of the airport's master plan, identified these above-mentioned improvements to help the airport meet its commitments through the year 2035.

The Authority has made a commitment to the public, that traffic congestion would be addressed with the modernization of Terminal 1. Therefore, to meet their commitment, and before the Airport Roadway Access Concept can be included into the ADP, the Authority requested that a mobility study be conducted on how the proposed Airport Roadway Access Concept will impact the North Harbor Drive boundary area. The North Harbor Drive boundary area is displayed in **Figure 1-1**. As shown in the figure, the boundary study area encompasses freeways and primary roadways that include I-8, I-5, Pacific Highway, Rosecrans Street, North Harbor Drive, Harbor Island Drive, India Street, Kettner Boulevard, Grape, Hawthorn, Laurel, Palm, Sassafras, Washington, and Hancock Streets.

The authority authorized the formation of both a Policy Group and Working Group with a joint mission, in collaboration with key agencies and stakeholders, to improve traffic flow and reduce congestion wherever possible within the North Harbor Drive boundary area. The Policy Group was made up of the Board Chairs of: San Diego County Regional Airport Authority, SANDAG, Port of San Diego, SANDAG Transportation Committee Chair, and the City of San Diego, Office of the Mayor. The Working Group, consisting of following technical support staff: San Diego County Regional Airport Authority, SANDAG, Port of San Diego, City of San Diego, US Coast Guard, US Navy/Marine Corps, Caltrans, MTS, and Solar Turbine, was tasked by the Policy Group to work in a collaborative manor to study mobility issues and land use, and to develop a cumulative list of short term capital projects (0 to 12 years) and longer term capital projects (12 to 30 years) planned to be implemented within the North Harbor Drive Mobility Study area.

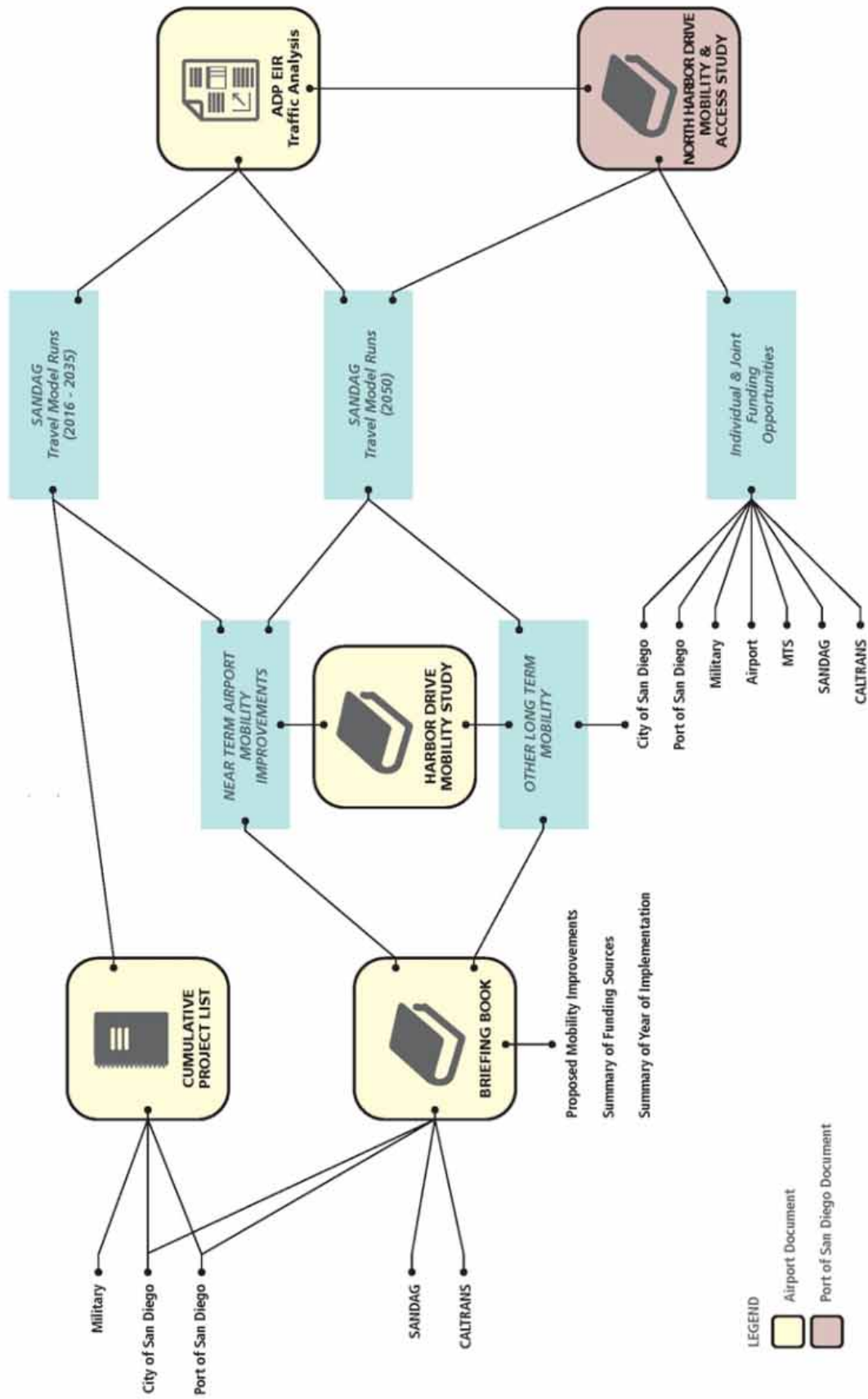
Several meetings took place between the Policy Group (3 meetings) and Working Group (4 meetings) to outline and discuss the cumulative project development process and future project needs of each agency. Using planning documents that were identified and reviewed by the Working Group, a briefing book was developed that created a baseline of existing conditions and proposed agency mobility improvements/needs within the North Harbor Drive Mobility Study area.

**Figure 1-2** displays the Policy Group and stakeholder process. The short-term list of projects included an exclusive eastbound access to the airport terminals, airport recirculation, bike/pedestrian and transit improvements. Longer term projects included the discussion of Port of San Diego Traffic study that will identify mobility and access issues and develop a list of short and long-term improvements, the skyway, and potential solutions to the westbound North Harbor Drive connections to the I-5 freeway. The outcome of the study when completed will be placed as an appendix to this study.

The Harbor Drive Mobility Study will conclude with documenting the need for short and longer term projects with the intent to improve traffic flow, reduce congestion and to not preclude impacts to future projects/land development within the North Harbor Drive footprint.







**Figure 1-2**  
 Policy Group and Stakeholder Process  
 Harbor Drive Mobility Study | Technical Report  
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## 2 STUDY PROCESS

As stated previously, improving access to the SDCRAA is an important element of the ADP. The road system surrounding SDCRAA experiences significant vehicle congestion, including North Harbor Drive, primarily serving SDCRAA. However North Harbor Drive and the connecting streets to the airport are city-dedicated roads with multiple jurisdictions. The airport does not have planning jurisdiction over these roads, and must coordinate any improvements with multiple stakeholders, including the City of San Diego, the Port of San Diego, SANDAG, Caltrans, and Solar Turbine.

With a goal of working collaboratively to improve traffic flow and reduce congestion in the area surrounding SDCRAA, the Airport Authority invited key stakeholders to be part of a structured process that began in June of 2017. This process was designed to gather all relevant data about current and pending projects impacting the study area, review SDCRAA's suggested alternatives, determine North Harbor Drive mobility improvements, and share recommendations with the North Harbor Drive Policy Group.

### 2.1 PROCESS DESIGN

The Airport invited key stakeholders to participate in two related groups; the "Harbor Drive Mobility Policy Group" and the "Harbor Drive Mobility Working Group." Both groups included representatives of agencies and entities directly impacted by traffic around SDCRAA and those with a regional responsibility for transportation. Both groups, ultimately, were working towards the same goal: to address traffic and accessibility concerns and recommend mobility alternatives within each of the participating agencies' area of jurisdiction and in concert with each agency's initiative or master plan with the intent to not preclude future transportation improvements.

#### ***The Policy Group membership included:***

- The San Diego County Regional Airport Authority (SDCRAA) Board Chair
- The Port of San Diego Board Chair
- The City of San Diego (office of the Mayor)
- SANDAG
  - The SANDAG Board Chair
  - The SANDAG Transportation Committee Chair

The initial goal outlined for the Policy Group was to evaluate the technical analysis, policies, and implications and to provide direction and recommendations for traffic improvements in the affected corridor. The planned deliverable was to be a detailed report laying out the analysis and recommendations of the Policy Group, with a detailed plan for traffic and accessibility improvements and development in the study area that includes all relevant stakeholder agencies. This report would provide critical input and analysis for SDCRAA's planned EIR for the Airport Development Plan's roadway improvements.



***The Working Group membership included representatives of:***

- SDCRAA
- SANDAG
- Port of San Diego
- City of San Diego/Civic San Diego
- Caltrans
- US Coast Guard/ Military
- Solar Turbines
- Metropolitan Transit System (MTS)

The initial goals outlined for the working group included: identifying shared assumptions, developing a cumulative list of major projects planned or under discussion for the study area (divided between short term, or 0-12 years and long term, or 12-25 years), and the identification of possible areas for collaboration. In short, the technical working group was formed to advise the policy group on technical questions, and provide a more detailed analysis of proposed plans and impacts.

Both groups were chaired and facilitated by SDCRAA under the direction of Airport Planning Manager, Ted Anasis. The Policy Group was chaired and facilitated by Airport Board Chair April Boling and the Working Group by a professional facilitator, Heidi Gantwerk of H.G. Consulting Group. Airport Authority Staff and representatives of Kimley-Horn, a planning and design group working on ground access improvements for the ADP<sup>1</sup> and on traffic studies for the environmental review, served as technical consultants to both groups, and SDCRAA, as convener, provided all logistical and administrative support.

All stakeholders were committed participants in the process, demonstrated by perfect attendance at all of the Policy Group and all but one Working Group meetings. The agencies involved all expressed their great appreciation for the process and the collaborative effort, and worked together to create a detailed briefing book and a report that would be useful not just to the Airport Authority, but to all of the stakeholders involved.

## 2.2 MEETING SCHEDULE

The Policy Group and the Working group meetings alternated, beginning in June and concluding in January of 2018:

| Policy Group Schedule | Working Group Schedule |
|-----------------------|------------------------|
| June 8, 2017          | July 18, 2017          |
| August 31, 2017       | July 28, 2017          |
| October 16, 2017      | September 25, 2017     |
| TBD                   | November 13, 2017      |

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<sup>1</sup> Kimley-Horn serves as part of the AECOM-led terminal improvement design team, as well as the Jacobs & Leigh Fisher team developing environmental documents.



The North Harbor Drive Mobility Study process was iterative, with input from each meeting informing the following meetings. And as the groups met, the scope of the Harbor Drive Mobility Study expanded, at participants' recommendation, to include a thorough briefing book detailing current conditions and all planned and proposed improvements in the study area. In addition, at the Policy Group meeting on October 16<sup>th</sup>, the Port announced that it would be launching an in-depth traffic study to include the study area and surrounding streets, and enlisted additional continuing support from both the Policy and the Working groups to compile that report, which will be completed by the end of April, 2018 (at the earliest).

Detailed agendas and minutes for all meetings are included in this report in **Appendix A**.

#### *Policy Group Meeting 1*

In the initial Policy Group meeting, Chair April Boling and Airport Authority Staff presented the mission and goals of the North Harbor Drive Mobility Committee and introduced the study area. The group together worked to identify top mobility issues in the subject area and potential areas for collaboration, and developed questions and ideas for the technical working group to explore.

#### *Working Group Meeting 1*

At the first meeting of the Technical Working Group, once again the facilitator and Airport Staff presented the mission and goals, as well as the underlying assumptions, of the North Harbor Drive Mobility Committee. The group together began the process of developing a cumulative list of projects planned in (and around) the study area. And, building on the feedback from the Policy Group, they discussed the potential benefits, concerns, and risk of improvements as well as the potential for collaboration.

At this meeting, it was suggested that in addition to a list of projects, a more detailed matrix be developed to ensure coordinated efforts and an understanding of timing on all projects. The group also suggested that opportunities for collaboration should include potential for joint funding or grants. They agreed to a somewhat expanded list of deliverables for the HDMC, including growth forecasts, an inventory and phasing of major initiatives, a detailed technical memo outlining draft concepts evaluated and relevant feedback. Finally, the Working Group recommended that the Policy Group only consider projects that are foreseeable, feasible, realistic, and for each recommendation, identify the agencies involved in the necessary collaboration.

#### *Working Group Meeting 2*

At the second Working Group meeting, members reviewed and updated the working cumulative project list. Kimley-Horn presented designs for the on-airport roadway alternative, including key parameters for design alternatives, ideas that had been considered and rejected as infeasible and key elements of the roadway plan.

The group suggested that a mobility/corridor study would be extremely helpful for members in order to provide substantive feedback on proposed improvements for the on-airport roadway plan. They also stressed the importance of including transit as well as bikers and pedestrians in final designs. The technical consultants made clear that the current plans would only impact inbound traffic, and the group noted that outbound congestion was still a significant concern and they would appreciate seeing more information about longer term plans to address this issue. And Kimley-Horn brought up a collaborative improvement for eastbound bike traffic that the group universally supported.

When identifying points they felt the Policy Group should consider, the group identified several:



- Examine how a preferred alternative aligns with the City's Climate Action Plan and other larger established policies and goals for the City and the region.
- Focus on multi-modal operations
- Consider the scope of the study area and whether it needs to be expanded to include problem areas and choke-points nearby

Participants raised no serious roadblocks to the project. Most agencies saw potential positives on a number of fronts and appreciated the opportunity to work together towards common solutions. However, the consensus among committee members was that they require more detailed mobility data and analysis (to include traffic, pedestrians and bicycles) before being able to support or make recommendations for the on-airport roadway project, or commenting on the EIR, to the Policy Group.

### *Policy Group Meeting 2*

The second meeting of the Policy Group provided an opportunity for members to review the Project inventory in two segments, shorter-term projects (from 0-12 years) and longer-term projects (from 12-25 years). Members of the Policy Group, along with Chair April Boling, agreed that a more detailed study and deeper understanding of specific improvements planned and how those improvements are to be funded will be a necessary tool for all agencies in the study area. The Port, by far the largest landowner in the area, outlined their extensive list of planned or proposed projects, and announced that they would be undertaking a major traffic impact study for an expanded study area. This study would identify current conditions, and include several scenarios for improvements in order to project the impacts on traffic. They asked for the support of all of the stakeholders involved the HDMC as the timeframe for the study is tight and will require ongoing collaboration and consultation. It was agreed that the working group could help the Port to determine the scope and the timeline for the study, which the Policy Group could then consider and, if appropriate, indicate their support for the plan. It was agreed that the working group would become an advisory committee for the Port Traffic Study.

### *Working Group Meeting 3*

At this meeting, the Working Group had the opportunity to provide feedback on a highly detailed "briefing book" (included in **Appendix B**) that provided detailed information on current planning documents and proposed projects for all stakeholders in the study area. In addition, the group focused on reviewing and adding to the existing Cumulative Projects List, including a request for information from SANDAG on proposed military growth in the affected area as well as a discussion of longer-term plans for an I-5 connector.

The Port then introduced its draft scope and timeline for the North Harbor Drive Mobility and Access Study, and asked the Working Group to participate as their technical advisory committee. They outlined in detail the elements of the proposed study, which encompasses a larger area than the Harbor Drive Mobility Study, and participants provided feedback on the scope and timeline.

### *Policy Group Meeting 3*

The technical staff presented a review of the updated briefing book, including a cumulative project list (including updated information about planned military growth) and existing conditions for the study area. They stressed that the goal of this process is to avoid precluding any potential development in the study area, and to identify all current or future traffic mitigation along with planned development.

The Port then reviewed the updated scope and timeline for its North Harbor Drive Mobility and Access Study, and in discussion participants clarified the relationship between the Port study and the Airport's ADP analysis. The group stressed the need for timely cooperation and accurate data, and suggested that the County be added to the Technical Working Group. They also suggested some additions to the study, including the intersection at Laurel and India as well as a proposed skyway project that is currently the subject of a feasibility study. Finally, members agreed that the timeline was ambitious, and dependent on a number of factors, including the release of SANDAG's new model.

#### *Working Group Meeting 4*

Participants in the final Working Group meeting began by reviewing and discussing the suggest format and content for the Harbor Drive Mobility Study, approving the plan and timeframe suggested by the Airport. The second part of the meeting served as a transition from the North Harbor Drive study to the Port Study, and members began to serve in their capacity as the Technical Working Group for the Port.

#### *Policy Group Meeting 4*

## 2.3 CONCLUSIONS

At the conclusion of the North Harbor Drive Mobility Study, two deliverables were produced:

- A detailed Briefing Book that used existing planning documents to create a baseline of existing conditions and proposed agency mobility improvements/needs within the Harbor Drive Mobility boundary area (Included as **Appendix B**).
- This Harbor Drive Mobility Study which details the work and conclusions of both the Working Group and the Policy Group, existing conditions and a cumulative project list (0-12 years and 12-25 years), proposed North Harbor Drive Mobility Improvements (on-airport entry roadway, bike and pedestrian and transit improvements) and long term projects.

Both the Working Group and the Policy Group agreed that they would reconvene upon the conclusion of the Port Traffic Study if necessary, and all appreciated the process and viewed the result and the continuing collaboration as beneficial to all stakeholders in the impacted area.



### 3 CUMULATIVE PROJECTS WITHIN THE STUDY AREA

An important outcome of the North Harbor Drive Mobility Committee process was an inventory of development projects that may affect area traffic conditions. Agencies with land use authority provided a list of development projects that are pending, as well as land plans that have been recently approved. The City of San Diego, Civic San Diego, the Port of San Diego, and the US Navy each provided such input. The City of San Diego cumulative projects are displayed in **Figure 3-1**.

The Port of San Diego has plans for growth for both land and water use designations. The Port has determined development ranges for its district tidelands. Note these development ranges are not yet contained within an approved land use plan. Within the next 10 years, the Port has plans to develop Harbor Island and the Embarcadero. After the next 10 years, the Port has plans to develop Shelter Island and further develop Harbor Island. The projected development growth planned by the Port of San Diego should be considered in the cumulative development projects.

In addition, two stakeholders within the study area also provided input. Solar Turbines indicated that they did not expect growth at their 2200 Pacific Highway facility. The US Coast Guard indicated that the government is considering locating another vessel at their North Harbor Drive facility. While this decision has not yet been made, such an intensification could double the amount of traffic to their base.

The cumulative development project list has been shared with the Port of San Diego for consideration in their study and will also be used in preparing the Traffic Study for the Airport Development Plan Environmental Impact Report.

City of San Diego and Port of San Diego cumulative projects are summarized in **Appendix C**





Figure 3-1  
Cumulative Projects

## 4 NORTH HARBOR DRIVE MOBILITY SHORT TERM PROJECTS

The airport roadway facilities must be integrated into the surrounding urban fabric. This includes transit, vehicular, freight, pedestrian, and bicycle transportation. By designing for connections with existing transit and pedestrian movements, the landside element can effectively bridge the off-airport and on-airport environments. The following chapter will present the short-term transportation projects (from 0-12 years) within the SDCRAA landside element.

### 4.1 ON-AIRPORT ENTRY ROADWAY

The airport road network includes the transportation facilities used to access the airport from the region, to urban core, to the airport approach. Today, access to the airport includes many local roadways and freeways. These include I-5, I-8, Pacific Highway, Rosecrans Street, North Harbor Drive, Harbor Island Drive, India Street, Kettner Boulevard, Grape Street, Hawthorn Street, Laurel Street, Palm Street, Sassafras Street, Washington Street, and Handcock Street. Several issues significantly impact the surrounding roadway facilities today. All vehicles entering and exiting the airport must travel along North Harbor Drive. 85 percent of airport traffic arrives from the east along North Harbor Drive; the remaining 15 percent arrives from the west. Additionally, all airport customers traveling west currently leave through one access point, at the intersection of Island Harbor Drive and North Harbor Drive. Today, North Harbor Drive has an average daily traffic volume of approximately 95,000 vehicles. **Figure 4-1** displays the existing deficiencies along North Harbor Drive. As shown in the figure, the existing airport merge and diverge points present a lot of difficulties for vehicles, bicycles, and pedestrians.

With these transportation facility issues in mind, the Airport Authority has identified three goals for the airport road network:

- Goal 1) Remove airport traffic from North Harbor Drive between the existing access to Terminal 2 and the existing Coast Guard Intersection.
- Goal 2) Maintain all existing airport access and egress movements at the existing North Harbor Drive and Harbor Island Drive intersection.
- Goal 3) Provide an on-airport network that serves landside airport functions.

To satisfy these goals, the Airport Authority has identified the on-airport entry roadway as a critical component of the landside surface transportation program. The on-airport roadway will help reduce congestion on off-airport/ local roads and eliminate some merge and diverge points all while facilitating a more efficient flow of traffic among airport campus facilities.

As indicated in Section 2 of this report, the Mobility Committee provided input on what functionality they desired from the on-airport roadway. This included:

- Reduce the traffic on North Harbor Drive,
- Increase the comfort level and safety for bicyclists and pedestrians on North Harbor Drive for people both going to or passing by the airport,
- Improve transit access to the airport,
- Can be implemented by the Airport Authority without relying on funding or major approvals from other agencies.



- 1** Merge between westbound Laurel Drive and westbound North Harbor Drive  
Difficult for vehicles, pedestrians and bicyclists as traffic backs up on both North Harbor Drive and Laurel Drive and is difficult for bicyclists and pedestrians to cross merging traffic.
- 2** Merge between westbound Terminal Link Road and westbound North Harbor Drive  
Difficult for vehicles, pedestrians and bicyclists as shuttle buses from the Rental Car Center and vehicles from the Pacific Highway parking have to merge onto a congested North Harbor Drive. Also difficult for bicyclists and pedestrians to cross merging traffic.
- 3** Diverge from westbound North Harbor Drive to Terminal 1  
Difficult for pedestrians and bicyclists to cross three lanes of traffic to continue westbound on North Harbor Drive.

- 4** Diverge from westbound North Harbor Drive to Terminal 2  
Difficult for pedestrians and bicyclists to cross two lanes of traffic to continue westbound on North Harbor Drive.
- 5** Merge between eastbound North Harbor Drive and Airport Exit Ramp  
Difficult for pedestrians and bicyclists to cross two lanes of traffic to continue eastbound on North Harbor Drive.
- 6** Eastbound Terminal Link Road at North Harbor Drive  
Difficult for shuttle buses going to the Rental Car Center and vehicles going to the Pacific Highway parking. Vehicles have to merge and cross three lanes of traffic on a congested North Harbor Drive to enter Terminal Link Road.
- 7** Eastbound Airport Exit Road  
Difficult for exiting vehicles as eastbound traffic backs up on several city arterials.



**Figure 4-1**  
**Existing Harbor Drive Deficiencies**

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To satisfy the above conditions the following on-airport entry roadway concept, pictured in **Figure 4-2**, is proposed.

The entry to the proposed on-airport entry road is pictured in **Figure 4-3**. As shown in the figure, the on-airport entry roadway will begin at the intersection of Laurel Street and North Harbor Drive. From the east, vehicles on Laurel Drive will have the option to stay right to access the airport or stay left to access North Harbor Drive. Vehicles on North Harbor Drive will have the option to stay right to access the airport or stay left to stay on North Harbor Drive. After Laurel Street, all westbound vehicles accessing the airport will be off North Harbor Drive and on the airport facility. The on-airport entry facility will be three lanes. All vehicles traveling westbound along Terminal Link Road will have the option to stay right and merge onto the on-airport entry facility or stay left and merge onto North Harbor Drive. All vehicles exiting the Taxi Staging Area will also merge onto the on-airport entry facility. The on-airport entry facility will provide access to Terminal 1 Arrivals and Departures as well as the Terminal 1 parking garage structure and Terminal 2.

Access to Terminal 1 from the west will remain the same as it is today. Vehicles will turn left at the intersection of North Harbor Drive and Harbor Island Drive to access all Terminal 1 facilities. Once on airport facilities, these vehicles will travel along a single lane road eastbound where they will merge onto the on-airport entry facility at its junction with Terminal Link Road. **Figure 4-4** displays the path of travel for vehicles accessing the airport from the west.

The on-airport entry road and re-circulation road will improve access to the airport. All vehicles accessing Terminal 1 will now be on an uninterrupted, free-flow facility as they approach Terminal 1. Additionally, the proposed on-airport roadway concept will reduce vehicle congestion along North Harbor Drive as all airport activity from Harbor Island Drive to Laurel Street will be removed from the roadway facility. **Figure 4-5** displays the proposed cross section of the on-airport entry road and North Harbor Drive.

The path of travel for vehicles exiting the airport from Terminal 1 will remain the same as it is today. All vehicles traveling eastbound will use the existing two-lane exit ramp and merge onto North Harbor Drive just east of the intersection of North Harbor Drive and Harbor Island Drive. All vehicles traveling westbound can either exit at the intersection of North Harbor Drive and Harbor Island Drive or travel through Terminal 2 and exit onto McCain Road. **Figure 4-6** displays the path of travel for vehicles exiting Terminal 1.

## 4.2 BIKEWAY AND PEDESTRIAN IMPROVEMENTS

Pedestrian and bicycle facilities are important parts of the Terminal 1 landside transportation system. It is important to provide connections to downtown San Diego and the dense residential neighborhoods nearby. Today, there are Class II bicycle lanes in both directions on North Harbor Drive from Rosecrans Street to Airport Terminal Road. There is also a Class II bicycle lane on the south side of North Harbor Drive east of Airport Terminal Road. There is also a multi-use path system that can be used by both pedestrians and bicyclists along the south side of North Harbor Drive. The multi-use path continues from Point Loma to Park Drive, south of downtown, along the waterfront. There are sidewalks along the north side of North Harbor Drive from Liberator Way to the airport Terminals. There are also crosswalks at the intersections of Laurel Street, Lindbergh Field Way, Liberator Way, Harbor Island Drive, and Airport Terminal Road.



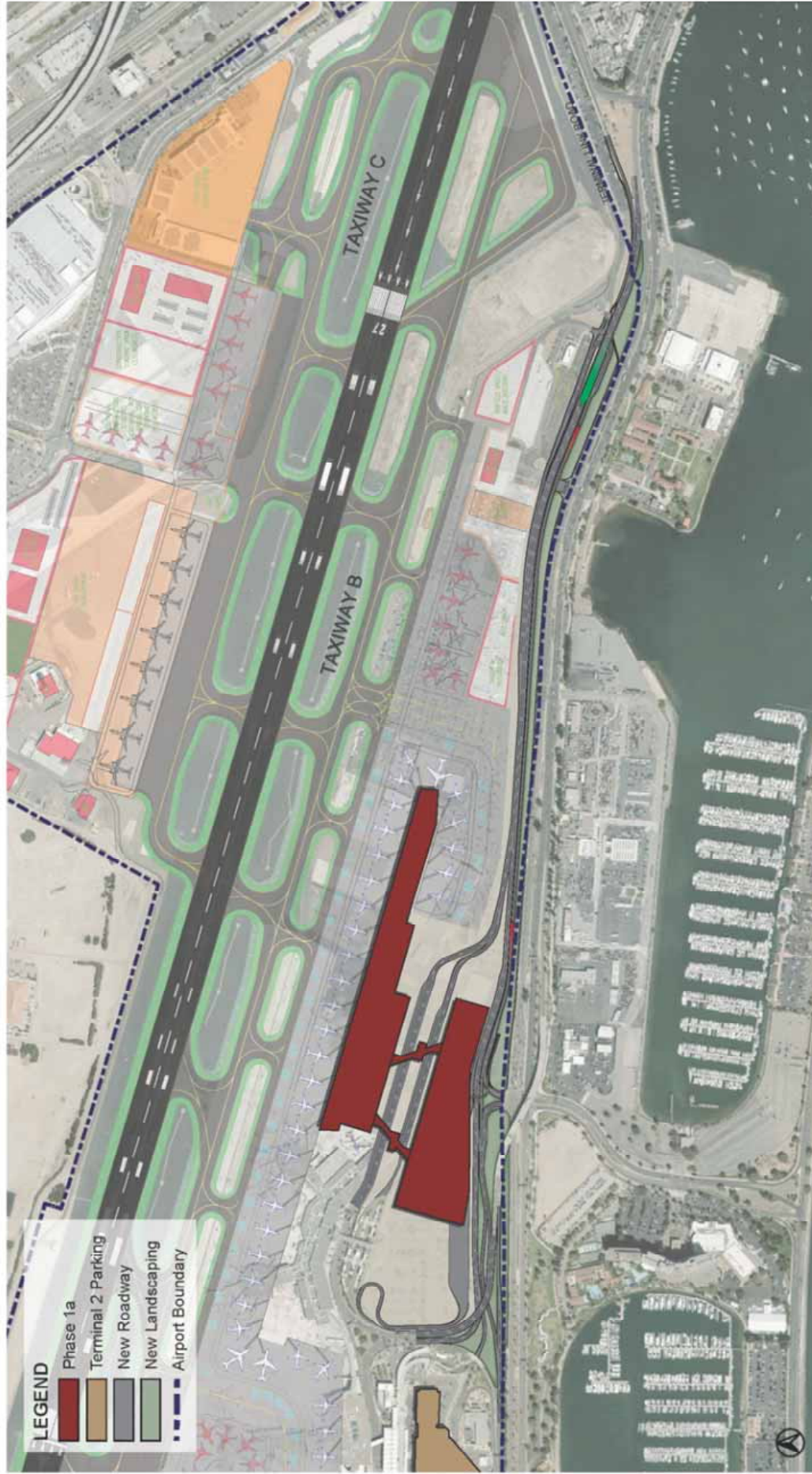


Figure 4-2  
Proposed On-Airport Entry Roadway Concept



Figure 4-3  
Proposed On-Airport Entry Road Entrance  
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Figure 4-4  
Proposed Path of Travel from the West

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Figure 4-5  
On-Airport Entry Road and Harbor Drive Cross Section





Figure 4-6  
Proposed Exiting Path of Travel

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All existing pedestrian and bicycle connections will be maintained or improved with the proposed on-airport entry concept. **Figure 4-7** displays the proposed bicycle and pedestrian connections. For westbound passengers accessing the airport, at the intersection of North Harbor Drive and Laurel Street, it is recommended to provide a crossing along the on-airport entry ramp. From there, pedestrians and bicycles can travel on a multi-use path along the north side of the on-airport entry road. At the intersection of Terminal Link Road, the multi-use path will cross under the on-airport entry road where it will continue along the north side of North Harbor Drive. At the intersection of North Harbor Drive and Harbor Island Drive there will be a pedestrian bridge that will connect to the Terminal 1 parking structure. From there pedestrians and bicyclist can access all Terminal 1 facilities.

Currently, the eastbound bicycle lane on North Harbor Drive crosses at the merge of North Harbor Drive and the airport exit ramp. To improve the bicycle travel at this location, it is recommended to provide a one-way cycle track facility from the intersection of Harbor Island Drive to the intersection of Liberator Way. The cycle track will transition from the existing bicycle lane at Harbor Island Drive. It will then cross under the airport exit road, placing bicyclists in their own facility on the south side of North Harbor Drive. This potential improvement will eliminate the conflict point at the merge point of North Harbor Drive and the airport exit ramp and will allow bicyclists to continue to travel eastbound without having to worry about merging vehicles. The cycle track will transition back into a bicycle lane east of the airport exit roadway at the intersection of North Harbor Drive and Liberator Way. **Figure 4-8** displays the proposed bicycle facility and transition points. This potential improvement is located within City of San Diego and the Port of San Diego property. It is suggested that one of these agencies seek grant funding to implement the recommended improvement.

The recommended bicycle and pedestrian facilities will provide safe, recognizable, and continuous connections along North Harbor Drive and to the airport terminals.

### 4.3 TRANSIT IMPROVEMENTS

The new on-airport entry roadway will be used by public and airport provided transit services. Presently, buses traveling between the Rental Car Center (RCC) and the Pacific Highway Economy Lot are able to use Terminal Link Road, which travels around the eastern terminus of the runway. This allows the buses to avoid travelling on Pacific Highway or Laurel Drive, saving time and avoiding congested intersections. Today, Terminal Link Road terminates on North Harbor Drive at the U.S. Coast Guard Base signal. The new on-airport entry roadway will allow these shuttle buses to pass between the RCC area and the two terminals without using any public streets, including North Harbor Drive. Buses traveling from the terminals to the RCC area will also be removed from North Harbor Drive as they will be able to use the eastbound recirculation lane to reach Terminal Link Road and their destinations without using City streets.

This connection alleviates passing through up to four signalized intersections on North Harbor Drive. A transit route that doesn't need to pass through signalized intersections and roadways with heavy traffic will result in shorter and more predictable travel times, thus enhancing the customer experience.

Public transit will also benefit from the new on-airport entry roadway. The Airport Authority allows for free public use of the RCC and Economy Lot buses and has installed bus stops on Terminal Link Road near Palm Avenue. Included at this stop is an electronic display that informs passengers when the next bus will be arriving. The station is about a five-minute walk (900 feet) from the Midtown Light Rail Transit (LRT) Station. This allows for a relatively easy connection between the LRT network and the terminals.



**Figure 4-7**  
**Proposed Bicycle and Pedestrian Connections**

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**Figure 4-8**  
**Potential Bicycle Treatment at Airport Exit Ramp**

Bus Route 992 (formerly known as the Airport Flyer) provides service between several downtown locations, including the Santa Fe Depot, and the two airport terminals. This route will be able to enter the airport access roadway from North Harbor Drive just west of Laurel Drive. The new on-airport entry roadway will allow the bus to avoid three traffic signals along North Harbor Drive. This will reduce the time required to reach the airport. No changes will occur for Route 992 as it leaves the airport.

In addition to public transit and airport provided shuttle buses, several private entities provide bus and shuttle service to the airport from hotels, remote parking lots, and other origins. These vehicles will also be able to use the on-airport entry roadway to reach their respective boarding and alighting areas near the terminals. Thus eliminating additional traffic on North Harbor Drive.

#### 4.4 SUMMARY

The on-airport roadway will be implemented by the Airport Authority as part of the proposed ADP and will accomplish the following results:

- Improve the experience of airport customers driving to the airport by simplifying movements and improve parking and loading spaces,
- Improve the comfort and safety for pedestrians and bicyclist travel along North Harbor Drive, including those traveling to/from the airport,
- Reduce westbound traffic on North Harbor Drive between the Coast Guard Access and Harbor Island Drive by 2/3<sup>2</sup>.
- Improve transit service for airport shuttles, private shuttles and public transit by reducing the travel times to reach the terminals.
- Does not interfere or preclude future planned projects

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<sup>2</sup> Westbound traffic on North Harbor Drive is projected to decrease from an existing volume of approximately 2,600 vehicles per hour to approximately 900 vehicles per hour with the proposed on-airport entry roadway.



## 5 NORTH HARBOR DRIVE MOBILITY LONG TERM PROJECTS

The airport roadway facilities must be integrated into the surrounding urban fabric and must take into account all long-term planned projects within the boundary area.

### 5.1 PORT TRAFFIC ANALYSIS

The Port of San Diego has commissioned a mobility study for the area including Shelter Island, Harbor Island, and the Embarcadero. This study is being done in conjunction with the Port's Master Plan Update, and will consider land uses as identified in the Cumulative Project List. The Port study will leverage and build upon efforts undertaken in this study by the Airport Authority to ensure consistent assumptions, including:

- Shared traffic data (intersection count and traffic model projections)
- Overlap on technical advisory members
- Use of Briefing Book, Cumulative Project List, and this report as starting point
- Weekly coordination calls between agency consultants.

This study will focus first on long term solutions (Year 2050), and then look to implement mobility improvements phased over time, based upon logical funding assumptions. The Port's study area covers the entire airport study area and adds facilities near Shelter Island and the Embarcadero.

The Port study is expected to be completed in Spring/Summer of 2018. The Airport Authority will monitor the progress of the Port study and add appropriate information to the Airport Development Plan EIR, to the extent feasible.

### 5.2 FUTURE STUDIES

The City of San Diego and SANDAG have many long term plans to improve bike, pedestrian, and road facilities on North Harbor Drive and the surrounding streets.

#### *Midway Pacific Highway Preferred Plan*

The Midway Pacific Highway Preferred Plan proposes Class II (Bike Lanes) along Pacific Highway, north of Laurel Drive, and Kettner Boulevard, north of Laurel Drive. It also includes road segment mitigations, specifically the widening of Kettner Boulevard, between Washington Street and Laurel Street, the widening of Sassafras Street, between Pacific Highway and Kettner Boulevard to a 4-lane collector with a center left-turn lane.

#### *Downtown San Diego Mobility Plan*

The Downtown San Diego Mobility Plan proposes bicycle facilities, including a Class III (Bike Route) on Harbor Drive, from Laurel Street to Market Street, a Class IV (1-way Cycle Track) on Pacific Highway, south of Laurel Drive, on Hawthorn Street, from North Harbor Drive to State Street, and on Grape Street, from North Harbor Drive to State Street, and a Class IV (2-way Cycle Track) on State Street, from Interstate to Market Street, and on Beech Street, from Pacific Highway to Sixth Avenue.

A two-way cycle track will run along the west side of State Street from Interstate to the roadway's southern terminus at Market Street. Between West Fir Street and Broadway, State Street currently has three

northbound vehicular travel lanes, which will require a road diet resulting in two northbound lanes to accommodate the cycle track. To accommodate cycle tracks, one travel lane will be removed in each direction on Pacific Highway from Laurel Street to Harbor Drive. The existing median will remain and intermittent on-street parking will be preserved in most instances. The cycle track will intersect with east-west cycle tracks at Hawthorn Street, Grape Street, Beech Street, and Broadway.

A westbound one-way cycle track will run along the south side of Hawthorn Street from Harbor Drive to State Street. A parallel eastbound one-way cycle track will run along Grape Street from Harbor Drive to State Street. On-street parking along the south side will be removed to accommodate the cycle track, however, the three vehicle travel lanes will remain. The cycle track will intersect with north-south cycle tracks at State Street and Pacific Highway, and the existing multi-use path adjacent to Harbor Drive.

An eastbound one-way cycle track will run along the north side of Grape Street from Harbor Drive to State Street. A parallel westbound one-way cycle track will run along Hawthorn Street from Harbor Drive to State Street. On-street parking will be removed on both sides of Grape Street to accommodate the cycle track and an additional vehicular travel lane. The cycle track will intersect with north-south cycle tracks at State Street and Pacific Highway, and the existing multi-use path adjacent to Harbor Drive.

The plan also proposes road diets on Kettner Boulevard from Ivy Street to Grape Street and Columbia Street from Juniper Street to Broadway.

### *2050 Regional Transportation Plan*

The 2050 Regional Transportation Plan proposes a Coastal Rail Trail on Pacific Highway for the 2035 Regional Bike Network and a Central Coast Corridor on North Harbor Drive for the 2050 Regional Bike Network. It also proposes to create Grade Separated crossings at Laurel Drive, Hawthorn Street, and Grape Street.

The *Destination Lindbergh* report produced by the Airport Authority in 2009 included recommendations on the development of an Intermodal Transit Center (ITC). The center would connect the Airport to regional transit services, including trolley, rail, and bus stations. A passenger walkway would connect airline passengers from the airline passenger processing facility to the transit platforms, which would include two rail lines and station platforms for Amtrak/ COASTER, three trolley lines and station platforms. One additional rail line would allow for freight trains to bypass the ITC. A secure and automated people mover would link the ITC/ terminal complex to concourses south of the runway.

More information on these improvements are included in the Briefing Book in Appendix B.

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#### 5.2.1 SKYWAY STUDY

In June 2015, WSP USA completed a feasibility study for a two-mile skyway in Downtown San Diego, from the Gaslamp Quarter to Balboa Park, along Sixth Avenue. Through analyzing the potential operations, ridership, and location, they concluded that it would be feasible and would work well in San Diego. Benefits included it having lower infrastructure costs, being electrically powered, having a short travel time for the two-mile route, and being able to have fewer restrictions on where it could be constructed. A follow up study is being prepared for SANDAG by WSP that extends the potential skyway from the Gaslamp along the North Harbor Drive corridor with potential stations at Seaport Village, Broadway, the County Center and Harbor Island Drive (near Terminal 1). **Figure 5-1** displays the proposed skyway alignment.



If built, access to the airport would likely be via a pedestrian walkway through a new Terminal 1 parking structure.

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### 5.2.2 INTERMODAL TRANSIT CENTER

The *Destination Lindbergh* report produced by the Airport Authority in 2009 included recommendations on the development of an Intermodal Transit Center (ITC). The center would connect the Airport to regional transit services, including trolley, rail, and bus stations. A passenger walkway would connect airline passengers from the airline passenger processing facility to the transit platforms, which would include two rail lines and station platforms for Amtrak/ COASTER, three trolley lines and station platforms. One additional rail line would allow for freight trains to bypass the ITC. A secure and automated people mover would link the ITC/ terminal complex to concourses south of the runway.

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### 5.2.3 DIRECT I-5 CONNECTORS

As part of the *I-5 ITC Ramps PSR- PDS*, SANDAG proposed three different freeway alignment changes to connect I-5 to the airport. All three alternatives included new northbound and southbound freeway ramps that would connect to Pacific Highway. More information on these alternatives are included in the Briefing Book in Appendix B.





## 6 CONCLUSIONS / NEXT STEPS

This report is intended to document efforts undertaken by the Airport Authority staff and consultants to engage stakeholders prior to the preparation of an environmental assessment of the ADP. Through an active engagement process with policy makers and technical staff from agencies with an interest in multi-modal travel in the vicinity of the airport, the following outcomes have been achieved.

- Better understanding of desired mobility improvements extracted from long-range planning documents for the areas surrounding the airport.
- Suggestions for Cumulative Development Projects to be included in the ADP EIR analysis.
- Consensus that planned improvements need to be feasible and have a realistic expectation of being funded
- Refinements to the proposed on-airport access roadway have been made to reflect suggestions made by the mobility committee to better accommodate bicycle, pedestrian, and transit users.
- An improved situational awareness of mobility issues and constraints in the vicinity by all stakeholders, which will likely increase the effectiveness of future studies, reviews and solutions.

Specific work products that are documented in this report include:



This listing of projects will be used by the Airport Authority and the Port of San Diego teams in preparing environment reports and analysis.



This document summarizes published planning documents that have been prepared within the study area.

Future studies that are underway that build upon the efforts summarized in this report include:



The Port of San Diego is preparing the North Harbor Drive Mobility and Access Study in conjunction with the Port's Master Plan Update. This document will analyze updates to land and water use designations. It will include development growth scenarios for District tidelands project to occur over the next 30 years.



The Airport Authority is preparing the ADP EIR. The document will analyze and evaluate the airport facility alternatives' effect on the study area roadway network.

## APPENDICES

**Appendix A** Working Group and Policy Group Agenda and Meeting Minutes

**Appendix B** Briefing Book

**Appendix C** List of Cumulative Projects



## APPENDIX A

### WORKING GROUP AND POLICY GROUP AGENDA AND MEETING MINUTES

**Harbor Drive Mobility Committee**  
**Agenda: Policy Group Meeting #1**  
**June 8, 2017 – 9:00 am to 11:00 am**  
Wright Conference Room – 2<sup>nd</sup> Floor  
Airport Authority Administrative Offices  
(former Commuter Terminal)  
3225 North Harbor Drive  
San Diego, CA 92101

*Parking available directly in front of building; please bring your parking voucher to meeting to be validated.*

9:00 Welcome – Chair April Boling

9:05 Introductions –

SDCRAA  
Port of San Diego  
City of San Diego  
SANDAG

9:10 Mission of Harbor Drive Mobility Committee

- Discuss Subject Area
  - Brief overview of major initiatives by each agency
- Goals
- Overview of process
- Deliverables
- Schedule

9:40 Discussion

- Identify top mobility issues in subject area
- Potential benefits, concerns
- Identification of questions and ideas for the Technical Working Committee to explore
- Deliverables and outcomes

10:50 Schedule review and closing remarks



**MEETING SUMMARY**  
**Harbor Drive Mobility Committee**  
**Policy Group Meeting**  
**June 8, 2017**

**ATTENDEES**

**City of San Diego** – Patrick Bouteller, Mike Hansen

**Kimley-Horn** – Jack Boda, David Sorenson

**Port of San Diego** – Rafael Castellanos, Jason Giffen, Lesley Nishihira, Stephen Shafer

**San Diego County Regional Airport Authority** – Ted Anasis, April Boling, Mike Kulis

**SANDAG** – Coleen Clementson, Jim Desmond, Adrian Granda

**INTRODUCTION**

Chairwoman April Boling welcomed the Harbor Drive Mobility Committee Policy Group members and each member of the Policy Group introduced themselves and stated their role in the agency they represent.

**MEETING PURPOSE**

Ms. Boling highlighted that the purpose of this meeting is to have each agency report on the current plans or activities they have that will affect ground transportation and mobility for the study area. The study area includes North Harbor Drive, Laurel Street, Grape Street, Hawthorne Street, and Pacific Highway. The study area extends east to I-5 at India Street and west to Rosecrans Street. Ms. Boling mentioned that all agency plans and visions for this area should dovetail and be realistic solutions. She stated that we should all know how each agency's plans affect North Harbor Drive and the study area.

**AGENCY UPDATES**

***SANDAG***

- Current Plans
  - Improvements for MTS bus route #992 service.
  - The airport operates a shuttle from Palm Street and Pacific Highway to the airport terminals.
  - Improvement of sidewalks/pedestrian access on Palm Street to light rail station.
  - Beginning a military/land use authority planning effort to look at the naval base access points to improve traffic load (18 months).
- Long Range Plans
  - Improvements to ramps to and from I-5.
  - Building an intermodal transit center to connect the trolley and buses (currently looking at funding sources for this project).
  - Collaborating on a TIGER grant application to improve goods movement.
  - Collaborate with military working group on base accessibility/commutes.

***CITY OF SAN DIEGO***

- Uptown – Community Plan was updated in 2016 and includes a mobility element.
- Downtown – Community Plan was updated in 2006.
- Midway Pacific Highway – Currently working to update Community Plan that will include transportation circulation elements.
- Peninsula – No plans to amend Community Plan at this time.

- All Areas
  - Amending CEQA process to comply with state law (SB 743 Traffic Analysis Mandates).
  - Updating parking standards (18 months).
  - Climate Action Plan is being implemented and will include ambitious targets for bicycle and ride-share goals.
  - Created a working group to look at autonomous vehicles.
  - Updated Capital Improvement Projects (CIP).

Mike Hansen mentioned that Senate Bill (SB) 743 may have an impact on all projects and that is being reviewed at this time. SB 743 changes the mechanics of transportation impact assessment to Vehicle Miles Traveled (VMT), replacing the typical Level of Service (LOS) measurement with the intent to reduce greenhouse gas (GHG) emissions.

Mr. Hansen said that he would look into whether there are any projects that are planned in the area of the airport and report back to the committee.

#### **PORT OF SAN DIEGO**

- The comprehensive update to the Port Master Plan is underway and a series of policy focused discussions with the Board of Port Commissioners is anticipated over the coming months. The Port Master Plan Update will include a mobility element, which is planned to be discussed in August. The programmatic Draft EIR is expected to be circulated in 2018 with the Final EIR out in 2019.
- Harbor Island – there are two major development projects being contemplated at this time (proposed by Sunroad and Oliver McMillan). The descriptions and timelines for these projects are being worked on presently but higher density and parking areas are expected.
- South Harbor Drive – this area is included in Phase 2 of the initial plan for the North Embarcadero project. One of the design alternatives considers closing the portion of Harbor Drive between Grape Street and Ash Street.
- Central Embarcadero – There is currently a \$1.1 billion project being proposed that will include 2,700 underground parking spaces. This redevelopment will include hotel, retail and water-dependent office space, but no residential space.
- The Manchester Pacific Gateway Project must also be considered.

#### **SAN DIEGO INTERNATIONAL AIRPORT**

- Airfield and Terminal Improvements
  - 47 acres of land acquired from Teledyne Ryan will be integrated along with current terminal and ground transportation projects into a T1 replacement in the Airport Development Plan.
  - Terminal 1 replacement project is proposed to include 30 gates and jet bridges, a modernized passenger check-in area, and dual-level arrival/departure roads.
- A new airport entrance roadway has been proposed that will serve inbound traffic. This roadway would remove inbound airport traffic from North Harbor Drive and put it on airport property. Outbound traffic would still use the existing fly-over ramp and existing city street. The Airport Draft EIR is expected to be circulated in fall 2017.

Ted Anasis reported that the Authority Board approved the plan for the Harbor Drive Mobility Committee in March 2017 so we can collaborate with other agencies going forward.

Ms. Boling asked the Port representatives whether the Port's Master Plan would affect the airport's Environmental Impact Report (being circulated in the fall). Mr. Castellanos responded that the Port and Airport Authority planning departments meet on a regular basis and hold stakeholder meetings and the timing of an ADP presentation to the Port Commissioners in August is well-timed.



Ms. Boling asked the committee if they agree on the geographical area being studied, or if there are any suggestions for changes. The committee is in agreement on the study area.

Ms. Boling suggested that the HDMC Policy Group and Working Group meetings occur in alternate months. If staff on the Working Group has an issue, they can provide input on the issue to the Policy Group, which will address the issue. Ms. Boling mentioned that she would like the work of this committee completed by year-end.

Jack Boda commented that these first meetings are discovery time; the Working Group is a technical group that in reviewing projects and goals will see opportunities and will bring them back to the Policy Group. He felt that the Working Group will need to get together more than once before they will have anything to report to the Policy Group.

Ms. Boling reported that the groups will alternate with the Working Group meeting twice per month and then report back to the Policy Group.

Ms. Boling then opened the floor to any questions or comments for the Policy Group.

### **QUESTIONS/COMMENTS**

Jim Desmond commented that in having a regional mobility plan so that everyone can use their land in the most effective way, we should have a concept that is workable and realistic.

April Boling commented that in discussions of roadways and access, all means of transportation (including parking) should be included.

Jason Giffen commented that what is missing is prioritization and guidelines of plans – the Policy Group should set priorities for the Working Group for the non-consensus areas.

Rafael Castellanos commented that there is a need to understand the number of people that need to be moved around in this area and that the Port is considering a mobility hub for this area.

Ms. Boling commented that she would like to see areas of agreement for changes from the Working Group.

Adrian Granda commented that it would be valuable to have an inventory of projects for each agency and to include the timing for each. Ms. Boling agreed that this type of inventory would be very helpful.

Coleen Clementson commented that there would be a benefit for the committee to include Marine Corps Recruit Depot (MCRD) as part of the Working Group. Ms. Clementson also commented that the use of public transportation should also be considered by the Working Group. Ms. Boling agreed that the Working Group can obtain input from MCRD and others and asked the Committee if any other agency should be added at this time. Mr. Giffen suggested that Caltrans be represented.

Ms. Boling suggested that a doodle poll be conducted for the two meetings for the Working Group. Lesley Nishihira suggested rotating agencies for the meetings and said the Port would be happy to host the two working group meetings if the dates work out for them.

With no further questions, Ms. Boling adjourned the meeting.

**Harbor Drive Mobility Committee  
Working Group Meeting #1  
July 18, 2017 – 9:00 a.m. to 11:00 a.m.**

Board Room – 3rd Floor  
Airport Authority Administrative Offices  
3225 North Harbor Drive  
San Diego, CA 92101

*Parking available directly in front of building;  
please bring your parking voucher to meeting for validation*

**AGENDA**

- 9:00 a.m. Welcome and Introductions
- 9:10 a.m. Mission of Harbor Drive Mobility Committee
- Background
  - Discuss Subject Area
  - Goals
  - Overview of Process
  - Deliverables
  - Schedule
- 9:20 a.m. Inventory/Overview of Major Projects/Plans
- San Diego International Airport
  - San Diego Unified Port District
  - City of San Diego
  - San Diego Association of Governments
  - California Department of Transportation
  - Metropolitan Transit System
  - Solar Turbines
  - U.S. Coast Guard
- 10:20 a.m. Discussion
- Identify Top Mobility Issues in Subject Area
  - Potential Benefits, Concerns, Risk of Improvements
  - Potential for Collaboration
  - Deliverables and Outcomes
  - Feedback for the Policy Working Group
- 10:45 a.m. Review Agenda for Working Group Meeting #2
- 10:55 a.m. Wrap-Up / Next Meeting – July 28, 2017



**MEETING SUMMARY**  
**Harbor Drive Mobility Committee**  
**Working Group Meeting**  
**July 18, 2017**

**ATTENDEES**

**Caltrans** – Ann Fox

**City of San Diego** – Vic Bienes, Tait Galloway

**HG Consulting** – Heidi Gantwerk (Facilitator)

**Jacobsen Daniels** – Jacob Sotsky

**Kimley-Horn** – Jack Boda, Dave Sorenson

**Metropolitan Transit System** – Mark Thomsen

**Port of San Diego** – Garry Bonelli, Jason Giffen, Lesley Nishihira, Stephen Shafer, Stephen Cook (Chen Ryan)

**San Diego County Regional Airport Authority** – Ted Anasis, Mike Kulis, Brian Roeh

**SANDAG** – Seth Litchney

**Solar Turbines** – Craig Anderson

**United States Coast Guard** – Dennis Amerson, Chanel Lee

**INTRODUCTION**

Heidi Gantwerk (facilitator) welcomed the Harbor Drive Mobility Committee (HDMC) Working Group members, reviewed the overall objective for the Working Group and the meeting agenda. The members of the Working Group introduced themselves and stated their role in the agency they represent.

**MEETING PURPOSE**

Ted Anasis reviewed the background on the formation of the HDMC. Mr. Anasis stated that the mission of the HDMC is to collaborate on roadway access and improvements in the study area surrounding the airport and that any changes/improvements are well coordinated with other users and agencies. The goals for the Working Group include, but are not limited to: identifying shared common assumptions, developing a cumulative inventory of major projects in the study area, or impacting the study area, (that could be useful for all agencies' EIRs), use of a 5 - 10 year planning horizon, and identifying potential areas for collaboration. Mr. Anasis identified the study area, which includes North Harbor Drive, Laurel Street, Grape Street, Hawthorne Street, and Pacific Highway. The study area extends east to I-5 at India Street and west to Rosecrans Street.

**AGENCY UPDATES**

***SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY***

- Airport Development Plan (ADP)
  - 47 acres of leased land (former Teledyne Ryan property) will be integrated along with current terminal and ground transportation projects, into a T1 replacement.
  - Terminal 1 replacement project is proposed to include 30 gates and jet bridges, a modernized passenger check-in area, and dual-level arrival/departure roads and curbsfronts.
- A new airport entrance roadway has been proposed that will serve inbound traffic. This roadway would remove inbound airport traffic from North Harbor Drive and put it on airport property. Outbound traffic would still use the existing fly-over ramp and existing city streets. The ADP Draft EIR is expected to be circulated in fall 2017. The Authority would like to ensure this project aligns with SANDAG's Regional Transportation Plan and wants to coordinate this effort with other agencies. This on-airport roadway would close several existing access points into the airport. There are no dedicated lanes for outbound traffic. The Authority would need to complete an environmental analysis to move forward with the project.

- **Discussion**

- Tait Galloway asked about timing of the phases for the ADP. Mr. Anasis responded that Phase 1A (which includes the on-airport roadway) is due to be completed and operational as soon as 2022 and Phase 1B is due to be completed by 2026.
- Mr. Galloway asked if the predicted increase in gate capacity also assumes an increase in vehicle trips beyond the SANDAG forecast. Mr. Anasis responded that the EIR forecasts that there will be a 1 – 2% growth in passengers and operations.
- Vic Bienes asked if the Authority has looked at the utility impacts to this expansion. Mr. Anasis responded that the Authority is studying utility needs and options as part of the improvement plan and is assessing needs with City and SDG&E representatives.

#### **PORT OF SAN DIEGO**

- The Port Master Plan update was reviewed, which focuses on current land use (6,000 acres), vision for the new Bayfront, redevelopment of Harbor Island, the Seaport Village project, and opening of two new hotels at the former Lane Field site.
- Commissioners will be meeting on August 8<sup>th</sup> to discuss Master Plan elements (including mobility issues) and key policy concepts for the Port Master Plan.
- The discussion draft of the Master Port Plan will be completed by year-end. The EIR includes a 30-year plan projection for the Port and the EIR review process will begin at the end of 2017.
- Port staff hopes the HDMC provides priorities and strategies for improvements involving the north part of the San Diego bay.
- The intersections at Laurel and Grape Streets along North Harbor Drive are challenging and require coordinated planning.

#### **CITY OF SAN DIEGO**

- The number one priority is the resurfacing and repair of roads. Overlay work on North Harbor Drive is scheduled for this fall. Because there will be a five-year moratorium on digging once the overlay is complete, any work on Harbor Drive needs to be completed prior to the overlay. A schedule will be set after coordinating with the Airport Authority. Staff is also obtaining accident data for Harbor Drive.
- Smart streetlights are being installed. These streetlights will capture safety and traffic data. Vic Bienes will look into whether these streetlights will be installed in the study area.
- The Uptown Community Plan was updated in 2016 and includes a mobility element.
- Updating the plans for Old Town and Midway/Pacific Highway are in the final stages.
- The City is planning for 9,000 new housing units as part of the Midway Pacific Highway community plan update.

#### **Discussion**

- Ted Anasis asked if standards for autonomous vehicles are being included in the City plans. Vic Bienes responded that the City is considering a partnership with industry, universities and SANDAG to develop a regional approach to autonomous vehicles and that the Airport Authority will be added to the dialogue.
- Jason Giffen requested more detail on the specifics of the planned overlay project. Mr. Bienes responded he will look into the work being done in the study area and report back on opportunities and restraints.
- Dennis Amerson and Craig Anderson asked if there are currently plans to address Stormwater drainage issues as they are challenged with flooding at their locations. The City representatives will speak to these agencies separately to address the issues they are having.

#### **SANDAG**

- **Current Plans**
  - A coordinated multi-modal access plan was completed and is part of the Transportation Regional Plan.
  - Improvements for MTS bus route #992 service.
  - The airport operates a shuttle from Palm Street and Pacific Highway to the airport terminals.



- Improvement of sidewalks/pedestrian access on Palm Street to the light rail station.
- Beginning a military/land use authority planning effort to look at the naval base access points to improve traffic load (18 months).
- Long Range Plans
  - Construct ramps to directly connect the airport and I-5.
  - Build an intermodal transit center to connect the trolley and buses to the airport (currently looking at funding sources for this project).
  - Collaborate on a TIGER grant application to improve goods movement.
  - Collaborate with military working group on base accessibility/commutes.

#### Discussion

- Seth Litchney mentioned that the Regional Transportation Plan is being updated to include focus on autonomous vehicles.
- Mr. Litchney also said that the sharing and coordination of all agency plans is helpful to SANDAG.
- Jack Boda asked if it is possible to get additional detail on the military installation plans. Mr. Litchney responded that SANDAG will provide detail on anticipated increases in military presence and traffic on bases. Garry Bonelli mentioned that while the number of ships in San Diego is scheduled to increase, the base population is not expected to rise by too much.

#### **METROPOLITAN TRANSIT SYSTEM**

- The Mid-Coast trolley light rail expansion along I-5 will be completed by 2021. The expansion will include five park and ride stops (which can intercept north county passengers).
- There is a potential to improve access to public transit for airport travelers and employees via the Santa Fe Depot.

#### Discussion

- Ted Anasis spoke about the Airport Transit Plan which includes updating websites to include information on transportation connections to the airport, adding ticket machines in the airport terminals and the City and SANDAG improving the pedestrian path to the Palm Street stop (expected to commence this week). Mr. Anasis reported that 600 passengers used the Palm Street connector shuttle last month. There was also discussion on the potential for 992 route rapid service and bussing between Old Town trolley and airport terminals.
- Garry Bonelli asked about the expected trends for the ride-sharing services. Mr. Anasis responded that the use of Uber and Lyft has increased rapidly, and is compounding congestion on Harbor Drive. Lyft and Uber capture 30% of the for-hire rides and that number is expected to be 50% by 2020. Jack Boda mentioned that Lyft and Uber are impacting all transit systems and will compound traffic issues on Harbor Drive as they grow.
- Seth Litchney asked if it is part of the mission of the HDMC to determine whether it makes sense to prioritize one trolley location as the key link to SDIA or is the goal about improving access at all transit stops to give people more choices. Mr. Anasis responded that looking at access for transit was certainly part of the mission of the HDMC and that improving connectivity to transit and increasing ridership would be an excellent outcome, but acknowledged that transit ridership to SDIA is very limited, and that increasing that even to 3% - 5% of airport passengers would be a significant achievement.

#### **CALTRANS**

- There are currently only a few projects in study area.
- Focus is on rehabilitation/maintenance of roadways and increasing/improving technology and working with SANDAG to identify gaps.

#### Discussion

- Jack Boda asked if the increase in gas/sales taxes will allow additional funds for improvements. Ann Fox responded that there is an aggressive schedule for improving pavements, culverts and bridges. Ms. Fox also mentioned that, at this time, congestion is only being addressed from a safety perspective.

- Ms. Fox said that Caltrans would like to see a focus on attractive lighting and public art incorporated into planning around major intersections.

## **UNITED STATES COAST GUARD**

### **Discussion**

- Dennis Amerson mentioned how appreciative the USCG staff is for the streetlight at Liberator Way but would like Stormwater runoff considered.
- Mr. Amerson mentioned that the Coast Guard would like to speak with Authority staff regarding the potential to use the large gate crossing on Harbor Drive in case of an emergency. Ted Anasis responded that he will put Mr. Amerson in touch with the appropriate Authority Airport Operations staff to discuss.
- Garry Bonelli asked if Mr. Amerson could confirm the base is no longer a fixed-wing facility and that only helicopters fly in and out of the base. Mr. Amerson confirmed that the base handles only helicopters.
- Mr. Bonelli asked if it would be at all feasible in the future for the Coast Guard to move to North Island.

## **SOLAR TURBINES**

Mr. Anderson gave an overview of Solar Turbines (the San Diego location is the corporate headquarters), highlighting that they have been at the Harbor Drive site for 90 years, have 2,000 employees at this site, manufacture gas turbines (jet engines), and have approximately 15,000 visitors each year. Solar Turbines has a land lease with the Port through 2035 with two 5-year extensions.

- Access to Laurel Street is critical to Solar Turbine employees.
- They would like to focus on infrastructure issues; the flooding at Laurel Street & Harbor Drive has shut down business in the past; Stormwater drainage is a critical issue.
- Because their parking facilities are across the street from the Solar Turbines site, changes made to Harbor Drive will affect their employees.

### **Discussion**

- Jason Giffen mentioned that the flooding at Harbor Drive and Laurel Street is influenced by the tide as well as Stormwater drainage.

## **GENERAL DISCUSSION**

- Tait Galloway suggested that going forward it might make sense to include the Marine Corps Recruit Depot (MCRD) in the HDMC meetings.
- Garry Bonelli said that data sharing and phasing will be important and should be coordinated. Mr. Bonelli also mentioned that this information is important for local officials.
- Vic Bienes said that one of the benefits of this committee would be to coordinate and bundle work happening in a particular area.
- In addition to an inventory of projects, it is suggested that the group develops a "master project matrix" that includes phasing and coordination of efforts in order to reduce having to do things over, i.e. digging the same area multiple times, etc. The ideal would be to coordinate a "one dig strategy" for projects.
- Tait Galloway mentioned the last time a coordinated stakeholder group was convened around the previous Airport Master Plan, they identified a number of desirable improvements but there was no way to pay for them. Mr. Galloway wants to make sure this effort does not repeat that outcome. The question then is what meaningful improvements can the Airport Authority pay for?
- The Working Group should recommend to the Policy Group opportunities for collaboration and suggestions for phasing and funding options.
- The Working Group agreed that whatever recommendations emerge from the HDMC should be realistic, fundable, etc. No "non-starters" or major unfunded initiatives.
- It will be important, in looking at the master inventory, to prioritize what the group wants to move forward on with in a set timeframe.
- Any recommendations should keep in mind potential future projects under consideration for that area and not preclude them.

- What does the group need from the Authority?
  - Anticipated traffic implications of ADP; any staging of road closures, etc. Mr. Bienes suggested the Airport Authority initiate meetings early in the process with the City to expedite permit processing.
  - As the number of new markets increase, the group would appreciate information on air service development to help coordinate with cruise ship terminal and other tourism organizations. Mr. Anasis agreed to provide forecasts, as well as the results of the passenger surveys that provide information on travel characteristics and where in the region passengers visit in the county.
- One outcome of HDMC might be to identify potential sources of revenue, including the gas tax, a congressional infrastructure bill, and the Airport and Airways Trust Fund (although Ted Anasis suggested that there had been no movement on the federal trust fund and that he did not anticipate that as a source of funding in the near or even medium term).
- It was suggested that recent grant opportunities for agencies around the county may lead to a simultaneous uptick in construction, and that competition for commodities and contractors could drive up prices of construction.
- The HDMC needs to think about the role of private development and dollars. What can/should the contributions of developers of large projects in and around the study area be towards supporting infrastructure improvements?

### **CONCERNS**

- What are the desired deliverables of the HDMC process?
  - To maintain the status quo in terms of mobility and congestion as vehicle, bike, pedestrian and transit trips increase.
  - To significantly improve mobility and access in the face of increased passenger trips.
- Minimizing impact of ADP project is a goal.
- Improving safety for drivers, bikers and pedestrians should be a stated goal.
- The HDMC Group can identify off-airport improvements, but these will have to be coordinated with other agencies and always keeping funding in mind.
- One key question: what can the Airport Authority pay for that would mitigate the impact of their projects (need to include projects in the RTP)?
- The traffic study on this will be challenging; balancing the needs of users is complex.
- The EIR will include bike and pedestrian access and plans for consistency of access.

### **BENEFITS**

- The potential is there for this group to find grant funding and possibly for a pilot project to identify operational solutions as opposed to facility improvements.

### **POTENTIAL FOR COLLABORATION**

- Stormwater
- Parking
- Direct freeway connection ramps to SDIA

### **DELIVERABLES AND OUTCOMES**

- Shared forecast of growth.
- Inventory and phasing of major initiatives.
  - Between 2018 to 2035
  - Between 2035 to 2050
  - General criteria acknowledging funding status.
- Need to inform the Policy Group of the coordination that will be required.
- Final report: a technical memo outlining draft concepts evaluated.
- Coordinated plan around overlay project.
- Timing around stormwater; requires brainstorming with Solar Turbines.



- Water harvesting by Airport Authority.
- Recommend that the Policy Group only consider projects that are foreseeable, feasible, realistic, and for each recommendation, identify the agencies involved in the necessary collaboration.
- The next Working Group meeting will be held on July 28<sup>th</sup> at 9:00 a.m.

**MEETING SUMMARY**  
**Harbor Drive Mobility Committee**  
**Working Group Meeting**  
**July 28, 2017**

**ATTENDEES**

**Caltrans** – Jesus Vargas  
**City of San Diego** – Vic Bienes, Tait Galloway, Maureen Gardiner  
**HG Consulting** – Heidi Gantwerk (Facilitator)  
**Jacobsen Daniels** – Jacob Sotsky  
**Kimley-Horn** – Jack Boda, Dave Sorenson  
**Metropolitan Transit System** – Mark Thomsen  
**Port of San Diego** – Lesley Nishihira, Stephen Shafer, Monique Chen (Chen Ryan)  
**San Diego County Regional Airport Authority** – Ted Anasis, Rebecca Bloomfield, Mike Kulis, Brian Roeh  
**SANDAG** – Seth Litchney  
**Solar Turbines** – Craig Anderson, Jim Garegnani  
**United States Coast Guard** – Dennis Amerson

**INTRODUCTION**

Heidi Gantwerk (facilitator) welcomed the Harbor Drive Mobility Committee (HDMC) Working Group members to the second meeting, reviewed the overall objective for the Working Group and the day's meeting agenda. The members of the Working Group introduced themselves and stated their role in the agency they represent.

**MEETING PURPOSE**

Initiated by a question from Tait Galloway, Ted Anasis explained to the group that the purpose of the Working Group meetings are to discuss mobility issues on North Harbor Drive to see what improvements can be made for the mobility/flow of traffic in the study area, and how the mobility in the study area impacts coastal and land use for the various agencies within this group. Dave Sorensen added that they are also looking for feedback for the on-airport roadway as part of the Authority's Airport Development Plan (ADP); ensuring that it would not preclude future improvements (e.g. direct ramps to I-5, inter-modal transit center).

**REVIEW FROM THE JULY 18<sup>TH</sup> MEETING**

Heidi Gantwerk recapped the focus points from the July 18<sup>th</sup> Working Group meeting, which included coordinated phasing, using a one-dig strategy for resurfacing by City of San Diego, completing a matrix of projects/priorities, funding potentials, potential for private development, safety improvements, and potential for collaboration.

- Tait Galloway advised that it would be helpful to have a mobility/corridor study conducted to give the group members more detailed information to consider the concepts for the on-airport roadway before they can make decisions on plans for the study area.
- Dennis Amerson noted that the Coast Guard plans to stay in its present location for the foreseeable future.
- Maureen Gardiner asked if the Authority will prepare an Environmental Impact Report (EIR) for the ADP. Ted Anasis responded that a draft EIR will be prepared at the end of this process.
- Mark Thomsen discussed the benefits of converting Bus Route 992 into a Bus Rapid Transit route. Mark also mentioned that a key element of the Rapid Transit Plan is the Transit Signal Priority (TSP) initiative which would improve efficiency and traffic flow. The TSP allows traffic signals to remain green longer as a bus approaches the traffic light. Mark would like the TSP to be included in the improvements for North Harbor Drive. Another group member asked if the TSP could also be used for freight trucks.

- Seth Litchney advised that SANDAG's forecast will be taking military issues into account. Potential base realignment/closures in the future could lead to an increase in the number of military personnel stationed in San Diego. They are also looking into ingress/egress traffic issues at the San Diego military bases.

### **DISCUSSION OF INITIAL ALTERNATIVES**

Jacob Sotsky reviewed the various roadway alternatives that were analyzed to mitigate traffic in and around the airport. These initial ideas included one way streets around Laurel Street, a flyover ramp closer to the terminals, a flyover at Anchor Island, a small traffic circle at Anchor Island, and a stacked roadway. A second family of ideas included airport access on Laurel Street connected at Sassafras Street, a connector at Washington Street, and a stacked roadway on Laurel Street. Many of these ideas had reasons/issues why they were not likely to be deemed feasible.

A high level analysis focused on the Anchor Island area. The ideas of a stacked roadway, a flyover ramp, and a new intersection in that area were presented to the Board. The Board requested further study for the roadway that includes preservation of access to Laurel Street and to form this multi-agency committee. It was also clarified that all of the improvements in the on-airport roadway concept would be located on airport property.

The Authority recommended:

- An on-airport access roadway (inbound only).
- Kimley-Horn refine the process to include benefits to the area.
- The scope be limited to what the airport could do now.

### **PRESENTATION OF PREFERRED ALTERNATIVE**

Dave Sorenson presented the suggested design and location for the new on-airport roadway.

- The roadway starts at the Laurel Street and Harbor Drive meeting point.
- The roadway would separate airport traffic from North Harbor Drive-bound traffic and would gradually elevate.
- Traffic for both terminals would use the on-airport roadway entrance at Laurel Street and Harbor Drive. From Laurel Street, traffic would come down Laurel Street and bear right onto the on-airport roadway. From Harbor Drive, there will be two exit lanes to access the on-airport roadway at Laurel Street.
- The design will include pedestrian and bicycle paths at a signalized crosswalk (the HOC signals will be used in those areas).
- The traffic signal at the Commuter Terminal (Winship Lane) will be removed.
- The on-airport roadway will eventually split into two roadways; one roadway will turn into the parking facility for Terminal 1 and the other roadway will continue on to Terminal 2.
- An on-airport roadway will be easier to sign to assist drivers where to go.
- All exiting movement would stay the same and the signals will remain.
- Buses and shuttles would be on the on-airport roadway. Having no signals to slow or stop them would be more timely and efficient.
  - Ted Anasis mentioned that there would eventually be a phase-in of geo-fencing so taxi and ride-share services won't have to check in in a physical staging lot.

### **DISCUSSION OF PREFERRED ALTERNATIVE**

- Stephen Shafer asked why no northbound roadway addition was included in the design. Jacob Sotsky responded that Marine Court Recruiting Depot (MCRD) is in the way. Ted Anasis mentioned that 85% of airport traffic approaches from the East. Jason also noted that 68% of airport traffic comes from the North County (north of the 8).
- Vic Bienes asked if this roadway is in the airport right-of-way. Jason Sotsky responded yes.



- Vic Bienes wanted to confirm that the Authority would be responsible for maintaining the new roadway. Ted Anasis responded yes.
- Dennis Amerson asked if helicopter approaches were considered for the stacked roadway design. Jason Sotsky confirmed that the height of a stacked roadway would not interfere with helicopter flight.
- Jacob Sotsky mentioned the possibility of a new outbound lane, in the future, that would eliminate the need for busses to use North Harbor Drive.
- Jim Garegnani mentioned that there is a signal crossing at Laurel Street and Anchor Island to allow Solar Turbine employees to cross Laurel Street. Dave Sorenson responded that a HOC signal would replace that existing signal. Monique Chen asked if a forecast on movement that would trigger the HOC light in that area has been done. Jason Sotsky responded that only one lane will be affected. Jim said he believes the HOC light may be an issue going off hundreds of time for the Solar employees to cross Laurel Street. Dave responded that a HOC light would be better and safer for the employees.
- Vic Bienes asked if it would be possible for the transition to happen on the roadway sooner than shown in the plan. Ted Anasis responded that we can look into the roadway climb happening sooner so that the pedestrians can go under the roadway rather than crossing it. Vic mentioned that the pedestrians going under the roadway rather than crossing it would avoid accidents.
- Tait Galloway asked if there would be enough lanes on North Harbor Drive to handle the remaining traffic. Dave Sorenson responded that one of the reclaimed lanes will be used for a buffered bike lane and that the remaining lanes should be enough to handle the non-airport traffic on North Harbor Drive.
- It was mentioned that bike lanes will be added to North Harbor Drive when the road repaving occurs.

#### **AGENCY COMMENTS ON PREFERRED ROADWAY ALTERNATIVE:**

##### **Solar Turbines**

- Craig Anderson said he would like to see pedestrian/bicycle pathway access information included in the mobility study.
- Jim Garegnani asked if the Airport's proposed improvements will impact the North Embarcadero Visionary Plan. Dave Sorenson responded that those improvements will be considered in the upcoming traffic study.

##### **Port of San Diego**

- Lesley Nishihira stated that although the Port Board has considered concepts, the Board has not yet approved any potential plans on Harbor Drive. Ted Anasis asked Lesley her thoughts on the use of Anchor Island. Lesley responded that the on-airport roadway is a good solution if it helps their tenants. She is not sure if the Port has full control of the Anchor Island land, but will check on that and let the committee know.
- Jacob Sotsky asked if the Port's plan included maintaining the traffic light at Liberator Way. Lesley Nishihira confirmed that the Liberator Way light would stay and there are no new intersections planned right now to access the Harbor Island development.
- The Port would like more data, including an understanding of predicted traffic volumes, before offering any type of support for the on-airport roadway plan.
- The Port would like to maintain two airport access points off of North Harbor Drive.

##### **City of San Diego**

- Monique Chen requested that any potential study look at Laurel Street and the crossing at the tracks; she is concerned about potential back-up with heavy rail.
- Maureen Gardiner said that she would like to see projected traffic volumes and movement information to better understand the effect of the new on-airport roadway.
- Maureen Gardiner also asked if the Airport Authority is using the SANDAG Model 13, like the Port. Ted Anasis responded that it was.

- Vic Bienes stated that he will share this information with other City staff and asked if surface drainage on the new roadway had been included in the plans. Ted Anasis confirmed that drainage is included.
- Tait Galloway reiterated the need for a mobility/corridor study in order for the City to feel comfortable with the project and to address questions that might otherwise be raised in comments on the EIR. He raised concerns that the study area and the EIR does not address the concerns that will arise on city streets, and the impacts at intersections like Grape Street and Harbor Drive, that are not controlled by the Airport Authority. More study/attention to how people move from the freeway to the airport and the impact on city streets is needed.
- Craig Anderson asked Vic Bienes if he could provide status of the upcoming North Harbor Drive overlay project. Vic responded that the project will run from the bridge at the Navy Training Center to Grape Street. The City is currently working with the Authority on utility connection information. The project is still being put together, but is scheduled for sometime this fall.

#### **CALTRANS**

- Jesus Vargas stated that the on-airport roadway does not conflict with any of their potential projects.

#### **SANDAG**

- Seth Litchney asked what would happen if someone misses the entrance to the new on-airport roadway; would there still be access to the Airport off of North Harbor Drive. Dave Sorenson responded that the turn-around at Spanish Landing would be available and there would still be two entrances off of North Harbor Drive to allow for redundant entry points.
- Seth Litchney asked if the planners believe North Harbor Drive could become a cut-through into the airport because it will be faster. Dave Sorensen responded that the on-airport roadway would be faster, providing direct access to the terminals with no traffic lights.
- Seth Litchney asked how bus routes would be affected; is there a way to speed up queuing and potential for better access to trolley stations. Ted Anasis responded that the Terminal Link Road is available.

#### **COAST GUARD**

- Dennis Amerson said that the plan doesn't seem to interfere with Coast Guard functions.
- Dennis Amerson asked about access to the large gate in case of emergencies; if the Laurel Street grade starts earlier, would that be an issue for Coast Guard planes in emergency situations. Dave Sorenson responded that getting planes across the street in emergencies would not be available. Ted Anasis mentioned that people, supplies and equipment could move across through the gate, but not planes. Dennis said he will speak to his command for input.

#### **MTS**

- Mark Thomsen said that the new on-airport roadway would speed up access to the airport, which is positive, but he would like to see traffic analysis information.
- Mark Thomsen asked if the new Terminal 1 would require two bus stops. Jake Sotsky explained that the passenger operations were fairly centralized and that one stop would be sufficient.

#### **DISCUSSION OF OTHER POTENTIAL IMPROVEMENTS**

- Dave Sorensen suggested an improvement for eastbound bicycle traffic at the Terminal 1 North Harbor Drive intersection area. The bike lane currently crosses a high speed lane on North Harbor Drive. He suggested taking the bike path under the bridge to avoid the high speed merge area. The bike path falls under the City and Port jurisdictions. Dave also suggested looking at grant applications for this improvement.
- Outbound congestion on North Harbor Drive will speed up some with the elimination of two signals, but is still a major concern. It is critical to look at the Grape Street and Hawthorne Street intersections for ways to improve flow.

- Direct connection to I-5 is an important piece of a long-term solution:
  - In addressing whether that direct connection could be sped up, CALTRANS said that any acceleration prior to 2050 would be unlikely, as it also impacts the S-curve and the 8 intersection. In addition, funding has not been identified.
  - SANDAG agreed; no funding is currently available, perhaps in the next update a change might be possible.
- The group discussed the mobility study and its potential utility, and agreed that it would both:
  - Inform their response to the EIR, as part of a joint development of a long-term solution and alternatives.
  - Be useful in their planning, especially for the Port.
- Mark Thomsen asked what are the funding sources and the timeline for major aspects of the projects (on-airport roadway and I-5 ramps). Ted Anasis responded that 2022 is the projection for the roadway.
- Tait Galloway asked if we should prioritize the I-5 ramps over ITC, transit projects.
- Maureen Gardiner asked how much the Airport is advocating transit use.

#### **FOR THE POLICY GROUP**

- Must examine how a preferred alternative aligns with the City's Climate Action Plan and other larger established policies and goals for the City and the region.
- Focus on multi-modal operations and ask questions about prioritizing vehicular access over transit improvements.
- Does the study area need to be expanded to include problem areas (access to I-5), and address bus routes that could feed the airport?
- It is critical to address choke-points.
- All agencies appreciate the opportunity to work together towards common solutions.
- Working group may request additional data from agencies in advance of the EIR, which will reduce the need for comments and level of concern.
- There was universal support for the bike improvements under the ramp to Terminal 1 (something that can be completed now – seen as a “win” for agency collaboration).

#### **OVERALL FEEDBACK**

The group raised no serious roadblocks to the project; they identified no obvious no non-starters. Most agencies saw potential positives on a number of fronts. However, the consensus among committee members is that they require more detailed mobility data and analysis (to include traffic, pedestrians and bicycles) before being able to support or make recommendations for the on-airport roadway project, or commenting on the EIR, to the Policy Group.



**Harbor Drive Mobility Committee  
Policy Group Meeting #2  
August 31, 2017 – 9:00 a.m. to 11:00 a.m.**

Wright Conference Room – 2<sup>nd</sup> Floor  
Airport Authority Administrative Offices  
3225 North Harbor Drive  
San Diego, CA 92101

*Parking available directly in front of building;  
please bring your parking voucher to meeting for validation*

**AGENDA**

- 9:00 a.m. Welcome and Introductions
- 9:05 a.m. Recap of Study Area, Committee Mission and Progress
- 9:15 a.m. Identify Specific Projects and Actions Envisioned

***0 – 10 Years, Potential Projects***

- Airport Terminal Entry Road
- Transit Improvements
- Pedestrian and Bicycle Improvements
- \_\_\_\_\_?

***10+ Years, Potential Projects***

- Outbound Airport Road
- Direct Connectors to Interstate 5
- Intermodal Transportation Center –  
CA High Speed Rail Station
- \_\_\_\_\_?

- 10:30 a.m. Review Feedback and Requests for Working Group
- 10:45 a.m. Review Schedule and Agenda for Policy Group #3

**MEETING SUMMARY**  
**Harbor Drive Mobility Committee**  
**Policy Group Meeting #2**  
**August 31, 2017**

**ATTENDEES**

**City of San Diego** – Tait Galloway, Mike Hansen

**HG Consulting** – Heidi Gantwerk

**Jacobsen Daniels** – Jacob Sotsky

**Kimley-Horn** – Jack Boda, David Sorenson

**Port of San Diego** – Garry Bonelli, Rafael Castellanos, Jason Giffen, Lesley Nishihira, Stephen Cook (Chen Ryan)

**San Diego County Regional Airport Authority** – Ted Anasis, Rebecca Bloomfield, April Boling, Mike Kulis, Marc Nichols, Brendan Reed

**SANDAG** – Coleen Clementson, Jim Desmond, Adrian Granda

**INTRODUCTION**

Chairman April Boling welcomed the Harbor Drive Mobility Committee Policy Group (Policy Group) members and each member of the Policy Group introduced themselves and stated their role in the agency they represent. Chairman Boling reviewed the roles of the Harbor Drive Mobility Committee Working Group (Working Group) members and the Policy Group members.

Chairman Boling and Ted Anasis recapped the study area, which includes North Harbor Drive, Laurel Street, Grape Street, Hawthorne Street, and Pacific Highway. The study area extends east to I-5 at India Street and west to Rosecrans Street.

**MISSION**

Chairman Boling reviewed the mission of the Harbor Drive Mobility Committee:

- Collaborate with transportation agencies and community partners to improve traffic flow and reduce congestion.
- Establish a process by which:
  - Data is gathered and alternatives are evaluated.
  - Solutions and recommendations are presented to decision-makers.
  - Collaborative process to vet proposed solutions that may be implemented to the benefit of all participating stakeholders.

Chairman Boling stated that the mission of the Harbor Drive Mobility Committee is the overall improvement and development of the study area; not just the airport's impact on Harbor Drive. It is in the best interest of all agencies to work collaboratively on development/improvements; working independently on the future of the study area will not lead to success.

**REVIEW OF PROGRESS**

Chairman Boling reviewed the progress of the Working Group:

- The Working Group met on July 18 and July 28.
- The Working Group is developing a draft of a cumulative projects list for the upcoming meeting on September 25<sup>th</sup>.
- The projects list will include the Airport Authority's preferred roadway alternative concept.

## **SPECIFIC PROJECTS OR ACTIONS ENVISIONED**

Chairman Boling highlighted the projects that were discussed for 0 – 10 years and those projects 10 years and beyond.

- 0 – 10 Years
  - Airport Terminal Entry Road
  - Transit Improvements
  - Pedestrian and Bicycle Improvements
- 10+ Years
  - Outbound Airport Road
  - Direct Connectors to I-5
  - Intermodal Transportation Center / CA High Speed Rail Station

Chairman Boling said that the Committee wants to identify the crucial projects for all agencies; not just the airport. There are two key questions that need to be considered:

- What specific projects should be included in the study?
- Which members will participate in studying the suggested improvements?

Chairman Boling said that currently the information from the Working Group feels disjointed and that although the airport is further along due to the timing of projects, the airport shouldn't lead the effort. There needs to be more in-depth detail on other agency's projects to put together a comprehensive list, before a study can be ordered. Chairman Boling asked if it is possible for the Port to take the lead on the projects list as they have more future projects than any other agency.

Rafael Castellanos responded with his concerns and a proposal. From a policy and planning standpoint, he said the group needs to know what specific improvements are being planned and what can be paid for, individually as a single entity, and together as a group. In order to figure that out, the group needs data that takes into account all projects, for all agencies.

Mr. Castellanos highlighted the upcoming Port projects:

### ***Port Master Plan Update - Potential Program-Level Development Ranges (0 – 10 Years)***

- **Harbor Island**  
Potential growth within the District's Harbor Island Planning District may include the following:
  - 750 - 1,500 hotel rooms
  - 40,000 - 140,000 sf of retail, restaurants, services, and aquaculture/bluetech uses
  - 15% - 20% (150 - 200 slips) increase in vessel berthing
  - Final access points to East Harbor Island off of North Harbor Drive have not yet been determined, although it is likely that future development will continue to utilize the two existing intersections at Liberator Way and Harbor Island Drive
- **Embarcadero**  
Potential growth and/or major projects within the District's Embarcadero Planning District may include the following:
  - *North Embarcadero Sub-District*
    - 450 - 550 hotel rooms
    - 8,500 - 17,000 sf of retail, restaurants and services
    - 10 - 15 acres of additional public space areas, including potential realignments of portions of Harbor Drive between Laurel Street and G Street that may involve roadway width reductions
    - 600,000 - 1,000,000 additional cruise passengers per year



- *Central Embarcadero Sub-District*
  - 400 - 500 hotel rooms
  - 150,000 - 215,000 sf of retail, restaurants, services, and aquaculture uses – including a major attraction and/or event center
  - 22% - 31% (25 - 35 slips) increase in vessel berthing
- *South Embarcadero Sub-District*
  - 550 - 650 hotel rooms
  - 24,000 - 26,000 sf of retail, restaurants and services
  - 960,000 sf of convention center exhibit area, meeting rooms, ballrooms and support spaces
  - 3% - 5% (16 - 23 slips) increase in vessel berthing

***Port Master Plan Update - Potential Program-Level Development Ranges (10+ Years)***

- **Shelter Island**

Potential growth within the Port's Shelter Island Planning District may include the following:

- 1,000 - 2,000 hotel rooms
- 50,000 - 240,000 sf of retail, restaurants and services
- 40,000 - 50,000 sf of commercial fishing, marine sales and services, and aquaculture/bluetech uses
- 15% - 20% (430 - 575) increase in vessel berthing slips

- **Harbor Island**

Potential growth within the Port's Harbor Island Planning District may include the following:

- 1,100 - 2,200 additional hotel rooms
- 60,000 - 210,000 sf of additional retail, restaurants, services, and aquaculture/bluetech uses
- 15% - 20% (150 - 200 slips) increase in vessel berthing
- Final access points to East Harbor Island off of North Harbor Drive have not yet been determined, although it is likely that future development will continue to utilize the two existing intersections at Liberator Way and Harbor Island Drive

- **Embarcadero**

Potential growth within the District's Embarcadero Planning District may include the following:

- *North Embarcadero Sub-District*
  - 950 - 1,150 hotel rooms
  - 1,650 - 33,000 sf of retail, restaurants and services
- *Central Embarcadero Sub-District*
  - 800 - 1,000 hotel rooms
  - 300,000 - 435,000 sf of retail, restaurants, services, and aquaculture uses – including a major attraction and/or event center
  - 35% - 50% (50 - 75 slips) increase in vessel berthing
- *South Embarcadero Sub-District*
  - 1,150 - 1,350 hotel rooms
  - 3,000 - 6,000 sf of retail, restaurants and services
  - 6% - 9% (34 - 47 slips) increase in vessel berthing

## **PORT PROPOSAL**

Rafael Castellanos presented a proposal to the Policy Group – The Port will take the lead on a study to identify traffic impacts for all stakeholders. The study will show current conditions not engineering solutions. Once the study is completed, agencies can discuss what is feasible and who can pay for solutions. The Port has authorized up to \$175,000 for the study to be completed.

### **Questions/Comments on the Proposal**

- Chairman Boling agreed that we need data on all development that is going to impact Harbor Drive. She pointed out that even if the airport did nothing, Harbor Drive would be greatly impacted by Port projects and she stated that a range of impacts can be developed. Chairman Boling asked how long the study would take to be completed. Jason Giffen responded that it would be months, not weeks, for completion.
- Chairman Boling asked if the Port had someone already under contract that has some knowledge of their upcoming projects and this area. Jason Giffen replied that the Port does have a consultant that can help with this study.
- Rafael Castellanos commented that the timing of the study would depend on how quickly all stakeholders can provide information required for the study. Coleen Clementson commented that while SANDAG does not have a lot of projects planned right now, they are happy to participate in the study and can provide forecasted resident information quickly. Mike Hansen commented that the City could help provide planning information and building permit data.
- Garry Bonelli commented that the geographic area should be defined for the study and that an overlay can be used to develop projections. Jim Desmond commented that SANDAG is looking at impacts county-wide and that the study area can be expanded. Rafael Castellanos responded that plans for Harbor Drive have to include a broader scope that will affect the area and all stakeholder projects.
- Jim Desmond questioned whether 0 – 10 year projects, that have funding, should be studied; should any effort be put into the study for 10+ year projects? Rafael Castellanos replied that he believes the study should look at the “big picture” then hone in on immediate projects. Chairman Boling commented that she agrees with Mr. Castellanos; the study should look at the longer picture needs first, then the group can look for engineering solutions and this is where money would need to be considered. She also stated that the solutions don’t conflict with long-term plans.
- Garry Bonelli asked if this study is “doable” because we need the project to move forward. Mr. Bonelli agrees that the addition of hotels, residents, vessels, etc. need to be looked at in terms of increased people and traffic and what roads will be closed or changed. Rafael Castellanos replied that all of that information will be included in the study.
- Tait Galloway commented that the study needs to include the military. Chairman Boling agreed that the base gates and increase in vessels/people need to be included.
- Coleen Clementson commented that from a transportation perspective, changes in ride-sharing, the transit network, and advanced technologies need to be included in the study and that SANDAG is performing the military study in the next few months.
- Garry Bonelli commented that looking at how to move vehicles and people up and down the bay is the Port’s priority.

### **Timeline/Mechanics for the Proposal**

- Rafael Castellanos commented that the Working Group could work with the consultant and Policy Group to set the scope of the study. Chairman Boling commented that the Working Group could come up with the scope and the Policy Group could approve it. Jason Giffen commented that the Port could draft the scope and then get buy-in on the content of the scope from other committee members.

- Chairman Boling said that the Working Group should see the draft before it goes to the Policy Group. Ted Anasis questioned whether the scope draft could be discussed by the Working Group at the September 25<sup>th</sup> meeting. Chairman Boling asked if the Port could have the scope draft ready by September 25<sup>th</sup>. Chairman Boling added that the September 25<sup>th</sup> Working Group meeting could be completely dedicated to reviewing the draft scope of the study and then the Policy Group would review the scope of the study at the October Policy Group meeting.
- Lesley Nishihira commented that a few months would be needed to ensure collaboration. Chairman Boling responded that the "guts" should be done in a short time-frame. Chairman Boling commented that the Authority's EIR needs to go out, but the Authority could agree to delay that a bit for good estimated traffic volumes.
- Dave Sorenson asked if a Working Group sub-committee should be formed to review the scope items. Jason Giffen suggested the scope be discussed with Ted Anasis, Dave Sorenson, and Tait Galloway for an early review.
- Jim Desmond asked if it has been determined what should be included in the study. Ted Anasis responded that important overlays influencing trips can be fed into the study. Mr. Desmond asked about the City's area to be included in the study. Mike Hansen responded that their Community Update Plan will share all project information. Mr. Hansen also mentioned that he hopes the study can handle that some City plans are already in the final design or that improvement analysis/approvals have been completed.
- Coleen Clementson asked what type of plans the City had for transportation improvement. Mike Hansen replied that none are currently planned. They are looking at bike lanes throughout downtown. Jack Boda commented that the City plans were incorporated into the Briefing Book that had been sent to all agencies for review.
- Jim Desmond asked if Harbor Drive is eventually going to be closed down and what the future looks like for Harbor Drive. Rafael Castellanos replied that they are looking at alternatives including closing part of Harbor Drive to traffic, and that this study will be key in deciding the future of Harbor Drive. They want to see the impacts and consequences of projections for the future.
- Jason Giffen mentioned that the study will show where the Harbor Drive right-of-way was granted to the City, the Port, etc. and will show who is responsible for each part of the roadway.
- Adrian Granda stated that he expects Chairman Roberts to attend the next Policy Group meeting.

Chairman Boling suggested a Doodle Poll be sent out to plan the next Policy Group meeting for the first two weeks of October.

With no further comments or questions, Chairman Boling adjourned the meeting.



**MEETING SUMMARY**  
**Harbor Drive Mobility Committee**  
**Working Group Meeting #3**  
**September 25, 2017**

**ATTENDEES**

**Caltrans** – Jesus Vargas  
**City of San Diego** – Vic Bienes, Tait Galloway, Maureen Gardiner  
**HG Consulting** – Heidi Gantwerk (Facilitator)  
**Kimley-Horn** – Jack Boda, Dave Sorenson  
**Metropolitan Transit System** – Mark Thomsen  
**Port of San Diego** – Lesley Nishihira, Stephen Shafer, Stephen Cook (Chen Ryan)  
**San Diego County Regional Airport Authority** – Ted Anasis, Rebecca Bloomfield  
**SANDAG** – Seth Litchney  
**Solar Turbines** – Jim Garegnani  
**United States Coast Guard** – Michael Frawley

**INTRODUCTION**

Heidi Gantwerk (facilitator) welcomed the Harbor Drive Mobility Committee (HDMC) Working Group members to the third meeting, reviewed the overall objective for the Working Group and the day's meeting agenda. The members of the Working Group introduced themselves and stated their role in the agency they represent.

**MOBILITY STUDY – BRIEFING BOOK**

Dave Sorenson confirmed with the Working Group that everyone has received a copy of the Briefing Book. Dave mentioned that one of the members suggested that the existing information be summarized. Dave suggested that everyone review the first four pages of the Briefing Book. He would like the Working Group members to let him know, 1) did we get it right, 2) did we miss anything, and 3) are there any projects agency representatives missed that we should be looking at?

**CUMULATIVE PROJECTS**

A slide (attachment A) was reviewed that showed the current status of project information provided to Kimley-Horn that will be included in the study. Dave Sorenson wanted to focus on the "others" column (which included military, Solar Turbines, and any other entity with information that could impact the study area). Dave mentioned that he wants to understand what's happening in their areas and the potential for future growth. Heidi Gantwerk asked if any agency had any comments or additions regarding the cumulative projects list.

Seth Litchney said that SANDAG is working with a regional military working group on a 12 – 18 month study. The purpose of the group is to ensure where there is an increase in growth of military personnel that a multi-modal transportation plan is in place to ease the increase in traffic in the area and improve traffic flow. The concept is to look at mobility at any installation in the county to improve overall transportation networks for those moving to this area. The group will work to prioritize operational improvements at base entrances, but has not yet determined where they will start; North County or the San Diego Naval Base.

- Jack Boda asked if SANDAG had any growth figures or trends to see what the increased personnel impact would be to this area. Seth responded that part of the process will be to include how many and where for expected personnel increases, but at this point all they know is that the number of military and associated personnel will expand.
- Ted Anasis suggested that because the Mobility Study project is expected to be completed in 6 – 12 months, a placeholder be added to the study deliverable for the outcome of SANDAG's military working group study.

- Vic Bienes asked if SANDAG is working with anyone from the City on the project. Seth responded that there is a City representative involved, but he did not know the name of the representative.
- Chi Vargas asked if they were looking for funding for the I-5 connector project. Seth responded that the I-5 Connector project is a long-term project; 10 – 15 years as listed in the regional plan is the best case scenario. He said they needed funding for a study. Dave Sorenson asked that SANDAG and CALTRANS share any additional information about proposed approaches to the I-5 connector, as it will inform the planning for both the Airport Authority and the Port. Chi said both Old Town and Washington/Sassafras are options under consideration, and SANDAG agreed to share additional information on these with the Airport Authority.

Michael Frawley advised that there will be future military growth in the San Diego area that will include both assets and personnel. Michael mentioned that the Coast Guard is looking at basing two cutters in San Diego and that the Navy is planning to add 16 ships to the area in the next 10 years. He mentioned that there are no definitive numbers yet and that this area is a challenge because there is no federal land available to build out to accommodate the growth. However he anticipates the possibility of up to a 100% increase in personnel.

- Jack Boda asked Michael to confirm that the numbers would not be decreasing in the future. Michael responded that the numbers would not be decreasing.

Jim Garegnani advised that Solar Turbines is growing, but it is difficult to grow at the Harbor Drive site because there is no land available. Solar Turbines currently employs 2,200 people and that number is not expected to grow. The land and personnel growth is currently happening at the Kearny Mesa site. Jim mentioned that parking is a major concern for Solar Turbines; they are currently short 800 – 900 parking spots, and feel constant pressure on the spots they currently control.

Heidi Gantwerk advised that a summary of cumulative projects will be presented to the Policy Group meeting on October 16<sup>th</sup>.

#### **NORTH HARBOR DRIVE MOBILITY AND ACCESS STUDY**

Stephen Cook introduced the Port's plan for a Mobility Study and the Draft Scope of Work Summary. The idea for this study came out of the Policy Group meeting. The Port will capitalize on the work started by the Working Group. The initial scope and study area will be expanded and necessary improvements will be identified and ideas shared on how to get that work done. The Port would like to form a technical working group to get a consensus and feedback on the study to present information to the Policy Group on October 16<sup>th</sup>.

#### ***Background & Purpose***

Stephen Cook said the purpose of the Mobility and Access study is to set a vision for the corridor. Harbor Drive is the main connection point of growth and improvements for all agencies. The study will focus on intersection operations in the study area and provide a comprehensive transportation assessment of North Harbor Drive between Shelter Island Drive and Park Boulevard.

#### ***Potential Technical Working Group Members***

Stephen advised that the agencies who should potentially participate in the technical working group are the Port District, San Diego International Airport, City of San Diego, Civic San Diego, SANDAG, Caltrans, Solar Turbines, MTS, The California Coastal Commission, U.S. Navy and U.S. Coast Guard. From the study, the agencies can develop strategies and improvements to accommodate the projected growth.

#### ***Proposed Scope of Work***

Stephen reviewed the tasks under the Proposed Scope of Work:

- Project Management / Meetings
  - The meeting schedule will be aggressive, with monthly meetings of the technical working group and updates to the Port Commissioners

- Input / Outreach
  - Making sure the scope of work fits the vision of all involved agencies
- Existing Conditions
  - Look at the issues and needs of the corridor
  - Have one unified vision statement from all agencies (what we want)
  - Develop alternatives
  - Assess the existing transportation
    - Transportation facility inventory
    - Traffic operations and demand
    - Multimodal quality and connectivity analysis
    - Multimodal demand assessment
    - Safety assessment
    - Corridor truck demand
    - Relevant policy language
    - Current and planned CIP projects
    - Proposed improvements and mitigation
    - Cruise ship operations
- Project Scenarios
  - Scenarios will be segments of the corridor
  - Scenario Testing
    - Traffic Analysis
    - Environmental Benefits
    - Engineering Feasibility
    - Cost
    - Funding Eligibility
- Preferred Scenario
 

Quantification of Benefits

  - Look at the detailed benefits of the preferred scenario
- Near-Term Assessment
  - Develop a full vision, then look at 2030
  - Develop near-term improvements that would have no conflict with future vision
    - Feasibly constructed within the next 12 months
    - Compatible with preferred scenario
    - Ideally phased improvements of the preferred scenario
- Documentation
  - Develop a draft Mobility Access Study to be reviewed by the Port and the technical working group, and then presented to the HDMC Policy Group
- Next Steps
  - Develop next steps based on direction from the HDMC Policy Group
- Project Finalization
  - Produce a final version of the study to be presented to the appropriate Boards and Councils

#### **QUESTIONS/COMMENTS ON THE NORTH HARBOR DRIVE MOBILITY AND ACCESS STUDY**

- Maureen Gardiner suggested that the study area might be enlarged to the North, up to I-8 and I-5 at Rosecrans. She also observed that the schedule is aggressive, in particular around the timing of the development and testing of scenarios.
- She also discussed the possibility of the need for a new methodology based on the Series 13 model. Stephen Cook responded that the modeling would not be in-depth on the scenarios, and he did not think it would be necessary, but that the advisory group would be looking at all of these issues.
- Vic Bienes asked if the purpose of the study is to look at future growth within the study area. Lesley Nishihira responded that the study will look at all potential growth on a cumulative basis for all agencies.



- Vic Bienes asked if the study will include the convention center expansion. Stephen Cook responded that one of the reasons the study area was widened is to cover that expansion.
- Vic Bienes asked if this study is being funded by the Port. Lesley Nishihira responded that the Port has been authorized to conduct the study to a certain dollar amount. If the study exceeds that amount, Rafael Castellanos may reach out to the Policy Group for assistance.
- Tait Galloway acknowledged the work put into this project by the Airport Authority and the Port; this information will help with the Authority's ADP EIR and the Port Master Plan EIR.
- Vic Bienes asked about the time commitment for the technical working group. Stephen Cook responded that the meetings will be monthly and in order to keep the project moving, if you can't attend a meeting, please send a representative from your agency. Lesley Nishihira acknowledged that the schedule to have the Study finalized by April 2018 is extremely aggressive.
- Dave Sorenson asked about the participation of the Coastal Commission and whether that was a common practice. Lesley Nishihira explained that the Coastal Commission had expressed interest in this process and therefore the Port planned to extend an invitation, although they might not actively participate.
- Tait Galloway asked if the Airport Authority and the Port would be willing to hold off on their EIRs for this work to be completed. Lesley responded that the Port's EIR would not be going out until late-summer or fall of next year. Ted Anasis responded that for the Airport Authority, this would be addressed by the Policy Group and the Board.
- Tait Galloway asked if there is flexibility related to alternatives or to revise ideas. Ted Anasis responded that there is flexibility to test ideas for benefits and flaws.

Ted Anasis reviewed the upcoming HDMC schedule. The Policy Group will be meeting on October 16<sup>th</sup> and a Doodle Poll will be sent out to set up the next Working Group meeting for some time in November.

### 3. Review Cumulative Projects

| Cumulative Development Project Research Status   |  |  |  |  |
|--|--|--|--|--|
| City of San Diego  | Civic San Diego  | Port of San Diego  | Others   |  |
| <ul style="list-style-type: none"> <li>Use regional growth rates to reflect growth in Midway, Old Town and Uptown communities</li> </ul> | <ul style="list-style-type: none"> <li>Downtown Development Status Log (7/2017)</li> </ul> | <ul style="list-style-type: none"> <li>Growth projections for Shelter Island, Harbor Island and Embarcadero</li> </ul> | <ul style="list-style-type: none"> <li>Military personnel growth?</li> <li>Solar Turbines growth?</li> <li>Other?</li> </ul> |  |
| Meetings with Tait Galloway & Maureen Gardiner   | Provided by Brad Richter   | 9/7/17 letter from Leslie Nishihira  | More information needed  |  |

**Harbor Drive Mobility Committee  
Policy Group Meeting #3  
October 16, 2017 – 10:00 a.m. to 12:00 p.m.**

Wright Conference Room – 2<sup>nd</sup> Floor  
Airport Authority Administrative Offices  
3225 North Harbor Drive  
San Diego, CA 92101

*Parking available directly in front of building;  
please bring your parking voucher to meeting for validation*

**AGENDA**

10:00 a.m. Welcome and Introductions

10:05 a.m. Review Harbor Drive Mobility Study – Briefing Book

***Speaking Notes: A briefing book documenting existing traffic conditions was requested by the City of San Diego, Planning and Traffic Engineering staff. The Airport's traffic consultant compiled the briefing book and it was sent to the Working Group for use as a resource.***

10:10 a.m. Review Cumulative Projects List in Study Area

**Speaking Notes:**

***The Airport's traffic consultant has compiled a cumulative projects list based on proposed projects/data provided by the Port of San Diego, City of San Diego/Civic San Diego, and SANDAG, with additional information to be provided regarding military base growth.***

***The Policy Group has asked for the list of cumulative projects. This list of cumulative projects should be referenced in each respective agency's environmental review documents.***



10:40 a.m. Review Traffic Study Scope – Port of San Diego

***Speaking Notes:***

***The Port of San Diego will present their scope of work for their traffic study and ask for the Policy Group's input. The Port of San Diego would like to extend the study area to correlate to the Port Master Plan Update boundaries along North Harbor Drive including Shelter Island to the west and the Convention Center/proposed Park Boulevard intersection to the east. The Port of San Diego is anticipating taking 6-8 months to complete the traffic study and report at intervals to the Harbor Drive Mobility Committee and referencing the traffic analysis in their Port Master Plan Update EIR when it is released in Fall 2018.***

***The Airport would like to include its proposed inbound airport roadway concept in the Port's analysis.***

***Supervisor Ron Roberts has indicated he will be attending (as SANDAG's Board Chair) and asked if the Port was funding this traffic study (yes) and asked for a copy of the traffic study scope (we have put him in touch with the Port of San Diego staff).***

11:30 a.m. Review Schedule and Agenda for Policy Group #4

***Speaking Notes:***

***The Harbor Drive Mobility Committee will sunset in December 2017 but members of the Working Group will be coordinated with at milestones/intervals to provide input to the Port of San Diego as they continue on their traffic analysis. The Port stated they would then release their PMPU EIR in Fall 2018.***

***The following question has been asked by the City of San Diego staff: Will the Airport wait for the results of the Port's traffic study before releasing its ADP EIR?***

**MEETING SUMMARY**  
**Harbor Drive Mobility Committee**  
**Policy Group Meeting #3**  
**October 16, 2017**

**ATTENDEES**

**City of San Diego** – Mike Hansen

**HG Consulting** – Heidi Gantwerk

**Jacobsen Daniels** – Jacob Sotsky

**Kimley-Horn** – Jack Boda, David Sorenson

**Port of San Diego** – Garry Bonelli, Jason Giffen, Lesley Nishihira, Stephen Cook (Chen Ryan)

**San Diego County Regional Airport Authority** – Ted Anasis, April Boling, Mike Kulis, Marc Nichols, Brendan Reed

**SANDAG** – Coleen Clementson, Jim Desmond, Adrian Granda, Ron Roberts

**INTRODUCTION**

Chairman April Boling welcomed the Harbor Drive Mobility Committee Policy Group (Policy Group) members and each member of the Policy Group introduced themselves and stated their role in the agency they represent.

**HARBOR DRIVE MOBILITY STUDY – BRIEFING BOOK**

Chairman Boling and Ted Anasis provided a review of the Harbor Drive Mobility Study Briefing Book, which includes a cumulative projects list and existing conditions for the study area. This Briefing Book, which is available to all Committee members, will allow agencies and developers to reference the information in any analyses or Environmental Impact Report (EIR) for planning within the study area.

Dave Sorenson reviewed the cumulative development projects list, which includes:

- Civic San Diego – downtown hotels will be built.
- Port of San Diego – provided growth projections for Shelter Island, Harbor Island and the Embarcadero.
- Solar Turbines – advised there is no growth planned for the Harbor Drive location.
- Coast Guard – advised that there is potential to double both assets and personnel.
- Naval Facilities Southwest – There is expected to be growth at the 32<sup>nd</sup> Street base. There may be an increase in the number of ships by 33% (this increase will require capital improvements be made first). There may also be an increase of 15,000 – 20,000 people that will include military personnel, as well as support personnel and dependents.
  - Dave mentioned that while the 32<sup>nd</sup> Street base is outside of the study area, the expected increases should be considered as part of the Port's study.

**Questions/Comments on the Briefing Book**

- Ron Roberts asked if the study information will include items that reduce vehicle traffic (e.g. bike lanes) also, not just additions planned for the study area. Dave Sorenson replied that the Briefing Book includes subtractions and that the mission of this process is not to preclude anything going on in the study area.
- Mike Hansen asked if the study will include traffic mitigation that is already planned or only future plans. Dave Sorenson replied that the Working Group has identified all planning that the Group is aware of, however, the plan will be sent to all agencies for comment and review.

- Chairman Boling asked when the Working Group received the Briefing Book. Ted Anasis replied that the Briefing Book was sent to the Working Group members prior to the September 25<sup>th</sup> HDMC Working Group meeting and that we have not yet heard back from the Working Group members.
- Chairman Boling commented that it would be a good idea to send an e-mail again to all members of the Policy Group to gather comments/questions from all agencies before proceeding with the study to make sure everyone is in agreement on this final version.

#### **NORTH HARBOR DRIVE MOBILITY & ACCESS STUDY – Draft Scope of Work Summary**

Stephen Cook and Lesley Nishihira introduced the Port's plan for a Mobility Study and the Draft Scope of Work Summary. This information was presented to the Working Group on September 25<sup>th</sup>. A Technical Working Group (TWG), comprised of representatives from all stakeholders, will build on the progress made by the HDMC Working Group. The TWG will expand on the initial scope and study area. The Mobility Study will be a collaborative effort for use in other planning, CEQA and design efforts being conducted in the corridor. The TWG will meet monthly to track the progress of the Mobility Study. The TWG will confirm that all parties have a say in the project and that the project will serve everyone.

In response to Jim Desmond's question, Stephen highlighted that the Mobility Study will look at all traffic in the expanded study area, focusing on Harbor Drive, which is the main connection road, but going beyond Harbor Drive. The idea is that the Mobility Study will allow the design of one master plan that all agencies can use for future planning and development. Stephen said the Mobility Study will look at routes to and from the freeway and how people access downtown San Diego. The study area will include Park Boulevard to Shelter Island Drive; Grape, Hawthorne, and Laurel Streets; and I-5 access roads - Pacific Highway, Kettner Boulevard, and India Street.

While standard traffic pattern information gathering tools will be used to obtain information for the Mobility Study, Stephen presented information on a Port and City of San Diego pilot program for "Intelligent Lighting". The pilot program will test 23 sensor modes over a three month period. These sensor models will be attached to street lights along Harbor Drive from the Convention Center up to Laurel Street. These sensors will provide real time verified information on traffic along Harbor Drive, allowing staff to identify "hot spots".

#### **Questions/Comments on "Intelligent Lighting"**

- Mike Hansen asked why the sensors would stop at Laurel Street. Jason Giffen responded that along Harbor Drive is the first area where the lights will be deployed. The sensors will be deployed beginning in late-October through December. Jason also mentioned that contracts and other procedures are in the works to add sensors to other areas; the plan is to eventually add 1,000 light sensors. Mike stated that the City is coordinating the City's portion of this project and will see if the project can be expedited so we get more sensors in the initial phase.
- Ron Roberts commented that the Policy Group needs to install more sensors north of Ash Street to understand what goes on north of Ash Street. Jason responded that the sensors are being installed on land that belongs to the Port tidelands; the other areas belong to the City. Ron asked Mike Hansen what the City can do to expedite the installation of sensors north of Ash Street. Mike responded that he will see what he can do to push for additional sensors within the study area.
- Lesley Nishihira commented that the TWG will be gathering and analyzing data for all areas within the study area, but light sensors is one way to get the information faster. It would be great if the City of San Diego can help. Jason mentioned that the sensors can help fill in the gaps; they can supplement traditional traffic counts and tracking that is done only during certain



times of the day. The City and Port can work on looking at right-of-way locations and where there are cross-over lines.

- Chairman Boling stated that data needs to be gathered in all locations using the same method. Ron commented that it is wise to use the best technology where you have the biggest problem.
- Garry Bonelli asked about the potential impacts of the 10<sup>th</sup> Avenue Marine Redevelopment Plan. Stephen Cook responded that the Port is considering the 10<sup>th</sup> Avenue project in future plans.

### **PROPOSED SCOPE OF WORK**

Stephen Cook presented the list of tasks that will make up the scope of work for the Mobility Study.

- Task 1 – Project Management
- Task 2 – Input/Outreach
- Task 3 – Existing Conditions
- Task 4 – Project Scenarios
- Task 5 – Preferred Scenario (Quantification of Benefits)
- Task 6 – Near-Term Assessment
- Task 7 – Documentation
- Task 8 – Next Steps
- Task 9 – Finalize Study

### **Questions/Comments on Tasks**

- Regarding Task 2, Chairman Boling asked when the group envisions updating the Port Commissioners. Lesley Nishihira responded that they need to figure out how to calibrate this update with other updates to the Commissioners. The idea is to update the Commissioners with issues and needs and again when alternatives are developed; but those dates will depend on the progress of the TWG.
- Regarding Task 2, Jim Desmond asked if the update is on the EIR or on the Mobility Study. Stephen Cook responded that the update would be on this study.
- Regarding Task 2, Jim asked when an update would be given to stakeholder agencies. He mentioned that the SANDAG Transportation Committee would be a great place for an update. Stephen responded that all agencies will have a representative on the TWG, who will keep their agency updated.
- Regarding Task 3, Stephen commented that the literature review will summarize everything the TWG finds, will finalize the study area and will include all modes of transportation.
- Regarding Task 3, Stephen commented that it will be important for everyone to agree on the Vision Statement, which will be the guiding principles of the project. He stated that the study is a quick moving project with a 2050 planning horizon. Stephen also said that the TWG will need insight and approvals from the HDMC Policy Group.
- Regarding Task 4, Stephen said the Airport, Port, City of San Diego, and Civic San Diego will be included in the No Build Assessment. In response to questions about exactly what the No Build Assessment is, Stephen responded that the study will look at all planned projects for the Study Area, except for improvements on Harbor Drive. The assessment will show what the future will look like and what the affects to Harbor Drive will be. The group can then look at scenarios to decide what the best options are for improvements to Harbor Drive.
- Regarding Task 4, Chairman Boling asked about the timing on the No Build Analysis. Stephen responded that the Mobility Study is on a six-month schedule. The group is looking to have the No Build Assessment completed by January 15, 2018. However, that date is based on whether the SANDAG traffic model is calibrated and ready to use. Jim Desmond replied that the model can only be completed if everyone gets their information into SANDAG as quickly as possible.

- Regarding Task 4, Chairman Boling commented that once the No Improvement Analysis is complete, we will know the problems and can look for the solutions. She also commented that it is important to keep to the timeline and would like to be notified if the TWG sees an issue with keeping to the posted schedule for the study.
- Regarding Task 4, Stephen explained that the TWG would then develop three scenarios for various sections of the study area. Those scenarios would be tested. The testing would include a traffic analysis, transit analysis and bike/pedestrian analysis. A matrix would be built showing all pros and cons for each scenario. The group would then choose the best scenario.
- Regarding Task 5, Stephen said this task would be a deep dive into the preferred plan to find problems, pinch points or gaps not found earlier; this would allow the group to make small tweaks as necessary to the plan. Visual simulations would be communicated to the agencies and the public to show what is planned.
- Regarding Task 5, Mike Hansen commented that the City is working on amending traffic CEQA thresholds and wanted to know if that is included. Stephen responded that this study is operational only and will look at level of service or at travel time, not vehicle miles traveled (VMT).
- Regarding Task 6, Stephen said that the Near-Term Assessment will confirm that the improvements will work and won't affect long-term plans.

#### **QUESTIONS/COMMENTS ON THE PORT'S MOBILITY STUDY**

- Mike Hansen asked if the Mobility Study is wrapped into the Airport Authority's ADP analysis. Ted Anasis responded that the Authority's ADP will reference the Study only for the plans on the Airport property (the Authority's 661 acres).
- Mike asked if the timing of the Study lines up with the Authority's ADP analysis. Ted responded that the Authority will work with the Board on timing as necessary.
- Brendan Reed asked what made 2030 the year chosen for the near-term assessment. Stephen Cook responded that SANDAG forecasts for every five years. Ted commented that the Authority forecasted through 2035.
- Coleen Clementson asked if all agencies provided near- and long-term projections. Stephen responded that all agencies have provided that information.
- Coleen commented that traffic/transportation around the airport is unique, and asked if that is being look at as part of the study (i.e. shuttles). Stephen responded that yes, that it being included and that is why the Port needs the TWG as a sounding board and for guidance/input from all agencies.
- Coleen commented that SANDAG looks at transportation regionally, but this study will need to look at smaller needs (i.e. the Port and the Airport). Stephen said that looking at all of the needs regionally and individually will be part of the process.
- Coleen commented that a tremendous amount of work is being done to look at the assumptions and each agency needs to make sure their information is accurate.
- Lesley Nishihira commented that the Port/TWG may need to report out to the HDMC Policy Group if the model dates need to change. Ted mentioned that the plans included a Policy Group meeting in December. Chairman Boling said it would be better to meet in late January, after the No Assessment Analysis is complete.
- Lesley asked if there are any other agencies that should be included in the analysis. Ron Roberts responded that the County should be represented on the TWG. Stephen said that the TWG was mirrored from the HDMC Working Group, but he will add the County to the participant list. Ron said he would follow up to find out who would be the appropriate County representative for the TWG.

- Mike commented that it may be premature, but asked if the study should include community outreach. Chairman Boling responded that the group needs to understand the problem before we reach out to the public. The group needs to be able to advise if we don't do anything, this is what is going to happen.
- Ron commented that the pedestrian crossing at Laurel Street and India Street is dangerous and asked if that intersection could be added to the study. Stephen responded that the intersection will be added to the study.
- Ron mentioned SANDAG plans for a Skyway walkway that may have a positive impact to the study area and asked if that could be added to the study. Dave Sorenson said he would follow up for additional information and will add that project to the Briefing Book. Lesley asked Ron if there is a timeframe for that project. Adrian Granda responded that there is a feasibility study underway that should be completed in five months.

#### **NEXT STEPS**

- The HDMC Working Group will meet on November 13<sup>th</sup>.
- The Port will begin working on the Mobility Study in late-October.
- The Port Mobility Study Technical Working Group will meet in mid- to late-November.
- A Doodle Poll will go out to plan a late-January meeting of the HDMC Policy Group.

With no further comments or questions, Chairman Boling adjourned the meeting.



**MEETING SUMMARY**  
**Harbor Drive Mobility Committee**  
**Working Group Meeting #4**  
**November 13, 2017**

**ATTENDEES**

**California Coastal Commission** – Melody Lasiter, Kanani Leslie  
**Caltrans** – Keri Robinson, Jesus Vargas  
**City of San Diego** – Gary Chui, Tait Galloway, Maureen Gardiner  
**County of San Diego** – Jill Bankston, Mark Slovick  
**HG Consulting** – Heidi Gantwerk (Facilitator)  
**Kimley-Horn** – Jack Boda, Dave Sorenson  
**Port of San Diego** – Jason Giffen, Larry Hofreiter, Lesley Nishihira, Stephen Shafer, Stephen Cook (Chen Ryan), Andrew Prescott (Chen Ryan)  
**San Diego County Regional Airport Authority** – Ted Anasis, Mike Kulis  
**SANDAG** – Coleen Clementson  
**Solar Turbines** – Craig Anderson  
**United States Coast Guard** – Michael Frawley

**INTRODUCTION**

Heidi Gantwerk (facilitator) welcomed the Harbor Drive Mobility Committee Working Group (Working Group) members to the fourth meeting, reviewed the overall objective for the Working Group and the day's meeting agenda. The members of the Working Group introduced themselves and stated their role in the agency they represent.

**HARBOR DRIVE DRAFT MOBILITY STUDY**

Because there were new agency representatives attending this Working Group meeting, Ted Anasis reviewed the mission of the Harbor Drive Mobility Committee and the process being used to prepare the Draft Harbor Drive Mobility Study (Draft Mobility Study). Ted then presented an update on the Draft Mobility Study, which will be routed to committee members on December 13<sup>th</sup>. The Draft Mobility Study will include:

- Executive Summary
- Process, Roles and Outcome for the Policy and Working Groups
- Multi-Agency Cumulative Projects List Within the Study Area, to Include
  - Near-Term Projects, 0 – 12 Years
  - Long-Term Projects, 12 – 30 Years
- Harbor Drive Mobility Improvements, to Include
  - Refinements to On-Airport Entry Roadway
  - Bikeway and Pedestrian Improvements
  - Transit Improvements
- Long-Term Projects
  - Port of San Diego Traffic Analysis
  - Future Studies, to Include the Skyway Study and Director I-5 Connectors
  - Updated SANDAG Series 13 Model
- Conclusions/Next Steps
- Appendix, to Include
  - Meeting Agendas, Presentations and Meeting Summaries
  - Frequently Asked Questions/Public Information Process
  - Project Alternatives

- Maureen Gardiner asked how pedestrians would be separated on the elevated access road. Dave Sorenson responded that they are still working on that issue.
- Tait Galloway commented that in the original configuration, there was nothing planned for eastbound traffic. Dave Sorenson responded that the eastbound configuration is new. The new plan allows buses to get back to the Rental Car Center using the on-airport access road and staying off of Harbor Drive.
- Stephen Cook asked, under the initial phase for Terminal 1, if all traffic would be elevated off of Harbor Drive. Ted Anasis responded that there are no proposed changes for outbound airport traffic in the initial phase, those vehicles will continue to use the flyover to Harbor Drive. However, environmental documents will include preservation of space for future improvements on airport property.
- Ted Anasis commented that the Airport Authority plans to release draft environmental documents in 2018.
- Tait Galloway asked if there is a future phase that includes outbound traffic being removed from Harbor Drive. Ted Anasis responded that removing outbound traffic from Harbor Drive is not a current concept, and a solution would need to be found that is acceptable to the other agencies and stakeholders.
- Lesley Nishihira asked about the timeframe for the Airport Authority's Draft EIR. Ted Anasis responded that the Authority is working with Kimley-Horn on how the Authority can use the SANDAG model 13. Kimley-Horn anticipates more clarity on this matter within the next 30–60 days.
- Tait Galloway suggested including the future concept for the outbound on-airport roadway in the EIR, so when those plans come to fruition, the Authority would only need to submit a supplemental EIR. Ted Anasis responded that the suggestion is a good concept, but the Authority is still working on how to tie an outbound on-airport roadway to the freeway. Tait commented that his concern is if the Authority doesn't put the outbound on-airport roadway in the initial EIR, the Authority would need to start from scratch for a future project. Dave Sorenson responded that the Authority and Kimley-Horn will look at the Port Draft Traffic Study to see what comes out of it for all agency future work.
- Chi Vargas stated that he was able to locate the July 2010 I-5 Mid-Coast Study. Ted Anasis thanked Chi Vargas for supplying the Caltrans studies on the I-5 Connector and the I-5 Conceptual Improvement Program.
- Tait Galloway commented that SANDAG is looking at work on ramps and asked if the study on I-5 northbound connector ramps was found. Dave Sorenson responded that the Authority has three ramp concepts in the Briefing Book that have not been finalized.
- Chi Vargas asked if the Inter-Model Transportation Center is included in the Draft Mobility Study draft. Dave Sorenson responded that the Palm Avenue Transportation Center is included in the Draft Mobility Study. Jack Boda commented that the MTS projects are also included in the Draft Mobility Study.

#### **PORT DRAFT TRAFFIC STUDY (North Harbor Drive Mobility & Access Study)**

Lesley Nishihira welcomed the group to the first meeting of the Port's Technical Working Group (TWG). The TWG will be working on the Draft North Harbor Drive Mobility & Access Study (Draft Traffic Study). The Draft Traffic Study will be one unifying document to set a vision for the Harbor Drive corridor.

Stephen Cook reviewed all of the documents that were included in the comprehensive literature review for all involved agencies. The literature review highlighted five efforts:

- San Diego Airport Development Plan
- Harbor Island Redevelopment Project
- North Embarcadero Visionary Plan (Phase 2)
- Barrio Logan Community Plan
- Port Master Plan

Lesley Nishihira commented that the December 13<sup>th</sup> meeting (being held from 1:30 p.m. – 3:30 p.m. at the Port offices) is very important because the group will develop a vision statement for the Draft Traffic Study. Lesley also mentioned that the Draft Traffic Study, as well as the Draft Mobility Study, will be presented to the Harbor Drive Mobility Committee Policy Group (Policy Group) at the January 29<sup>th</sup> Policy Group meeting.

#### **WRAP UP / NEXT MEETINGS**

Heidi Gantwerk commented that the HDMC Working Group has now transitioned to the Port Technical Working Group. The next meeting of the TWG will be December 13<sup>th</sup>, and monthly thereafter through April 2018.

- The Draft Mobility Study report will be routed to the group by December 13<sup>th</sup>.
- Comments on the Draft Mobility Study should be provided by January 16<sup>th</sup>.
- HDMC Policy Group Meeting #4 will meet January/February 2018 after SANDAG Series 13 Model is calibrated (the meeting is currently set for January 29<sup>th</sup>).

Ted Anasis thanked everyone for their participation; the collaboration of this group has been very collegial and informative. Ted also thanked the Port for being a great partner and taking over leadership for the Draft Traffic Study.

DRAFT



## APPENDIX C

### LIST OF CUMULATIVE PROJECTS



## SAN DIEGO INTERNATIONAL AIRPORT – AIRPORT DEVELOPMENT PLAN CUMULATIVE PROJECTS LIST

Please provide the following information about your agency's pending projects for consideration in the Airport Development Plan EIR  
cumulative impacts analysis (use as many sheets as needed)



Agency Name: Civic San Diego

| Project Name/Location   | Brief Project Description      | Name of Any Approved Land Use Plan that Includes the Proposed Project (i.e., master plan, general plan, community plan, redevelopment plan, etc.) | Project Status (i.e., proposed, approved, under construction) | Construction Start and Duration | Date of Operation | Type of Environmental Review Completed/Anticipated (i.e., EIR, negative declaration, previous environmental document) |
|---|--------------------------------|---|---|---------------------------------|-------------------|---|
| 1919 Pacific Highway<br>East side between Cedar and Grape                     | 110 Apartments                 | CDD/CDDP 2015-46<br>533-213-06 & 18   | Under Construction  | 04/2017                         | 12/2018           | Completed   |
| Bayside Fire Station<br>Southeast Corner Pacific Highway/Cedar                | Fire Station                   | CDDP 2010-27<br>533-321-01, & 02  | Under Construction  | 04/2016                         | 12/2017           |   |
| Intercontinental Hotel (Lane Field South)<br>Broadway/Pacific Highway/CHarbor | 400-room Hotel                 |   | Under Construction  | 05/2016                         | 11/2018           | Completed   |
| Kettner Lofts<br>East side Kettner between Hawthorn and Ivy                   | 133 Apartments<br>10K Retail   | SDP 2014-15<br>533-124-01, 02, 04, 10 & 11  | Under Construction  | 05/2016                         | 05/2018           | Completed   |
| Pacific Gate<br>Pacific Highway/Broadway/E/Rail Corridor                      | 232 Condominiums<br>16K Retail | CDDP 2012-23<br>533-531-03  | Under Construction  | 12/2014                         | 11/2017           | Completed   |
| Savina<br>SW corner Kettner/Avn   | 285 Condominiums<br>12K Retail | CDDP 2011-14<br>533-392-03, 05, 07  | 03/2016   | 05/2019                         |                   |   |

Return forms to: Ted Anasis, AICP, Manager Airport Planning, [tanasis@san.org](mailto:tanasis@san.org)  
\* Please provide an electronic copy of the environmental document for the proposed project or a link to where it can be downloaded. For pending environmental reviews, please provide information on status, including anticipated completion/certification date



# SAN DIEGO INTERNATIONAL AIRPORT – AIRPORT DEVELOPMENT PLAN CUMULATIVE PROJECTS LIST



Please provide the following information about your agency's pending projects for consideration in the Airport Development Plan EIR cumulative impacts analysis (use as many sheets as needed)

| Project Name/Location   | Brief Project Description   | Name of Any Approved Land Use Plan that Includes the Proposed Project (i.e., master plan, general plan, community plan, redevelopment plan, etc.) | Project Status (i.e., proposed, approved, under construction) | Construction Start and Duration | Date of Operation | Type of Environmental Review Completed/Anticipated (i.e., EIR, negative declaration, previous environmental document)* |
|---|---|---|---|---------------------------------|-------------------|--|
| Manchester Pacific Gateway (Navy Broadway Complex)<br>Broadway/Harbor/Pacific Highway | 125M Office<br>350K Navy Office<br>1390 Hotel Rooms<br>160K Retail  |   | Pending Completion of Building Plans                          | ?                               | ?                 | Completed by Navy  |
| Pacific & Broadway Parcel 1<br>NE corner Pacific Highway/Broadway                     | 306 Condominiums<br>15K Retail  | CDP 2014-71<br>533-124-01, 02, 04, 10 & 11  | Pending Completion of Building Plans                          | ?                               | ?                 | Completed  |
| VICI/AMO<br>India/Date/Columbia   | VICI (North Side) <ul style="list-style-type: none"><li>94 Apartments</li><li>14K Retail</li></ul> AMO (South Side) <ul style="list-style-type: none"><li>28 Apartments</li><li>3K Retail</li></ul> | CCPDP 2013-10(A)<br>533-233-09 thru 12 and 533-351-08   | Under Construction  | 11/2014                         | 09/2017           | Completed  |
| 915 Grape Street<br>SW corner of Grape/California                                     | 70 Apartments<br>1K Retail  | CDP 2014-33<br>533-213-02 thru 04 & 19  | Demolition Completed  | 12/2017                         | 09/2019           | Completed  |
| Laurel Pacific Valero<br>SE corner Pacific Highway/Laurel                             | 4K Gas Station  | CCDP/CCPDP/CDP/CUP 2016-30<br>533-021-01  | Pending Completion of Building Plans                          | ?                               | ?                 | Completed  |

Return forms to: Ted Anasis, AICP, Manager Airport Planning, [tanasis@san.org](mailto:tanasis@san.org)  
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## SAN DIEGO INTERNATIONAL AIRPORT – AIRPORT DEVELOPMENT PLAN CUMULATIVE PROJECTS LIST

Please provide the following information about your agency's pending projects for consideration in the Airport Development Plan EIR cumulative impacts analysis (use as many sheets as needed)



Agency Name: City of San Diego

| Project Name/Location                                     | Brief Project Description  | Name of Any Approved Land Use Plan that Includes the Proposed Project (i.e., master plan, general plan, community plan, redevelopment plan, etc.) | Project Status (i.e., proposed, approved, under construction)           | Construction Start and Duration | Date of Operation | Type of Environmental Review Completed/Anticipated (i.e., EIR, negative declaration, previous environmental document) |
|---|--|---|---|---------------------------------|-------------------|---|
| Liberty Station Hotels<br>North Harbor at Kincaide Street | Would build 650 rooms in three different hotels and a supporting restaurant. | Liberty Station Precise Plan  | Under Construction  | ?                               | ?                 | Completed   |
| <i>Uptown Community Plan Update</i>                       | <i>Assume growth consistent with SANDAG Forecasts.</i>                       | <i>Uptown Community Plan Update</i>   | <i>Approved Community Plan</i>  | <i>Varies</i>                   | <i>Varies</i>     | <i>Individual project review will be required.</i>  |
| <i>Midway Community Plan Update</i>                       | <i>Assume growth consistent with SANDAG Forecasts.</i>                       |   | <i>Proposed Community Plan with anticipated approval in Spring 2016</i> |                                 |                   |   |
| <i>Old Town Community Plan Update</i>                     | <i>Assume growth consistent with SANDAG Forecasts.</i>                       |   |   |                                 |                   |   |

Return forms to: Ted Anasis, AICP, Manager Airport Planning, [tanasis@san.org](mailto:tanasis@san.org)  
\* Please provide an electronic copy of the environmental document for the proposed project or a link to where it can be downloaded. For pending environmental reviews, please provide information on status, including anticipated completion/certification date



# SAN DIEGO INTERNATIONAL AIRPORT – AIRPORT DEVELOPMENT PLAN CUMULATIVE PROJECTS LIST

Please provide the following information about your agency's pending projects for consideration in the Airport Development Plan EIR  
cumulative impacts analysis (use as many sheets as needed)



| Project Name/Location | Brief Project Description | Name of Any Approved Land Use Plan that includes the Proposed Project (i.e., master plan, general plan, community plan, redevelopment plan, etc.) | Project Status (i.e., proposed, approved, under construction) | Construction Start and Duration | Date of Operation | Type of Environmental Review Completed/Anticipated (i.e., EIR, negative declaration, previous environmental document)* |
|-----------------------|---------------------------|---|---|---------------------------------|-------------------|--|
|                       |                           |   |   |                                 |                   |  |
|                       |                           |   |   |                                 |                   |  |
|                       |                           |   |   |                                 |                   |  |

Return forms to: Ted Anasís, AICP, Manager Airport Planning, [tanasis@san.org](mailto:tanasis@san.org)  
\* Please provide an electronic copy of the environmental document for the proposed project or a link to where it can be downloaded. For pending environmental reviews, please provide information on status, including anticipated completion/certification date



VIA EMAIL TO: [tanasis@san.org](mailto:tanasis@san.org)

September 7, 2017

San Diego County Regional Airport Authority  
Attention: Ted Anasis  
San Diego International Airport  
3225 North Harbor Drive, 3<sup>rd</sup> Floor  
San Diego, CA 92101

**Subject: San Diego Unified Port District's Port Master Plan Update – Potential Program-Level Development Ranges for Shelter Island, Harbor Island and Embarcadero Planning Districts**

Dear Mr. Anasis,

The purpose of this letter is to provide the forecasted development information that was presented by the San Diego Unified Port District (District) during the last Harbor Drive Mobility Committee Policy Group meeting held on August 31, 2017.

As you are aware, the District is currently involved in a multi-year "Integrated Planning" process leading to an update of its Port Master Plan with its own corresponding Environmental Impact Report (EIR). This process includes updates to land and water use designations and new Baywide and Planning District goals and policies for land and water use, mobility, natural resources, resiliency and safety, coastal access and recreation, and economic development. The Port Master Plan Update (PMPU) will include development growth scenarios for District tidelands projected to occur over the next 30 years. This projected development growth should be considered in the cumulative impacts analysis for the San Diego County Regional Airport Authority's (SDCRAA) Airport Development Plan EIR.

The development ranges noted below, as well as depicted in the attached table, reflect the information that was conveyed by Commissioner Castellanos during the meeting. Note that these development ranges are not yet contained within an approved land use plan, but are being considered for inclusion in the PMPU and EIR presently underway and are reasonably foreseeable based on this stage of the PMPU process. The PMPU Draft EIR is anticipated to be circulated for public review in fall 2018, with certification of the PMPU by the California Coastal Commission estimated for late 2019.

**PMPU Potential Program-level Development Ranges (0-10 years):**

- Harbor Island – Potential growth within the District's Harbor Island Planning District may include the following:
  - 750-1,500 hotel rooms
  - 40,000-140,000 sf of retail, restaurants, services, and aquaculture/bluetech uses
  - 15%-20% (150-200 slips) increase in vessel berthing
  - Final access points to East Harbor Island off of North Harbor Drive have not yet been determined, although it is likely that future development will continue to utilize the two existing intersections at Liberator Way and Harbor Island Drive
  - Note that the potential development within this 0-10 year phase is less than what was contemplated in the Notice of Preparation for the "Harbor Island East Basin Industrial Subarea Redevelopment and Port Master Plan Amendment" issued in August 2015

September 7, 2017

Mr. Ted Anasis

Re: San Diego Unified Port District's Port Master Plan Update – Potential Program-Level Development Ranges for Shelter Island, Harbor Island and Embarcadero Planning Districts

- Embarcadero – Potential growth and/or major projects within the District's Embarcadero Planning District may include the following:
  - North Embarcadero Sub-District*
    - 450-550 hotel rooms
    - 8,500-17,000 sf of retail, restaurants and services
    - 10-15 acres of additional public space areas, including potential realignments of portions of Harbor Drive between Laurel Street and G Street that may involve roadway width reductions
    - 600,000-1,000,000 additional cruise passengers per year
  - Central Embarcadero Sub-District*
    - 400-500 hotel rooms
    - 150,000-215,000 sf of retail, restaurants, services, and aquaculture uses – including a major attraction and/or event center
    - 22%-31% (25-35 slips) increase in vessel berthing
  - South Embarcadero Sub-District*
    - 550-650 hotel rooms
    - 24,000-26,000 sf of retail, restaurants and services
    - 960,000 sf of convention center exhibit area, meeting rooms, ballrooms and support spaces
    - 3%-5% (16-23 slips) increase in vessel berthing

**PMPU Potential Program-level Development Ranges (10+ years):**

- Shelter Island – Potential growth within the Port's Shelter Island Planning District may include the following:
  - 1,000-2,000 hotel rooms
  - 50,000-240,000 sf of retail, restaurants and services
  - 40,000-50,000 sf of commercial fishing, marine sales and services, and aquaculture/bluetech uses
  - 15%-20% (430-575) increase in vessel berthing slips
- Harbor Island – Potential growth within the Port's Harbor Island Planning District may include the following:
  - 1,100-2,200 additional hotel rooms
  - 60,000-210,000 sf of additional retail, restaurants, services, and aquaculture/bluetech uses
  - 15%-20% (150-200 slips) increase in vessel berthing
  - Final access points to East Harbor Island off of North Harbor Drive have not yet been determined, although it is likely that future development will continue to utilize the two existing intersections at Liberator Way and Harbor Island Drive
  - Note that the potential development within this 10+ year phase is less than what was contemplated in the Notice of Preparation for the "Harbor Island East Basin Industrial Subarea Redevelopment and Port Master Plan Amendment" issued in August 2015



September 7, 2017

Mr. Ted Anasis

Re: San Diego Unified Port District's Port Master Plan Update – Potential Program-Level  
Development Ranges for Shelter Island, Harbor Island and Embarcadero Planning Districts

*North Embarcadero Sub-District*

- o 950-1,150 hotel rooms
- o 1,650-33,000 sf of retail, restaurants and services

*Central Embarcadero Sub-District*

- o 800-1,000 hotel rooms
- o 300,000-435,000 sf of retail, restaurants, services, and aquaculture uses – including a major attraction and/or event center
- o 35%-50% (50-75 slips) increase in vessel berthing

*South Embarcadero Sub-District*

- o 1,150-1,350 hotel rooms
- o 3,000-6,000 sf of retail, restaurants and services
- o 6%-9% (34-47 slips) increase in vessel berthing

Please note that the development ranges provided above are in-line with preliminary PMPU "program-level" growth assumptions that are still under refinement; they do not reflect detailed "project-level" information. It is also assumed that supporting infrastructure and associated public improvements will be included as necessary to align with future development scenarios.

District staff looks forward to our meeting next week to discuss the scope of work for the collaborative mobility study to be led by the District, as well as responding to any other information needs you may have. Through coordination and collaboration, our agencies can ensure our respective baseline and cumulative impact analyses are utilizing the most accurate and up-to-date project information and planned infrastructure improvements on or adjacent to District tidelands.

If you have any questions regarding these comments, please contact me at (619) 686-6469 or via email at [lnishihira@portofsandiego.org](mailto:lnishihira@portofsandiego.org).

Sincerely,



Lesley Nishihira  
Director, Planning  
Planning and Green Port

cc: Randa Coniglio, President/CEO  
Jason Giffen, Assistant Vice President, Planning and Green Port  
Job Nelson, Assistant Vice President, External Relations  
Stephen Shafer, Program Manager, Government and Civic Relations  
Rebecca Harrington, Senior Deputy General Counsel  
Steve Cook, Chen Ryan Associates, District Consultant  
Mike Kulis, Director, Inter-Governmental Relations, SDCRAA  
Dave Sorenson, Kimley-Horn, SDCRAA Consultant

Attachment(s):

A. Port Master Plan Update Potential Program-Level Development Ranges

# Attachment A

## Port Master Plan Update: Potential Program-Level Development Ranges

|                                  |            | Hotels (Rooms) |        | Retail, Restaurant, Commercial Fishing, Marine Sales & Service, Bluetech/ Aquaculture (Sq Ft) |           | Conv Center Space (Sq Ft) | Slips (Count) |       | Cruise (# AnnualPassengers) |           | Large-Scale Public Space (Acres) |      |
|----------------------------------|------------|----------------|--------|---|-----------|---------------------------|---------------|-------|-----------------------------|-----------|----------------------------------|------|
|                                  |            | Low            | High   | Low   | High      |                           | Low           | High  | Low                         | High      | Low                              | High |
| PD1 - Shelter Island             |            |                |        |   |           |                           |               |       |                             |           |                                  |      |
|                                  | 0-10 years | -              | -      | -   | -         | -                         | -             | -     | -                           | -         | -                                | -    |
|                                  | 10+ years  | 1,000          | 2,000  | 90,000  | 290,000   | -                         | 430           | 575   | -                           | -         | -                                | -    |
| 30-Yr Buildout                   |            | 1,000          | 2,000  | 90,000  | 290,000   | -                         | 430           | 575   | -                           | -         | -                                | -    |
| PD2 - Harbor Island              |            |                |        |   |           |                           |               |       |                             |           |                                  |      |
|                                  | 0-10 years | 750            | 1,500  | 40,000  | 140,000   | -                         | 150           | 200   | -                           | -         | -                                | -    |
|                                  | 10+ years  | 1,100          | 2,200  | 60,000  | 210,000   | -                         | 150           | 200   | -                           | -         | -                                | -    |
| 30-Yr Buildout                   |            | 1,850          | 3,700  | 100,000   | 350,000   | -                         | 300           | 400   | -                           | -         | -                                | -    |
| PD3 - Embarcadero                |            |                |        |   |           |                           |               |       |                             |           |                                  |      |
| North Embarcadero Sub-District   |            |                |        |   |           |                           |               |       |                             |           |                                  |      |
|                                  | 0-10 years | 450            | 550    | 8,500   | 17,000    | -                         | -             | -     | 600,000                     | 1,000,000 | 10                               | 15   |
|                                  | 10+ years  | 950            | 1,150  | 16,500  | 33,000    | -                         | -             | -     |                             |           |                                  |      |
|                                  | Buildout   | 1,400          | 1,700  | 25,000  | 50,000    | -                         | -             | -     | 600,000                     | 1,000,000 | 10                               | 15   |
| Central Embarcadero Sub-District |            |                |        |   |           |                           |               |       |                             |           |                                  |      |
|                                  | 0-10 years | 400            | 500    | 150,000   | 215,000   | -                         | 25            | 35    | -                           | -         | -                                | -    |
|                                  | 10+ years  | 800            | 1,000  | 300,000   | 435,000   | -                         | 50            | 75    | -                           | -         | -                                | -    |
|                                  | Buildout   | 1,200          | 1,500  | 450,000   | 650,000   | -                         | 75            | 110   | -                           | -         | -                                | -    |
| South Embarcadero Sub-District   |            |                |        |   |           |                           |               |       |                             |           |                                  |      |
|                                  | 0-10 years | 550            | 650    | 24,000  | 26,000    | 960,000                   | 16            | 23    | -                           | -         | -                                | -    |
|                                  | 10+ years  | 1,150          | 1,350  | 3,000   | 6,000     | -                         | 34            | 47    | -                           | -         | -                                | -    |
|                                  | Buildout   | 1,700          | 2,000  | 27,000  | 32,000    | 960,000                   | 50            | 70    | -                           | -         | -                                | -    |
| PD3 - Embarcadero Totals         |            |                |        |   |           |                           |               |       |                             |           |                                  |      |
|                                  | 0-10 years | 1,400          | 1,700  | 182,500   | 258,000   | 960,000                   | 41            | 58    | 600,000                     | 1,000,000 | 10                               | 15   |
|                                  | 10+ years  | 2,900          | 3,500  | 319,500   | 474,000   | -                         | 84            | 122   | -                           | -         | -                                | -    |
| 30-Yr Buildout                   |            | 4,300          | 5,200  | 502,000   | 732,000   | 960,000                   | 125           | 180   | 600,000                     | 1,000,000 | 10                               | 15   |
| PD1, 2, & 3 Totals               |            |                |        |   |           |                           |               |       |                             |           |                                  |      |
|                                  | 0-10 years | 2,150          | 3,200  | 222,500   | 398,000   | 960,000                   | 191           | 258   | 600,000                     | 1,000,000 | 10                               | 15   |
|                                  | 10+ years  | 5,000          | 7,700  | 469,500   | 974,000   | -                         | 664           | 897   | -                           | -         | -                                | -    |
| 30-Yr Buildout                   |            | 7,150          | 10,900 | 692,000   | 1,372,000 | 960,000                   | 855           | 1,155 | 600,000                     | 1,000,000 | 10                               | 15   |