

STRATEGIC PLAN



OUR MISSION

Preserve, protect, and provide innovative services that enhance the quality of life for residents, visitors, businesses, and our communities.

OUR OPERATING PRINCIPLES

RESPECTFUL PARTNERSHIPS – Encourage honest dialogue, diversity in thinking, and problem solving.

IMPROVEMENT & EFFICIENCY – Streamline everything we do using best practices.

FINANCIALLY SOUND DECISION-MAKING – Achieve long-term sustainability.

DATA GATHERING & SHARING – Enhance informed decision making.

MEASUREMENT & ACCOUNTABILITY – Ensure excellent service and the best investment of taxpayer money.

COMMUNITY OUTREACH – Seek feedback from the community.

COMMUNITY CHARACTER – Protect community character and agricultural programs.

OUR VISION

Encinitas is five unique communities thriving as ONE great city through pursuing our vision of:

QUALITY TRANSPORTATION

Provide effective, safe, and easy transportation for all modes of movement and for all demographics.

RECREATION

Promote active lifestyles and community health by furthering access to trails, parks, beaches, and other recreational opportunities.

ECONOMIC DEVELOPMENT

Create economic opportunities through innovation, financial stability, and fiscal responsibility.

ENVIRONMENT

Be good stewards of open spaces, beaches, parks, and the natural environment.

ARTS & CULTURE

Embrace great places to showcase the City's arts and culture, history, community charm and character.

PUBLIC SAFETY

Create a safe and secure environment for residents, visitors, and businesses throughout the City.

COMMUNITY PLANNING

Maintain safe and livable communities through well-maintained infrastructure and facilities, strong public safety, and significant environmental standards while achieving diverse and affordable housing for present and future generations.

OUR STRATEGIES, PROJECTS AND GOALS

These strategies below represent the major areas of focus for 2019–2021. Together, these projects and their associated goals ensure that our five unique communities thrive as one great city.

OUR STRATEGIES



ATTAIN A LEGALLY COMPLIANT HOUSING ELEMENT




BETTER INCORPORATE THE RAIL CORRIDOR INTO OUR NEIGHBORHOODS



IMPROVE CONNECTIVITY AND MOBILITY FOR ALL









PROMOTE GREEN INITIATIVES AND PROTECT NATURAL RESOURCES (includes SB1826)












Below is an updated, tiered capital improvement project list with corresponding goals for projects that were given priority focus at the City Council's Goal Setting session held on March 6, 2019. Tier 1 projects are largely funded and assigned as top priority, while Tiers 2-3 are in various stages of development and funding. In addition to our four strategies, we continue to embark on infrastructure, safety, and maintenance improvements shown with a  icon.

TIER I Mandated/Grant-Funded/Existing Project












STRATEGY

GOALS









TIER I Mandated/Grant-Funded/Existing Project	STRATEGY	GOALS
800 MHZ Radio Upgrades		This Public Works, Water, Fire, and Marine Safety project is on track and slated for completion in Fiscal Year 2020-21 (3-year project).
ADA Curb Ramp Project and Parking Lot Upgrades (Senior Center and Parks)	 	Senior Center to be completed by Fall 2019; Parks by TBA.
B Street Sidewalk Project, Northside	 	Construction to begin Oct. 2019; completed by the end of 2019.
Balour Drive Corridor Improvement	 	Construction to begin Sept. 2019; complete by Fall 2019 (restriping and candlestick bollards).
Climate Action Plan - Mitigation Measures		Ordinances implemented Oct. 2019 - Spring 2020.
Cottonwood Creek Stormwater Basin Cleaning		Obtain permits; restore basin volume.
El Camino Real - Mobility and Striping Improvements		To be constructed by Olivenhain Municipal Water District; complete by June 2020.
El Camino Real - Mobility Study		Continue study in FY20 to identify mobility options for all user types.
El Camino Real - Z Crossings		Construction starts after OMWD completes joint El Camino Real Mobility Improvements. Z crosswalk to be completed by Spring 2021.
El Portal Pedestrian/Bike Underpass Project	  	Complete by Sept. 2021.
FY 2019-20 Annual Street Overlay		Construction to begin by Dec. 31, 2019.
General Mobility Improvements		Annual program; improvements ongoing.
Grandview Beach Access Refurbishment		Fiscal Year 2021 Capital Improvement Project.
Housing Element Update		Housing Element Certification by Oct. 2019.
La Costa Stormwater Basin Rehab		Obtain permits; restore basin volume by June 2020.
Leucadia Blvd Roundabout at Hygeia	 	Final design completed by Dec. 2019. Construction begins March 2020 and completed by Dec. 2020.
Leucadia Streetscape	 	Construction to begin by September 2020.
MacKinnon Ave ADA Sidewalk	 	Construction complete by June 2020.
Morning Sun Drive Sidewalk	 	Construction complete by May 2020.

TIER I (Continued)	STRATEGY	GOALS
Rail Corridor "Cross Connect" Implementation Plan		Finalize plan by Spring 2020.
Recreation Trails Development		Design of RSF Trail and El Camino Trail to be completed by Jan. 2020 and construction to begin Spring 2020. Adams Run Trail TBA.
S. Coast Highway 101 Safety and Mobility Enhancements		Designated bike lanes construction to begin in Fall 2019.
Santa Fe Drive Improvements		Complete I-5 to El Camino Real by 2021.
Springwood Sidewalks		Construction completed.
Standard Pacific Park Site		Construction scheduled to begin Jan. 2020; complete by Fall 2020.
Storm Drain Repair		Continue maintenance operations.
Street Light Conversion Project		Retrofit street lights with energy efficient LED lights. Consultant RFP distributed in October 2019; project completion by March 2020.
Swami's Beach Access Safety Refurbishment		Funded by 2021-2022.
Tech Infrastructure Replacement		PC replacements completed by Oct. 2019; email system upgrades by Dec. 2019; and Disaster Recovery by June 2020.
Vulcan Avenue Traffic Calming Study		Completed by June 2020.

TIER II Paused - Lack of Funding/Resources

TIER II Paused - Lack of Funding/Resources	STRATEGY	GOALS
Beacon's Beach Access - Bluff Improvement Project		Redesign parking lot improvements July 2020.
Birmingham Drive - Complete Streets		Finalize project costs. Secure grant funds in 2020.
Circulation Element of GP (Reallocate \$300k traffic mitigation fees)		Kick-off July 2020.
Citywide Drainage Modeling		General funds secured. Complete model by end of 2020.
Encinitas Sports Park South Gate		Locate access points.
Jason Street Storm Drain includes Hermes-Leucadia Flooding		Finalize North County Transit District agreement and secure funds. Construction completed by Dec. 2020.
Leucadia Drainage, Design, Treatment and Construction		To be designed after drainage model completed.
Orpheus Ave. Green Street Improvements (implement WD16A)		Construction complete by Feb. 2021.
Solar Power Project Retrofits		Continue design and permitting to prepare for citywide energy efficient retrofits.
Verdi Pedestrian Crossing (Montgomery Ave)		Seek additional grant funds.
Vision Zero Study		Incremental implementation through Traffic & Public Safety Commission.

TIER III Largely Unfunded

TIER III Largely Unfunded	STRATEGY	GOALS
Active Transportation Program - Requeza/F Street Ped Imp		Unfunded project.
Citywide Rail Corridor Quiet Zone Implementation		Study to be completed by Fall 2019; implementation schedule is pending based on funding.
Fire Station #1		No funding at this time.
Habitat/Watershed Acquisitions		Ongoing project.
Leo Mullen Lights		Complete Specific Plan amendment.
Leucadia Blvd Intersection @ Vulcan & 101		Unfunded project.
Opportunity Acquisitions		Ongoing.
Potential Bridge Replacement/Rehabilitation		Seek grant funds.