

THE BIGGER PICTURE

A STRATEGY FOR SUCCESS
IN IMPERIAL BEACH



THE BIGGER PICTURE

AN UPDATED STRATEGY FOR IMPERIAL BEACH

On October 4, 2000, the Imperial Beach City Council approved a strategic plan for the community known as the “Big Picture.” The document provides an excellent overview of several geographic regions in the City with descriptions of existing conditions and ideas or a vision for a desired future condition. In addition to the narrative of existing and potential future conditions, the document includes suggestions to improve the quality of life in the community and some “Big Ideas” intended to be more community-wide transformational improvements.

As with any successful public document, the contents of the Big Picture were generated through significant public outreach and participation including wide distribution of questionnaires, several community meetings, and document review and refinement in official meetings of the City Council. The outcome of this monumental effort was a visioning blueprint, general framework, and validation for City Council decision-making that was consistent with the Big Picture and the identified goals and objectives.

In many ways, the substance of the Big Picture is still applicable and relevant today. While many of the anticipated improvements have been completed, some of the anticipated projects are still being explored. Therefore, this document, “The Bigger Picture,” is in many ways an update or continuation of the Big Picture with a slightly different focus.

Intent

Using the Big Picture as a guiding document, the purpose and intent of the Bigger Picture is to elevate the visioning plan into a more strategic approach with attainable and measurable objectives. According to Brian de Haaff, the Chief Executive Officer of Aha! a leading “roadmap” software product, “vision is the initial thought about what kind of place it will be and why it will matter. Strategy is the blueprint for the foundation and framing.” In other words, a vision is the view of the future, and the strategy is how it happens. A vision can be a longer-term document, like the Big Picture completed in 2000, whereas a strategy needs to be reviewed, monitored and updated more often.



As an analogy, the initial vision of a new park would include thoughts about what type of facility the park will be and why it is important to have the park in the City. Strategy is used to secure the land, obtain funding and measure the results of the project against the anticipated outcomes.

The vision for Imperial Beach is positive experiences, attractive locations and facilities, safe neighborhoods and a laid-back comfortable atmosphere. These characteristics are reflected in the Big Picture and therefore the findings and information contained in that document are an excellent base from which to build a strategic plan. The purpose and intent of this document, the Bigger Picture, will be to add specific definitions and measurable outcomes to the vision, and create a framework or strategy to accomplish the task. These outcomes may range from problem identification to budgeting for capital projects to accomplish a goal or objective.

Often, the vision does not include a physical feature, but rather a community service or program. Imperial Beach has many natural and existing amenities and by implementing an attainable strategy to improve and enhance the City’s facilities and programs, the residents and visitors will enjoy the best community services in the region.

Relevance & Implementation

The Bigger Picture is intended to be a relevant, current strategic plan that will be reviewed during the preparation of the municipal budget, Capital Improvements Program, and other planning and implementation tools of the City. When municipal budgets are developed, the Bigger Picture will be reviewed and projects identified in the 1-6 Year Strategy will be included in the financial planning of the City. Additionally, the document will be updated, progress measured, and 1-6 Year projects added or modified, where appropriate during the budget preparation cycle.

Stated Purpose

The purpose of the Bigger Picture is to consolidate and organize the financial and human resources of the City into an action document consistent with direction provided by the City Council. Because the City of Imperial Beach adopted a two-year municipal budget, 6 years was chosen to allow three budget cycles to complete the identified tasks allowing the costs to be spread across more than a single budget cycle.

“VISION
is the view of the future...
STRATEGY
is how it happens.”

CHAPTER

COMMUNITYWIDE STRATEGIC EFFORTS

CLEAN & SAFE NEIGHBORHOODS AND PUBLIC SPACES



The atmosphere in Imperial Beach public spaces must be not only inviting and fun, but *residents and visitors must feel safe, and comfortable that the area is properly maintained and clean*. In 2020, the residents of Imperial Beach passed Measure I, with more than 70% voting in favor, that raised the sales tax in the City by 1% with proceeds from the measure being used to create clean and safe neighborhoods. Recent community surveys completed in 2022 indicate that the highest priority of residents remains clean and safe neighborhoods. At the time this document was presented to the City Council for consideration, a review of the resident survey conducted in 2022 is underway and the City Council may consider asking the residents to increase the City's Transient Occupancy Tax (TOT). Therefore, TOT has been identified as a potential funding source to complete some of the projects included herein.

The will of the residents is clear, and the highest priority of the Bigger Picture will be to develop strategies to improve the cleanliness and safety in the community. In many ways, each of the projects in this document are components of Measure I and the overarching goal of

having clean and safe neighborhoods. Clean and safe neighborhoods require participation from every citizen, business owner, elected official and employee in the City. For instance, a robust recreation program can result in a safer community by providing enrichment opportunities to residents. However, several of the departments in the City are specifically tasked with cleanliness and safety.

Public Works Department

Well maintained roads, sidewalks, parks, beachfront, and all public spaces is the established mission of the Public Works Department. A well-maintained City and a rapid response to trash and graffiti removal, and attractive parks, roadway medians, alleys, city trees, and bikeways helps create pride in the community and is necessary for clean and safe neighborhoods.

The Public Works Department is highly effective, even with limited resources in the provision of regular and ongoing maintenance throughout the City. In addition to routine scheduled maintenance, it is a priority for

Public Works staff to quickly respond to unanticipated maintenance needs including:

- Elimination of graffiti within 48 hours of being notified
- Maintenance of streets and storm drains before, during, and after storm events
- Removal of illegally dumped items

San Diego County Sheriff's Department

Even with the best of efforts and an effective safety program, instances will arise that will require a higher level of enforcement. In these instances, police services will be provided by the San Diego County Sheriff's Department who contracts with the City for traditional public safety services. The contract with the County represents, by far, the largest single budget expenditure in the City. In the past several years, the percentage increase in the contract has outpaced the percentage increase in City revenue. A new contract is in the approval process with much lower percentage increases in the next five years (FY 23-27).

Imperial Beach Fire Department

In all public spaces, there will be instances of fire, injury or accidents that will require the services of the Imperial Beach Fire Department and their companion ambulatory service, currently provided by the City of Chula Vista. The Fire Department plays an important role in community education including teaching cardio-pulmonary resuscitation (CPR) and other life saving techniques. Another primary role of the Fire Department is emergency preparedness and developing incident action plans such as winter storms. Their ongoing leadership and guidance was evident during the COVID-19 Pandemic. Finally, the Fire Department helps create clean neighborhoods by identifying areas of overgrown planting materials and weeds that can present a fire or safety hazard.

Imperial Beach Lifeguard Service

Water related emergency situations and other safety concerns on the tidelands and adjacent areas are the responsibility of the Imperial Beach Lifeguard Service. While the Lifeguards respond to medical emergencies and enforce state and local regulations on the tidelands, their most important function is education and keeping people safe in an unpredictable environment. One of the most successful educational programs in the City is the Junior Lifeguard program where local youth can learn the skills needed to become an ocean lifeguard.

Humane Society

The San Diego Humane Society provides animal control services for the City of Imperial Beach. Like the other public safety providers, education is a primary focus of the Humane Society. Nonetheless, there are occasions when residents or visitors bring pets to public spaces that can result in unsafe or unclean situations in the community. Dangerous or intimidating animals, failure to pick up waste, or other conditions related to animals and their owners, can quickly change a pleasant experience in a public space into a frightening encounter that can escalate quickly.

Code Compliance

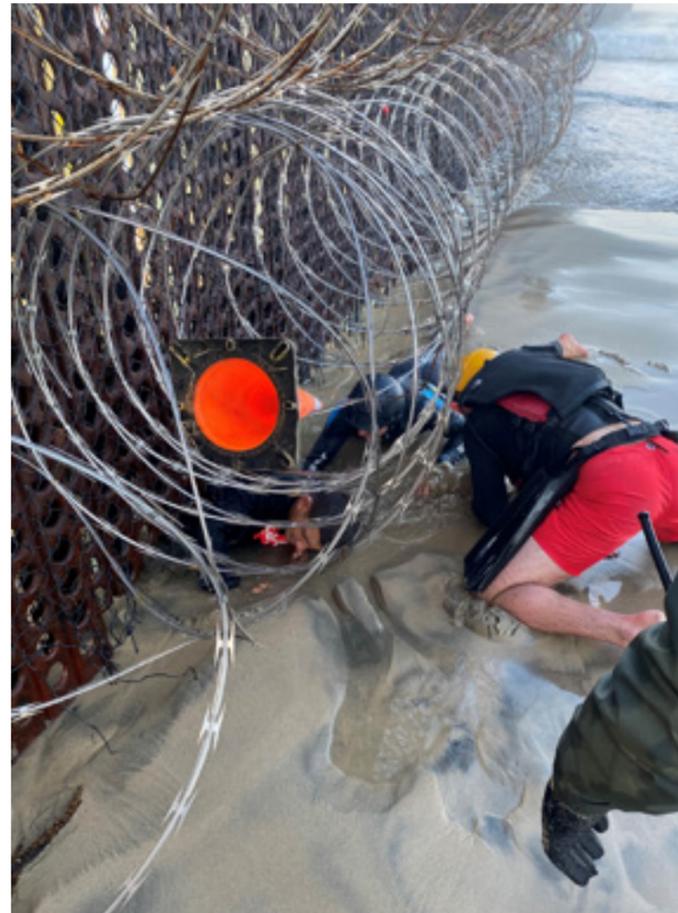
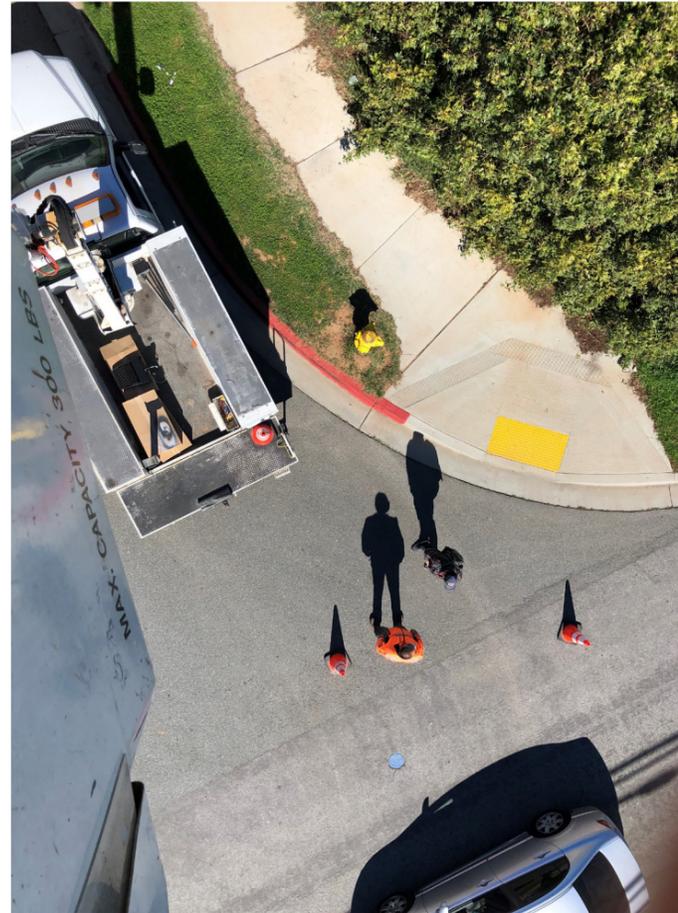
The Imperial Beach Municipal Code provides the standards for a clean and safe environment in the City for residents and businesses. Code Compliance Officers in Imperial Beach are tasked with ensuring the provisions of the Municipal Code are followed by property owners. The City is currently moving to an automated process where residents will be able to submit service requests and other concerns such as graffiti, potholes, and vandalism through the use of a cell phone application.

Community Park Rangers and Park Ambassadors

In direct response to Measure I, the City of Imperial Beach has implemented a Park Ranger program to improve the cleanliness and safety in the community. The new program is anticipated to expand and be responsive to the needs of the community.

Crime Prevention Through Environmental Design Assessment

A nationally recognized guide for creating Clean and Safe Public Spaces is Crime Prevention Through Environmental Design or CPTED. Each of the parks, public facilities, and prominent gathering areas in Imperial Beach will be analyzed using this tool and plans enacted to bring each of the facilities into harmony with the CPTED principles over time.



1-6 YEAR STRATEGY

- Provide budget support, maintain adequate staffing levels, & provide clear direction to the departments and divisions charged with enhancing & maintaining clean & safe neighborhoods.
- Update local regulations and ordinances to provide employees assigned with maintaining clean and safe neighborhoods with the tools necessary to complete their tasks efficiently and effectively.
- Implement a user-friendly system of reporting code violations and other concerns including the ability to report the violation or concern instantly using cell phone technology.
- Conduct assessments at public areas and facilities and prepare a CPTED Improvement Plan that is specific to each area to enhance safety and crime prevention.
- Provide budget to implement components of the CPTED Improvement Plan that considers overall public space security, adequate safety lighting, and strategically placed remote surveillance.

FUNDING OPTIONS

- Funding for Clean & Safe Neighborhoods will potentially be provided through grant sources, but if grant sources do not materialize, funding will be required from the General Fund of Imperial Beach in direct connection with the passage of Measure I & the potential future funding from an increase in the TOT.

LONG-TERM GOALS AND OBJECTIVES

- Each of the public spaces in Imperial Beach will be improved in accordance with the provisions of the Crime Prevention through Education and Design (CPTED) and improvement plans will be developed to improve each space for safety and crime prevention.

UPDATE OF LOCAL COASTAL PROGRAM AND GENERAL PLAN

Future land use decisions in Imperial Beach are guided by the adopted General Plan and Local Coastal Program (LCP/GP). In many coastal communities, these are separate documents with the LCP addressing the portions of the community near the coast and the General Plan guiding the land use decisions in the remainder of the community. In Imperial Beach, a majority of the City is located within the Coastal Zone as defined in the Coastal Act of California adopted by the State Legislature in 1976. Therefore, to encourage compatible uses and avoid confusion, the City of Imperial Beach has decided to keep the two documents consistent to the extent possible.

For several years, the City has been actively working on a comprehensive update to the Local Coastal Program and General Plan. The progress has slowed due to requests from the California Coastal Commission (CCC) to include land use regulations in the program that are not consistent with the preferred outcomes of the residents. The City is exploring strategies to advance the plans incrementally on the items upon which consensus has been reached.

1-6 YEAR STRATEGY

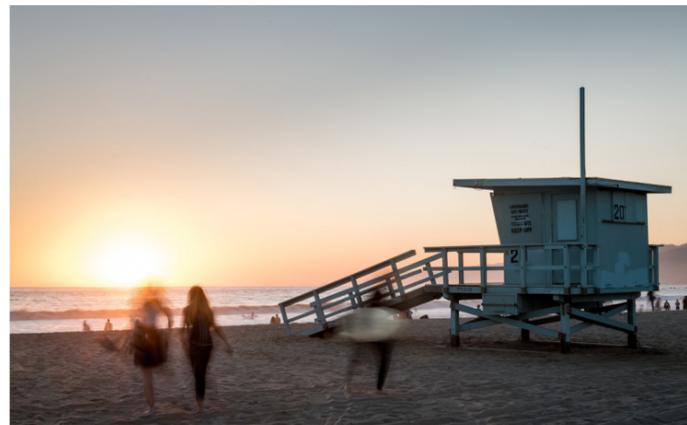
- The comprehensive update to the LCP/GP will be either completed and adopted by the City Council and the CCC or the effort will be suspended and the existing document, except as officially amended, will continue to serve as the guidelines for future land use decisions in Imperial Beach.

FUNDING OPTIONS

- The California Coastal Commission has provided significant funding for much of the work completed to date. There are also other funding sources available that will be explored by staff. However, it is likely that at least some of the funding to conclude the work on the LCP/GP will be allocated from the City's General Fund.

LONG-TERM GOALS AND OBJECTIVES

- Updating the land use ordinances and regulations for the City is an active and ongoing process. Each year, new legislation is passed that requires modification of these documents. Additionally, there are requirements of State law that require periodic updates to the City's General Plan.



EVENTS, ACTIVITIES AND CULTURAL EXCHANGE

Community events are an important part of the Imperial Beach lifestyle. Some of the events have been conducted for many years, while others are first time activities or happen on occasion. Continuing traditions while reviewing and improving the reoccurring events can foster community pride and improve the business climate in the City. At the same time, it is critical to have effective processes in place to be able to respond to occasional or first-time activities that can enhance the enjoyment, cultural awareness and educational experiences for residents and visitors.

Community activities should be inclusive of all residents and visitors. Although the City of Imperial Beach does not have the financial capacity to provide staff support or financial assistance to every potential activity, the prudent use of available resources can ensure that everyone can find or discover some endeavor that will improve their quality of life and enjoyment of living in such a great community. Seeking a wide variety of activities is key.



1-6 YEAR STRATEGY

- Work closely with the sponsors of annual or regular occurring events, identify ways to improve the experience for all attendees, residents in the vicinity, the business community, and other stakeholders to ensure events and activities provide a positive benefit to the entire community.
- Create new events that showcase the City including walking and bicycling campaigns that include scenic routes that celebrate the unique qualities of the City and emphasize the services available in the business community.
- Create new events that appeal to all ethnic, age, gender and sexual preference groups in the community. An example may be the implementation of a Dia de Los Muertos event.
- Operate a first-class recreation program with a mixture of traditional sports and lifestyle enhancement programs that helps build essential skills, knowledge, and aptitudes of participants.
- Activate underutilized event space such as the Senior Center, Sports Park Recreation Center, 170 Palm Community Center, and outdoor park areas to support a wide range of community activities.
- Update the recreation and event facilities that accommodate events, activities, and potentially private gatherings. These facilities can be complementary, not in competition with other privately owned locations such as hotels, as an alternative for family parties and life celebrations.

FUNDING OPTIONS

- The costs associated with special events and the City's recreation program are allocated annually from the General Fund. There are offsetting fees for many of the events and the recreation programs, and potential for outside funding. The improvements to the recreation facilities will be funded primarily through the American Rescue Plan Act funding provided to the City from the Federal government.

LONG-TERM GOALS AND OBJECTIVES

- The City’s newly created recreation programs will continue to expand to satisfy the needs of the community. This will result in the need for investment in additional facilities & staff to administer the programs. Likewise, the number, size & quality of special events will continue to grow. As a beach community & attendance at special events, Imperial Beach must carefully monitor the number of events to maintain the high quality of life enjoyed by the residents.



OUTREACH AND COMMUNICATIONS

1-6 YEAR STRATEGY

- Implement a new official website that is more user-friendly and bi-lingual that can expand the ability of residents to communicate with the City and complete business transactions efficiently. The online forms should be very intuitive and easy to navigate.
- Expand the social media footprint of the City to be accessible to all users with special attention given to a variety of languages and platforms preferred by a range of ages and cultural groups and evolving trends for new communication methods.
- Maintain a constant presence in traditional video and print media (television and newspapers).
- Intentional and increased outreach providing multilingual and multicultural information.
- Install more dynamic, visible, and interesting electronic message boards and improve wayfinding signage throughout the community.
- Seek innovative or unconventional methods to reach segments of the community who don’t respond to traditional outreach methods.

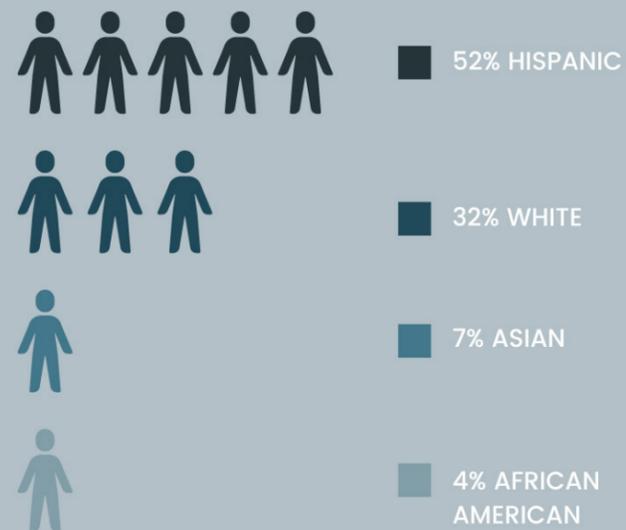
FUNDING OPTIONS

- A majority of the funding for community outreach and communication will be allocated from the City of Imperial Beach General Fund. Current budget allocations are already in place for the purchase and implementation of a new webpage. The installation of the electronic message boards is identified for funding through the American Rescue Plan Act to allow the City to communicate timely and critical information to the residents.

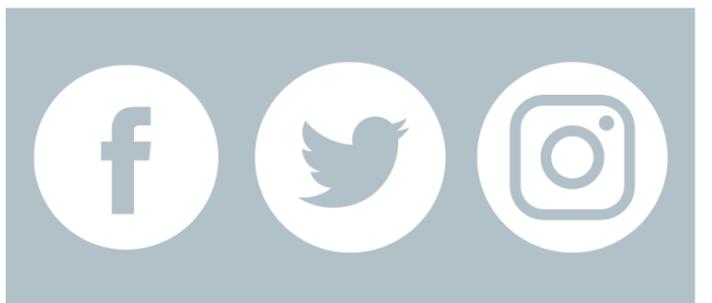
The ability to communicate with residents is critical and potentially the most important Community Service the City can offer. In addition to required public notices in newspapers and physical postings, the City is active on most social media platforms. The City also provides information using electronic and static message boards and banners, by organizing community open houses, and various other means of communication. Despite these efforts, it is very clear that more must be accomplished to avoid any segments of the population feeling disenfranchised. According to the 2020 United State Census, approximately 52% of the Imperial Beach population is Hispanic, 32% White, 7% Asian and 4% African American.

Effective outreach and communication in the most transparent and accessible manner possible must account for these factors and is a stated goal of the City Council. Often, government information is complex and difficult to understand. Every effort will be made to provide information to residents that is easy to understand, accessible for people with disabilities, and in a manner best suited for the intended audience.

IMPERIAL BEACH POPULATION



SOURCE: 2020 US CENSUS



PHYSICAL ACCESSIBILITY

A majority of the public infrastructure in Imperial Beach was constructed prior to the advent of the Americans with Disabilities Act (ADA) and therefore is less accessible than desired. Although all new building and facilities will be more accessible, there needs to be a concentrated effort on improving all buildings and facilities to be more accessible to all residents and visitors. This may take some time, but it is a very worthy effort. In addition to the more traditional ADA standards, Imperial Beach will explore strategies to improve access and mobility for all.

1-6 YEAR STRATEGY

- Create recreational programs dedicated to residents with special needs.
- Improve parking and access to major destinations and amenities.
- Improve safe walking spaces separated to the extent possible from vehicular conflict.
- Install additional bicycle lanes separated to the extent possible from vehicular conflict.
- Provide additional ADA access mats on the beach.
- Install better and more visible wayfinding signs with an emphasis on accessibility.
- Install inclusive playgrounds in our city parks to ensure children and adults of all abilities have play options throughout the community.

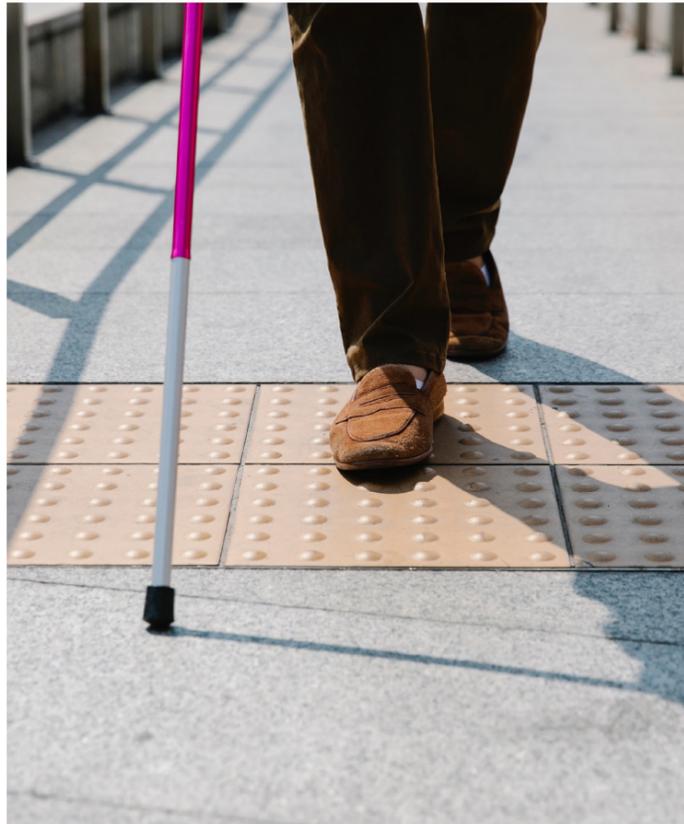
FUNDING OPTIONS

- Staff will explore a variety of options for addressing physical accessibility including grants and community contributions. However, if funding is not available for these items, an allocation from the General Fund, including Measure I and a potential increase in TOT, will be necessary.

LONG-TERM GOALS AND OBJECTIVES

- The introduction of a local shuttle service that can provide safe and reliable transportation for residents who lack the physical ability or resources to move throughout the community can improve the accessibility for those

in need. The transportation service should also provide vital connections to local transit centers. The route(s) for the service can be studied to not only provide access to those in need, but also benefit the larger community by reducing parking demand and reducing traffic.



SOCIAL ACCESSIBILITY AND EQUITY

Social Accessibility is the practice of making information, activities, and/or environments sensible, meaningful, and usable for as many people as possible. As government processes and programs become increasingly complex, virtual, online and impersonal, it is essential that the City of Imperial Beach identify opportunities for all residents regardless of age, income level, ethnicity, spoken or written language, special interests and needs, or any other category to have accessibility to both opportunities to engage in their community and to the municipal services provided by the City. Additionally, to meet all resident needs, outreach meetings should be conducted in a variety of locations throughout the community.

Social Equity includes impartiality, fairness, and justice for all people. Unlike equality which starts with the premise that all people are starting at the same place, equity embraces the differences between all. The combination of quantitative data from the U.S. Census Bureau which shows that 51.5% of the Imperial Beach population are Hispanic or Latino, 67.7% of the population are renters, and 10.1% are persons 65 years and over combined with the qualitative data that comes from historical observations/anecdotes related to public participation in the public process, outreach, and the existing built environment show that there is a need to focus the strategic lens towards promoting social equity within the City of Imperial Beach.

Developing an equity plan for the City of Imperial Beach will help promote active participation from all voices of the community through the creation of intentional community engagement processes that combat structural and historical drivers of inequality, such as chronic disinvestment and targeted exclusion. Imperial Beach is a diverse, colorful small town beach community that is characterized by its unique geographic location that is bounded by both abundant natural resources and bi-cultural resources from neighboring Mexico but, there is a lack of cultural architecture, art, and representation in the physical or built environment.



1-6 YEAR STRATEGY

The implementation of Social Equity and Accessibility in the planning & governmental process is an ongoing effort that must continually be considered, discussed and improved upon. It is the intent that the composition of the 1–6-year strategy will start with near-term actions that can be made to start a foundational practice of equity and access.

- Join the San Diego Regional network and AARP national network of Age Friendly Cities.
- Facilitate and support the creation of local Community Based Organizations (CBOs) to better enhance and engage the local community.
- Where feasible, consider collaborating with local CBOs and community leaders to facilitate the creation of an Equity Working Group such as neighborhood or district groups to consult/engage on projects.
- Address outreach strategy and budget for equitable, inclusive outreach on the onset of projects.
- Incorporate equity policies and language in the guiding documents for the City where feasible.
- Provide/develop high-quality youth development programs in the Parks and Recreation Department to
- Increase local youth participation in youth development programs.
- Implement a multi-lingual outreach and education program on housing-related matters
- Develop and implement an Affirmative Fair Marketing Plan (AMP) that emphasizes marketing to the minority and low-income concentration areas.



FUNDING OPTIONS

Social Accessibility and Equity will be built into all projects undertaken by the City and therefore, the funding will mirror the fiscal resources used to complete the project. Any additional effort to improve Social Accessibility and Equity will be from the General Fund of the City.

LONG-TERM GOALS AND OBJECTIVES

The need to focus on social accessibility and equity will be constant and ongoing. Unlike more of the other projects listed in this document, the goals and objectives both in the near-term and the longer-term will be consistent. The City is committed to Social Accessibility and Equity as an ethos where actions, goals and policies stem from. It is intended that there would be some overlap between near-term and long-term goals to show the continued commitment to equitable action. As more information and resources become available, the long-term goals would change and evolve.

- Facilitate and support the creation of local Community Based Organizations (CBOs) to better enhance and engage the local community.
- Where feasible, consider collaborating with local CBOs and community leaders to facilitate the creation of an Equity Working Group such as neighborhood or district groups to consult/engage on projects.
- Address outreach strategy and budget for equitable, inclusive outreach at the onset of projects.
- Incorporate equity policies and language in the guiding documents for the City where feasible.
- Update the Climate Action Plan to include environmental justice.
- Provide high-quality, inclusive youth development programs.
- Create and Implement an Age Friendly Imperial Beach Action Plan.
- Continue to invest in public facility and infrastructure projects that improve the quality of life for residents, especially in the minority and low-income concentration areas.
- Participate in the regional equitable climate adaptation and enhance interagency coordination as well as develop strong partnerships to develop multi-benefit regional solutions.

RELATIONSHIPS AND PARTNERSHIPS

The provision of efficient and effective community services requires a comprehensive network of partners to ensure the needs of all residents and visitors are being explored and considered. Imperial Beach is fortunate to have great partners that will be essential in providing effective community services and there will be new partnerships created in the future as community services continue to improve and evolve in the City. Some of the current partners include:



The Imperial Beach Chamber of Commerce – as advocates for the business community and the link between business owners and the City, the Chamber of Commerce is an essential partner in creating a stable and desirable business climate.



The Port of San Diego – Imperial Beach, along with Chula Vista, Coronado, National City and the City of San Diego comprise the cities that make up the Port District. The relationship with the Port is essential for Imperial Beach. The City provides municipal services for the portion of the Port District located in Imperial Beach and the reimbursement for those services is a significant portion of the City's revenue. There is not a more important partner in realizing the success of Imperial Beach.



South Bay Union School District – the SBUSD administers the elementary schools in Imperial Beach and some of the southern neighborhoods in the City of San Diego. The City and the District have a history of joint use agreements with the City, but at the current time, those agreements need to be examined and expanded.



Sweetwater Union High School District – the Sweetwater District administers the only high school in the City, Mar Vista High School. A variety of opportunities for

partnerships exist including community use of the new swimming pool and access to the gymnasium facilities, track and field space, and other District facilities. In return, the City offers the potential for playing fields for baseball, softball, football, and soccer, together with beachfront activities and park space.



The Boys & Girls Club of South Bay – located in Veterans Park, the Boys & Girls Club provides many youth programs that can be incorporated into the recreational programs of the City. The facilities at the B&G Club & the use of City facilities offer numerous opportunities for partnerships and programs as both entities provide life enrichment efforts to the same residents, primarily children.



The Imperial Beach Branch of the San Diego County Library – Imperial Beach is home to one of the most beautiful, updated and functional libraries in the region thanks to the San Diego County library system. The library offers reading programs, computer access, meeting space and other amenities for the community, and more recently has partnered with the City's Park & Recreation Department to expand their services to residents by offering outdoor concerts, movies at the park, and other activities, as well as expanding their hours of operation to allow for more enrichment and programs in their facilities.



California State Parks – The Borderfield State Park is located in Imperial Beach and presents a great



opportunity for accessing one of the less visited areas in the region. The State Park has very nice group facilities, a beach, a County campground near the Park, and result in positive promotion of the community, and high-level interest from the State and Federal governments to address the issues associated with the international border.



United States Fish and Wildlife Service – The U.S. FWS operates the national wildlife refuges located on both the north and south sides of the City. An effective partnership with the Service can help the City realize its goal of a financially stable eco-tourism program. As the mega-region binational area continues to grow, these areas will become ever more critical and valuable for the City of Imperial Beach in maintaining its character as a safe community with a small-town atmosphere.



Tijuana River National Estuarine Research Reserve – TRNERR is a partnership between the National Ocean and Atmospheric Administration (NOAA) and the State of California, established under the auspices of the federal Coastal Zone Management Act. The Reserve is operated by staff from California State Parks, the U. S. Fish & Wildlife Service, and the non-profit Southwest Wetlands Interpretive Association (SWIA) for long-term research, education, and stewardship of the Tijuana Estuary. The Tijuana Estuary Visitor Center located at 3rd St. and Caspian Way is a free community resource for residents and visitors.



United States Navy – Portions of Naval Base Coronado are located within and immediately adjacent to the City of Imperial Beach. Perhaps only second to the beach, the character of Imperial Beach is shaped by the City's relationship and partnership with the Navy. As the relationships are strengthened, it is possible that the variety of world class Naval facilities could be used for limited community programs. Imperial Beach has always been and continues to be a strong advocate and partner for the purpose and mission of the United States Navy.



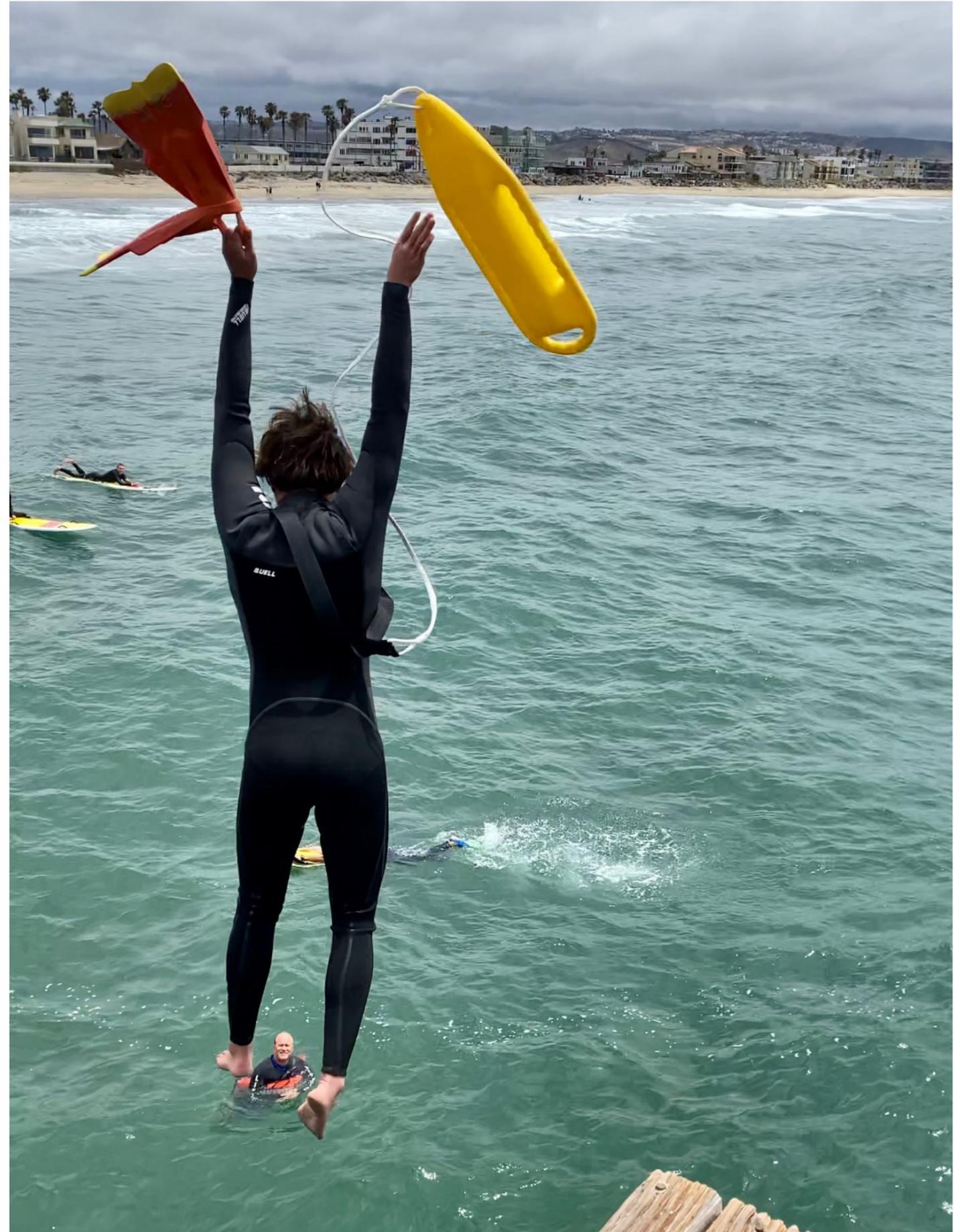
SANDAG

San Diego Association of Governments – SANDAG is a critical partner in the provision of transportation funding, shoreline protection, regional planning and countless other regional government efforts. Working with SANDAG allows the City to build relationships with the other communities in the County in an organized and predetermined manner. It is also a method to allow other communities to engage in issue that effect Imperial Beach in a prescribed and organized way.



Metropolitan Transit System – MTS links the transit systems throughout the region and allows smaller communities like Imperial Beach to have access to a much more comprehensive transit system to the benefit of residents and visitors alike. Coordinating with MTS to ensure transit is reliable, convenient and safe is an important element in the strategic efforts of the City.

The City relies on relationships and partnerships to effectively provide services and government programs. There are so many other existing and potential partnerships and relationships that need to be fostered and developed. For this purpose, the City of Imperial Beach has created a management structure that recognizes and addresses this situation. The City Manager is the staff member assigned to enhance and expand external relationships, City Council efforts and the off-campus departments. The City's Chief Administrative Officer is an equal management partner assigned to the administrative and daily operational functions of the City. Together, the management team links the internal and external functions of the City in a seamless and effective fashion. The City Manager must continue to maintain and foster relationships and partnerships that will enhance the ability of the City to enhance the quality of life for residents, strengthen the City's business climate, and improve visitor experiences.



CHAPTER

PROJECT BASED STRATEGIC EFFORTS

13TH STREET COMMUNITY CORRIDOR IMPROVEMENTS

Imperial Beach has a variety of beautiful locations, world class amenities and top-notch facilities that combine to create an impressive network of businesses, residential areas, and passive and active recreation opportunities. This Bigger Picture includes and overview of those areas (listed in alphabetical order) together with a long-term vision, and some short-term strategic actions that can be taken to advance the vision.

The commercial corridor along 13th Street from Imperial Beach Boulevard to the Naval Outlying Landing Field (NOLF) is an opportunity to create community pride, improve vehicular and pedestrian safety, and enhance aesthetics while at the same time improving the immediate business climate in the vicinity of the improvements. The 13th Street Commercial Corridor contains some aging commercial centers that need façade renovations and limited parking, but the backbone is in place to transform the corridor into an attractive area that will better serve the residents in the area.

Vision: The revitalized 13th Street Community Corridor will be transformational in the eastern portion of the community. The investment in this corridor will result in safer neighborhoods, better commercial services closer to the residents in the eastern portion of the City, and reinvestment in the aging residential dwellings consistent with what has been experienced in other parts of the City. Themed lighting and signage together with improved pedestrian facilities and more attractive businesses will improve the quality of life for residents in the vicinity of the improvements.

1-6 YEAR STRATEGY

- Staff will take the steps necessary to prepare a 13th St. Community Corridor Plan and circulate the plan to obtain community input before presenting the plan to the City Council for consideration. The plan will include details such as lighting and signage design, the creation of a façade renovation program, improved pedestrian access, & a business incentive program to encourage businesses that benefit the

community to locate on 13th St.

- Staff will reach out to existing businesses to identify barriers to façade improvements & business recruiting on 13th St. Once barriers have been identified, staff will create a plan to address the barriers & present potential solutions to the City Council.
- Staff will reach out to the existing multifamily housing units to identify barriers for building renovations from property owners and community concerns about the neighborhood from tenants that live in the area. Results will be incorporated in the 13th St Community Corridor Plan.
- Implementation of initial, lower cost improvements such as lighting, signage and façade renovation programs consistent with the 13th Street Community Corridor Plan following adoption by the City Council.

FUNDING OPTIONS

The costs associated with proposed planning and outreach efforts and the corresponding 13th Street Community Corridor Plan improvements will require an allocation from the General Fund of the City of Imperial Beach and will be included in the preparation of future budget proposals for consideration by the City Council. Staff will also research grants, public-private partnerships, and other funding options.

LONG-TERM GOALS AND OBJECTIVES

Upon completion of the planning efforts, full implementation of the plans must occur. The installation of lighting, improvement of pedestrian facilities, façade renovation, and other improvements are likely to be significant and funding will need to be identified once the scope of the project is fully understood.

Formerly used by the Sweetwater Union High School District as the Imperial Beach Adult Education Center, the City obtained ownership of the structure at 170 Palm after the District determined they would no longer use the building for educational purposes. The City Council has directed staff to update and remodel the building for inclusion in the Imperial Beach Recreation Program.

170 PALM AVENUE (FORMER ADULT EDUCATION CENTER)



The space will be used for recreation programs, public meeting space, community education and services and other similar community uses. While structurally sound, the building is in need of significant cosmetic and infrastructure upgrades. For instance, the roof and the heating and ventilation system need to be replaced. Inside the building, there has been a lot of water damage and the layout will need to be modified to serve the recreational and community needs of the City.

Vision: 170 Palm (name forthcoming) will be the center of the lifestyle enrichment and recreation programs of the City. The building will be a place where all residents can come to participate in community-based education and recreation, but also a place where residents can learn about Federal, State, County and City programs that can help them improve their everyday lives. The building will be a catalyst for economic activity on “Old Palm Avenue” and every resident will use the space for education, recreation, public meetings, conferences, public services, and similar uses.

1-6 YEAR STRATEGY

The building, inside & out, will be remodeled & updated. The space will contain recreation, education, public service offices, public meeting spaces, & a variety of other space. The design will be flexible & adaptable

to address community needs as programs grow and develop. The remodel will include a new roof and ventilation system, flooring, furnishings, and façade beatification.

FUNDING OPTIONS

In large part, funding for the project at 170 Palm Avenue has been identified using funding from the American Rescue Plan Act (ARPA). If there are shortfalls in the funding, there is funding from the Parks Impact Fee available and if necessary, the City Council can consider the allocation funds from the General Fund of the City including revenue from Measure I and the potential increase in TOT.

LONG-TERM GOALS AND OBJECTIVES

The parking and space around the building is limited. Staff will explore the potential of collaborating with surrounding property owners to create a more functional building that will accommodate the anticipated growth of the programs at 170 Palm Avenue.

The Bayshore Bikeway is a regional facility that traverses the northern part of Imperial Beach. Oversight of the bikeway is provided by the San Diego Association of Governments (SANDAG) and when completed, will allow cyclists to ride from Coronado, through Imperial Beach, to downtown San Diego and beyond. The City

BAYSHORE BIKEWAY

of Imperial Beach is responsible for maintenance of the bikeway and vegetation management immediately adjacent to the bikeway. There are limited facilities along the Imperial Beach segment of the bikeway with only a few commercial uses (Bikeway Village) and limited parking (13th Street northern street-end and near the Public Works campus at the northern end of 10th Street). The Bayshore Bikeway presents opportunities to participate in some large regional events and to conduct local events where appropriate.

There are some concerns associated with the bikeway that need to be addressed. The facility has become a very popular place to walk and a primary concern is the conflict between riders and walkers on the bikeway. In the past few years, sections of walking path have been added near the bikeway to reduce the conflict between cyclists and pedestrians. There are some sitting areas that overlook the San Diego Bay National Wildlife Refuge operated by the United States Fish and Wildlife Service and the Sellers- Keever memorial plaque named for two young boys who lost their lives nearby. A second concern is the introduction of electric bicycles on the bikeway. Constructed as a non-motorized trail, there are a growing number of electric bicycles that travel at a relatively high rate of speed. Even novice riders on electric bikes can easily exceed speeds of 25 miles per hour on the very narrow and winding path.

Vision: The Bayshore Bikeway will be an area where residents and visitors can enjoy a safe and scenic experience with views of the San Diego Bay, downtown San Diego, and the San Diego Bay National Wildlife Refuge. Cycling and pedestrian areas will be appropriately separated, and bicycle speeds will be



suitable for the unique setting. Users will have access to drinking water, seating/rest areas, and eventually restroom facilities. The shoulders of the bikeway will be properly maintained with specific attention paid to sight lines and blind corners. The project will be incorporated, and be an important element, in any long-range planning for an enhanced bay front experience in Imperial Beach.

1-6 YEAR STRATEGY

- Bikeway regulatory signs and safety calming methods will be implemented in key locations in the Imperial Beach section of the Bayshore Bikeway to encourage appropriate bicycling speeds and improve pedestrian safety. Increased enforcement of dangerous speeds and activities will be conducted by the Imperial Beach Recreation Department through the Park Ranger program. Staff will work with the Bayshore Bikeway committee at SANDAG to identify the location, design and language to place on the signage. The signs will then be fabricated and installed by staff.
- Multiple hydration stations will be installed in strategic locations in the Imperial Beach section of the Bayshore Bikeway. Staff will examine the location of drinking water facilities and identify the most appropriate locations to place 2-3 hydration stations along the bikeway. Staff will work with Cal-Am Water to identify the process for obtaining drinking water and inquire about a potential sponsorship.
- A cycling/pedestrian safety plan will be created by the Parks and Recreation Committee to address the conflicts between cyclists and pedestrians. The safety plan will address the increasing number of electric bicycles that can travel at a much higher speeds than traditional bicycles.
- Additional lighting will be installed in strategic locations to improve user safety with impacts to neighboring homes considered. Staff will identify the most appropriate locations to add lighting fixtures in the Bayside neighborhood along the bikeway and work with SDGE to install the lighting.

- Maintenance of the Bikeway will be monitored and improved to eliminate sight hazards of overgrown vegetation, unsafe pavement transitions, drop-off areas at the shoulder of the bikeway, debris, and other potential safety concerns. Maintenance of the bikeway will be included in the routine work plans in the Parks and Recreation and Public Works Departments.

FUNDING OPTIONS

Some of the short-term goals for the Bayshore Bikeway such as signage, cycling/pedestrian planning, and proper maintenance are comparatively inexpensive and can be included in the routine budgeting and work plans in the Parks and Recreation and Public Works Departments. The installation of hydration stations and additional lighting will be included in the Capital Improvements Program for the City and funding must be allocated by the City Council. Staff will seek grant funding, assistance from SANDAG, and explore various other outside funding opportunities, but as shorter-term objectives, if no other funding is identified, funding will be allocated from the General Fund, including revenue from Measure I and the potential increase in TOT.

LONG-TERM GOALS AND OBJECTIVES

- The City of Imperial Beach is concerned about future sea level rise and increased flooding of the Bayshore Bikeway and Bayside neighborhood. It is also important to receive public input on the desired community enhancements for the south end of San Diego Bay. The Bayshore Bikeway Resiliency Project intends to develop concept designs that protect low lying areas from 3.5 feet of sea level rise and include initial planning for enhancements for public access, recreation, and activation of the Bikeway in Imperial Beach.
- The City will need to work with the community, stakeholders and other partner agencies partners to implement future improvements along the Bayshore Bikeway. Projects will likely include the Fish and Wildlife Service Birding and Walking trail that separates pedestrians from the Bayshore Bikeway, construction of additional overlook areas, gathering points of interests, restroom facility, additional parking and access, new recreational space for users of the Bikeway, and eco-tourism based commercial development.
- Working with partners from the United States

Fish and Wildlife Service, South Bay Union School District, Port of San Diego, cities of San Diego and Coronado, and others, new and innovative ways to access and enjoy the amenities of the San Diego Bay will be planned and developed.

With the exception of the views and active recreation offered by the Bayshore Bikeway and pedestrian paths, and a small commercial area on the far eastern portion of the City, the connection to San Diego Bay with the City of Imperial Beach is limited. However, the bayfront is a resource that must not be overlooked and a longer-



THE BAYFRONT

term strategy is needed to realize a more meaningful connection with this precious community amenity.

At the northeastern boundary of the City, Bikeway Village includes a small commercial center, parking and excellent access to the Bayshore Bikeway. To the east of 13th St is the future Pond 20 wetland mitigation bank and development project. Immediately west of Bikeway Village is a residential area that extends west to a more industrial area where a large industrial building and the Imperial Beach Public Works Facility are located. West of the City's Public Works Facility to the western border of the City is primarily residential development.

Vision: The Bayfront will be a vibrant neighborhood characterized by public access to views, wildlife viewing, bike and pedestrian paths together with eco-tourism based economic development that includes new opportunities to experience the natural and cultural resources of south San Diego Bay. All

future improvements will be sensitive to the adjacent residential neighborhood, FWS habitat, cultural and historic resources, and accommodate future sea level rise.

1-6 YEAR STRATEGY

- The initial exercise in accomplishing the vision for the Imperial Beach Bayfront will be to complete an ownership and land use analysis of existing conditions. The analysis will need to contain the various jurisdictional lines as well. A significant portion of the potential Bayfront improvement area is located in either the City of San Diego or the City of Coronado and may require agreements with these neighboring cities. Staff will either conduct the analysis or engage the services of an external real estate firm to complete the task.
- The Imperial Beach General Plan and Local Coastal

Program will need to be updated and amended to reflect appropriate land use regulations that require future development improvements to be consistent with the future vision for the Bayfront. Staff will prepare and process the appropriate amendments.

- An Imperial Beach Bayfront Specific Plan will need to be created with input from the community to ensure the development of the Bayfront will become what the residents desire and have public support. The plan will include allowable uses, design considerations, and other development details and guidelines. This work will also include input from the various boards and committees of the City.
- Property ownership must be monitored to be aware of when strategic parcels are available for purchase that would allow the land assemblage necessary to implement the Bayfront Specific Plan. The parcels could be purchased and used for alternative purposes (residential) until land assembly is practical. It is recognized that the transformation of the Bayfront will be completed over many years and incrementally.

FUNDING OPTIONS

Most of the costs associated with the 1-6 year strategy will be for personnel costs or consultant fees. Staff will seek grant funding and explore various other outside funding opportunities, but as shorter-term objectives, if no other funding is identified, funding will be allocated from the General Fund including revenue from Measure I and the potential increase in TOT.

LONG-TERM GOALS AND OBJECTIVES

- Obtaining access to the waters of San Diego Bay from Imperial Beach will require significant collaboration with a variety of agencies. Between the open waters of the bay and any potential access point from Imperial Beach is a portion of the San Diego Bay National Wildlife Refuge operated by the United States Fish and Wildlife Service, and because the cities of Coronado and San Diego extend to where their boundaries touch north of Imperial Beach, they would need to be included in the discussions. It is very likely that access would require congressional action at the National level. Staff will initiate what is likely to be a multi-year process.
- As strategic properties become available, staff will need to inform the City Council for possible action. It is altogether possible that the City will not be able to generate the funding necessary to purchase any properties, but realization of the vision for the Bayfront may depend on ownership and control of a majority of the property, at least initially.
- The historical development pattern of the community did not result in access to the Bayfront without traversing a residential neighborhood. As the actual development of the Specific Plan commences, impacts on surrounding neighborhoods will need to be considered and adequate vehicular, pedestrian, cycling, utility infrastructure and other facility improvements will need to be implemented.



The beachfront in Imperial Beach stretches from the Mexican border on the south to Camp Surf and the Coronado City limit on the north. Southern portions of the beach are often closed to water contact due to contamination from transboundary flows of sewage and debris in the Tijuana River and in the various canyon flows. The remaining beach area is typically open to water contact, but is closed on occasion, especially after rainfall. The beach is comparatively narrow and faces almost directly west. There are some distinctive areas of the beachfront. The section from the Mexican border to the southern end of Seacoast Drive is largely undeveloped and includes a National Wildlife Refuge and a State Park (Borderfield). From the Southern End of Seacoast Drive north to Imperial Beach Blvd. is primarily residential with relatively high density. Between Imperial Beach Blvd. and Palm Avenue is an area that features tourist areas, residential development, parks, the iconic Imperial Beach Pier, and several commercial establishments. Finally, the portion of the beach north of Palm Avenue to Carnation Ave is primarily residential and relatively high density.

The beach is accessible by several street-ends and two public parks. The water areas from the mean high tide line extending west for several hundred yards, including the pier, are within the Port District of the Port of San Diego. The City of Imperial Beach provides lifeguard and maintenance services to the beachfront on behalf of the Port of San Diego.

Serving as the beach of south San Diego County, the beachfront is popular for sunbathing, swimming, surfing, boogie boarding and fishing on the Imperial Beach pier. Throughout the beachfront area there are several pieces of artwork that are on display thanks to the Port of San Diego. Just north of the Imperial Beach boundary, the YMCA operates a facility, Camp Surf, that provides youth and group camp opportunities to local families.

Vision: The vision for the beachfront can also be described as a hope for the future condition. Clean water, pristine sandy beaches, attractive and appropriate amenities, a safe and inviting environment, and access for all is the vision for the beachfront. The ocean and beach bring residents and visitors from all walks of life seeking a variety of activities that aren't always compatible. In Imperial Beach, the balance of activities such as swimming, surfing, fishing, walking, sunbathing, dog walking, physical activities (volleyball, over the line, etc.) and even research will be achieved, and everyone will have an enjoyable experience and return often. All of these efforts will account for the sensitive environmental conditions present at the beachfront. The beachfront is also a thriving residential area, and it will be critical to maintain a positive and supported business climate.

1-6 YEAR STRATEGY

- Completion of a Reinvestment and Façade Renovation Program establishing incentives for desirable eating and drinking establishments, primarily for local (non-franchise) businesses, and the creation of unique and interesting experiences for visitors. The plan will include a current and future parking plan, transportation services including transit, biking and a pedestrian plan emphasizing safety and user comfort (space and lighting).
- Completion of an Art, Mural, and Activity Program that inventories public art and activities on the beachfront and the funding and maintenance needs. Much of the public art is on loan from the Port of San Diego and the activities including the Farmer's Market, Artisan Market are operated by non-profit organizations. It is critical that a coordinated program be developed to sustain these important elements.
- Installation of wayfinding and storytelling signage will enhance the visitor experience and preserve the history of Imperial Beach. The wayfinding signage should be thematic and attractive, and the storytelling signage should be available, at least electronically through a quick response (QR) code, in a variety of languages.
- Picture platforms, maps and points of interest including Las Playas de Tijuana, the IB Pier, the National Estuary, and similar locations will be installed to increase interest in the Imperial Beach region.
- The City will work with the Port of San Diego to complete the proposed improvements to the Imperial



Beach Pier and other improvements in the tidelands.

- Programs to reduce and quickly mitigate the impacts from activities or features that detract from the visitor and resident experience including vagrancy, homelessness, impaired persons, graffiti, and vandalism will be implemented.
- Improve the lighting on Seacoast Drive, concentrating at the pedestrian scale, to improve the business climate, increase interest and enhance safety in area with a wide mixture of users.
- Pilot project to activate Seacoast Drive to allow for greater pedestrian and outdoor dining use.

FUNDING OPTIONS

Most of the costs associated with the 1-6 year strategy are challenging to fund with traditional grant sources. Therefore, although staff will seek to identify grant funding and other options, it is likely that most of these improvements will need to be funded by General Fund appropriations by the City Council including funding from Measure I and potential funding from the potential increase in TOT. Additionally, it is possible that the Port of San Diego will provide funding if an appropriate connection to improving safety and activation of the tidelands can be demonstrated by the proposed projects.

LONG-TERM GOALS AND OBJECTIVES

- Reconfigure Seacoast Drive to widen and improve the safety for pedestrian facilities, improve access and views of the beachfront, maximize available parking, and upgrade the underground infrastructure to prepare for the impacts of sea level rise.
- Mapping and planning for coastline protection is critical as the community prepares for sea level rise. This effort will include identifying the current location of sea walls, revetments, and natural dunes and how these systems can be enhanced to protect the community from the impacts of flooding and other damage associated with sea level rise in a manner acceptable to the California Coastal Commission and other regulatory agencies
- Seek opportunities for additional beach nourishment to maintain a sandy beach for recreation and shoreline protection from large wave events. The City will need to partner with regional, state and federal agencies for beach nourishment activities.
- In cooperation with the Port of San Diego, complete street end improvements for all street ends adjacent to Seacoast Drive.

BICENTENNIAL TRIANGLE

Bicentennial Triangle is an aptly named triangle shaped property formed by the convergence of Palm Avenue, Old Palm Avenue and 7th Street. The public space was recognized in commemoration of the United States bicentennial in 1976. The Bicentennial Triangle was recently renovated in 2018 with water efficient landscaping. The area includes a walking path, bench seating, prominent flagpole, public art, and historic monument sign that displays the official City seal. The Palm Ave Master Plan includes a future transit stop that will serve as the hub for the Palm Ave commercial area. The Bicentennial Triangle has been identified as a location for the placement of an electronic community bulletin board.

Vision: The Bicentennial Triangle will continue to be an aesthetically pleasing area in a high visibility location in the City of Imperial Beach. The location will become an even more important element of the community as the city proceeds with the implementation of the Palm Ave Master Plan. As the intersection of a primary road into and out of the City, the primary route to the beachfront, and the largest commercial center in Imperial Beach, the Bicentennial Triangle will be beautifully landscaped, contain public art, and amenities for passive recreation including benches and walking areas.

1-6 YEAR STRATEGY

- Install a new electronic bulletin board that will be used to inform residents and visitors of emergency situations, upcoming events, and other important announcements.
- Placement of an additional piece of public art in a highly visible location.
- Activate the area with seasonal holiday decorations.

FUNDING OPTIONS

The funding for the electronic community bulletin/message board has been allocated from the American Rescue Plan Act (ARPA) funding received by the City of Imperial Beach. The additional art will be procured by working with the Port of San Diego, the Imperial

Beach Arts Bureau, or a private artist. The costs for the art and any necessary display features will likely need to be allocated from the General Fund although staff will explore funding options through grants and arts foundations.

LONG-TERM GOALS AND OBJECTIVES

- Although the Bicentennial Triangle is not an ideal place for public gatherings or events due to the vehicular dominated environment near the facility, it is important to ensure the space is safe and inviting for residents and visitors in the Triangle. Improved access, attractive seating areas with wind guards and shade, and interesting art will achieve these objectives.
- The Bicentennial Triangle is an important element of the Palm Avenue Master Plan. All planning and improvements need to be consistent with the Master Plan and be considered in context with the Master Plan.
- Palm Avenue carries more volume of traffic than any other roadway in the community and is an important part of the City's transit system. The Bicentennial Triangle should include an attractive bus shelter and desirable spaces for those crossing the street or waiting for transit.



BORDER TO BAYSHORE BIKEWAY

In a coordinated effort with multiple partners, an extension of the Bayshore Bikeway to the Mexican border will be installed along the roadways in the eastern portion of the community. This effort presents an opportunity for improved safety of non-motorized transportation, but the aesthetic and economic opportunities must not be missed. Much like the Bayshore Bikeway was used as a catalyst to create Bikeway Village, the Border to Bayshore Bikeway can be advantageous to the business community on 13th Street. However, the City must be intentional in the efforts to capture the riders that traverse between the Mexican border and the Bayshore Bikeway.

Vision: It is only about 15 miles from downtown San Diego to the Mexican border and it is very reasonable to traverse that distance on a bicycle. Promotion of the extension and having attractive businesses along the route, especially those in Imperial Beach will benefit the City. The route should be attractive and safe, and cyclists should feel welcome in the City. New regional developments such as the Chula Vista Bayfront and Bikeway Village will increase the interest and use of the Bayshore Bikeway.

1-6 YEAR STRATEGY

- Attention must be paid to every detail of the proposed bicycle facility. The City of Imperial Beach must demand safety and aesthetic improvements that benefit the City. Staff will review the plans for the facility and provide feedback to the City Council. If it is determined that the proponents of the expanded bikeway fail to install the bikeway in a manner that does not benefit the community, staff will engage with the City Council immediately.
- Staff will meet with the owners of the commercial centers along 13th Street and inform them of the potential of the expanded bikeway to ensure they have an opportunity to take advantage of the regional facility.

FUNDING OPTIONS

The costs associated with ensuring the proposed expansion of the bikeway are nominal and will be included in annual work programs.



BORDERFIELD STATE PARK



Although the City of Imperial Beach is fortunate to have a State Park within its municipal borders, the City realizes very little benefit from this circumstance. For decades there has been an erosion of the use of the park with excuses such as border security, coastal flooding of the roadway, and other unacceptable reasons for the State Park being closed a majority of the time. Nowhere else in the State is a State Park so neglected that it cannot be accessed. Even on the few days the State Park is open, the grounds are in disrepair with overgrown areas of weeds and a complete lack of maintenance. The State Park is an amazing resource with beautiful views, a positive view of the Mexican/United States international border, and a County operated campground near the entrance to the State Park.

Vision: Working with Customs and Border Patrol, the County of San Diego, the City of San Diego and other interested parties, the Borderfield State Park will fulfill its intended purpose of preserving and providing access to one of the most beautiful locations on earth. This

area was preserved for many reasons, but not be locked up and operated in a state of disrepair. The future of the Park will be a destination for residents and visitors seeking a naturally preserved coastline in the middle of a mega-metropolitan, international population center.

1-6 YEAR STRATEGY

Staff will begin working with the interested parties at the Federal and State level to explore what needs to be done to have the State Park open and operating on a daily basis. Access and regular visitation to such a beautiful area can help increase the knowledge level and action to improve the water quality and reduction in debris in the Tijuana River Valley.

FUNDING OPTIONS

The costs associated with the initial discussions are nominal and will be included in annual work programs.

DUNES PARK

Dunes Park is located immediately adjacent to the beach west of Seacoast Drive, northwest of the intersection of Daisy Avenue and Seacoast Drive. The Pier South Hotel is adjacent to the park on the south and a residential condominium complex is on the north side of the park. The proximity to the beach and the Pier South Hotel makes the park a popular location for both locals and visitors. On-site parking and proximity to the beach allows Dunes Park to be a good location for public accessibility to the beachfront. Although it is relatively small, the park offers a lot of amenities including public restrooms and handicapped parking. There is an outdoor fitness gym, a playground, basketball court and picnic facilities in the park. Because there are residential dwellings immediately north of the park, holding amplified organized activities is very challenging at Dunes Park. The Park is sometimes referred to as “Dolphin Park” because of a sculpture of a pod of dolphins displayed at the park. The artwork, like much of the art in the community, is on loan from the Port of San Diego.

Vision: Dunes Park is the location near the beach where residents and visitors can relax and enjoy the facilities without being displaced by the more formal events that are often held at Pier Plaza. The park is a safe and clean location where people eating at local restaurants, staying in hotels and spending the day at the beach can interact with long-time residents and enjoy all that Imperial Beach has to offer. There is parking and access to the beach, restrooms, and amenities that make Dunes Park a destination in the community. The park supports the efforts of local businesses and is not a deterrent from the safe and clean environment in Imperial Beach.

1-6 YEAR STRATEGY

- Additional safety lighting needs to be installed at Dunes Park. The placement of the lighting is critical and consideration of the hotel and the residential units adjacent to the park will be important.
- There are showers at the restroom in Dunes Park, but a separate feet and equipment washing station

better designed to capture and remove sand would be an improvement to the park.

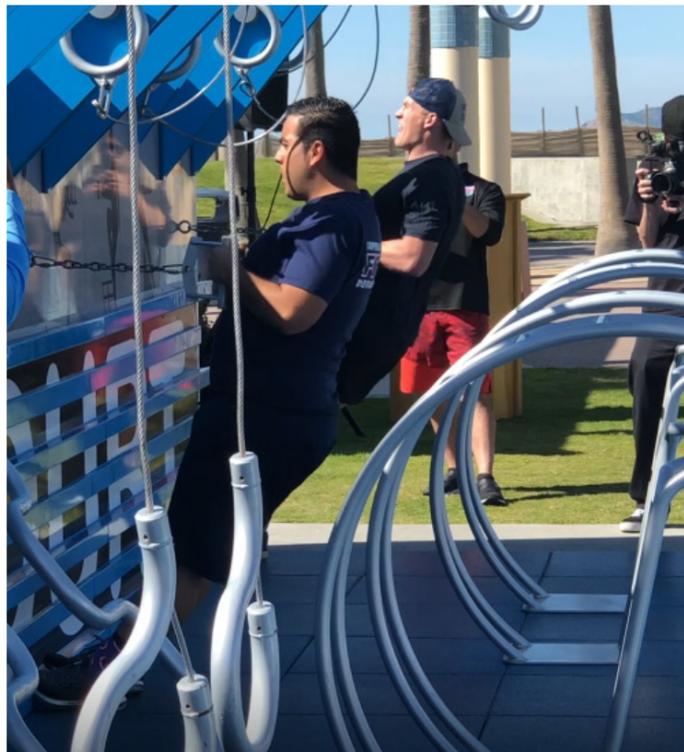
- The drinking fountain in the park needs to be upgraded to a full hydration station that will encourage beach goers to use refillable containers near the beachfront.

FUNDING OPTIONS

Maintenance and improvements in Dunes Park are a collaborative effort between the Port of San Diego and the City of Imperial Beach. It is possible to seek funding from the Port of San Diego, but any projects and maintenance not funded from the Port will need to be funded from the City’s General Fund.

LONG-TERM GOALS AND OBJECTIVES

The restroom facilities in the park need to be updated, and possibly relocated for safety purposes. The current location of the restrooms creates an area of the park, the basketball court, that is blocked from view of the street. In relation to the physical facility, the restrooms and shower facility need to be completely updated.



EASTSIDE PARK

FUNDING OPTIONS

The costs associated with the initial discussions are nominal and will be included in annual work programs.

LONG-TERM GOALS AND OBJECTIVES

A park on the east side of the Community will require significant funding. It is important to begin seeking that funding immediately because it often takes many years to secure funding for park improvements.

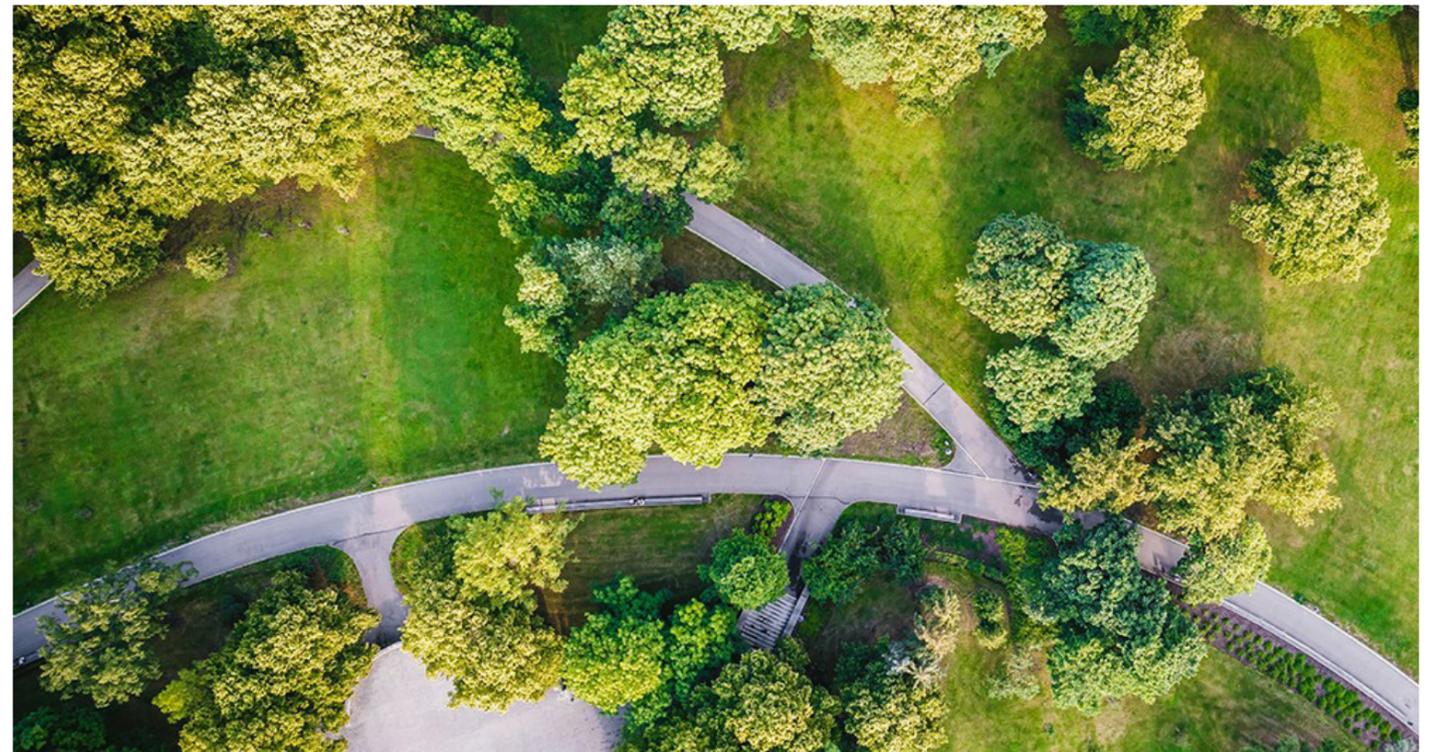


At the current time, there is not a City Park in the eastern portion of the community. It is critical that this situation be addressed so that residents in the eastern portion of the City can have attractive public amenities in their area. Staff has initiated discussions with the South Bay Union School District, and other options need to be explored as well.

Vision: A park that serves as a gathering space and enhances the life experiences in District 4 will be constructed for the enjoyment of the residents. The park will include amenities that serve the community such as a playground, hydration station, and restroom facilities.

1-6 YEAR STRATEGY

Staff will conclude discussions with the South Bay Union School District regarding the creation of a joint use park at Oneonta School. Concurrently, staff will explore and identify options for an additional park space in the eastern portion of the community.



IMPERIAL BEACH SPORTS PARK

The Imperial Beach Sports Park is a heavily used facility that is the center of the sports programs in Imperial Beach. The Little League and Girls Softball Leagues operate very successful programs. The skatepark and basketball court complement the playground and picnic area making the facility family friendly for all members of the family. The most challenging area of the Sports Park is the indoor recreation facility which is in poor condition, but there are plans underway to update the facility.

Vision: The Sports Park is home to the active recreation programs in IB where youth and adult programs are conducted at first-rate facilities and residents in other communities are impressed when they participate or being their children to participate in competitive sports at the Sports Park. The wide variety of activities are held in harmony with a safe and vibrant atmosphere. Parents can bring the whole family and while one child play little league, another participates in softball and yet another spends the afternoon at the skatepark; all while the car charges at the electric car charging station. The Sports Park has something for everyone.

1-6 YEAR STRATEGY

- A complete remodel & update of the Rec Center at Sports Park will result in a new floor in the gymnasium, new restroom facilities, a new ventilation system, office space, new roof, & other amenities. The facility should also be evaluated for the installation of solar.
- The outdoor area of the Sports Park will be updated to include a multi-use sports court that can accommodate tennis and pickleball, completion of the unfinished area to expand the skatepark, and other similar improvements.
- There is an immediate need for increased security and noise mitigation. Improved lighting, security cameras, and the introduction of the new Park Ranger program will result in a safer environment. Noise mitigation measures and safety improvements, specifically for the skatepark will be included in the more comprehensive update.
- The circulation plan for vehicles and pedestrians using the alley adjacent to the skate park and ball fields needs to be evaluated and solutions implemented

that beautify the area and improve safety.

- Additional open access to the existing ballfields for additional recreation programs and community use when not in use by leagues will be explored.
- The current restrooms are aged and in poor condition & they need to be completely remodeled or replaced.

FUNDING OPTIONS

Funding for the 1-6 year strategy has been identified through use of American Rescue Plan Act (ARPA) funding, and donations from private business. If additional funding is necessary, there is funding in the Parks Impact Fee account that can be used or the City Council can allocate funding from the General Fund of the City including Measure I revenue or the potential increase in TOT.

LONG-TERM GOALS AND OBJECTIVES

- The lighting facilities at the Little League & Girls Softball fields are in need of replacement/upgrades. The project will require several hundred thousand dollars and staff is seeking outside funding to address this issue. In the short-term, staff will continue to maintain the existing lighting to the extent possible.
- The irrigation system in the entire park needs to be replaced and updated. This will be both an expensive and disruptive project and there will need to be a lot of coordination with the users of the facilities.
- In order to significantly increase the use of the fields, the grass in the softball field will need to be replaced with artificial turf.
- Ongoing amenity improvements such as batting cages, climbing walls, exercise equipment and similar facilities must be explored at all times.
- Any major improvements to the park area or ball fields should include the replacement of the deteriorated corrugated metal storm drain system in the park.
- Replace or renovate of the outdoor park restroom.
- To allow more consistent use and reduce water consumption and maintenance, the current ball fields should be converted to artificial turf.

MAR VISTA HIGH SCHOOL POOL

1-6 YEAR STRATEGY

An agreement outlining public use of the District facility will be completed. The agreement will identify the hours, costs, and regulations for using the pool. An important element of the agreement will be the resurrection of the elementary school aged swimming lessons in the City.

FUNDING OPTIONS

Public use of the pool will have an associated cost. While some of the costs will be recovered through user fees, it is likely that the City Council will need to allocate funds from the General Fund of the City including revenue from Measure I and the potential increase in TOT to satisfy the financial terms of the agreement.

LONG-TERM GOALS AND OBJECTIVES

The agreement for public use of the pool can be a model for other joint use opportunities. The facility at 170 Palm, the beach areas, the Sports Park, and other City facilities can benefit and enhance the programs sought by the District. Likewise, the District has several facilities that can improve the recreation and education programs of the City.

The Sweetwater Union High School District is rebuilding and expanding the swimming pool facility at Mar Vista High School. The City was asked to work collaboratively with the District to close the funding gap and was able to coordinate with District officials to secure approximately \$2 million for the facility. From the onset, the District has been committed to allowing some level of public access to the pool for recreational and instructional swimming. The City of Imperial Beach and the Sweetwater Union High School District are conducting discussions about joint use opportunities for the pool to include swimming lessons for elementary aged children and open swim for the public.

Vision: The swimming pool at Mar Vista High School is a model for a variety of joint efforts to improve the educational and recreational facilities in the community. The pool allows the high school to be competitive in swimming, diving, and polo at the State level, while being an asset to the residents of Imperial Beach by allowing public swimming and lessons. More importantly, using the joint use agreements created for use of the pool will allow the City and the District to expand programs for students and the community by utilizing other facilities owned and operated by each entity.



PORTWOOD PIER PLAZA

In many ways, Portwood Pier Plaza is the activity center for the entire community. The iconic Imperial Beach Pier and the most recognizable piece of public art in the City (Surf Henge) are located in or near the plaza. The plaza was built by the Port of San Diego to accommodate events and activate the tidelands area. The plaza is framed by the Dempsey Safety Center that houses the main lifeguard tower and a large indoor assembly space on the south, and a commercial structure owned by the Port of San Diego on the north. The Plaza contains a large grass area that when not being used for activities, becomes a gathering place for the community. Most of the large events in the City are located in or originate from Pier Plaza. Traditionally, on Friday evenings the Imperial Beach Farmer's Market is held at Pier Plaza.

Vision: Pier Plaza takes its place at one the of the top destinations in San Diego County. A clean and safe environment welcomes all beachgoers to a location designed for exciting events, beach access surrounded by thriving businesses, and an iconic pier, creating everything imagined in "Classic Southern California."

1-6 YEAR STRATEGY

- There is a need for additional safety and aesthetic lighting in Pier Plaza. Despite being a true community gathering area, the area is remarkably dark after sunset. There is some aesthetic accent lighting, but there is a need for additional lighting throughout most areas of the plaza.
- Because so many people gather at Pier Plaza, there can be conflicting and incompatible uses that occur on occasion. The uses allowed and use of space in the plaza need to be defined and clearly indicated. For instance, walking spaces are often frequented by people on bicycles, skateboards and vendors.

Updating and clarifying policies can reduce any potential conflict in this popular meeting place.

- The tot-lot playground at Pier Plaza is in need of replacement with new equipment. The Parks and Recreation Committee should evaluate the location and recommend options to City Council for a unique play experience at the beach.
- Some infrastructure improvements are necessary to allow community events to be conducted safely and conveniently. The power sources, water connections, and other infrastructure limitations can impact the success of community events held in the Plaza.

FUNDING OPTIONS

The City of Imperial Beach and the Port of San Diego will need to discuss and address these issues in tandem. Funding for lighting may be considered by the Port, and there may be some grants for which the City is eligible, but if funds are not available from those sources, funding may need to be allocated from the General Fund of the City including revenue from Measure I and the potential increase in TOT.

LONG-TERM GOALS AND OBJECTIVES

The infrastructure for special events needs to be improved. The water and power facilities are inadequate for many of the events scheduled in the plaza. The handicapped access and parking is also limited and needs to be expanded to serve specific populations. The current setup for sound, especially amplified sound, is disruptive to the residential dwellings and implementing new sound strategies can result in high quality sound with less interruptions for residents living near the plaza. Smaller neighborhood parks are an important element in building pride and a sense of place in the City.

REAMA PARK

FUNDING OPTIONS

Staff has explored funding for dog park improvements and discovered that there is very little such funding available. Therefore, it is likely that funding for a small dog park will need to be allocated from the General Fund of the City.

LONG-TERM GOALS AND OBJECTIVES

Reama Park is located very close to the ocean which makes maintenance and upkeep challenging. Staff will need to carefully monitor the park, make necessary repairs and replace amenities when necessary. Whenever possible, all public parks should have restroom facilities. The City Council should explore the construction of a restroom in the future.

Reama Park located at Elkwood and Second Street falls into that category. A new playground was just installed in the park and the remainder of the park is primarily open space. Typically, this park is used by local residents rather than beachgoers making it an important location for local residents on the west side of the City.

Vision: Reama Park is the locals park near the beach where residents can spend time together and enjoy a less busy pace than that found at the beachfront. The park is safe and clean and allows neighbors to get to know each other in an environment dominated by beach goers.

1-6 YEAR STRATEGY

There are two large underutilized grassy areas at Reama Park. The Parks and Recreation Committee should evaluate options to expand or create new recreation opportunities at the park. Potential ideas include a dog park, special event space, expanded picnic area, or pickle ball courts.



ROSE TEEPLE PARK

Rose Teeple Park is the only City Park located north of Palm Avenue. One of the more popular parks in the City, the park is heavily used by the surrounding neighborhoods and is a true gathering spot for residents in the vicinity, generally north of Palm Avenue (SR 75). The playground equipment in Rose Teeple Park was recently replaced and upgraded and is heavily used. The Parks and Recreation Department has concentrated on this Park by holding several outreach events. It is so important to make sure this area is well-maintained and safe. There have been concerns about homelessness in the Park despite it being such a popular location for youth in the neighborhood.

Vision: Teeple Park will be an important community gathering area for the northern neighborhoods in Imperial Beach. The park will serve some of the recreational needs of the neighborhood but will also allow residents to meet and engage in community life. The park will be a safe, well-maintained area where everyone feels comfortable and there are amenities for all ages and abilities.

1-6 YEAR STRATEGY

- Teeple Park must be a safe and inviting space. The park should be examined for elements of Crime Prevention Through Environmental Design (CPTED) principles to ensure the park is as safe as possible. Additional lighting, security cameras, and other improvements can enhance user safety while also expanding the ability to use the park in the evening hours after working parents have returned home. A safety plan will be developed with cooperation and coordination between residents and the Parks and Recreation Committee followed by presented to the City Council for adoption and action.



- Except for the playground equipment, open grass area, and a couple of picnic tables, there are very few amenities in Teeple Park. The perimeter landscaping is also outdated and overgrown. A plan to install additional amenities in the park and maximize useable area will be created by the Parks and Recreation Committee for consideration by the City Council. Ideas such as outdoor game tables, pickleball courts, exercise equipment, new water efficient landscaping, and other features that are appropriate in this relatively small space will be explored.
- Because Teeple Park serves a large portion of the City, a concerted effort to improve accessibility for all ages and abilities will be explored by staff.

FUNDING OPTIONS

Although there are some grants available to complete these tasks, they are competitive in nature and funding sources have less funding to provide. Therefore, most of the costs associated with the 1-6 year strategy will need to be included in the budget process for allocation from the General Fund including revenue from Measure I and the potential increase in TOT. Staff will be directed to seek grant funding and explore various other outside funding opportunities.

LONG-TERM GOALS AND OBJECTIVES

Because Teeple Park serves as a community gathering area for a large area, especially for younger children, it is appropriate to construct restroom facilities in the park. This is a very expensive endeavor and will likely require outside funding. Staff will explore funding opportunities and keep the restroom facilities in Teeple Park in mind when applying for competitive grants.

TIJUANA RIVER ESTUARY (TRNERR)



The Tijuana River National Estuarine Research Reserve (TRNERR) is a partnership between the United States and the State of California that links the National Oceanic and Atmospheric Administration (NOAA), California State Parks, and the United States Fish and Wildlife Service. The California State Parks operates the Visitor Center and maintains the Border Field State Park and the U.S. Fish and Wildlife Service manages the Tijuana Slough National Wildlife Refuge. The two agencies cooperate to manage the Reserve's natural resources while furthering the educational and interpretive programs. The City of Imperial Beach, along with other regional agencies and local municipalities share management responsibilities through participation in the Reserve's Advisory Council. The estuary is a world class conservation area that is under-utilized and under-appreciated in Imperial Beach. There is an assortment of very nice walking trails, a visitor's center, restrooms, educational facilities, and a parking lot. The estuary is home to a variety of wildlife, especially birds, with several endangered species making their home in Imperial Beach.

Vision: The Tijuana Estuary will be a world class eco-tourism destination with visitors coming from across the globe to experience this environmental gem located

on the international border. Once viewed as missed opportunities, the open spaces and environmental interest in the estuary will become both an economic engine for the City and an amenity that allows the City to maintain its small-town atmosphere as two very large cities (San Diego and Tijuana) continue to grow around Imperial Beach.

1-6 YEAR STRATEGY

- Staff will take the steps necessary to solidify and expand the relationships with the stewards of the estuary. This will allow the expansion of programs such as walking tours, bird watching, education and history opportunities, stewardship programs, and the promotion of eco-tourism.
- Staff will work with the stewards of the estuary and the two school districts in the community to create enhanced education opportunities.

FUNDING OPTIONS

The costs associated with proposed efforts in the Tijuana Estuary are nominal and will be included in annual work programs.

VETERAN'S PARK

Veterans Park is centrally located in the heart of the City. The Imperial Beach Civic Center, the Senior Center, the Imperial Beach branch of the San Diego County Library and the Boys & Girls Club facility are all located within or immediately adjacent to the Park. The Park has something for everyone in the community including a nice walking path with a walking history of the area, a performance rotunda, recently renovated restrooms, a playground with a planned splash pad, a soccer field, a dog park and other features such as a tribute to Naval Canine Units. As a military community, Veterans Park is more than just another open space. It celebrates and memorializes the sacrifices of those who have served their country with honor which makes this space almost sacred for residents and visitors. The rotunda contains several dozen commemoration bricks purchased by residents and visitors in memory of loved ones. At times, there are concerns about homelessness and vagrancy at the park which is important to recognize and address.

Vision: Veterans Park will be a safe and attractive gathering area for everyone in the City. The commemoration of veterans who have served their Country is the ideal purpose for an area that allows residents to enjoy the very best of living in Imperial Beach. The park will be comfortable, clean and an exemplary space for residents and visitors in the City. The Senior Center will be updated to compliment the new library and a Veterans Memorial to honor all who served will be added.

1-6 YEAR STRATEGY

- The existing playground equipment at Veterans Park is aged and in poor condition. The playground and the surface below the equipment are in need of replacement. At least a portion of the new equipment should be accessible to persons with disabilities. The layout and configuration of the equipment will be reviewed by the Parks and Recreation Committee to obtain recommendations and suggestions.
- Enhancing the facilities in Veterans Park to be more

attractive is an important element of keeping the park relevant to the entire community. A safe and fun splash pad will be an attraction to Veterans Park that isn't practical in most of the other parks.

- New exercise equipment, primarily designed for older adult and senior users will be installed in strategic locations in Veterans Park. The equipment will form an exercise cycle that can be used to promote healthy lifestyles.
- After many years of use, the turf at soccer field is very work and needs to be replaced. In addition to turf replacement, lights will be installed to allow use of the field in the evening hours. The lights will be installed with consideration given to the adjacent property owners.
- The central location of Veterans Park near the center of the community and adjacent to City Hall makes it an excellent location to provide vital information to the community. A new electronic message board will be installed in Veterans Park to improve outreach efforts.

FUNDING OPTIONS

In large part, the funding for the projects in Veterans Park has been identified. Using funding from the American Rescue Plan Act (ARPA), Community Development Block Grant (CDBG), private donations, and other budgeted expenses. If there are shortfalls in the funding, there is funding from the Parks Impact Fee available and if necessary, the City Council can allocate funds from the General Fund of the City including revenue from Measure I and the potential increase in TOT.

LONG-TERM GOALS AND OBJECTIVES

- The Imperial Beach Senior Center is an important amenity for the community and is in very poor condition. The Center needs to be completely rebuilt and the improvements will cost several million dollars. Staff has sought funding through grants and private sources but have thus far been unsuccessful. Staff will continue to explore funding options, but

the reconstruction of the Senior Center is likely a longer-term goal. One option staff may consider is adding a prefab or modular classroom to expand programming at the Senior Center as funding options are considered.

- The irrigation system in Veterans Park has been installed and modified in a piecemeal manner and the park lacks a comprehensive and efficient irrigation system. The water mainline, sprinklers, and drainage system needs a complete overhaul. Staff will prepare a plan for the park in the near future but funding the replacement of the system will be a future endeavor.
- The storm drain system in the park including the deteriorated corrugated metal system is in need of

replacement and modernization. Improved storm water drainage and retention at the park will improve drainage and nuisance flooding of adjacent areas around the park.

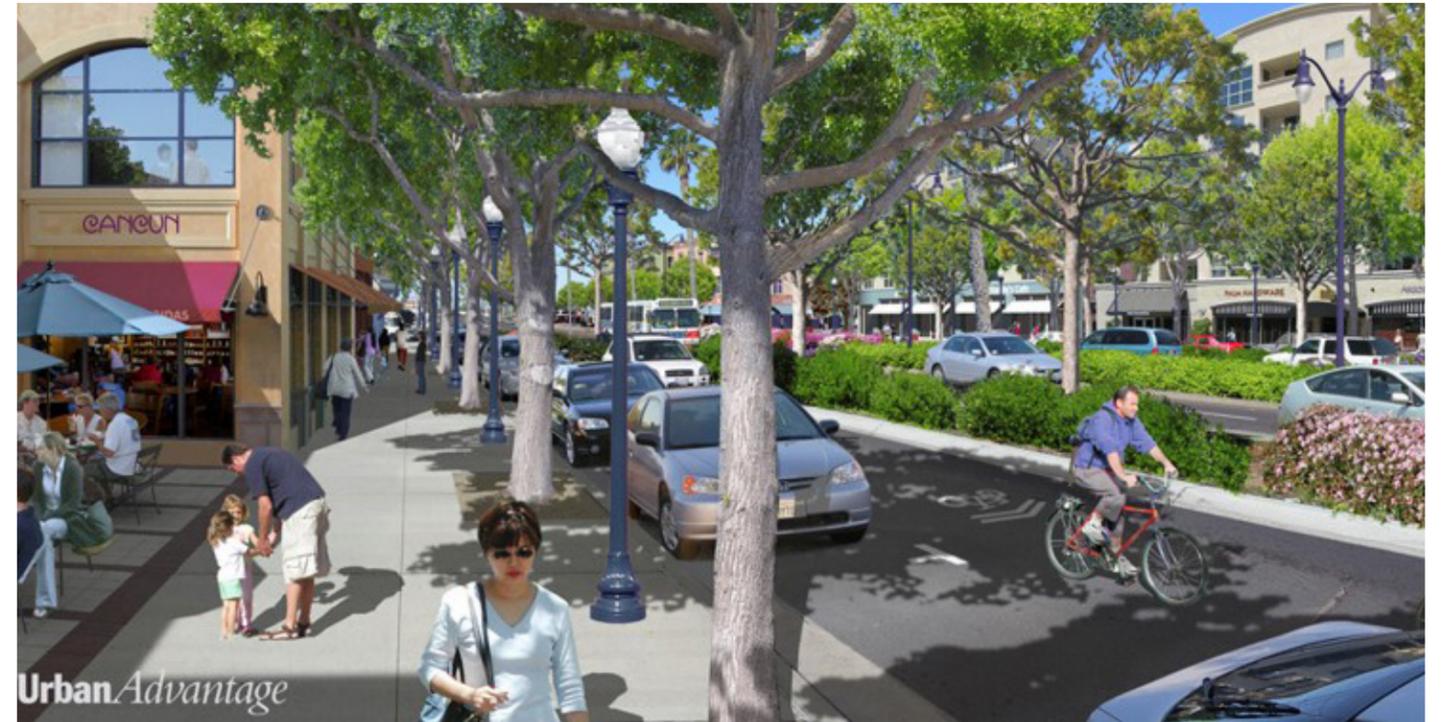
- Lighting in the park need to be evaluated for safety and modernized for energy efficiency. The existing bollard lights should be replaced with energy efficient LEDs and additional lighting installed where needed.
- The rotunda in Veterans Park is the public gathering area of the park. The structure is in poor condition and will need to be replaced in the future. It will be complicated by the inclusion of memorial bricks that have been placed on the performance platform of the rotunda.



CHAPTER

CITYWIDE CAPITAL, RECREATION AND OPEN SPACE OPPORTUNITIES

IMPLEMENTATION OF THE PALM AVENUE MASTER PLAN



The Imperial Beach strategic plan, The Bigger Picture, must include capital projects, anticipated public works improvements, recreation and open space opportunities and other community investments. However, it should be noted that the City Council has adopted a Capital Improvements Program and although there be some overlap, this document is not intended to replace or nullify the projects identified in the adopted Capital Improvements Program.

Vision: Palm Avenue will define Imperial Beach as “Classic Southern California”; a beach-oriented community with a safe, small town family atmosphere, rich in natural and cultural resources. Palm Avenue will be a gathering place for the community, rather than a dividing line, linking different neighborhoods as a safe, efficient and attractive transportation corridor. The roadway will support a thriving business climate and be a financial anchor for the City.

The City of Imperial Beach received a grant for preparation of the Palm Avenue Master Plan. Extensive outreach and many public meetings were conducted resulting in a conceptual plan for the highest volume road in the community. As additional funding is identified, implementation of the plan will become a reality. Although the timing for obtaining enough funding for implementation of the plan is unknown, the plan is very important in immediate and short-term planning and development along the roadway. As new projects are submitted for review, the design elements are reviewed for consistency with the Palm Avenue Master Plan.

1-6 YEAR STRATEGY

- Staff will review all development projects in the Palm Avenue Master Plan area for consistency with the plan. A deferred improvement plan will be created for any elements of the plan that cannot be implemented at the current time so that when they can be implemented, the work can be completed.
- Staff will review the plan on an annual basis to ensure the latest transportation solutions and trends are accommodated. For instance, there is a growing number of electrical vehicles and in order to comply with Federal and State laws, the number of electrical



CITY HALL COMPLEX

cars will continue to grow. The anticipated number of charging stations along the corridor may need to be increased to address this changing trend.

FUNDING OPTIONS

The costs associated with the short-term tasks for the Palm Avenue Master Plan will be nominal and included in the annual work plan in the Community Development Department. The need for additional funding is not anticipated.

LONG-TERM GOALS AND OBJECTIVES

Staff will continue to explore funding options and opportunities to implement the Palm Avenue Master Plan. The effort will require many millions of dollars and likely a variety of funding sources. Potential funding sources include the proceeds from the Pond 20 transaction with the Port of San Diego, transportation grants, private funding associated with development projects and City contributions. In the meantime, the plan will continue to serve as a guiding document for development along Palm Avenue.

The Imperial Beach City Hall is co-located with the Imperial Beach Fire Station and the substation of the San Diego Sheriff's Department. The structures are in generally good condition, but aesthetic and mechanical updates and remodeling is needed. Recent City Council Chamber, flooring, window and office equipment improvements have created a more comfortable working environment and a better experience for residents and visitors to the City Hall Complex, and additional projects will result in a functional civic center.

Vision: *The Imperial Beach City Hall Complex will be an attractive, efficient, and safe location to perform the necessary functions of local government. Residents and clients will be able to conduct business in a professional setting.*

1-6 YEAR STRATEGY

- The community room will be updated to reflect the flooring and décor improvements of the main

building at City Hall.

- The Fire Department, especially the residential area of the building, will be remodeled and updated. The restroom facilities, kitchen area and offices will reflect the improvements made at City Hall, and the living areas, including furnishings, will be high quality and attractive.
- The exterior of the buildings will be updated to be more visually attractive. Details such as the replacement of the deteriorating facia will be replaced, and attractive accent colors will be implemented into the building design.
- An outdoor lunch, exercise and rest area will be improved south of the parking lot. The area will include tables, exercise equipment, sitting space, and other amenities with areas of shading and wind blocks.

FUNDING OPTIONS

The costs associated with the short-term tasks for the City Hall Complex will be allocated from the General Fund.

LONG-TERM GOALS AND OBJECTIVES

Expansion of the City Council Chambers, additional office and meeting space and generally a more efficient use of space in the City Hall Complex will require significant planning and funding. Staff will explore various funding options, but it is likely that this funding will need to be allocated from the General Fund of the City. Recently, funding from the American Rescue Plan Act was used to complete various safety improvement including air filtration and better circulation.



POCKET PARKS/SAFE WALKING ROUTES & BIKE LANES, TRANSIT OPPORTUNITIES

Pocket Parks

There are some small, but important open spaces in the community that add to the systems of parks and open spaces. The pocket park at 10th Street and Iris is not a true park facility, but it provides an open space in an underserved area of the community. The Park includes Native American art and was dedicated by the Elders of the Kumeyaay Nation. There is a small, landscaped area located near the Fleet Reserve Association just north of Palm Avenue on Silver Strand Boulevard. This space provides an area for meditation and reflection for those walking through this unused road right of way. Staff will explore other potential locations for smaller, but important public spaces through the community.

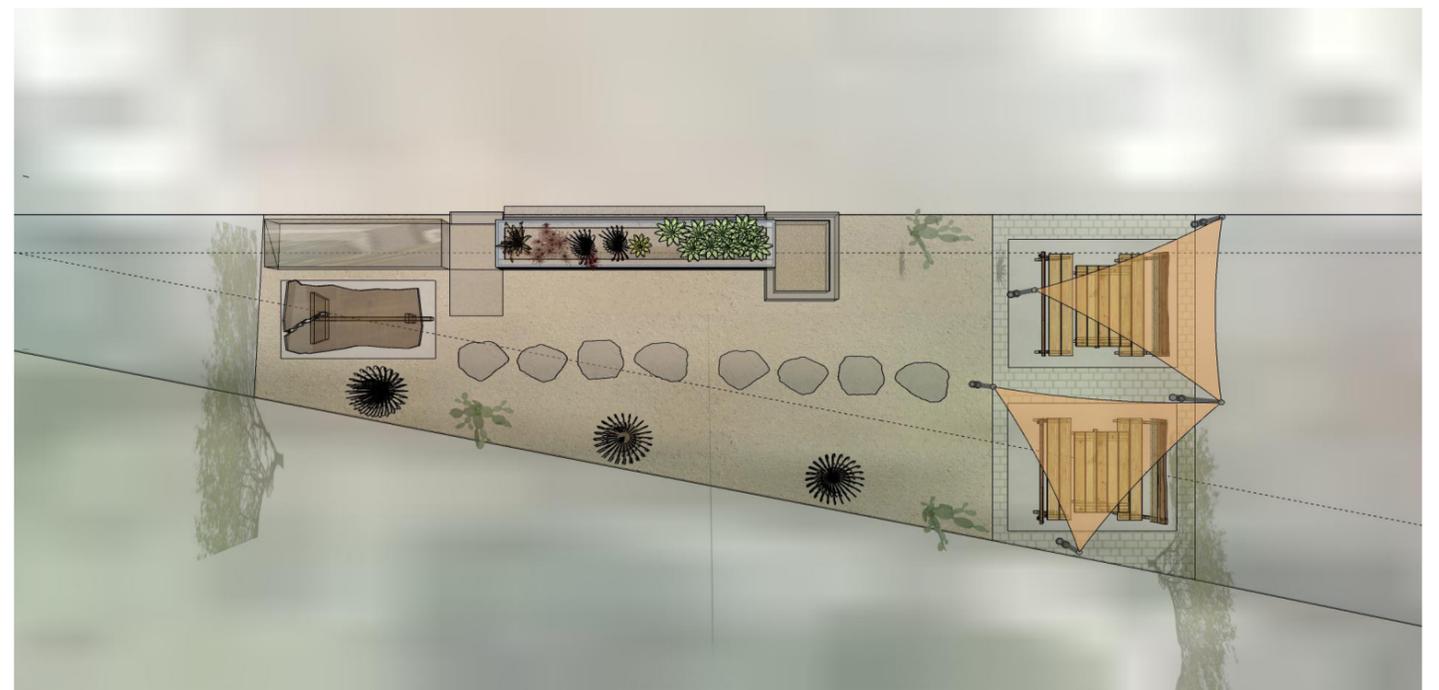
Safe Walking Routes and Bicycle Lanes, Transit Opportunities

Geographically, Imperial Beach has a small footprint and is relatively flat in elevation. If safe walkways are provided, most residents and visitors can easily reach most destinations on foot or bicycle. To realize the full benefit of reduced vehicular travel, there must be attractive and safe pedestrian and bicycle facilities throughout the community that link all key destinations with the residential neighborhoods.

Complicating this effort is the fact that at last measure, more than 90% of the workforce in Imperial Beach had to leave the City for employment. Not surprisingly, a significant portion of the employment commute occurs at a similar time as the start of the school day in the community. For this reason, the City must place a high emphasis on safe walking routes to schools.

Complementing the safe walking routes, the City must continue to provide amenities such as the Tijuana Estuary Boardwalk located between 3rd Street and Seacoast Drive on the south side of Imperial Beach Boulevard, and dedicated bike lanes separated from traffic flow to encourage the use of non-motorized facilities.

The City of Imperial Beach is well served by bus transit but lacks a light rail station and taxi service is extremely limited. The City would benefit from a local shuttle service that allows people to be transported between major destinations in the City as well as regular and reliable transportation from Imperial Beach to the Palm Avenue Trolley Station (light rail) located east of Interstate 5.



PARKING PROGRAMS AND IMPROVEMENTS

Parking in a coastal community is an existential issue that impacts the lifestyle of residents, the experience of visitors, and the success of local businesses. The City Council recently directed staff to complete a parking analysis for the western portion of the community, but the results of the analysis can be applied throughout the community. Both near-term and longer-term solutions were explored and identified for consideration by the City Council.

Vision: Parking in Imperial Beach will allow residents to park at or near their homes, visitors to park near primary destination areas, and patrons of local businesses to find parking near their destination.

1-6 YEAR STRATEGY

- Convert segments of unrestricted parking on Seacoast Drive and Palm Avenue to 2-hour time restricted parking to increase parking turnover for local businesses.
- Consult with individual business to determine whether existing 20-minute time restricted parking should be maintained or converted to 2-hour time restricted parking.
- Convert unrestricted parking on the west side of Seacoast Drive south of Donax Avenue to a passenger loading zone with signage for rideshare pick-up/drop-off.
- Continue to require new development projects in the coastal area to implement Transportation Demand Management strategies to support alternative modes of transportation and reduce parking demand.
- Collaborate with existing businesses and perspective developers on opportunities for joint use of existing parking facilities/potential to construct new facilities.
- Consider charging a fee to park in the Seacoast & Palm Lot, and the Seacoast & Elkwood Lot on weekends and/or implement time-restricted parking (such as 4-hour) to manage demand and increase parking turnover during peak periods of beach activity.

FUNDING OPTIONS

The costs associated with exploring parking options will be allocated from the General Fund, including revenue from Measure I and the potential increase in TOT.

LONG-TERM GOALS AND OBJECTIVES

Many of the parking objectives will take many years and significant funding to complete. However, it is important to identify the potential solutions and begin to work toward implementation of the long-range goals. As funding becomes available and as conditions warrant, the following parking management strategies should be explored:

- Perform a feasibility study to evaluate design concepts and associated costs, benefits and impacts of converting Seacoast Drive and 2nd Street into a one-way couplet with parallel parking on one side of the street and angle parking on the other; the study should also explore options for protected bike facilities and/or wider sidewalks on Seacoast Drive.
- Seek funding opportunities, such as the San Diego Unified Port District's CIP or public-private partnerships, to construct a two-to-three story parking structure along Seacoast Drive or at other strategic locations in proximity to the beach.
- Establish an In-Lieu Fee Program for new development to support new parking, on-going maintenance costs, and/or enforcement of time restrictions, pay or permit parking within the coastal area.
- Implement a weekend shuttle service from the Palm Ave Trolley/Transit Station just east of I-5, or the large shopping center just west of I-5, to primary destinations off Seacoast Drive such as Dunes Park at Daisy Avenue and the Imperial Beach Pier at Evergreen Avenue.
- Consider posting 4-hour time restricted parking on some residential streets within two blocks of the beach to increase turnover for beachgoers, while offering permits to area residents that would allow them to park in excess of the time restriction.

ENERGY EFFICIENCY AND ELECTRIC VEHICLES

- Consider implementing parking meters on Seacoast Drive and Palm Avenue to increase parking turnover for local businesses, while providing more flexibility for customers.

- Creation of a plan to transition the City's fleet to zero emission vehicles and implement policies that by 2027 all new vehicle purchases in the City will be electric.

The City of Imperial Beach has been a leader in exploring and implementing energy efficiency methods and reducing the City's carbon footprint. However, there are additional opportunities and advancement that must be reviewed and acted upon. Some of the opportunities that will be explored in the next five years include:

- Installation of solar panels at appropriate municipal facilities in the City. (City Hall, 170 Palm, and Sports Park Recreation Center)



CHAPTER

OTHER CONSIDERATIONS

The Bigger Picture is a strategic plan for the City that links with many other planning document and policies adopted by the City Council. Additionally, there are several important priorities identified by the City Council that aren't included in this document but should be noted as parallel efforts.

- **The Imperial Beach General Plan, Local Coastal Program, municipal budget, Capital Improvements Program, Sea Level Rise Analysis, the proposed Parks Master Plan, the Imperial Beach Municipal Code** and similar documents are not competing but rather companion documents to the Bigger Picture. *The purpose of the Bigger Picture is to consolidate and organize the financial and human resources of the City into an action document implemented at the direction of the City Council.*
- **The impact of transboundary sewage and debris from Mexico into the Tijuana River Valley and the Pacific Ocean is an overarching and an all-encompassing issue for the City of Imperial Beach.** However, as a small municipality, there are very limited actions the City can take to address this issue. *Although not included herein, it should be noted that this is the highest priority issue for the City of Imperial Beach.*
- *The City has many partners that can provide assistance in addressing the goals and objectives of this strategic plan. The Chamber of Commerce, the Design Review Board, Parks and Recreation Committee, the Tidelands Advisory Committee, the Port of San Diego, the United States Navy, SANDAG, the State of California, the Federal Government and countless other partners will be counted on for the success of the City.*



THE BIGGER PICTURE SUMMARY

NEAR TERM PROJECTS AND FUNDING OPTIONS

The Bigger Picture Summary of Near-Term (1-6 Year) Projects and Funding Options

Communitywide Strategic Efforts

Clean and Safe Neighborhoods

- Elimination of Graffiti within 48 Hours
- Maintenance of Streets and Storm Drains
- Removal of Illegally Dumped Items
- Maintain Low Crime Rate Achieved in Recent Years
- Improve Emergency Preparedness and Conduct Exercises
- Maintain Highest Level of Marine and Beach Safety
- Maintain Effective Animal Control Services
- Improve Code Compliance Practices Including Implementation of a User-Friendly Reporting System
- Expand the Community Park Ranger and Ambassador Program
- Complete Crime Prevention Through Environmental Design Studies and Implement Solutions

Update Imperial Beach General Plan and Local Coastal Program

- Complete the General Plan and Local Coastal Program for Consideration by the City Council

Events, Activities and Cultural Exchange

- Improve Experience for Those Attending Events in Imperial Beach
- Create New Events that Showcase the Community
- Create New Events that Appeal to All Ages, Ethnicities and Genders
- Operate the Highest-Level Parks and Recreation Program
- Activate Under-Utilized Park and Facility Space
- Update the Recreation and Event Facilities to Accommodate Better Events

Outreach and Communications

- Implement New Webpage that is User-Friendly and Bi-Lingual
- Expand the Social Media Footprint of the City
- Maintain a Constant Presence in Traditional Video and Print Media
- Be Intentional with Increased Outreach (multi-lingual and multi-cultural)
- Install Electronic Message Boards in Key Locations
- Explore Innovative and Unconventional Methods to Reach All Residents

Physical Accessibility

- Create Recreational Programs for Residents with Special Needs
- Improve Parking and Access to Major Destinations
- Improve and Create Safe Walking Spaces
- Install Additional Bicycle Lanes that are Separated from Traffic Where Possible
- Provide Additional ADA Friendly Mats at the Beach
- Install Better Wayfinding Signs in the Community
- Install Inclusive Playground Equipment and Other Amenities

Social Accessibility and Equity

- Join the San Diego Network of AARP and National Age Friendly Cities
- Facilitate and Support the Creation of Community Based Organizations to Improve Equity
- Address Outreach and Equity at the Onset of All Projects
- Incorporate Equity Policies in the Guiding Documents of the City
- Provide High-Quality Youth Development Programs
- Implement Multi-Lingual Outreach and Education Programs for Housing
- Develop and Implement an Affirmative Fair Marketing Plan

Relationships and Partnerships

- Cultivate and Strengthen Relationships and Partnerships

Project Based Strategic Efforts

13th Street Community Corridor Improvements

- Prepare a 13th Street Community Corridor Plan
- Conduct Outreach to Businesses to Identify Barriers to Investment
- Conduct Outreach to Multi-Family Residential Managers to Identify Barriers to Re-Investment
- Implement Initial Lower-Cost Improvements of the Corridor Plan

170 Palm Avenue

- Complete Upgrades Necessary to Conduct Recreation Programs

Bayshore Bikeway

- Install Bikeway Regulatory Signs
- Install Hydration Stations
- Create a Cycling/Pedestrian Safety Plan



- Install Additional Lighting in Strategic Locations
- Improve the Maintenance of Surface and Vegetation

Bayfront

- Complete an Ownership and Land Use Analysis
- Update the General Plan and Local Coastal Program to Indicate Preferred Uses
- Create an Imperial Beach Bayfront Specific Plan
- Monitor Property Ownership

Beachfront

- Complete a Reinvestment and Façade Renovation Program
- Complete an Art, Mural, and Activity Program
- Install Wayfinding and Storytelling Signage
- Install Picture Platforms, Maps, and Points of Interest Facilities
- Work with the Port of San Diego to Complete Improvements to the Pier
- Create Programs to Address and Mitigate Impacts that Affect Visitor Experiences
- Improve Lighting and Other Safety Features on Seacoast Drive

Bicentennial Triangle

- Install Electronic Message Board
- Place an Additional Piece of Public Art
- Activate with Seasonal Decorations

Border to Bayshore Bikeway

- Ensure Improvements are Safe and Aesthetically Pleasing
- Meet with Business Owners Impacted by the Improvements to Mitigate Concerns

Borderfield State Park

- Work with Appropriate Partners to Open the Park on a More Consistent Basis

Dunes Park

- Install Additional Safety Lighting
- Install Feet and Equipment Washing Station
- Upgrade Hydration Station

Eastside Park

- Initiate and Conclude Discussions with South Bay Union School District Regarding Oneonta School
- Explore Locations for a Park in the Eastern Portion of the City

Imperial Beach Sports Park

- Complete the Remodel of the Recreation Center
- Complete Improvements to the Outdoor Areas of the Sports Park
- Install Safety Measures such as Security Cameras and Lighting
- Complete a Vehicular Safety Plan for Areas Adjacent to the Sports Park
- Increase Access to Ball Fields for Recreation Programs and Open Use
- Replace Existing Restrooms

Mar Vista High School Pool

- Complete Agreement for Public Access and Use

Portwood Pier Plaza

- Improve Safety and Aesthetic Lighting
- Address Incompatible Uses
- Update the Equipment at the Tot-Lot
- Upgrade Infrastructure Necessary to Serve Events

Reama Park

- Improve the Underutilized Portions of the Park

Rose Teeple Park

- Complete and Implement a Crime Prevention Through Environmental Design Program
- Improve the Underutilized Portions of the Park
- Improve Accessibility for All Amenities

Tijuana River Estuary

- Solidify Relationships
- Create Enhanced Educational Opportunities

Veterans Park

- Replace Existing Playground Equipment
- Install a Splash Pad
- Install Senior Friendly Exercise Equipment
- Replace Turf at Soccer Field
- Install Community Message Board

Citywide Capital, Recreation and Open Space Opportunities

Palm Avenue Master Plan

- Review All Projects On or Near Palm Avenue for Compliance with the Master Plan
- Review the Plan on an Annual Basis for Changes in Traffic Patterns and Technology

City Hall Complex

- Update the Community Room
- Complete Improvements at the Fire Station
- Update and Improve the Exterior of the Structures
- Install Outdoor Eating and Exercise Area

Pocket Parks

- Identify Locations for Additional Parks

Safe Walking Routes and Bicycle Lanes, Transit Opportunities

- Identify and Improve Walking Route and Bicycles Lanes
- Work the MTS to Expand Transit Opportunities

Parking Programs and Improvements

- Convert Segments of Seacoast Drive and Palm Avenue to 2-hour Parking
- Consult with Businesses Regarding Existing 20-minute Parking
- Create a Passenger Loading Zone
- Impose Transportation Demand Management Strategies
- Explore Joint Use of Existing Parking Facilities
- Consider a Parking Fee in the Seacoast and Palm, and the Seacoast and Elkwood Lots