



Implementation

Implementation of the proposed bicycle and pedestrian programs described in the previous section will require funding from local, state, and federal sources and coordination with multiple agencies both within and outside the City. To facilitate implementation efforts, this section presents the project prioritization methodologies, summary of past expenditures, and conceptual cost estimates. At the conclusion of this section, funding and implementation strategies are described.

Project Prioritization

The proposed bikeway projects and pedestrian improvements, when fully implemented, will provide a comprehensive system for San Leandro. Recognizing that there are limited financial resources that can be devoted to these projects, it is necessary to establish a system for ranking or prioritizing the improvements that can provide the most effective use of available funds. The criteria used for setting priorities differ somewhat for bicycle and pedestrian projects. Both are described below along with the resulting list of projects sorted by priority.

BIKEWAY PROJECT PRIORITIZATION

Project Definition

The specific improvements needed to implement the bikeway enhancements will vary based upon the roadway characteristics, particularly roadway width and traffic volumes, speeds, and collision history to provide the most appropriate and effective facility for bicyclists and motorists. In general, these improvements include:

- Class I Shared-Use Path (off-street)
 - Paving and signage. Acquisition of right-or-way, fencing, lighting and amenities such as water fountains, benches, and restrooms may also be part of the Class I bike path installation.



Members of the BPAC and the public discuss recommended projects.

- Class II Bicycle Lanes/Buffered Bicycle Lanes
 - Striping, signage and pavement markings where no other roadway modifications are needed.
 - Striping, signage and pavement markings where roadway restriping and/ or lane narrowing is needed.
 - Striping, signage and pavement markings where removal of travel lane, parking or center two-way left-turn lane is needed.
 - Engineering study is recommended to determine what roadway modifications are necessary to implement bike lanes.
- Class III Bicycle Route
 - Signage only.
 - Signage and sharrows.



- Engineering study is recommended to determine what roadway modifications are necessary to implement a bike route and/or if bike lanes can be provided wherever possible.
- Class III Bicycle Boulevard
 - Striping, signage and pavement markings where no other roadway modifications are needed.
 - Striping, signage and pavement markings where roadway restriping and/ or lane narrowing is needed.
 - Engineering study is recommended to determine what roadway modifications/road diet strategies are necessary to implement bike lanes wherever possible.
- Class IV Separated Bike Lane
 - Striping, barrier devices, signage and pavement markings where no other roadway modifications are needed.
 - Striping, barrier devices, signage and pavement markings where roadway restriping and/or lane narrowing is needed.
 - Striping, barrier devices, signage and pavement markings where removal of travel lane, parking or center two-way left-turn lane is needed.
 - Engineering study is recommended to determine what roadway modifications are necessary to implement bike lanes wherever possible.

The proposed projects are described by roadway segment, length, existing and proposed bikeway classification, conceptual cost, and total priority scoring in Table 17.



Table 17 - Recommended Bikeway Projects

	Recomm	ended Bikeways		
Street Name	Start	End	Classification	Length (mi)
Alvarado Street	Fremont Avenue	Davis Street	II Buffered	1.53
Andover Street	Burkhart Avenue	Lewelling Boulevard	III	0.19
Aurora Drive	Polvorosa Avenue	Bermuda Avenue	III Blvd	1.40
Bancroft Avenue*	142nd Avenue	200 ft S of Blossom Way	II	0.79
Bayfront Drive	Bay Trail	Lewelling Boulevard	III	0.15
Bermuda Avenue	Aurora Drive	Doolittle Drive	III	0.35
Burkhart Avenue	Wicks Boulevard	Norton Street	III	0.76
Castro Street	East 14th Street	Washington Avenue	III Blvd	0.18
Cedar Avenue (Cedar - Hemlock - Ottawa)	Merced Street	Corvallis Street	III Blvd	0.68
Corvallis Street	Ottawa Avenue	Farnsworth Street	II	0.39
Dayton Avenue (Dayton - Inverness - Fargo)	Farnsworth Street	Juniper Street	III Blvd	0.48
Dolores Avenue	Grand Avenue	East 14th Street	III	0.78
Doolittle Drive	Oakland City Limit	Farallon Drive	IV	2.30
East Bay Greenway	City Limits	City Limits	ı	3.30
Eden Road	End of Road	Doolittle Drive	II	0.20
Fairmont Drive	East 14th Street	Hesperian Boulevard	IV	0.26
Fairway Drive	Monarch Bay Drive	Alvarado Street	II Buffered	1.98
Fargo Avenue	Farnsworth Street	Washington Avenue	III Blvd	0.69
Farnsworth Street (1)	Vining Drive	Purdue Street	III Blvd	1.22
Farnsworth Street (2)	Corvallis Street	Monterey Boulevard	IV	0.34

^{*}Bike lanes are recommended for three segments: East 14th Street-146th Avenue, 142nd Avenue-138th Avenue, and 136th Avenue-200 ft. S of Blossom Way.



	Recomme	ended Bikeways		
Street Name	Start	End	Classification	Length (mi)
Grand Avenue - Evergreen Avenue - School Street - Wake Avenue - Halsey Avenue - Lark Street	Sybil Avenue	Fairmont Drive	III Blvd	1.99
Halcyon Drive (1)	BART Tracks	Washington Avenue	II	0.39
Halcyon Drive (2)	Hesperian Boulevard	BART Tracks	II Buffered	0.22
Juniper Street	Dayton Avenue	Cedar Avenue	III Blvd	0.88
Lake Chabot Road	Estudillo Avenue	City Limits	III Blvd	0.56
Lewelling Boulevard	Wicks Boulevard	Washington Avenue	IV	1.04
MacArthur Boulevard	Superior Avenue	Fortuna Avenue	II	0.13
Manor Boulevard (Manor - Kesterson - Beatrice)	Wicks Boulevard	Washington Avenue	III Blvd	1.43
Marina Boulevard	Neptune Drive	Doolittle Drive	II	0.55
Merced Street/Wicks Boulevard	Fairway Drive	Burroughs Avenue	II	0.38
Monarch Bay Drive	Flood Control Cannel	Neptune Drive	I	0.75
Monterey Boulevard	Alvarado Street	Washington Avenue	III	0.93
Norton Street	Washington Manor Park	Burkhart Avenue	III	0.49
Oakes Boulevard (Oakes - Maple - Dowling - Superior)	East 14th Street	MacArthur Boulevard	III Blvd	1.27
Oyster Bay Regional Park	Existing Trail	Existing Trail	III	0.32
Peralta Avenue	San Leandro Boulevard	End of cul-de-sac	III	0.14
Purdue Street	Crosby Street	Juniper Street	III Blvd	0.79
San Leandro Boulevard	Creekside Plaza	Park Street	II	0.19
San Leandro Creek	UPRR Niles Subdivision	East 14th Street	ı	0.80



	Recommended Bikeways								
Street Name	Start	End	Classification	Length (mi)					
San Lorenzo Creek	Hesperian Boulevard	Farnsworth Street (extension)	ı	1.30					
Springlake Drive	Hesperian Boulevard	Washington Avenue	II Buffered	0.52					
Sybil Avenue	Grand Avenue	East 14th Street	III Blvd	0.71					
Teagarden Street	Fairway Drive	Marina Boulevard	III Blvd	0.39					
Timothy Drive	Williams Street	Davis Street	III	0.68					
W Broadmoor Boulevard	San Leandro Boulevard	East 14th Street	III Blvd	0.42					
Washington Avenue (1)	Lloyd Avenue	San Lorenzo Creek	IV	0.72					
Washington Avenue (2)	Caliente Drive	143rd Avenue	II	0.49					
Wayne Avenue	Marina Boulevard	Davis Street	III Blvd	0.76					
Wicks Boulevard	Burroughs Avenue	Lewelling Boulevard	IV	1.43					
Williams Street	San Leandro Boulevard	Neptune Drive	IV	2.00					



PRIORITIZATION METHODOLOGY

The methodology used to prioritize projects was updated from the previous plan based upon input from City staff, the BPAC and current best practices and existing conditions. Each bikeway project was evaluated with a total of 27 possible points based upon the five categories discussed below. The bikeway project prioritization sheet is included in Appendix B.

- Connection to Activity Centers (total of 6 points) Projects which provide access to local and regional activity centers such as schools, major employment centers or Downtown, major shopping centers, libraries and parks or recreational facilities. Because of the City's focus on school safety, an extra point was given to projects that provide/enhance access to schools.
- Safety (total of 4 points) Projects which address a safety concern such as high number of collisions or riding along a busy (high volume/speed) arterial street. Because of the City's focus on safety, this category was weighted to provide additional points for projects that meet these safety criteria.
- Connectivity (total of 7 points) Projects which improve connectivity for bicyclists by eliminating an existing barrier or hazard, bridging a gap in an existing bikeway, connecting to an existing or proposed facility, located on, or connects to, a bikeway in an adjacent jurisdiction or to the regional or county network, or provides a connection through the city.
- Transit Access (total of 3 points) Projects which connect to a BART station, high capacity bus line, future BRT service or local bus route.
- Funding & Implementation (total of 7 points) Projects which do not require significant additional planning or study or extensive modifications to implement; projects which are part of a recognized current or future project or can be implemented without coordination with agencies outside the City; projects that would be competitive for alternative funding sources; and projects that have community support.



Wicks Boulevard: Existing Class II facilities are recommended to be updated to Class IV facilities.

The projects were grouped into three implementation categories based upon the resultant project scoring. The three categories are defined as follows:

Phase I (Short-Term Projects): Projects that received the highest relative scores. These projects have the highest priority for implementation and are targeted for completion within five years.

Phase II (Medium-Term Projects): Projects that received moderate relative scores. These projects are included in the second group of projects considered for implementation and are targeted for completion within 10 years.

Phase III (Long-Term Projects): Projects that received the lowest relative scores and the lowest priority for implementation. Although the projects in this group scored low, they are part of a plan that, when fully developed, forms a comprehensive bikeway system. These projects are targeted for completion within 10-20 years.

The prioritized projects, listed from High to Low, are shown in Table 18.



Table 18 - Prioritized Recommended Bikeway Projects

	Prioritized Bikeway Projects									
Street	Class	Activity Centers	Safety	Connectivity	Transit Access	Funding & Implementation	Total Points	Phase		
Williams Street	IV	5	2	5	2	5	19	1		
East Bay Greenway	I	4	2	5	3	3	17	1		
Farnsworth Street (1)	III Blvd	4	4	3	1	5	17	1		
Doolittle Drive	IV	3	4	6	1	2	16	1		
Fairway Drive	II Buffered	4	4	1	1	6	16	1		
Lewelling Boulevard	IV	5	4	2	1	4	16	1		
Bancroft Avenue	II	3	4	3	1	5	16	1		
Alvarado Street	II Buffered	2	2	3	3	4	14	1		
Aurora Drive	III Blvd	4	4	1	1	4	14	1		
Fargo Avenue	III Blvd	3	4	1	1	5	14	1		
Manor Boulevard	III Blvd	3	4	2	1	4	14	1		
Oakes Boulevard	III Blvd	3	2	2	1	6	14	1		
Washington Avenue (1)	IV	4	4	3	1	2	14	1		
Halcyon Drive (1)	II	2	2	3	1	5	13	2		
Marina Boulevard	II	3	2	2	1	5	13	2		
Monarch Bay Drive	I	1	0	6	1	5	13	2		
Fairmont Drive	IV	2	2	2	2	4	12	2		
Farnsworth Street (2)	IV	3	2	2	1	4	12	2		
Monterey Boulevard	III	3	2	1	0	6	12	2		
Grand Avenue - Evergreen Avenue - School Street - Wake Avenue - Halsey Avenue - Lark Street	III Blvd	2	2	2	0	5	11	2		
San Lorenzo Creek	I	2	2	4	1	2	11	2		
Merced Street/Wicks Boulevard	II	1	0	4	1	5	11	2		



Prioritized Bikeway Projects									
Street	Class	Activity Centers	Safety	Connectivity	Transit Access	Funding & Implementation	Total Points	Phase	
Purdue Street	III Blvd	3	2	1	1	4	11	2	
San Leandro Boulevard	II	2	2	3	1	3	11	2	
Teagarden Street	III Blvd	5	2	0	0	4	11	2	
Dolores Avenue	III	1	2	2	1	4	10	2	
Andover Street	III	0	4	1	0	5	10	2	
Castro Street	III Blvd	0	2	3	1	4	10	2	
Corvallis Street	II	2	0	2	1	5	10	2	
Halcyon Drive (2)	II Buffered	3	0	1	1	5	10	2	
Sybil Avenue	III Blvd	0	2	3	1	4	10	2	
Wayne Avenue	III Blvd	2	2	2	0	4	10	2	
Oyster Bay Regional Park	I	1	2	4	0	2	9	3	
Juniper Street	III Blvd	3	2	0	0	4	9	3	
Norton Street	III	1	2	1	0	5	9	3	
Peralta Avenue	III	0	2	3	0	4	9	3	
Timothy Drive	III	2	2	1	0	4	9	3	
Wicks Boulevard	IV	1	2	2	1	3	9	3	
Burkhart Avenue	III	0	2	1	0	5	8	3	
MacArthur Boulevard	II	1	0	2	1	4	8	3	
San Leandro Creek	I	2	2	1	1	2	8	3	
Springlake Drive	II Buffered	0	2	2	0	4	8	3	
Eden Road	II	1	0	1	1	4	7	3	
Bayfront Drive	III	1	0	3	0	3	7	3	
Cedar Avenue	III Blvd	1	0	2	0	4	7	3	
Dayton Avenue	III Blvd	2	0	1	0	4	7	3	



	Prioritized Bikeway Projects												
Street	Class	Activity Centers	Safety	Connectivity	Transit Access	Funding & Implementation	Total Points	Phase					
MacArthur Boulevard	III Blvd	1	0	2	0	4	7	3					
W Broadmoor Boulevard	III Blvd	0	2	2	0	3	7	3					
Washington Avenue (2)	II	1	0	1	1	4	7	3					
Lake Chabot Road	III Blvd	1	0	1	0	4	6	3					
Bermuda Avenue	III	0	0	0	1	4	5	3					



PEDESTRIAN PROJECT PRIORITIZATION

Project Definition

The recommended pedestrian projects are organized based upon the Pedestrian Improvement Area or Key Pedestrian Location within which they are located. The proposed projects are summarized in Table 19 below. The table outlines important information for future implementation, including a range of construction cost estimates and priority scoring.

PROJECT METHODOLOGY

This methodology was tailored specifically to address pedestrian network issues, and was revised based upon input from City staff and the BPAC. Each of the pedestrian projects was evaluated based upon the five categories listed below using the Pedestrian Prioritization Sheet which is included in Appendix B. Each project could receive up to a total of 24 points.

- Accessibility (Total of 3 points) This category ranks how accessibility would be improved by the project. Points are awarded for improvements that create accessibility in previously inaccessible areas, remedy city-wide barriers to pedestrian connectivity, and that go above and beyond the minimum requirements.
- Safety (Total of 5 Points) This category ranks how pedestrian safety would be improved by the project. Points are awarded to projects that are located adjacent to schools, within an area with a high pedestrian collision rate, and include design features to increase pedestrian safety. Because of the City's focus on safety, this category was weighted to provide additional points for projects that meet these safety criteria.
- Connectivity (Total of 7 points) This category ranks how the project would improve connectivity. Points are awarded to projects that are located near schools, major employment centers, major shopping centers, libraries, parks and recreation facilities, and major transit routes. Because



Rolled curbs throughout the city allow for easy encroachment by vehicles.

of the City's focus on school safety, an extra point was given to projects that provide/enhance access to schools.

- Walkability (Total of 2 Points) This category ranks how the project would improve the pedestrian environment and walkability. Points were awarded if the project would include pedestrian amenities or gathering places that encourage walking.
- Funding & Implementation (Total of 7 points) This category ranks projects based upon their potential to acquire funding and to be easily implemented. Points were awarded to projects that could be implemented without further study, would not require coordination with agencies outside the city, or would not require extensive modifications for implementation. Point were also awarded if the project was supported in other plans or projects, had extensive community support, and was eligible for outside funding sources.



Table 19: Recommended Pedestrian Projects with Conceptual Costs and Priority Score

	Recommended Pedestrian Improvements: Priority Areas and	Key Locations	
Ped ID	Location/Description	Priority Points	Cost Estimates*
B1: San Leand	ro Marina		•
B-1 A	Monarch Bay Drive Sidewalks & Crosswalks	9	High
B-1 B	Monarch Bay Drive and Neptune Drive Crossing	13	High
B-1 C	Sidewalks and Curb Ramps in the Marina Shoreline Area	14	High
B-1 D	Neptune Drive Crosswalks	4	High
B-1 E	Williams Street and Neptune Drive Crossing	9	High
B-1 F	West Avenue 130th Ped Facilities and Accessibility	9	Medium
B-1 G	Pescador Point Drive Ped Facilities and Accessibility	5	Medium
B-1 H	Monarch Bay Drive Mid-block Crossing near Mallard Picnic Area	7	Medium
B-1 I	Pedestrian Facilities and Crossings at the Intersection of Fairway Drive and Doolittle Drive	8	High
B2: Westgate	Center	•	
B-2 A	Parking Lot Safety and Circulation Improvements	5	High
B-2 B	Pedestrian Crossing at Timothy Drive and Davis Street	9	High
B-2 C	Pedestrian Crossing at Williams Street and Westgate Parkway	10	Medium
B3: Kaiser Me	dical Center/The Spine		'
B-3 A	Improve sidewalks in Kaiser Medical Center area	6	High
B4: Manor Bo	ulevard		•
B-4 A	Replace Rolled Curbs along Manor Boulevard	13	High
B-4 B	More Crosswalks on Manor Boulevard	15	Low
B-4 C	Improve Pedestrian Facilities and Accessibility on Manor Boulevard	15	Low
B-4 D	Improve Pedestrian Crossings at Farnsworth Street and Manor Boulevard	15	Low
B-4 E	Improve Pedestrian Crossings at Manor Boulevard and Inverness Street	8	Medium
B5: Washingto	n Avenue		•
B-5 F	Washington Avenue Streetscape Improvements	15	High
B-5 G	Washington Avenue/Halcyon Drive & Lewelling Boulevard crosswalks	15	High
B-5 H	Washington Avenue Tunnel Pedestrian Connection	7	High

^{*} Low Cost (\$0-39,999); Medium Cost (\$40,000-99,999); High Cost (\$100,000 and up)



Ped ID	Location/Description	Priority Points	Conceptual Cost
B-5 I	Improve I-880 Overpass Pedestrian Facilities	4	High
	n San Leandro BART Station	·	16
B-6 A	Improve the Intersection of San Leandro Boulevard and Williams Street	7	High
B-6 B	Improve the Sidewalks and Curb Ramps in Residential Neighborhoods	7	High
B-6 C	Incorporate Streetscape Improvements and Public Space into Future TOD Developments	8	High
B-6 D	Safety and Accessibility Improvements at Railroad Crossings	10	High
B7: East 14th	Street Corridor		<u> </u>
B-7 A	Consolidate and Redesign Driveway Ramps to Improve Safety and Accessibility	12	High
B-7 B	Improve Crosswalks at Signalized Intersections along East 14th Street	17	High
B-7 C	Reconfigure Median between Broadmoor Boulevard and Durant Avenue to Include Pedestrian Refuge	6	Medium
B-7 D	Implement the Streetscape Improvements Recommended in the East 14th Street South Area Development Strategy	18	High
B8: Bancroft A	venue/Dutton Avenue		
B-8 A	Redesign the Dutton Avenue/Bancroft Avenue Intersection	12	High
B-8 B	Create More Crosswalks Along Bancroft Avenue between Dutton Ave and Callan Avenue	13	Medium
B-8 C	Improve the Intersection of Bancroft and Dowling Boulevard (currently in design)	11	High
B-8 D	Create more crosswalks along Dutton Avenue between MacArthur Boulevard and East 14th Street	12	Medium
B9: Bay Fair B	ART Station		•
B-9 A	Improve Streetscape along the Hesperian Boulevard	13	High
B-9 B	Implement Bay Fair BART TOD Plan	13	High
B-9 C	Redesign Hesperian Boulevard/Bayfair Drive, Hesperian Boulevard/Fairmont Drive, and Hesperian Boulevard/Thornally Drive intersections	13	High
B10: MacArth	ur Boulevard		•
B-10 A	Implement Traffic Calming at the Freeway On-and-Off Ramps	6	High
B-10 B	Continue Upgrading the Sidewalks Between Lewis Avenue and Estudillo Avenue	8	High

^{*} Low Cost (\$0-39,999); Medium Cost (\$40,000-99,999); High Cost (\$100,000 and up)



	Recommended Pedestrian Improvements: Priority Area	s and Key Locations	
Ped ID	Location/Description	Priority Points	Conceptual Cost
B11: Estudillo	Avenue/I-580 Underpass to Anthony Chabot Park	·	•
B-11 A	Create Safe Pedestrian Connection from San Leandro to Chabot Park	8	High
B-11 B	Improve Wayfinding to Anthony Chabot Park	8	Low
B12: Hesperia	n Boulevard		,
B-12 A	Hesperian Boulevard	14	High
Key Pedestria	n Locations	•	*
C1	Garfield Elementary School	14	Medium
C2	Davis Street/I-880	10	Medium
C3	Cherry Grove Park	14	High
C4	Woodrow Wilson Elementary School/John Muir Middle School	17	High
C5	Marina Community Center	10	Medium
C6	Bonaire Park	14	Medium
C7	Pacific Community Recreation Complex	15	High
C8	Washington Elementary School	15	Medium
C9	Corvallis Elementary School	16	Medium
C10	Floresta Boulevard/Monterey Boulevard/Monroe Elementary School	15	Medium
C11	San Leandro Boulevard/Washington Avenue	7	High
C12	McKinley Elementary School	16	Medium
C13	Bancroft Middle School	15	High
C14	East 14th Street/San Leandro Boulevard	17	High
C15	136th Avenue/Bancroft Avenue	15	High
C16	Washington Avenue/Lewelling Boulevard & Lewelling Boulevard/Tropic Court	17	High
C17	Grand Avenue/Joaquin Avenue	12	Low
C18	Jefferson Elementary School	14	Medium
C19	150th Avenue/Hesperian Boulevard/Bancroft Avenue/East 14th Street	12	High

^{*} Low Cost (\$0-39,999); Medium Cost (\$40,000-99,999); High Cost (\$100,000 and up)



	Recommended Pedestrian Improvements: Priority Areas and Key Locations							
Ped ID	Location/Description	Priority Points	Conceptual Cost					
C20	Hesperian Boulevard/Lewelling Boulevard	10	Medium					
C21	San Leandro Boulevard/Park Street/Best Avenue	11	Medium					
C22	Freeway Undercrossings for I-580/I-880/I-238	12	High					
C23	Merced Street/Wicks Boulevard	6	High					
C24	Alvarado Street/Fremont Avenue	6	High					
C25	I-238/Hesperian Boulevard	6	Medium					
C26	Davis Street/Doolittle Drive	7	High					
C27	Railroad Crossings (UPRR Niles, Oakland, and Coast Subdivisions)	16	High					
C28	Dutton Avenue/Chetland Road	13	Medium					
C29	Bancroft Avenue/Oakes Boulevard	17	Medium					

^{*} Low Cost (\$0-39,999); Medium Cost (\$40,000-99,999); High Cost (\$100,000 and up)



The projects were grouped into three implementation categories based upon the resultant project scoring. The three categories are defined as follows:

Phase I (Short-Term Projects): Projects that received the highest relative scores. These projects have the highest priority for implementation and are targeted for completion within five years.

Phase II (Medium-Term Projects): Projects that received moderate relative scores. These projects are included in the second group of projects considered for implementation and are targeted for completion within 10 years.

Phase III (Long-Term Projects): Projects that received the lowest relative scores and the lowest priority for implementation. These projects are targeted for completion within 10-20 years.

The prioritized projects, listed from High to Low, are shown in Table 20 below.



Table 20 - Prioritized Recommended Pedestrian Projects

	Recommende	d Pedestria	an Proje	ct Prioritiza	tion			
PedID	Description/Location	Accessibility	Safety	Connectivity	Walkability	Funding & Implementation	Priority Points	Phase
B-7 D	Implement the Streetscape Improvements Recommended in the East 14th Street South Area Development Strategy	2	5	7	1	3	18	1
B-7 B	Improve Crosswalks at Unsignalized Intersections along East 14th Street	2	5	6	0	4	17	1
C4	Woodrow Wilson Elementary School/John Muir Middle School	2	5	3	2	5	17	1
C14	East 14th Street/ San Leandro Boulevard	2	5	4	1	5	17	1
C16	Washington Avenue/Lewelling Boulevard & Lewelling Boulevard/Tropic Court	2	5	5	1	4	17	1
C29	Bancroft Avenue/Oakes Boulevard	2	4	4	1	6	17	1
C9	Corvallis Elementary School	2	5	3	1	5	16	1
C12	McKinley Elementary School	3	4	4	1	4	16	1
C27	Railroad Crossings	2	5	5	0	4	16	1
B-4 B	More Crosswalks on Manor Boulevard	2	5	4	0	4	15	1
B-5 A	Washington Avenue Streetscape Improvements	2	5	3	1	4	15	1
B-5 B	Washington Avenue/Halcyon Drive & Lewelling Boulevard crosswalks	2	5	4	0	4	15	1
B-4 C	Improve Pedestrian Facilities and Accessibility on Manor Boulevard	2	5	4	0	4	15	1
B-4 D	Improve Pedestrian Crossings at Farnsworth Street and Manor Boulevard	2	5	4	0	4	15	1
C7	Pacific Community Recreation Complex	2	3	4	1	5	15	1
C8	Washington Elementary School	2	3	3	1	6	15	1
C10	Floresta Boulevard/Monterey Boulevard/Monroe Elementary School	2	3	4	1	5	15	1



	Recommende	d Pedestria	n Proje	ct Prioritizat	tion			
PedID	Description/Location	Accessibility	Safety	Connectivity	Walkability	Funding & Implementation	Priority Points	Phase
C13	Bancroft Middle	1	3	4	1	6	15	1
C15	136th Ave/ Bancroft Ave	1	5	4	1	4	15	1
B-1 C	Sidewalks and Curb Ramps in the Marina	1	5	2	0	6	14	1
B-12 A	Hesperian Boulevard	2	3	3	1	5	14	1
C1	Garfield Elementary	2	3	2	1	6	14	1
C3	Cherry Grove Park	2	3	3	1	5	14	1
C6	Bonaire Park	2	3	3	1	5	14	1
C18	Jefferson Elementary School	1	3	4	1	5	14	1
C28	Dutton Avenue/Chetland Road	1	3	3	1	5	13	2
B-1 B	Monarch Bay Drive and Neptune Drive Crossing	2	3	3	0	5	13	2
B-4 A	Replace Rolled Curbs along Manor Boulevard	1	4	4	0	4	13	2
B-8 B	Create More Crosswalks Along Bancroft Avenue between Dutton Avenue and Callan Avenue	2	3	4	0	4	13	2
B-9 A	Improve Streetscape along the Hesperian Boulevard	2	3	3	1	4	13	2
B-9 B	Implement Bay Fair BART TOD Plan	3	1	3	2	4	13	2
B-9 C	Redesign Hesperian Boulevard/Bayfair Drive, Hesperian/ Fairmont Drive, Hesperian/Thornally Drive intersections	2	3	3	0	5	13	2
B-7 A	Consolidate Driveways to Improve Safety & Accessibility	1	3	6	0	2	12	2
B-8 A	Redesign Dutton Avenue/Bancroft Avenue Intersection	1	3	2	2	4	12	2
B-8 D	Create more crosswalks along Dutton Avenue between MacArthur Boulevard and East 14th Street	2	5	2	0	3	12	2
C17	Grand Avenue/Joaquin Avenue	3	3	1	1	4	12	2
C19	150th Avenue/Hesperian/Bancroft/ East 14th Street	3	1	3	1	4	12	2
C22	Freeway Undercrossings for I-580/I-880/I-238	3	2	4	1	2	12	2
B-7 C	Improve the Intersection of Bancroft and Dowling	2	3	3	0	3	11	2



Recommended Pedestrian Project Prioritization								
PedID	Description/Location	Accessibility	Safety	Connectivity	Walkability	Funding & Implementation	Priority Points	Phase
C21	San Leandro Boulevard/Park Street/Best Avenue	3	1	2	1	4	11	2
B-2 C	Crossings at Williams Street and Westgate Parkway	1	3	3	0	3	10	2
B-5 D	Safety and Accessibility Improvements at RR Crossings	2	3	3	0	2	10	2
C2	Davis Street/I-880	3	3	2	0	2	10	2
C5	Marina Community Center	2	1	2	1	4	10	2
C20	Hesperian Boulevard/Lewelling Boulevard	2	1	2	1	4	10	2
B-1 A	Monarch Bay Drive Sidewalks & Crosswalks	2	1	1	0	5	9	2
B-1 E	Williams Street and Neptune Drive Crossing	2	1	2	0	4	9	2
B-1 F	West Avenue 130th Ped Facilities and Accessibility	1	2	2	0	4	9	2
B-2 B	Pedestrian Crossing at Timothy Drive and Davis Street	2	3	2	0	2	9	2
B-1 I	Pedestrian Facilities and Crossings at the Intersection of Fairway Drive and Doolittle Drive	1	3	1	0	3	8	3
B-4 E	Improve Pedestrian Crossings at Manor and Inverness	2	1	2	0	3	8	3
B-6 C	Incorporate Streetscape Improvements and Public Space into Future TOD Developments	1	1	2	1	3	8	3
B-10 B	Continue Upgrading the Sidewalks Between Lewis Avenue and Estudillo Avenue	1	3	1	0	3	8	3
B-11 A	Create Safe Pedestrian Connection from San Leandro to Chabot Park	3	1	1	0	3	8	3
B-11 B	Improve Wayfinding to Anthony Chabot Park	1	0	1	1	5	8	3
B-1 H	Monarch Bay Drive Mid-block Crossing near Mallard Picnic Area	1	1	1	0	4	7	3
B-5 A	Washington Avenue Tunnel Pedestrian Connection	3	1	1	0	2	7	3



	Recommended Pedestrian Project Prioritization							
PedID	Description/Location	Accessibility	Safety	Connectivity	Walkability	Funding & Implementation	Priority Points	Phase
B-6 A	Improve the Intersection of San Leandro Boulevard and Williams Street	2	1	2	0	2	7	3
B-6 B	Improve the Sidewalks and Curb Ramps in Residential Neighborhoods	1	1	2	0	3	7	3
C11	San Leandro Boulevard/Washington Avenue	3	1	0	1	2	7	3
C26	Davis Street/Doolittle Drive	2	3	1	0	1	7	3
B-3 A	Improve sidewalks in Kaiser Medical Center area	1	0	1	1	3	6	3
B-7 C	Reconfigure Median between Broadmoor Boulevard and Durant Avenue to Include Pedestrian Refuge	1	3	1	0	1	6	3
B-10 A	Implement Traffic Calming at the Freeway On-and-Off Ramps	2	1	1	0	2	6	3
C23	Merced Street/Wicks Boulevard	2	1	1	0	2	6	3
C24	Alvarado Street/Fremont Avenue	2	1	1	0	2	6	3
C25	I-238/Hesperian Boulevard	2	1	2	0	1	6	3
B-1 G	Pescador Point Drive Ped Facilities and Accessibility	1	0	1	0	3	5	3
B-2 A	Parking Lot Safety and Circulation Improvements	1	1	2	0	1	5	3
B-1 D	Neptune Drive Crosswalks	0	0	2	0	2	4	3
B-5 D	Improve I-880 Overpass Pedestrian Facilities	1	1	0	0	2	4	3



Bicycle & Pedestrian Project Coordination

While pedestrians and bicyclists have very different mobility needs, there are many improvements that can benefit both modes. For example, traffic calming measures that will slow traffic speeds or new traffic signals with video detection will improve both the bicycle and pedestrian environments. However, there are other instances where bicycle or pedestrian improvements can be counterproductive to the other. For example, when widening sidewalks or adding center medians or curb extensions for better pedestrian circulation, these can reduce the road space available to implement bike lanes or wide curb lanes. In these situations, design considerations should account for both modes and strive to enhance both networks as much as possible, given surrounding conditions.

Consequently, it is important to approach the design and implementation of bicycle and pedestrian projects with an eye on how these improvements can be coordinated to benefit both bicyclists and pedestrian as well as provide for a balanced transportation system for all modes.

As shown in Figure 27, there are many bicycle and pedestrian projects in this Plan that overlap geographically. These areas of overlap provide excellent opportunities to coordinate project design and implementation to ensure that the improvements complement each other. A coordinated bicycle and pedestrian project will also be more attractive to potential funding sources. Key overlapping projects include:

- Removal of free-right turn lanes (citywide)
- Traffic calming projects to slow traffic speeds (citywide)
- Neptune Drive/Monarch Bay Drive/The Marina area
- Access to Westgate Center
- Manor Boulevard
- Washington Avenue, particularly for an at-grade railroad crossing over the existing tunnel



Bicycle and pedestrian facilities along San Leandro Boulevard.

- Connection on Estudillo Avenue to Anthony Chabot Park
- East 14th Street
- Bancroft Avenue
- Hesperian Boulevard

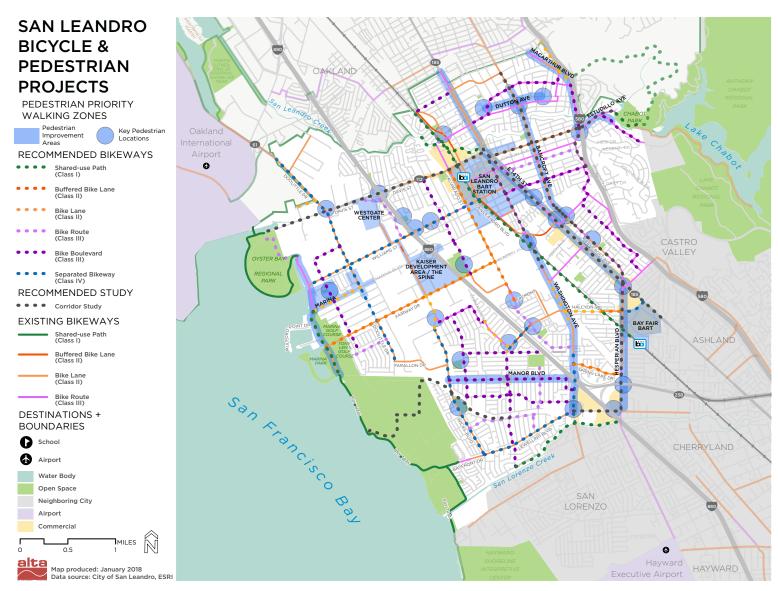
High Priority Projects

High Priority projects are those that should receive the greatest attention for implementation over the next five years. These projects were selected with the following considerations:

- Projects that rank highest (Phase I) in the bicycle and/or pedestrian prioritization
- Projects that can benefit both bicyclists and pedestrians
- Projects that have the potential for being implemented in the short-term



Figure 27: Recommended Bicycle and Pedestrian Projects





(i.e. ready for implementation, funding sources have been identified or secured, or are part of other projects/development that can partially or fully fund these improvements).

The high priority projects are listed in Table 21. It should be noted that this list is based upon project and funding criteria available at this time and may be adjusted if the City's priorities or revenues change in future years. In addition, this list does not preclude lower priority projects from being implemented if the opportunity arises.

High priority projects are categorized by two funding sources: 1) Committed Measure B and Measure BB Pass-Through Funds and 3) Competitive Grants including the Active Transportation Program (ATP). A detailed description of potential competitive funding sources available to the City can be found in Appendix D.



East Bay Greenway is one of the highest rated projects in this plan.



Table 21 - High Priority Bicycle & Pedestrian Projects - 5 Year Expenditure Plan

		Measure B & Measure BB Pass-Through Funding	
Project Type	Bikeway Class/Ped ID	Description/Location	Conceptual Cost Estimates
	Class III Boulevard	Farnsworth Street (Vining Drive - Purdue Street)	\$91,411
Bicycle	Class II Buffered	Fairway Drive (Monarch Bay Drive - Alvarado Street)	\$356,748
	Class IV	Lewelling Boulevard (Wicks Boulevard - Washington Avenue)	\$626,702
	Class II	Bancroft Avenue (142nd Avenue - 138th Avenue; 136th Avenue - 200 ft S. of Blossom Way; East 14th Street - 136th Avenue)	\$62,676
	B-7 B	Improve Crosswalks at Unsignalized Intersections on East 14th Street	\$250,000
	C14	East 14th Street/ San Leandro Boulevard	\$200,000
	C16	Washington Avenue/ Lewelling Boulevard & Lewelling Boulevard/ Tropic Court	\$500,000
Pedestrian	C4	Woodrow Wilson Elementary School/ John Muir Middle School	\$120,000
	C12	McKinley Elementary School	\$50,000
	C9	Corvallis Elementary School	\$50,000
	B-4 B	More Crosswalks on Manor Boulevard	\$25,000
		Competitive Funding	
Project Type	Bikeway Class/Ped ID	Description/Location	Conceptual Cost Estimates
	Class IV	Williams Street	\$1,200,000
	Class I	East Bay Greenway (Thornally Drive-W Broadmoor Boulevard)	\$3,715,460
D: 1	Class II Buffered	Alvarado Street (Fremont Avenue - Davis Street)	\$122,237
Bicycle	Class III Boulevard	Aurora Drive (Polvorosa Avenue - Bermuda Avenue)	\$104,637
	Class III Boulevard	Fargo Avenue (Farnsworth Street -Washington Avenue)	\$51,923
	Class III Boulevard	Manor Boulevard (Wicks Boulevard - Washington Avenue)	\$107,355



Competitive Funding					
Project Type	Bikeway Class/Ped ID	Description/Location	Conceptual Cost Estimates		
Bicycle	Class III Boulevard	Oakes Boulevard (East 14th Street - MacArthur Boulevard)	\$95,274		
Вісусіе	Class IV	Washington Avenue (Lloyd Avenue - San Lorenzo Creek)	\$430,838		
	B-7 D	Implement the Streetscape Improvements Recommended in the East 14th Street South Area Development Strategy	\$4,000,000		
	B-5 A	Washington Avenue Streetscape Improvements	\$1,000,000		
	B-5 B	Washington Avenue/Halcyon Drive & Lewelling Boulevard crosswalks	\$160,000		
	B-4 C	Improve Pedestrian Facilities and Accessibility on Manor Boulevard	\$30,000		
	B-4 D	Improve Pedestrian Crossings at Farnsworth Street and Manor Boulevard	\$20,000		
	C10	Floresta Boulevard/Monterey Boulevard/Monroe Elementary School	\$40,000		
	C13	Bancroft Middle School	\$200,000		
Pedestrian	C15	136th Avenue/ Bancroft Avenue	\$100,000		
Pedestrian	C29	Bancroft Avenue/Oakes Boulevard	\$80,000		
	C7	Pacific Community Recreation Complex	\$100,000		
	C8	Washington Elementary School	\$40,000		
	B-12 A	Hesperian Boulevard	\$1,000,000		
	B-1 C	Sidewalks and Curb Ramps in the Marina	\$100,000		
	C1	Garfield Elementary School	\$70,000		
	C18	Jefferson Elementary School	\$50,000		
	C3	Cherry Grove Park	\$100,000		
	C6	Bonaire Park	\$60,000		



Past Expenditures

Understanding the City's investment in the existing bikeway and pedestrian system and what is required to complete and maintain the system is important in developing a funding strategy. Since the adoption of the 2010 Plan, San Leandro has invested more than \$6 million on pedestrian and bicycle projects throughout the City.

Bikeway Network

With an approximate length of 43.4 miles, the existing bikeway network represents a substantial investment. Completed projects since the previous plan include:

- Bicycle Network East Project
- City Bicycle Rack Program
- Education Programs

PEDESTRIAN IMPROVEMENTS

There have been substantial improvements for pedestrians in the years since the 2010 Plan was completed. These projects include:

- Accessible Pedestrian Signals
- Accessible Ramps
- Sidewalk Programs
- San Leandro Boulevard BART Interface
- Bancroft Avenue/136th Avenue Signal and Scramble Crossing
- Education Programs



A segment of bike lane near the Kaiser Medical Center area.



Bikeway Facility Costs

Estimated costs for the construction and maintenance of the recommended bicycle network projects are discussed below.

Construction Costs

Table 22 provides a unit cost summary for the construction of bikeway facilities in the Bay Area based upon recent bikeway construction and adjusted for conditions in San Leandro. These are conceptual cost estimates only and do not include costs for contingencies, design, administrative costs, or right-of-way acquisition. More detailed estimates should be developed following the preliminary engineering stage as individual projects advance towards implementation.

Bikeway construction estimates are based on a per-mile rate that includes related construction costs and materials. This includes costs for bike lanes on both sides of the roadway. In lieu of providing numeric estimates for pedestrian recommendations, categorical estimates are provided instead: low cost, moderate cost, and high cost. Given the highly variable and site-specific nature of pedestrian improvements, providing a rough dollar estimate can be misleading as it cannot account for site specific conditions that alter design, materials, and pricing.



Construction along East 14th Street for East Bay BRT.

Table 22 - Conceptual Unit Cost Estimates for Bikeway Construction

Bikeway Conceptual Cost Estimates			
Facility Type	Estimated Cost per Mile		
Class I Shared-Use Path	\$1,125,000		
Class II Bike Lane	\$80,000		
Class II Buffered Bike Lane	\$180,000		
Class III Bike Route	\$20,000		
Class III Bicycle Boulevard	\$75,000		
Class IV Separated Bikeway	\$600,000		

Summary of network cost by bikeway classification is presented in Table 23. These costs are based upon the assumptions outlined above.

Table 23 - Conceptual Unit Cost Estimates for San Leandro Recommended Bikeway Network

Bikeway Conceptual Cost Estimates				
Facility Type	Proposed Segments (mi)	Costs		
Class I Shared-Use Path	6.15	\$6,918,750		
Class II Bike Lane	3.65	\$292,000		
Class II Buffered Bike Lane	4.30	\$774,000		
Class III Bike Route	4.64	\$92,800		
Class III Bicycle Boulevard	14.31	\$1,073,250		
Class IV Separated Bikeway	8.10	\$4,860,000		



Construction of the on-street Class II, Class III, and Class IV facilities would require approximately \$4,688,500, which equates to an investment of approximately \$234,425 per year over 20 years. Although a portion of the proposed system would be constructed as new development or re-development occurs, a substantial amount of the total cost will rely on public funding. The funding strategy is discussed in the next section.

It is anticipated that construction of Class I facilities would be primarily funded by outside grant sources and partnerships with other agencies, with land acquisition costs contributing towards local match requirements. Construction of the proposed Class I shared-use paths would require an estimated investment of approximately \$4,950,000 (although actual costs will vary depending on the level of amenities, such as landscaping and lighting) and, of course, costs for land acquisition. Funding for East Bay Greenway has currently not been determined and will likely be a multi-agency effort with the Alameda County Transportation Commission as lead.

Maintenance Costs

Multi-use path maintenance includes cleaning, resurfacing, and restriping the asphalt path, repairing bridges and other structures, cleaning the drainage system, removing trash, and maintaining landscaping. While this maintenance effort may not be incrementally major, it does have the potential to develop heavy expenses if it is not done periodically.

For purposes of estimating maintenance expenses for paved pathways, \$8,500 per mile per year is assumed based on information received for other similar facilities in California. This cost covers all expenses including labor, supplies, and amortized equipment costs. Tasks include trash removal, sweeping (with a mechanized sweeper), sign replacement/repair, pavement marking replacement, pavement sealing/resurfacing, and structural and drainage inspection. Underbrush and weeds should be removed to maintain a clear pathway.

Sections with narrow widths or other clearance restrictions should be clearly marked. Pathways should be designed to accommodate City maintenance vehicles and emergency vehicles.

Maintenance for Class II bike lanes and Class III bike routes can generally be provided as part of the regular roadway maintenance. Additional costs should be minimal because, in most locations, the roadway surface area to be maintained will be the same with or without bike lanes or routes. For estimating purposes, maintenance costs for Class II, Class III, and Class IV facilities would include:

- Class II at \$2,000/mile annually for sweeping, sign and stripe/pavement marking maintenance, and minor surface repairs. Buffered bike lanes may have additional maintenance costs due to the additional striping that needs to be maintained.
- Class III at \$1,000/mile annually for sweeping, signage maintenance, and minor surface repairs. Bicycle Boulevards may have additional costs, dependent on a street's specific treatments.
- Class IV facilities are priced similar to Class II facilities, but may require additional capital to maintain and clean. The City may need to purchase specialty (micro) street sweepers or investigate other cleaning/ maintenance methods to accommodate the spatial limits of the bikeway.



Funding Strategy

While high priority/near-term projects were identified earlier in this section, this does not mean that the remaining projects must wait until these high priority projects are implemented. Rather, due to the variety of ways projects can be funded and constructed, all the projects in this Plan should be considered important. If one of the opportunities discussed below arises that could implement any of these bikeways or pedestrian projects within the scope of another project, the project should be included. With this understanding, the following options should be considered by the City for fulfilling the funding commitment necessary to complete the proposed bikeway network and pedestrian improvements:

- Use the 'funding experts' available at the State, county and regional agencies to keep apprised of upcoming funding opportunities.
- Prepare joint applications with other local and regional agencies for competitive funding programs at the State and federal levels. Joint applications often increase the competitiveness of projects for funding; however, coordination amongst the participating jurisdictions is often challenging. The City should consider acting as the lead agency, with a strong emphasis on coordination between participating jurisdictions to ensure that important projects are implemented as quickly as possible.
- Use existing funding sources as matching funds for State and federal funding.
- Include bikeway and pedestrian projects in local traffic impact fee programs and assessment districts.
- Continue to include proposed bikeways and pedestrian improvements as part of roadways projects involving repaving, widening, overlays, or other improvements. For example, when an arterial or collector is scheduled for repaving, re-evaluate roadway and lane configurations to fit bike lanes wherever possible. If necessary, consider restriping for narrower inside

travel lanes or reducing the number of travel lanes. If bike lanes are still not possible, provide other traffic calming measures.

There are a variety of potential funding sources including local, State and federal. The City should also take advantage of private contributions in developing the proposed system. This could include a variety of resources such as volunteer labor during construction or monetary donations towards specific improvements. The funding sources considered appropriate for San Leandro are discussed in detail in Appendix D.



Implementation Strategy

This section outlines various implementation actions recommended in support of the bicycle network and pedestrian improvements and to measure success of the bicycle and pedestrian program.

Staffing and Support

Bicycle/Pedestrian Program Coordinator: Continue to designate existing staff (Transportation Engineer or Planner) to this role to be responsible for plan review, coordination with city and outside agency staff, and overall implementation of the Bicycle and Pedestrian Master Plan.

Bicycle and Pedestrian Advisory Committee (BPAC): Continue to utilize the BPAC as an on-going advocacy, review, and implementation team and as support for City staff in implementation of the Bicycle and Pedestrian Master Plan. The BPAC should meet regularly and should be kept informed by City Staff of all relevant projects/policies.

Plan Review

All traffic impact studies, street improvement projects, land use changes and development projects should be routed through appropriate City staff (and the BPAC, if appropriate) to ensure that bikeway projects and pedestrian improvements are implemented, developer impact fees are identified (if applicable), and design guidelines presented in this Plan and the city's complete street policies are met. The review should also include an assessment of impacts to existing bicycle and pedestrian safety, access, and mobility; and, strategies to mitigate any impacts.

Monitoring

A monitoring plan for implementation of the Bicycle and Pedestrian Master Plan should be put into place as the responsibility of the Bicycle/Pedestrian Program Coordinator. The monitoring plan may include the following activities:

■ Collision Monitoring: Bicycle and pedestrian related collision data from



BPAC members and local advocates share their comments with consultant staff during the first Community Open House.

the Police Department should be evaluated every three to six months and tabulated to show patterns by location and collision type.

- Funding Monitoring: The Coordinator should work closely with various funding agencies such as Metropolitan Transportation Commission, Bay Area Air Quality Management District, Alameda County Transportation Commission, California Transportation Commission, and Caltrans to keep abreast of funding opportunities and to follow up on applications to ensure maximum success.
- Operations Monitoring: In cooperation with the Police Department, the Coordinator should be responsible for directing needed enforcement along bike paths (issues of security, privacy, vandalism, and crime) as well as enforcement of traffic laws affecting bicyclists and pedestrians on city streets.



Maintenance

A regular maintenance program should maintain bicycle and pedestrian facilities in good, usable condition. This program should include:

- Annual review of bicycle facilities to assess the condition and needed repair or replacement of signage, striping, or pavement markings.
- Regular sweeping of on-street and off-street facilities no less than four times a year. Obstructions and potholes should be repaired as soon as possible after being reported.
- A pedestrian and bicycle facility improvement and maintenance log in the Public Works Department where all observed and recorded hazardous conditions are listed and scheduled for repair or replacement. This list would include all grates and railroad crossings that do not meet specific criteria.
- The program coordinator should be responsible for the annual maintenance and operations budget, collaborating with the Public Works Department. The Coordinator should keep track of long term path maintenance, schedule repairs, and respond to calls from the public or staff regarding maintenance needs.

Coordination with Other Agencies

The lines of communication regarding issues affecting bicyclists and pedestrians should be established with other City Departments (Police, Public Works, and Recreation and Human Services), county and regional agencies responsible for funding and implementation of the county/regional bikeway networks, and adjacent communities to ensure that all opportunities for implementation of the Bicycle and Pedestrian Master Plan are utilized.

Outreach

The general public and interested parties should be kept apprised of successes and opportunities for bicycling and walking in San Leandro. Some strategies include:

- Bicycle and pedestrian promotional and educational events, such as Bike to Work Day and Walk a Child to School Day.
- Updates to the City's website on new or renovated facilities.
- Create and maintain a mailing list of organizations and individuals that will support events and efforts by the City to encourage bicycling and walking.
- Implement a volunteer maintenance program where the City organizes regular work parties and provides technical and logistical support. Bikeways may be "adopted" by corporations or clubs and maintained by them in exchange for public acknowledgment.
- Continue and promote the bicycle rack program where the City supplies and installs bicycle racks on public right-of-way (ROW) at the request of adjacent business owners and residents.
- Create a bikeway identity by adopting a unique logo for bikeway signage, brochures, maps, and other materials. The logo would help define the bikeway routes as a cohesive system rather than a series of disconnected routes. The design may be accomplished through a contest involving local schools and bicycle clubs, with a prize awarded to the winner. Wayfinding, informational, and warning signs should conform to the California Manual on Uniform Traffic Control Devices (MUTCD) unless superseded by City guidelines.
- Use the map of the San Leandro Bikeway Network to promote bicycling and educate bicyclists and motorists on the rules of the road and other safety information. The cost of printing and updating this map could be subsidized by advertising revenues from local bike shops and other



retailers. Distribution of the map may include local bike shops, libraries, schools, and major employers as well as an online resource for use by business in their promotional outreach programs.

- Produce brochures for residents, schools and employers addressing opportunities for safe routes to school programs, employer incentive programs for walking and bicycling to work, and tips for bicycling/walking with your children.
- Serve as an example for walking and bicycling by developing City programs for employee incentives, secure and convenient bicycle parking (such as electronic lockers or a bike cage for employees), walking and bicycling events, and adopting walking and bicycling goals for employees and elected officials.



Listening to the public was a critical component of developing the recommendations for this plan.