



San Francisco Pedestrian Strategy

Prepared by the Mayor's
Pedestrian Safety Task Force

April 2013

Contents

3 Message from Mayor Lee

4 Context

A City that Walks

Pedestrian Safety

What a Walkable City Means for San Francisco

9 Existing Efforts

11 Goals and Actions

Vision Statement

San Francisco is the most walkable city in North America. People choose to walk because our streets are lively and safe. Our actions to make walking more attractive will lead people to choose to walk for most short trips. This in turn will help create an efficient, effective transportation system and improve the health and well-being of our residents. San Francisco's status as a great walking city will attract visitors and workers from all over the world to enjoy the vibrant street life and build the economy.

Goals

1. Reduce serious and fatal pedestrian injuries by 25% by 2016 and by 50% by 2021
2. Reduce serious pedestrian injury inequities among neighborhoods
3. Increase walking and reduce short trips (< 1 mile) taken by car by 25% by 2021.
4. Provide high-quality walking environments

16 Creating the Pedestrian Strategy

17 Implementing the Pedestrian Strategy

18 Next Steps

19 Acknowledgements

Key Strategies

- Upgrade 44 miles of streets, 5 miles per year through 2021, to improve pedestrian safety and comfort on key walking streets with high rates of pedestrian injury.
- Give extra crossing time at 800 intersections citywide, at least 160 annually
- Re-engineer streets around at least 5 schools and 2 areas with high numbers of senior injuries annually to increase safety
- Update or create at least nine plazas (installing at least one per year) and request proposals for parklets aiming to install 20 annually, pending demand
- Re-open 20 closed crosswalks by 2021
- Plan Green Connections, a citywide network of 140 miles of green streets to help people walk safely to parks and the waterfront, including six conceptual designs by the end of 2013 and build the entire network by 2032
- Upgrade 13,000 curb ramps in the next 10 years
- Install pedestrian countdown signals at 184 intersections by 2021
- Target enforcement of high-risk behaviors (i.e., speeding, red-light running, failing to yield to pedestrians) on high-injury corridors and intersections, and report quarterly on injury collisions and enforcement
- Pursue state legislation for prioritizing sustainable transportation and targeting enforcement (e.g., speed cameras, congestion pricing, vulnerable user laws)

Message from Mayor Lee



San Francisco is one of the best cities for walking in the country. Our bustling downtown, waterfront, distinctive neighborhoods and world-class parks are just the start. Our city is the birthplace of parklets, and with New York City, of Sunday Streets—new ways to enjoy streets as shared public space. Over the past year, we have lowered speed limits around 181 schools to make it safer for children and families to walk to school.

Building a walkable city matters for many reasons: health, equity and our city's economy. Walking provides a simple, inexpensive way for residents to get healthy physical activity and recreation. A great walking environment is essential to our city's prosperity. Attractive sidewalks and plazas draw shoppers. They also attract successful businesses and talented workers, as illustrated by the number of companies that are choosing to locate in San Francisco today. Many of the nation's top companies know their employees prefer to be in a city where they can choose to walk, bike or take transit to work.

But we still have important challenges to address. Over 800 people are hit by cars in San Francisco each year, and 100 of those people are severely injured or killed. These collisions cost millions of dollars in public funds and untold costs for victims and families. Each is a tragedy, and each is preventable.

My predecessor, Mayor Gavin Newsom, issued Executive Directive 10-03 in December 2010 calling for a reduction in severe and fatal injuries by 50 percent, reducing safety inequities among neighborhoods, and increasing walking.

I am committed to delivering on these goals.

Building on the Better Streets Plan, the WalkFirst project, and programs like Sunday Streets, the Pedestrian Strategy provides a comprehensive list of actions to make city streets more safe and comfortable for everyone, improving the pedestrian experience for residents, employees, and visitors.

City agencies and stakeholders, along with my office, will work together to advance this Strategy and make San Francisco the most walkable city in North America.

Sincerely,

A handwritten signature in black ink that reads "Edwin M. Lee". The signature is fluid and cursive, with a prominent loop at the end.

Edwin M. Lee, Mayor

Context



A City for Walking

San Francisco is a city that walks. San Francisco's compact size and daytime population of nearly one million mean that walking is a crucial part of keeping our city moving. Yet, 25% of all car trips are less than one mile, a distance easily walked by most adults. This suggests that there is still much to be done to encourage even more walking.

Fundamental

Nearly a fifth of the 4 million trips San Franciscans and visitors take each day are entirely by foot. And every single trip each person makes, whether it's by bus, bike or car, begins and ends with walking.

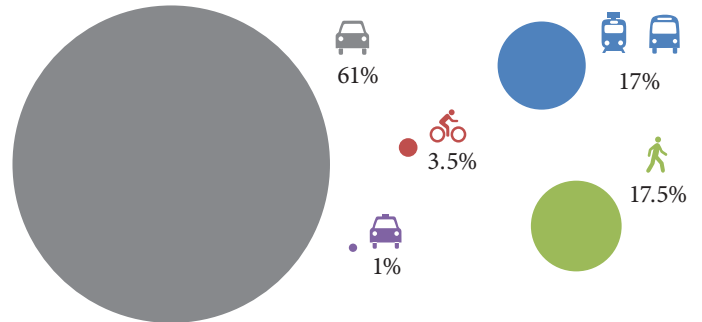
Commute

- Daily Transportation
- A Popular Commute Option
- Getting to School

School

The number of kids who walk to school, though still low, is increasing. There are Safe Routes to Schools programs at 15 schools, and 55 schools participated in Walk to School Day in 2012.

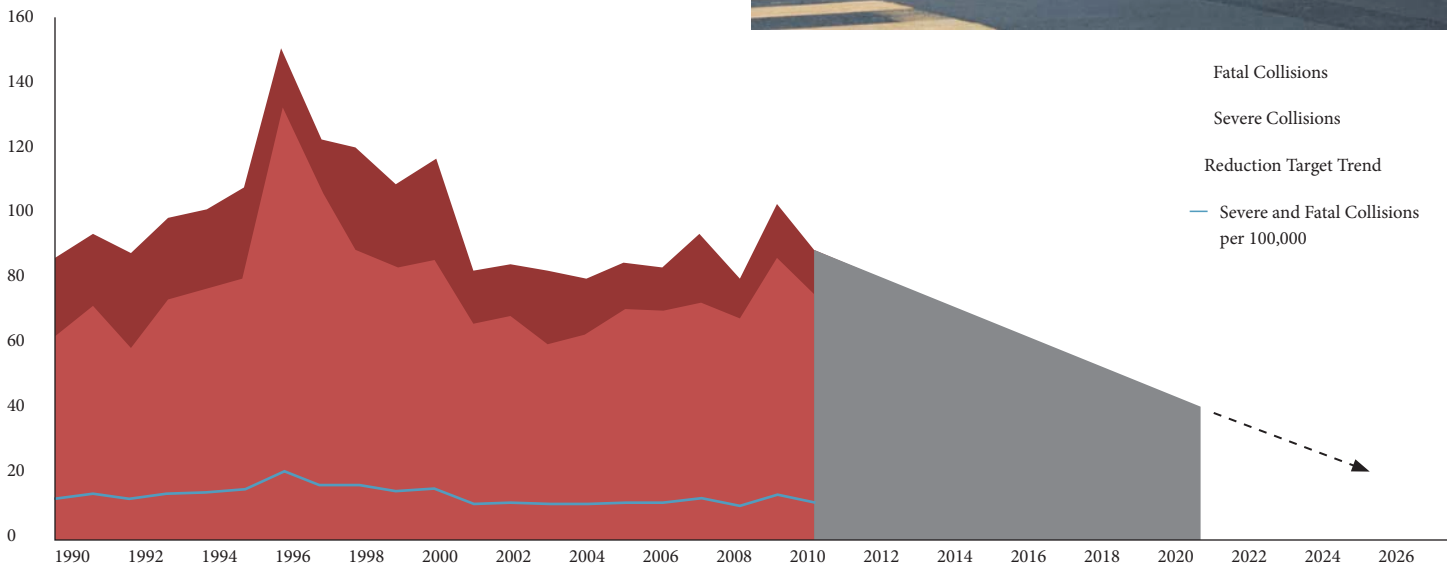
2010 Primary Transportation Mode
(All trips begin and end with walking)¹



Pedestrian Safety

Why focus on pedestrians?

People walking are a key measure of a healthy city. This Pedestrian Strategy is part of the City’s broader effort to address the safety of all road users. In San Francisco, over the past decade, on average 20 pedestrians were killed and 800 injured in collisions with motor vehicles every year. Pedestrians make up half of all traffic fatalities in San Francisco. Each one of these deaths and injuries is avoidable.



It is our job to make sure that our streets and sidewalks are safe, pleasant and convenient for the hundreds of thousands of people who live in, work in, and visit our city each day.

Safe Streets for People with Disabilities

The improvements addressed in this strategy will help make streets safer and more accessible and easy to use for people with disabilities. Measures like installing 13,000 curb ramps and increasing crossing time at 800 intersections will make it easier to get around the city for everyone, including those in wheelchairs, with walkers, or anyone who simply needs a little extra time to get across the street. Throughout this document we refer to walking and to pedestrians; this includes everyone, whether walking or using an assistive device to navigate our sidewalks and streets.



Context

Risk Factors

By examining the underlying causes behind these collisions, the City is taking steps to reduce risk factors and prevent more tragedies.

Speed:

Speed is responsible for ten times the number of pedestrian injuries in San Francisco as driving under the influence of drugs or alcohol. Wide, fast arterial streets, such as Geary, Van Ness, and sections of 4th and 6th Streets approaching the freeway have the highest rates of collisions that cause serious injury or death to pedestrians.

The dangers of speed are exponential. A small increase in speed results in a large increase in the likelihood of death to a pedestrian in the case of a collision. A pedestrian struck at 40 mph is four times more likely to die than one struck at 30 mph; a pedestrian struck at 30 mph is six times more likely to die than one struck at 20 mph.

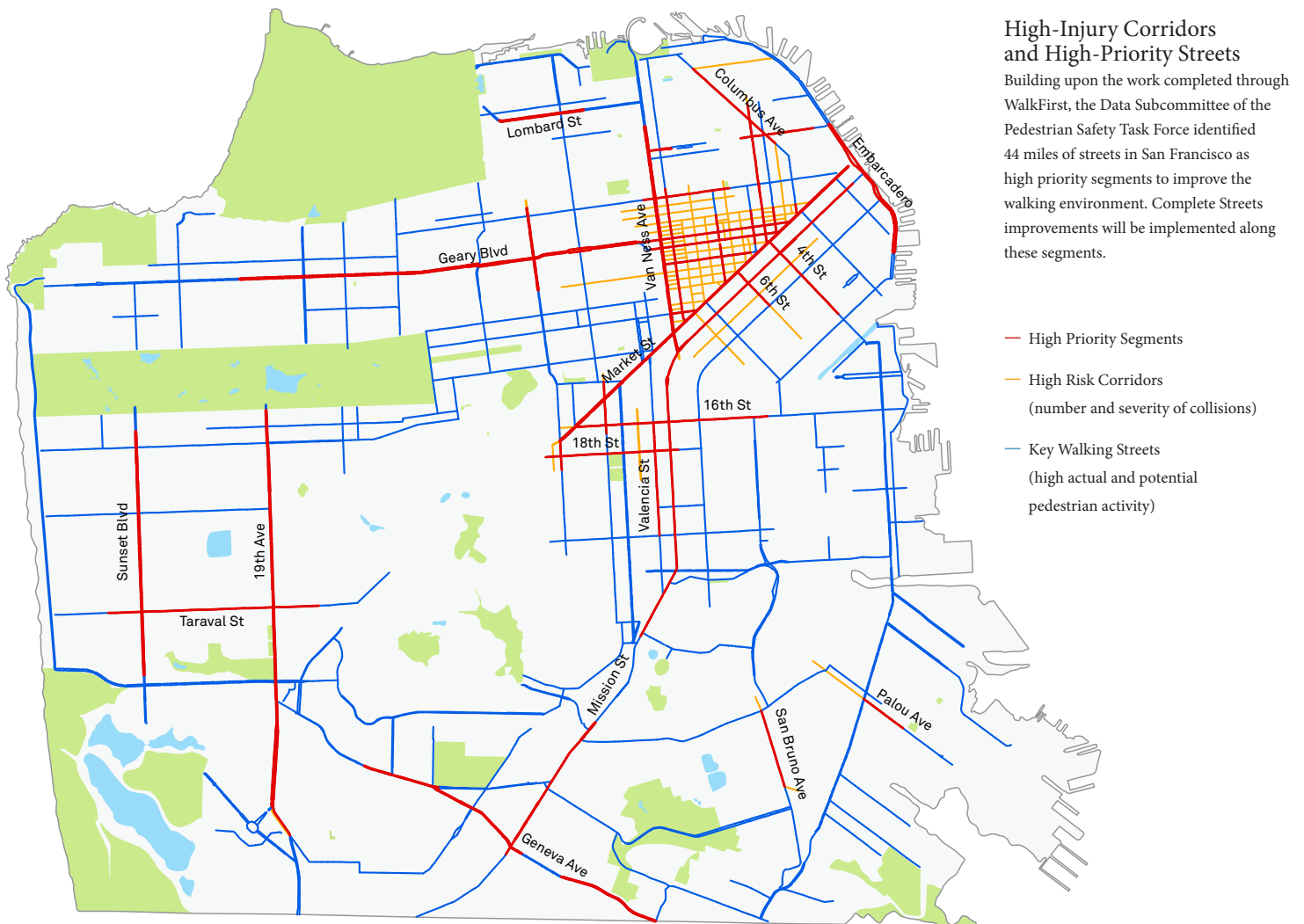
Failure to Yield:

Sixty-eight percent of pedestrian collisions occur at intersections. In 2011, 41% were due to drivers failing to yield to pedestrians in the crosswalk.

Left Turns:

Of 2,692 intersection collisions involving pedestrians from 1999-2003, 15% involved a right-turning vehicle and twice as many, 31%, involved left-turning vehicles.

Targeted enforcement and engineering to reduce these risks will calm speeds, improve intersections, and save lives.



Despite San Francisco's notoriously foggy weather, and shorter daylight hours in the winter, 67% of collisions occur on clear days and 62% during the daytime, suggesting that it is within our power to mitigate many of the factors that cause collisions.

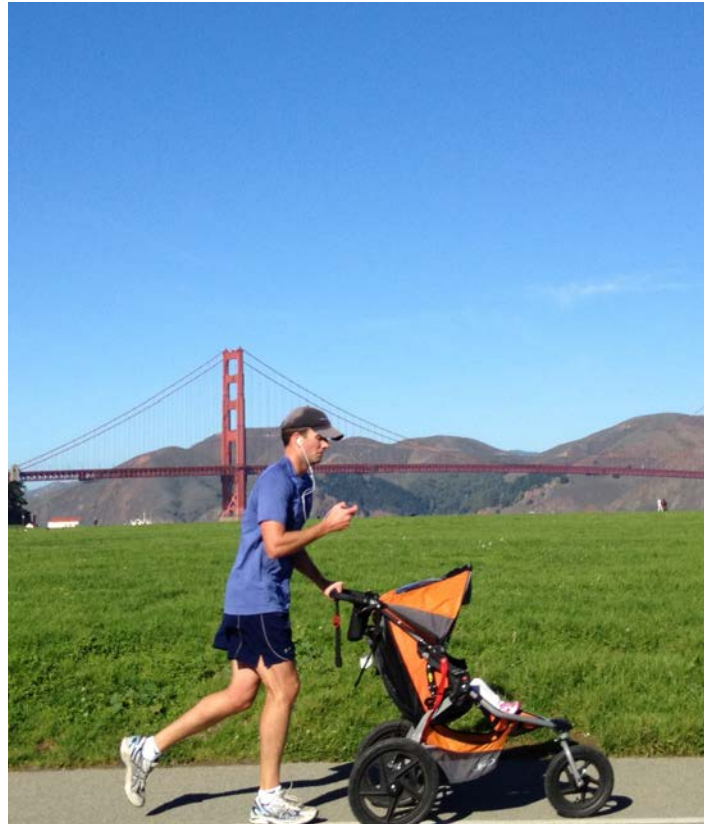
Solutions Addressing Unsafe Speed

This strategy includes many actions to address the problem of unsafe speed, including targeted traffic enforcement, new speed reporting devices, and traffic calming and complete streets interventions that include road diets, narrowing lanes, and installing speed humps and wider sidewalks, especially with corner bulb-outs.

Improving Streets and Intersections

This strategy also includes actions to make intersections safer and ensure that drivers yield to pedestrians when they have the right of way. These include stepped-up police enforcement and several engineering techniques: narrowing intersections with bulb-outs; narrowing or reducing lanes; adding continental or 'ladder' crosswalks and pedestrian refuges; providing additional crossing time with signal adjustments; and installing pedestrian countdown signals.

These all improve intersection safety by slowing cars, helping drivers and pedestrians see each other, and giving pedestrians enough time to cross safely.



What a Walkable City Means for San Francisco

A Healthy City

Walking is a simple, easy way for San Franciscans to get the 30 minutes of daily exercise everyone needs to achieve good health. Walking regularly has been shown to reduce bad cholesterol and increase good cholesterol, lower blood pressure and risk of type II diabetes, increase bone density, improve mood, and even increase life expectancy by several years.³

Exercise is also important to maintaining a healthy weight. While SF is ahead of the nation with lower obesity rates, nearly 17% of SF adults are obese, and one in five say they do not get exercise on a regular basis. Nearly half of San Francisco's 5th graders are outside the "healthy body composition" zone and over 20% of school kids report getting no physical activity in the past seven days.⁴

A more walkable city provides a free and easy way to add physical activity into daily life and improve the physical and mental health of residents, workers, and visitors alike.

Context



A Prosperous City

The investments the City is making in walkable streets are paying off for local business. For instance, after the City slimmed traffic lanes and widened the sidewalks on Valencia Street, merchants reported increased sales, and more area residents shopping locally. Two-thirds of respondents said that increased levels of walking and bicycling helped improve business and sales.⁵ Special events such as Sunday Streets bring additional foot traffic to neighborhoods and boost local economies.

Larger companies are choosing to stay in San Francisco, or relocating here from the Peninsula because they know their employees value living somewhere that they can choose to walk, bike or take transit to work.⁶

Walkable streets are also essential to attract tourists. The tourism industry generates over \$526 million in tax revenue for the City of San Francisco each year. Nearly half of tourists report that they come to San Francisco to experience the city's overall ambiance, atmosphere (48%) and scenic beauty (42%). Upon leaving, many note that their least favorite thing about the City was traffic or other transit issues (10%). This is despite the fact that many tourists remain in a small, entirely walkable portion of the city, suggesting that more can be done to improve the walking environment for these valuable visitors.

A Sustainable City

33% of trips one mile or less are still taken by cars in San Francisco. For many able-bodied people this is a distance easily traveled by foot. By shifting more of these trips to walking we can help reduce congestion for those who may still need to drive, and help meet the City's goals of cutting greenhouse gases (below 1990 levels) by 25% by 2017 and 40% by 2025.

An Equitable City

Pedestrian collisions have a disproportionate impact on certain neighborhoods, as the map on page 6 of this report shows. Children and seniors face disproportionate risks from collisions. Seniors are four times as likely as other adults to be killed by a car in Francisco; about half of fatal crash victims are seniors, though seniors only account for 15% of the population.⁷

One out of every five trauma cases in San Francisco is a pedestrian hit by a car, and San Franciscans pay about \$15 million per year in public costs for hospital expenses related to pedestrian crashes.⁸ That's on top of lost days of work for the victim and caretakers, not to mention the pain and emotional trauma for all involved.

Nearly one-third of San Franciscans do not own a car. For these families, walking is an essential part of daily travel. 40% of trips in San Francisco are under a mile, about 20 minutes by foot; walking these short trips helps to alleviate traffic congestion, improve air quality and support public health.



Existing Efforts



City Programs

San Francisco has a comprehensive set of programs and initiatives dedicated to improving pedestrian safety and the quality of the pedestrian environment, including:

SFMTA's Pedestrian, Traffic Calming and School Area Safety programs

SF Planning Department's Pavement to Parks and Green Connections

SFDPH's Program on Health, Equity and Sustainability

Safe Routes to Schools

Sunday Streets and Better Streets initiatives



Existing Efforts



In recent years the City has:

- Installed and enforced 15-mile-per-hour speed limits at 181 schools to protect children and make neighborhood streets safer and more comfortable for everyone
- Increased pedestrian crossing time at 390 intersections
- Installed over 200 traffic calming devices, such as speed humps, citywide
- Created the first pilot “home zone,” with holistic traffic calming measures to slow speeds and put the safety and comfort of people first
- Stepped up enforcement of crosswalk violations and other activities that endanger pedestrians
- Created a Pedestrian Environmental Quality Index and pedestrian injury prediction models to focus resources strategically in the areas of greatest need
- Launched Sunday Streets, which attracts thousands of San Franciscans and visitors to walk and enjoy vibrant events in car-free streets
- Supported the creation of over 100 parklets, creative ways to use street space to provide seating and other amenities for pedestrians and shoppers
- Built four new plazas and one promenade to enliven streets and provide more space for people on foot

The City has been recognized for these efforts:



Walk Score:
2nd Most Walkable
City in U.S., 2012



University of
North Carolina:
Gold Level Walk
Friendly Community



2012 Sustainable
Transport Award:
for SFpark,
cycling and public
space improvements



San Francisco Bicycle
Coalition's Golden Wheel
Award: for installation
of parklets

Goals and Actions

The City is committed to taking the following actions to reduce pedestrian collisions and increase walking by creating more pedestrian-friendly streets. The actions are linked to a set of measurable objectives with deadlines.

Of the many important actions listed below, it is worth highlighting a few that form the core of this strategy — the improvements to be made on high-priority streets (see box at right) and in targeted areas.

Improve at least 5 miles of "High Priority" streets each year

- Redesign one mile per year with treatments including sidewalk widening and greening, new traffic lights, etc.
- Redesign four miles per year with less capital-intensive treatments such as re-opening crosswalks, narrowing lanes or road diets, countdown crossing signals, etc.

Continue to improve school safety around at least 5 schools annually

- Prioritize schools that did not qualify for 15-mph zones because they are on streets with high traffic speed and volume.
- Improvements will include increased traffic enforcement as well as bulb-outs, mid-block crossings with traffic lights, and countdown signals.

Improve safety around at least 2 areas annually that have high rates of injuries to seniors

- Focus enforcement around senior centers, targeting failure to yield to pedestrians, as well as speeding and red-light running as needed.
- Improvements will include fixes such as bulb-outs, midblock crossings with traffic lights and countdown signals, and longer crossing times.

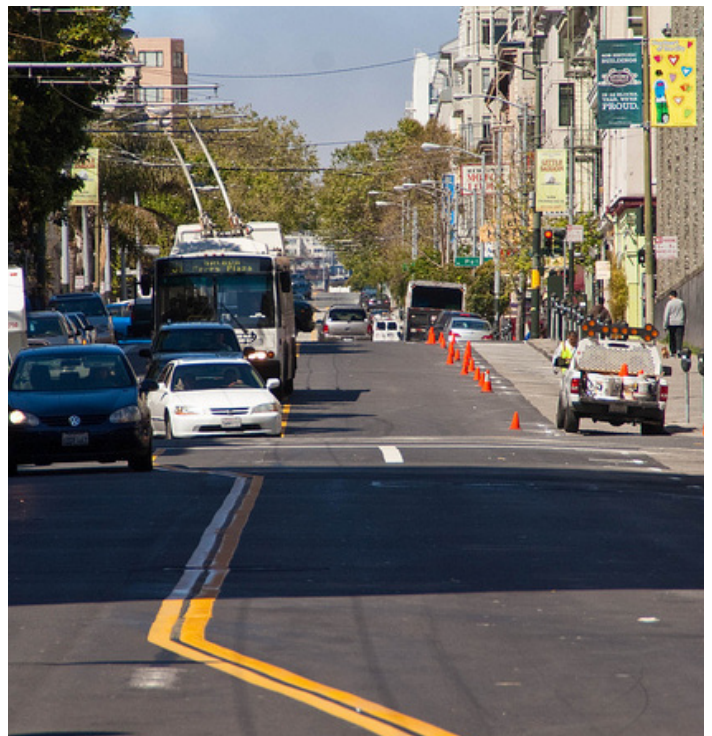
High-Priority Streets

High-priority streets were identified by the WalkFirst project and the Data Subcommittee of the Mayor's Pedestrian Safety Task Force. WalkFirst analyzed the street network to find corridors with high actual or potential volumes of pedestrians — Key Walking Streets — and overlaid these with corridors with high frequency and severity of crashes. The WalkFirst project identified 44 miles of streets as priority candidates to receive Complete Streets improvements between now and 2021.

At least eight miles of these high-priority streets will receive more capital intensive treatments including sidewalk widening.

The remaining 36 miles will receive interventions that may include road diets, bulb-outs, additional crossing time, and the addition of flashing beacons, or reopening of crosswalks; again, interventions will undergo necessary environmental clearance.

The City will make these improvements in concert with other planned construction wherever possible to save costs and minimize disruption to residents and businesses.



Goals and Actions

The City has identified the following goals to reduce the unacceptable number of collisions that harm and kill pedestrians. These goals are backed by a set of Objectives and measurable Objective Indicators with their respective Actions. (Please see website for complete list of Objective Indicators and Actions)

Goal 1: Reduce Pedestrian Injuries

- Objective 1.1 Target enforcement efforts to reduce pedestrian injuries
- Objective 1.2 Reduce vehicle speeds on arterial streets
- Objective 1.3 Implement a citywide pedestrian safety marketing campaign
- Objective 1.4 Advance complete collision and injury surveillance to inform prevention and monitor progress

Objective Indicator	Reporting Agency	Proposed Targets		
		FY2014	FY2016	FY2021
Reduce Severe/Fatal Injuries Baseline (2006-2010 data): 97 (20 fatal, 77 severe) collisions	SFDPH	15% reduction	25% reduction	50% reduction

Actions

Increase enforcement hours focused on speeding and failure to yield, on high-priority streets	SFPD	Increase 10%	Increase 20%	Increase 30%
Slow speeds (measured by 85th percentile speeds)	SFMTA	Within 5 mph of speed limit	Within 4 mph of speed limit	Within 3 mph of speed limit
Residential perceptions of traveler behavior, importance of traffic laws	SFMTA/ SFDPH	Establish Baseline	Improvement	Improvement
Develop comprehensive traffic injury surveillance system to inform injury prevention and evaluation efforts	SFDPH	Pilot system	Identify funding to maintain system	System fully implemented

Goal 2: Reduce Neighborhood Injury Inequities in Pedestrian Injury

- Objective 2.1 Reduce injuries both on highest injury corridors and areas

Objective Indicator	Reporting Agency	Proposed Targets		
		FY2014	FY2016	FY2021
Reduce Fatal and Severe Injuries Per Mile on High-Injury Corridors Baseline (2006-2010): 86 severe/fatal injuries per 100 road miles, annually.	SFDPH	25% reduction	50% reduction	75% reduction

Actions

Focus enforcement and street improvements in neighborhoods with highest rates of injuries. Baseline (2006-2010 data) Highest injury areas--District 3 (D3): 23*, D6: 20* Second highest injury areas--D1: 10*, D5: 14*, D11: 10*	SFDPH	15% reduction in the highest injury areas	25% reduction in the highest injury areas	50% reduction in highest injury areas
		10% reduction in the 2nd highest injury areas	12.5% reduction in the 2nd highest injury areas	25% reduction in 2nd highest injury areas

*Severe/fatal injuries per 100 road miles annually

Goal 3: Increase Walking Trips and Reduce Driving for Short Trips

Objective 3.1 Expand public outreach promoting walking

Objective Indicator	Reporting Agency	Proposed Targets		
		FY2014	FY2016	FY2021
Increase Walk Trips as % of Work Trips 2012 Baseline: 9–10%	SFMTA	11%	12%	13%
Increase Walk Trips as % of All Trips 2012 Baseline: 18–20%	SFMTA	21%	22%	23%
Increase Walk Trips as % of School Trips 2012 Baseline: Kinder.: 26%, 5th: 23%	SFMTA/SFUSD	Kinder.: 28%, 5th: 25%	Kinder.: 28%, 5th: 25%	Kinder.: 32%, 5th: 29%
Reduce Car Trips of Less Than One Mile 2012 Baseline: 25% of car trips are less than 1 mile	SFMTA	2.5%	5%	25%

Actions

Manage parking through SFpark, planning/zoning, and congestion management 2012 Baseline: SFpark at approximately 19,250 parking spaces.	SFMTA/Planning/SFCTA	Expand SFpark and update parking policy in planning documents	Pilot congestion management; parking policy adopted	SFpark citywide; congestion management established
Create wayfinding signs with destinations and walking times	SFMTA	Destinations established, signs designed	Signs up in priority areas	Signs up citywide
Increase public outreach to encourage walking and prioritize pedestrians	SFMTA/SFDPH	Establish baseline	Improvement	Improvement

Goal 4: Provide High-Quality Walking Environments

- Objective 4.1 Provide comprehensive safety, streetscape and walkability improvements and focused, proven safety and accessibility improvements
- Objective 4.2 Target safety and walkability improvements near schools and areas with higher rates of senior pedestrian injuries
- Objective 4.3 Improve safety and comfort of walking to transit
- Objective 4.4 Implement pilot tests for promising, innovative treatments for safety and walkability
- Objective 4.5 Expand data analysis to inform targeted safety and walkability improvements
- Objective 4.6 Improve resident perceptions of safety and walkability

Objective Indicator	Reporting Agency	Proposed Targets		
		FY2014	FY2016	FY2021
Provide Complete Streets Improvements on High Priority Segments 2012 Baseline: 44 miles of High Priority Segments	SFMTA	5 Miles annually	5 Miles annually	5 Miles annually
Provide Focused Safety Improvements on High Injury-Density Corridors	SFMTA	20 intersections/crossings annually	20 intersections/crossings annually	20 intersections/crossings annually

Actions

Put the Complete Streets policy into practice	SF Planning	6 departments developed and using CS checklists	12 departments developed and using CS checklists	All relevant depts. developed and using CS checklists
Improve streets around schools and areas with high levels of senior injuries	SFMTA	Design initiated and funding obtained	14 school/senior areas total	49 school/senior areas total
Improve safety and visibility with sidewalk widening at bus stops	SFMTA	Install 35 bus bulbs annually on Muni Rapid routes	70 bus bulbs installed on Muni Rapid routes	172 bus bulbs installed on Muni Rapid routes

Goals and Actions (Please see website for complete list of tools)

Tool	Improvement	Annual Target	Average Time to Implement	Average Unit Cost
Striping and Signage				
15 mph speed limit signs	S V C	5	< 12 months	\$
Reopen crosswalks	S V C	2	< 12 months	\$
Narrow lanes	S C	as needed	< 12 months	\$
Signals				
Pedestrian countdown signals	S V C	15–20	< 12 months	\$ \$
Flashing beacon	S V C	3 (within 2 years)	< 12 months	\$
Extended pedestrian crossing time	S C	160	< 12 months	\$
Smart lighting	S V C	3 (within 2 years)	< 12 months	\$
Core Projects				
Bulbouts	S V C	10	2 years	\$ \$
Rumble Strips	S	3 (within 4 years)	< 12 months	\$
Pedestrian Refuges	S V C	10	2 years	\$ \$
Raise Crosswalks	S V C	3 (within 2 years)	< 12 months	\$
Best Practices Projects				
Widen Sidewalks	S V C	1 mile	2–3 years	\$ \$ \$ \$ \$
Pedestrian-Oriented/Priority Corridors	S C	Complete by 2021	1–2 years	\$ \$ \$ \$
Close gaps in the pedestrian network	C	14 in 10 years	1–2 years	\$ \$ \$ \$
Supportive Projects and Programs				
Pavement to Parks	C	1 plaza, 1 parklet RFP, 20 parklets	< 12 months	\$ \$
Green Connections	C	Planning by 2013, installed by 2032	n/a	\$ \$ \$
Curb Ramps	S V C	1300	18 months	\$ \$ \$ \$



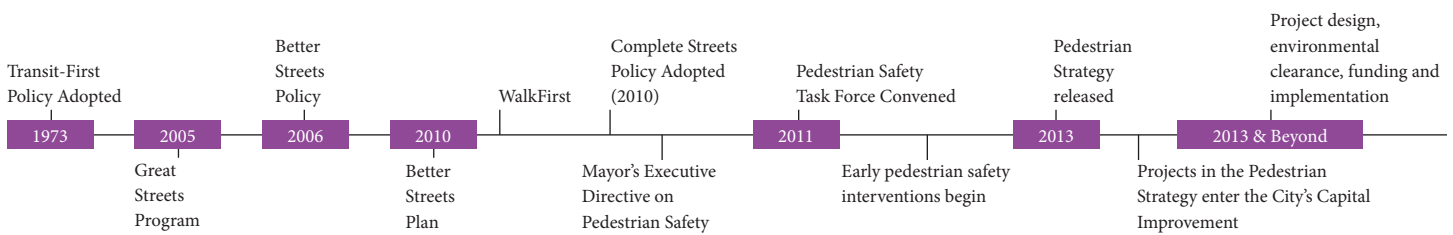
Tool	Improvement	Annual Target	Average Time to Implement	Average Unit Cost
Enforcement				
Targeted Pedestrian Safety Efforts	S V	Continual	< 2 months	\$
Pilot automated speed enforcement	S V	Continual	<12 months	\$\$
LIDAR Speed Guns	S	Continual	< 12 months	\$
Education and Outreach Programs				
Walking and Safety Outreach Campaign	S	Continual	< 12 months	\$\$\$
Special Events (e.g. Sunday Streets, PARK(ing) day)	V C	11 per year	< 12 months	\$
Website with Strategy Information and Click It, Fix It	V C	Continual	< 6 months	\$
Enhance Pedestrian Safety Information in DMV Manual	S	NA	1–2 years	\$
Expand Safe Routes to School	S V C	Continual	1–2 years	\$\$
Legislation and Policy				
Pursue Top Legislative Priorities (e.g. automated speed enforcement)	S	NA	< 12 months	\$
Mobility Access and Pricing Program	S C	NA	< 12 months	\$
Institutionalize Complete Streets	S V C	NA	< 12 months	\$
Monitoring and Accountability				
Multi-agency reporting, collection and analysis with statics to be posted on website		Continual	1-2 years	\$\$
Update Board of Supervisors and Pedestrian Safety Advisory Committee		2+ times per year	1 month	\$
Update actions on website		Continual	3 months	\$

Improvements: S = safety for all users V = visibility of pedestrians C = comfort for people
 Costs: \$ = <\$100K \$\$ = \$100-500K \$\$\$ = \$500K-1M \$\$\$\$ = \$1M-5M \$\$\$\$\$ = > \$5M



Creating the Pedestrian Strategy

San Francisco's Pedestrian Policies & Programs



In 2010, the Mayor issued Executive Directive 10-03, which calls on the City to reduce fatal and serious injuries to pedestrians by 25% by 2016 and 50% by 2021 (compared to a 2008 baseline). The directive also called for the development of a Pedestrian Strategy, which would examine current conditions and make recommendations for near- and long-term actions and funding sources to improve safety and walkability.

The existing conditions report was created by WalkFirst, an interagency collaboration between the San Francisco Department of Public Health (SFDPH), Planning Department, Municipal Transportation Agency (SFMTA), and the County Transportation Authority. WalkFirst identified key walking streets throughout San Francisco and established criteria to prioritize and improve pedestrian safety and walking conditions, encourage walking, and enhance pedestrian connections to key destinations. More information can be found on the SF Planning Department's website: <http://walkfirst.sfplanning.org>

The Pedestrian Safety Task Force was convened by the Mayor and led by SFMTA and SFDPH; it was comprised of key city agencies including Planning, the County Transportation Authority (SFCTA), Department of Public Works (SFDPW), the Police Department, the District Attorney's Office as well as community stakeholders including Walk San Francisco, members of the Pedestrian Safety Advisory Committee, and Senior Action Network.

The Pedestrian Safety Task Force's Steering Committee, led by SFMTA, was responsible for the creation of this report.

The Data Subcommittee of the Pedestrian Safety Task Force took the maps developed via WalkFirst and added a layer of traffic safety data, and used this new dataset to identify the 44 miles of "high priority" streets referenced in this document where the City will prioritize safety and walkability improvements, all of which will require the necessary environmental clearances."

Highlights of Mayor's Executive Directive 10-03 (December 2010)

- Reduce fatal and severe injuries by 25% by 2016 (2008 baseline) and by 50% by 2021 (2008 baseline)
- Reduce pedestrian injury inequities among neighborhoods
- Increase walking trips
- Develop an interagency pedestrian strategy with measurable goals and identify funding sources for implementation for the mid and long-term.

The entire Task Force worked together to set the goals and deliverables outlined in this strategy document.

The Pedestrian Safety Task Force will continue to connect quarterly to monitor the progress towards the strategy's targets, and coordinate city agencies responsible for implementation and report these updates to the Mayor's Office and the Board of Supervisors. The Task Force will also connect with community and business groups and the SFMTA Board to create the needed partnerships to realize our goals. Finally, the Task Force will adjust or expand upon actions when necessary to ensure we are meeting our safety and walkability goals.

The public is also encouraged to participate in monitoring the City's progress and to engage with safety and walking projects in their neighborhood. All information pertaining to the Strategy including progress updates and Click It Fix It will be posted online at: PedestrianStrategy.org.

Implementing the Pedestrian Strategy

To meet the goals of the Mayor’s Executive Directive (to reduce severe and fatal injuries and increase walking), the city will prioritize resources to implement safety and walkability projects and programs focusing on the 44 miles of High Priority Segments. The Strategy outlines three implementation focus areas:

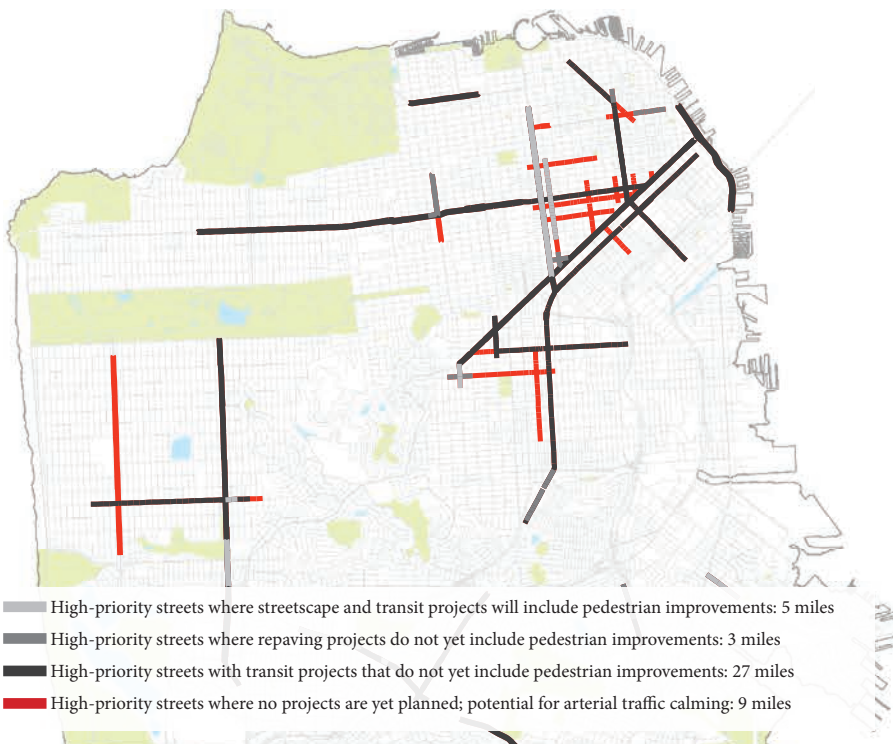
- Core Projects & Programs* : low-cost safety projects and programs
- Best Practices Projects: major street design changes to be phased in over time via pilot and evaluation process
- Supportive Projects and Programs: efforts that contribute to safer and better walking conditions

Many of the actions in the Best Practices category have high capital

estimates and have not yet been applied to specific intersections or streets. Therefore, they will need to be piloted and evaluated before being added to the city’s capital improvement program. This rational approach will be guided by the Steering Committee to do the following:

- By August 2013--develop evaluation and prioritization criteria for safety and walkability projects and programs
- Biannually, starting Spring 2014--update the 5 year capital improvement program with Core Projects and Programs and Best Practices Projects
- By January 2014--provide an annual evaluation report to measure the progress of the Pedestrian Strategy benchmarks

Focus Areas	Evaluation	Outcome	Financials (2013 - 2021)		
			\$ Need	\$ Prospective	\$ Shortfall
Core Projects & Programs	Evaluate Effectiveness of Project & Programs	Successful Core Programs Continued Core Projects Completed	\$60M	\$50M	
Best Practices Projects	Evaluate Effectiveness of Pilots	Assign Pilot Next Steps <ul style="list-style-type: none"> • Effective > keep with existing investment • Effective > construct permanent improvements 	\$30M	\$25M	(\$5M)
Supportive Projects and Programs (to be funded separately)	Monitor Supportive Projects and Programs	Report on how projects address safety and walkability	\$273M	\$73M	(\$200M)
			Total	\$363M	\$148M (\$215M)



In order to fund the strategy, the city will need to refocus its existing resources traditionally used for safety and walkability to implement projects and programs along the 44 miles of High Priority Segments. Sixty million dollars is needed to fund the Core Projects and Programs from today to 2021 and an additional \$30 million to pilot and evaluate Best Practices Projects. These evaluations will inform the larger capital program which has been estimated at \$273M, for which prospective funds identified may cover approximately one-fourth of this need; additional funding is required.

The Mayor’s 2030 Transportation Task Force is currently working to identify a funding approach to close investment shortfalls. The result of their work will be released this year and inform this strategy. One effort already underway is Complete Streets integration (see map to the left), which calls for all city projects to examine the inclusion of pedestrian safety and walkability improvements as part of the Steering Committee’s tasks.

* Core Projects & Programs includes: Striping & Signage, Signals, Core Infrastructure - Projects, Enforcement, Education and Outreach Programs, Legislation and Policy, Monitoring and Accountability from pages 14 and 15.

Next Steps

This Pedestrian Strategy provides a path towards making San Francisco the most walkable city in North America. The City is committed to advancing this strategy quickly. As San Francisco continues to grow, our policies will also encourage dense mixed-use development with excellent public transit to reduce the need to drive and encourage walking, bicycling and public transit use.

Below are some early action steps, either under way or beginning in 2013 to advance the Pedestrian Strategy.

Physical Street Improvements

Identify key priority segments to be improved each year (approximately 5 miles):

- Develop walk audit of the key walking streets by district

- Convene key stakeholder groups to identify priority areas in each district

- Walk corridors and complete safety and comfort assessment

- With the City Controller's Office, prioritize treatments for high-priority streets as well as identify treatments citywide for inclusion in the city Capital Plan

Education & Outreach

Promote the benefits of walking:

- Make San Francisco the first city in the nation to launch Walk to Work Day on April 12, 2013

- Develop multi-media campaign to encourage walking and pedestrian priority

- Positively reinforce good behavior for people driving, bicycling and walking

- Complete Sunday Streets evaluation and target key walking streets as part of 2013 routes

Enforcement

- Target enforcement on key walking safety streets

- Start Monthly Safety Data Reports by SFPD on collisions and enforcement

Policy and Institutions

- Prioritize key polices for agency adoption and approval

- Identify key walking safety legislation for city and state approval including automated speed enforcement

- Improve the City's project delivery process

- Tailor the Better Streets Plan's "Complete Streets Checklist" and adopt among implementing agencies

Performance Monitoring

City website dedicated to Pedestrian Strategy updates:

- Directors' updates to Mayor and Task Force quarterly

- Multi-agency collision data collection, analysis, and reporting

Acknowledgements

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The Task Force gratefully acknowledges report editing &
website assistance from:
Matt Brill, SFMTA
Anne Fritzier, SFMTA
Kathleen Phu, SFMTA
Lindsey Realmuto, SFDPH

Dani Simons, Simons Consulting
Isaac Gertman, Paperwhite Studio
Open Plans

Notes

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