

# CITY OF SOLANA BEACH

SOLANA BEACH CITY COUNCIL, SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY,  
PUBLIC FINANCING AUTHORITY, & HOUSING AUTHORITY



## AGENDA

Joint SPECIAL Meeting

Wednesday, March 28, 2018 \* 5:00 P. M.

City Hall / Council Chambers, 635 S. Highway 101, Solana Beach, California

- City Council meetings are video recorded and archived as a permanent record. The video recording captures the complete proceedings of the meeting and is available for viewing on the City's website.
- Posted Reports & Supplemental Docs contain records up to the cut off time prior to meetings for processing new submittals. Complete records containing meeting handouts, PowerPoints, etc. can be obtained through a [Records Request](#).

### PUBLIC MEETING ACCESS

The Regular Meetings of the City Council are scheduled for the 2nd and 4th Wednesdays and are broadcast live on Cox Communications-Channel 19, Time Warner-Channel 24, and AT&T U-verse Channel 99. The video taping of meetings are maintained as a permanent record and contain a detailed account of the proceedings. Council meeting tapings are archived and available for viewing on the City's website.

### AGENDA MATERIALS

A full City Council agenda packet including relative supporting documentation is available at City Hall, the Solana Beach Branch Library (157 Stevens Ave.), La Colonia Community Ctr., and online [www.cityofsolanabeach.org](http://www.cityofsolanabeach.org). Agendas are posted at least 72 hours prior to regular meetings and at least 24 hours prior to special meetings. Writings and documents regarding an agenda of an open session meeting, received after the official posting, and distributed to the Council for consideration, will be made available for public viewing at the same time. In addition, items received at least 1 hour 30 minutes prior to the meeting time will be uploaded online with the courtesy agenda posting. Materials submitted for consideration should be forwarded to the City Clerk's department 858-720-2400. The designated location for viewing public documents is the City Clerk's office at City Hall during normal business hours.

### SPEAKERS

Please submit a speaker slip to the City Clerk prior to the meeting, or the announcement of the Section/Item, to provide public comment. Allotted times for speaking are outlined on the speaker's slip for each agenda section: Oral Communications, Consent, Public Hearings and Staff Reports.

### AMERICAN DISABILITIES ACT TITLE 2

In compliance with the Americans with Disabilities Act of 1990, persons with a disability may request an agenda in appropriate alternative formats as required by Section 202. Any person with a disability who requires a modification or accommodation in order to participate in a meeting should direct such request to the City Clerk's office (858) 720-2400 at least 72 hours prior to the meeting.

As a courtesy to all meeting attendees, please set cellular phones and pagers to silent mode and engage in conversations outside the Council Chambers.

### CITY COUNCILMEMBERS

Ginger Marshall, Mayor

David A. Zito, Deputy Mayor

Jewel Edson, Councilmember

Judy Hegenauer, Councilmember

Vacant

Gregory Wade  
City Manager

Johanna Canlas  
City Attorney

Angela Ivey  
City Clerk

**SPEAKERS:**

Please submit your speaker slip to the City Clerk prior to the meeting or the announcement of the Item. Allotted times for speaking are outlined on the speaker’s slip for Oral Communications, Consent, Public Hearings and Staff Reports.

**READING OF ORDINANCES AND RESOLUTIONS:**

Pursuant to Solana Beach Municipal Code Section 2.04.460, at the time of introduction or adoption of an ordinance or adoption of a resolution, the same shall not be read in full unless after the reading of the title, further reading is requested by a member of the Council. If any Councilmember so requests, the ordinance or resolution shall be read in full. In the absence of such a request, this section shall constitute a waiver by the council of such reading.

**CALL TO ORDER AND ROLL CALL:**

**FLAG SALUTE:**

**APPROVAL OF AGENDA:**

**D. STAFF REPORTS:** (D.1.)

*Submit speaker slips to the City Clerk.*

**D.1. Draft Work Plan for Fiscal Year 2018-2019** (File 0410-08)

Recommendation: That the City Council

- 1. Review, discuss and provide direction on the potential modifications to the draft Fiscal Year 2018-2019 Work Plan and provide direction to Staff.

**[Item D.1. Report \(click here\)](#)**

*Posted Reports & Supplemental Docs contain records up to the cut off time, prior to the start of the meeting, for processing new submittals. The final official record containing handouts, PowerPoints, etc. can be obtained through a Records Request to the City Clerk’s Office.*

**ADJOURN:**

**AFFIDAVIT OF POSTING**

STATE OF CALIFORNIA }  
 COUNTY OF SAN DIEGO } §  
 CITY OF SOLANA BEACH }

I, Angela Ivey, City Clerk of the City of Solana Beach, do hereby certify that this Agenda for the March 28, 2018 Council Meeting was called by City Council, Successor Agency to the Redevelopment Agency, Public Financing Authority, and the Housing Authority of the City of Solana Beach, California, was provided and posted on March 21, 2018 at 5:15 p.m. on the City Bulletin Board at the entrance to the City Council Chambers. Said meeting is held at 5:00 p.m., March 28, 2018, in the Council Chambers, at City Hall, 635 S. Highway 101, Solana Beach, California.

Angela Ivey, City Clerk  
City of Solana Beach, CA



# STAFF REPORT CITY OF SOLANA BEACH

**TO:** Honorable Mayor and City Councilmembers  
**FROM:** Gregory Wade, City Manager  
**MEETING DATE:** March 28, 2018  
**ORIGINATING DEPT:** City Manager's Department  
**SUBJECT:** **Council Review of Draft Work Plan for Fiscal Year 2018/2019**

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## **BACKGROUND:**

The Fiscal Year (FY) 2018/2019 Work Plan, when approved, will be a guiding document that includes all of the City Council's priority projects. The FY 2018/2019 Work Plan will include an overall focus to keep four key concepts in mind as the City Council directs Staff on projects and programs: Community Character, Organizational Effectiveness, Environmental Sustainability and Fiscal Sustainability with the knowledge that all four concepts are important to the overall sustainability of the City.

This item is before City Council to review, discuss and provide direction on the development of the FY 2018/2019 Work Plan. After Council reviews and provides direction, Staff will bring back the updated version for Council review either as directed or concurrent with the draft FY 2018/19 Budget in April/May, 2018. The final version will be brought back to Council for adoption along with proposed amendments to the FY 2018/2019 Adopted Budget in June, 2018.

## **DISCUSSION:**

The draft FY 2018/2019 Work Plan is being brought before City Council to review and discuss any recommended modifications and to accept public comment. Where warranted, Staff has included the estimated costs and timeframes associated with various priority items. In addition to including the estimated costs, certain items were separated into phases, pending funding. All prioritized items in the FY 2018/2019 Work Plan have been updated by Staff based on the progress made throughout FY 2017/2018. The Council is also being asked to provide direction, as necessary, on projects contained in, or to be added to, the current FY 2017/18 Work Plan.

In addition to the draft updates to the items in the Work Plan document, there will also be brief discussion on items not included in the Work Plan that may impact the development of the FY 2018/2019 Budget. These items are primarily from Public Safety

CITY COUNCIL ACTION:

(Fire, Sheriff and Marine Safety) that are not currently included in the actual Work Plan document but will be presented to Council for discussion and direction.

**CEQA COMPLIANCE STATEMENT:**

Not a project as defined by CEQA.

**FISCAL IMPACT:**

Funding for the projects contained in the draft Fiscal Year 2018/2019 Work Plan vary from project to project. Some of the potential projects will have cost implications and estimates have been provided for consideration.

**WORK PLAN:**

Revision to Work Plan.

**OPTIONS:**

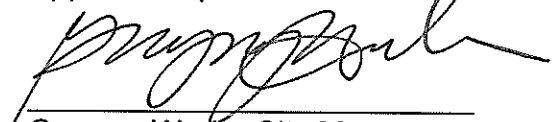
- Review and discuss potential modifications to the draft FY 2018/2019 Work Plan and provide direction to Staff.
- Do not review and discuss potential modifications to the draft FY 2018/2019 Work Plan and provide alternative direction to Staff.

**DEPARTMENT RECOMMENDATION:**

Staff recommends that the City Council review, discuss and provide direction on the potential modifications to the draft Fiscal Year 2018/2019 Work Plan and provide direction to Staff.

**CITY MANAGER'S RECOMMENDATION:**

Approve Department Recommendation.

  
\_\_\_\_\_  
Gregory Wade, City Manager





# CITY OF SOLANA BEACH WORK PLAN

FISCAL YEAR 201~~8~~7-201~~9~~8



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(TOC TO BE UPDATED AT FINAL REPORT)

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**CITY MANAGER'S REPORT**  
Overview/Current Trends

(TO BE INSERTED LATER)



### **MISSION STATEMENT**

**To have an efficient and effective City Government that works to balance fiscal sustainability while maintaining environmental sustainability, quality of life and community character.**

### **STRATEGIC PRIORITIES**

The following Strategic Priorities provide focus and direction regarding all service expectations for the city.

#### ▪ **COMMUNITY CHARACTER**

Objective: To maintain the small town coastal community charm that respects our beachside setting with consideration for scenic views and scale of development; and to promote an outdoor lifestyle and walkable/pedestrian scale community supported by local businesses that foster both a neighborhood friendly ambience and tourism.

#### ▪ **FISCAL SUSTAINABILITY**

Objective: To maintain a balanced operating budget and healthy capital improvement plan while providing outstanding customer service levels that maintain community character to the highest degree possible; and to maintain a threshold of sustainability on a three year forecast basis, with a goal of keeping the point of revenue and expenditure lines crossing at least three years out.

#### ▪ **ORGANIZATIONAL EFFECTIVENESS**

Objective: To provide outstanding service and infrastructure maintenance that meets or exceeds the expectations of the community; and to promote a culture of learning and communication that ensures the community is well informed while providing a high level of confidence in local government.

#### ▪ **ENVIRONMENTAL SUSTAINABILITY**

Objective: To reduce the City's environmental footprint and develop long-term environmental sustainability for the community. Reduce waste and reliance on single occupancy vehicles, conserve resources and promote sustainable building practices to create a positive community image and accept our social responsibility to ensure a viable future for Solana Beach and its residents.





# FY 2018~~7~~-2019~~8~~

## WORK PLAN PRIORITIES

### COMMUNITY CHARACTER PRIORITIES

#### A. Land Use & Planning

##### 1. General Plan Update (Timeframe: 12-36 Months)

###### FY Objective:

The City's first General Plan was originally adopted in 1988. Some of the elements of the General Plan (Land Use, Circulation, Noise, Housing, etc.) have been reviewed and revised individually over time.

~~In July 2010, the City Council established a General Plan Update (GPU) Ad-Hoc Committee consisting of Councilmembers Nichols and Campbell, Councilmember Campbell was later replaced with Councilmember Zito. In February 2011, City Council approved a phased approach to the update, which includes the Housing Element, Land Use Element, Circulation Element, Climate Action Plan, and programmatic environmental documents. The remaining required elements, and any optional elements the City Council chooses to undertake, are planned to be completed at a later date.~~

~~The draft Housing Element, with the modifications requested by the State Department of Housing and Community Development (HCD) and the associated Negative Declaration was adopted by the City Council on February 13, 2013. HCD certified the Housing Element on March 4, 2013.~~

~~The Circulation and Land Use Elements were adopted by the City Council on November 19, 2014 and the Environmental Impact Report was certified at that same meeting. The City's remaining elements, Conservation and Open Space, Safety, Noise, and Economic Development are the next to be updated.~~

~~Now that the Circulation and Land Use Elements have been adopted, updates to the Municipal Code are required to reflect the changes in these elements, such as, community gardens and consideration of development standards for specific areas of the community. Programs will also need to be developed, in particular the traffic impact fee that is identified in the Circulation Element.~~

~~The Climate Action Plan (CAP) continues to be developed and is anticipated to be adopted in the 2017-2018 Fiscal Year. The City Council established a Climate Action Commission (CAC) in October 2015. The CAC held its first meeting on March 2, 2016. The CAC is expected to provide meaningful input and guidance on the preparation of a CAP that reflects the values of the citizens of Solana Beach. The CAP is being developed outside, but alongside, the General Plan Update to allow for more flexibility in continuous assessment and modifications needed for a successful implementation of a CAP. The CAP is discussed in more detail in the Environmental Sustainability section of this Work Plan.~~

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Comment [DK1]: This has been moved to the Environmental Sustainability section





~~The current Housing Element covers the time period of January 1, 2013 to December 31, 2020. Certain other elements of the General Plan (Land Use, Circulation, Noise, etc.) have been reviewed and revised individually over time. The City is required to adopt the City's next Housing Element by 2020~~

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**Key Policy Development and General Plan Update Tasks for Fiscal Year 2017/2018/2019:**

- ~~Issue an RFP for Housing Element consultant in fall of 2018 and select a consultant by spring 2019.~~
- ~~Develop Traffic Impact Fee (TIF) program and fee schedule.~~
- Evaluate possible code changes to accommodate community gardens.
- ~~Revise the SBMC to ensure apartment conversion to condominiums meet current standards for the construction of new condominiums.~~
- Evaluate the existing development standards for other areas of the community, including Eden Gardens.
- Evaluate possible code changes that accommodate outdoor dining/sidewalk cafes.
- Evaluate possible code changes that accommodate live/work units.
- Revise SBMC to require a biological study for proposed development located near an environmentally sensitive habitat area.
- Evaluate need to increase guest parking requirements for multi-unit and mixed-use projects.
- Revise SBMC to require exterior universal design standards (ADA) to the

Comment [CA2]: This is already required by the code.

Comment [CA3]: SBMC 17.60.130 allows for sidewalk cafes and outdoor eating areas with the approval of a CUP.

Comment [CA4]: SBMC 17.60.170 allows for Live/work with the approval of a CUP.

Comment [CA5]: This is a department policy



extent feasible

- Develop a multi-modal performance indicator program to periodically evaluate the City's transportation system.
- Develop a program to measure and monitor changes in active transportation/travel.
- Develop guidelines for new private driveways so as not to pose a traffic hazard, including consolidating driveways.
- Establish designated truck routes.
- Revise the SBMC to allow for a reduction in requirements for existing buildings that change uses and cannot accommodate current parking standards
- Provide guidelines for new development and redevelopment to locate off-street parking facilities behind storefronts.
- Evaluate requirement for new development and redevelopment to provide fair share contributions towards public facilities, services, and infrastructure. Implement key circulation/roadway projects and implementation strategies in the City.

Estimated Costs (Multi-year Project): ~~A nexus and fee study is required to be conducted for the Traffic Impact Fee Program and will cost \$85,000. An estimate of cost for the Housing remainder of the General Plan Element Updates would be determined upon the issuance of an RFP for services.~~

2. Local Coastal Program / Land Use Plan Adoption and Preparation of the Local Implementation Plan (Timeframe: 18-24 months)

The City adopted the Certified Local Coastal Program (LCP) Land Use Plan (LUP) in February 2013. The LCP/LUP was approved by the California Coastal Commission (CCC) on March 7, 2012. At the City's February 2013 public hearing, the City Council also directed City Staff to prepare a Land Use Plan Amendment (LUPA) to modify some of the provisions in the LUP relating primarily to bluff top development, shoreline protection and private beach access ways. The CCC approved the City's LUPA in January 2014 and incorporated 12 additional CCC-initiated modifications. The certified LUP includes a requirement to update the 2010 Draft Mitigation Fee Study prepared by the City. In January 2014, the CCC awarded the City a grant in the amount of \$120,000 for use by the City in updating the draft fee study to reflect the policies in the Certified LUP. An updated public recreation impact fee study and draft LUPA has been prepared and was submitted to the CCC on April 29, 2016. The CCC hearing was held in November and the CCC approved the fee study with 16 modifications. on the LUPA is expected to occur in May 2017. Development of the draft LCP Local Implementation Plan (LIP) remains in progress.

FY Objective: ~~The objective is to obtain final approval of the public recreation impact fee study and LUPA in FY 2017/2018. The CCC has 90-days to review and respond to the City's submittal of the public recreation impact fee study and~~





Land Use & Planning (Continued)

LUPA. However, the CCC requested and approved a one-year time extension given the state-wide significance of the public recreation impact fee which extended the timeline for Commission action until July 2017. Following Commission action, the City following Commission action adopting the fee study study with 16 modifications, the City is moving forward with the development of the LIP. In November of 2017 the City Council directed staff to pursue geographic sementation of the bluff top properties and authorized the City Manager to request a one year extension for the Fee Study Amendent. The objective is to respond to the CCC's modifications to the fee study amendment and submit the segmented LIP for the non bluff top properties. will need to consider taking final action on the LUPA.

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Title 19 has been reserved for the "Coastal Zone" provisions associated with the LCP/LIP.

LCP Completed Tasks:

- Establish a Visitor Serving Commercial Zone Overlay in the zoning code and map (Policy 5.1)
- Update the Off Street Parking Design Manual (Policy 2.25, Policy 2.41)
- Stencil storm drains and creek public access points (Policy 3.98)
- Update the City's SDP regulations (Policy 6.3, Policy 6.6, Policy 6.9)
- Establish a museum/visitor center to display local cultural, paleontological and archaeological artifacts (Policy 5.57)

Comment [CA6]: These policies discuss protection of public views. This is already a process and the regulations do not need to be updated

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LCP Local Implementation Plan Programs & Tasks for Fiscal Year 2017 / 2018 / 20182019:

- Complete the segmented LIP for City Council review and approval. Submit to the CCC upon City Council approval for their review and approval.
- Update to Zoning Code development standards (Policy 2.31, Policy 3.21, Policy 3.35)
- Establish a Visitor Serving Commercial Zone Overlay in the zoning code and map (Policy 5.1)
- An uUpdate to the Highway 101 Specific Plan is in progress, North and South Cedros Avenue and the Train Station parking and development standards (Policy 2.40, Policy 2.69)
- Develop an in-lieu ESHA mitigation fee program (Policy 3.10, Policy 3.12)
- Update DRP and Grading ordinances in the LIP (Policy 3.41, Policy 3.89)
- Review and update Dark Sky Overlay regulations (Policy 3.49)
- Prepare an update to the City's Drainage/Stormwater Master Plan (Policy 3.56, 3.72)
- Continue to coordinate with other jurisdictions in developing a watershed urban runoff management plan (WURMP) (Policy 3.74, Policy 3.75, Policy 3.87) and revise City regulations to comply with the SUSMP (Completed)
- Update HOZ regulations to include a coastal bluff overlay in LIP and SBMC (Policy 3.35, Policy 4.02)

Comment [CA7]: This could be completed through a department policy this year.





Land Use & Planning (Continued)

- Continue annual monitoring and inspection of all shoreline protective devices (Policy 4.33, Policy 4.87) and report every 5 years to the CCC (Policy 4.49, Policy 4.52)
- Continue to ensure that the Fire Marshal reviews all development plans for thinning or clearing of native vegetation as required for fuel management (Policy 4.72) and require a fuel modification plan as needed (Policy 4.81, Policy 4.83)
- Modify DRP application to require a landscape plan from applicants if project site is located in WUI (Policy 4.82)
- Develop a permit track for emergency projects (Policy 4.84) or modify existing permit applications as appropriate
- ~~Update the City's SDP regulations (Policy 6.3, Policy 6.6, Policy 6.9)~~
- Revise LIP to reflect the Traffic Impact Program/Fee (TIF) per Circulation Element Update (General Plan) (Policy 7.4)

**LCP Local Implementation Plan Programs & Tasks in future Fiscal Years:**

- ~~Develop an in-lieu ESHA mitigation fee program (Policy 3.10, Policy 3.12)~~
- ~~Update DRP and Grading ordinances in the LIP (Policy 3.41, Policy 3.89)~~
- ~~Update HOZ regulations to include a coastal bluff overlay in LIP and SBMC (Policy 3.35, Policy 4.02)~~
- Develop a parkland impact mitigation fee program (Policy 2.4, Policy 2.48)
- Update the Sign Ordinance (Policy 2.22, Policy 3.19, Policy 6.27, Policy 6.28, Policy 6.29)
- ~~Update the Off Street Parking Design Manual (Policy 2.25, Policy 2.41)~~
- Develop a mitigation program for high cost hotel rooms (Policy 2.32, Policy 5.8)
- Monitoring program for City's public coastal access ways (Policy 2.56)  
Evaluate options for possible removal of rip rap on beach at Del Mar Shores public access way (Policy 2.62) Retain biologist to review and update ESHA maps in the LUP (Policy 3.5, Policy 3.7)
- Develop Heritage Tree Protection Ordinance (Policy 3.51, Policy 3.52, Policy 3.53)
- Prepare a wetland inventory/delineation for City (Policy 3.66)
- Develop a program to detect and remove illegal storm water connections/discharges (Policy 3.95)
- ~~Stencil storm drains and creek public access points (Policy 3.98)~~
- Inspect, repair and maintain public structural BMP's annually (Policy 3.102)
- Cap all storm drains that drain west over the coastal bluffs by 2018 (Policy 4.28)
- Establish an assessing entity/GHAD (Policy 4.35, Policy 4.36)  
Continue water conservation/waste water recycling program (Policy 5.41)  
~~Establish a museum/visitor center to display local cultural, paleontological and archaeological artifacts (Policy 5.57)~~
- Implement key circulation/roadway projects (TIF Program) and implementation strategies in the City (Policy 7.25, Policy 7.26)

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Land Use & Planning (Continued)

- ~~Develop an LIP for City Council review and approval. Submit to the CGC upon City Council approval for their review and approval.~~
- ~~Coordinate LIP preparation and the other necessary zoning changes as a result of the updated General Plan Land Use Element to ensure internal consistency.~~

**Estimated Cost:** The estimated budget proposed for FY 2017/2018 to continue the LCP Local Implementation Plan efforts, ~~complete the public recreation impact fee study and LUPA objective is \$84,480.~~ \$63,360 for LIP/Coastal Program Management by Summit Environmental Group and \$21,120 for adjunct planning services by Summit.

3. Beach Sand Replenishment & Retention Program (Timeframe: Ongoing24 Months)

The second Regional Beach Sand Project (RBSP2) was successfully completed in FY 2012/2013. The five year post construction monitoring program was completed in 2017. The City received approximately 146,000 cubic yards of sand. Ongoing shoreline profile monitoring will occur in FY 2017/2018 and will remain the foundation of the SANDAG regional shoreline monitoring program and the City will enter into an MOU with SANDAG to support continued participation in this important monitoring program for the next five years (through FY 2021/2022).

The City has also been partnering with the City of Encinitas and the U.S. Army Corps of Engineers (USACE) for over 17 years in planning for a 50-year shoreline protection and coastal storm damage reduction project involving the restoration of approximately eight miles of shoreline in the two cities. The final EIR/EIS was approved and certified by the City Council on October 14, 2015. The USACE Chief's Report and Record of Decision (ROD) have been completed and funding for the project was identified in the Water Resources Reform and Development Act (WRRDA) of 2016. It is currently envisioned that the USACE Solana Beach-Encinitas Shoreline Protection Project will consist of initial placement of approximately one million cubic yards. The beaches would be re-nourished on a regular cycle during a Federal participation period of 50 years.

The City also continues to develop its SCOUN program to obtain upland sources of opportunistically available beach sand. The City's permits allow the City to receive up to 150,000 cubic yards of sand on its beaches each year. The four regulatory permits are set to expire in FY 2018/2019 and the City has initiated the process to renew and/or extend all four permits to support implementation of a SCOUN project in the future.

The Caltrans I-5 Corridor Widening Project and the San Elijo Lagoon Restoration Project (SELRP) will provide beach sand for Solana Beach. Approximately 146,000 cubic yards of sand from the SELRP is expected to begin being placed at Fletcher Cove in the Spring of 2018.

- ~~A second Regional Beach Sand Project (RBSP2) was successfully completed in FY 2012/2013. Post construction monitoring will continue until~~

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2017 following

Land Use & Planning (Continued)

completion of sand placement activities in 2012. The City received an estimated 146,000 cubic yards of sand. Ongoing shoreline profile monitoring will occur in FY 2015/2016 and is anticipated to remain part of the ongoing SANDAG regional effort to manage and monitor the coastline.

The City has also been partnering with the City of Encinitas and the U.S. Army Corps of Engineers (USACE) for over 16 years in planning for a 50-year (2018–2068) shoreline protection/coastal storm damage reduction project involving the restoration of approximately eight miles of shoreline in the two cities. The final EIR/EIS was approved and certified by the City Council on October 14, 2015. The USACE Chief's Report and Record of Decision (ROD) have been completed and funding for the project is identified in the 2016 Water Resources Reform and Development Act (WRRDA). It is currently envisioned that the USACE Solana Beach-Encinitas Shoreline Protection Project will consist of initial placement of approximately one million cubic yards. The beaches would be re-nourished on a regular cycle during a Federal participation period of 50 years.

The City also continues to develop its SCOUN program to obtain upland sources of opportunistically available beach sand. The City's permits allow the City to receive up to 150,000 cubic yards of sand on its beaches each year. The four regulatory permits expired in FY 2013/2014 and the City efforts to renew and/or extend all four permits in FY2014/2015 to support implementation of a SCOUN project through FY 2018/19.

The Caltrans I-5 Corridor Widening Project and the San Elijo Lagoon Restoration Project (SELRP) are potential sources of beach sand for Solana Beach. Approximately 146,000 cubic yards of sand from the SELRP is expected to begin being placed at Fletcher Cove in the Winter of 2017 or Spring of 2018.

FY Objective: Successfully obtain Federal (USACE) and State Parks, Division of Boating and Waterways funding to implement long-term sand replenishment projects for Solana Beach. These include initiation of the Pre-Construction, Engineering and Design (PED) phase of the USACE Coastal Storm Damage Reduction Project following completion of the Feasibility Study Phase (which includes the EIR/EIS) and Southern California Reef Technology Study at Fletcher Cove, Sand Compatibility and Opportunistic Use Program (SCOUN) and the SANDAG Regional Shoreline Profile Monitoring program.

FY Objective: Successfully obtain Federal (USACE) and State Parks, Division of Boating and Waterways funding to implement long-term sand replenishment projects for Solana Beach. These include initiation of the Pre-Construction, Engineering and Design (PED) phase of the USACE Coastal Storm Damage Reduction Project following completion of the Feasibility Study Phase (which includes the EIR/EIS) and Southern California Reef Technology Study at Fletcher Cove, Sand Compatibility and Opportunistic Use Program (SCOUN)



and the SANDAG Regional Beach Sand Project post construction monitoring.

Key Tasks:

- — Continued coordination of efforts with key parties including local, regional, State and federal regulatory governing agencies for beach sand replenishment and retention projects as a key sea level rise/climate change adaptation strategy for developed/urbanized shorelines.
- — Initiate the PED phase of the USACE project
- -- Renew all four SCOUP permits (USACE, CSLC, RWQCB and CCC)
- -- Enter into an MOU with SANDAG for participation in the ongoing Regional SHoreline Monitoring Program through FY 2021-2022
- ~~Continued coordination of efforts with key parties including local, regional, State and federal regulatory governing agencies for beach sand replenishment and retention projects as a key sea level rise/climate change adaptation strategy for developed/urbanized shorelines.~~
  - ~~Complete RBSP2 post construction monitoring in 2017-2018. Initiate the PED phase of the USACE project.~~
  - ~~Initiate the PED phase of the USACE project.~~

Estimated Costs (Multi-Year Project):

Revenue Sources (FY 2018/2019: \$xxxxxx)

- \$149,200 - T.O.T. Sand Replenishment (Fund #450)
- \$450,000 - State Parks, Division of Boating and Waterways Grant

Programmed Expenditures: (FY 2018/2019: \$xxxxx)

- \$149,200— USACE (Fund #450)
- \$450,000 – USACE for PED cost share
- SANDAG Regional Shoreline ~~Monitoring~~Monitoring Program (\$4,695)
- SCOUP permit application fees/renewal fees (estimated \$10,000)

Summary:

— Continue the SANDAG Regional Shoreline Monitoring Program in FY 2017/2018 and extend participation through FY 2021/2022.

— Work with the Army Corp of Engineers to initiate PED for a 50 year plan to replenish and retain sand along the Solana Beach coastline. Implement the first sand phase placement of the project by FY 2018/2019. Estimated Costs (Multi-Year Project):

Revenue Sources (FY 2017/2018: \$650,000)

- \$149,200 – T.O.T. Sand Replenishment (Fund #450)
- \$450,000 – State Parks, Division of Boating and Waterways Grant

Programmed Expenditures: (FY 2017/2018: \$426,645)

- \$149,200— USACE (Fund #450)
- \$450,000 – USACE for PED cost share





Summary:

- ~~Continue the RBSP2 post-construction monitoring process in FY 2017/2018.~~
- ~~Work with the Army Corp of Engineers to initiate PED for a 50 year plan to replenish and retain sand along the Solana Beach coastline. Implement the first sand phase placement of the project by FY 2018/2019.~~

4. View Assessment Ordinance Update ~~(Timeframe: 2 Months)~~

FY Objective: Evaluate the View Assessment Ordinance; prepare amendments as needed to clarify its provisions for proposed adoption in FY ~~2017/2018/2018/2018/2019.~~

Key Tasks:

- Complete final review of the recommended revisions provided by the citizen Ad Hoc Committee.
  - Complete recommended revisions to the Ordinance.
- Submit an amended Ordinance and related supporting toolkit document for proposed adoption by City Council in FY ~~2017/2018-2018/2018/2019.~~

Completed Tasks:

- Conduct View Assessment Committee member training on the revised Ordinance.
- Establish a standard for higher quality story poles and flags.

Estimated Cost: Staff time

Summary: Provide a comprehensive review and update to the City's View Assessment Ordinance to clarify its provisions, the duties of the View Assessment Committee members, responsibilities of the applicant and procedures, including the related toolkit document for City Council consideration for adoption. Expected to be completed in FY ~~2017/2018/2018/2018/2019.~~

5. Development Review Permit ~~Ordinance~~ (DRP) ~~Update and~~ Guidelines and Toolkit ~~(Timeframe: 6 Months)~~

FY Objective: ~~Evaluate and revise the Development Review Permit (DRP) Ordinance and~~ develop a citizen Guidelines and Toolkit brochure. ~~The adoption of revisions to the Development Review Ordinance took place in November and December 2014 and went into effect January 2015. The proposed adoption of the DRP Guidelines and Toolkit is in the Spring 2018/2019.~~

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Key Tasks:

- Complete the written material for the DRP Guidelines and Toolkit.
- Add the appropriate drawings and demonstrations to the DRP Guidelines and Toolkit.
- Submit supporting Guidelines and Toolkit for proposed adoption.

Estimated Cost: Staff time

6. Gateway/Harbaugh Trails Property ~~(6 Months)~~

FY Objective: The purchase by the San Elijo Lagoon Conservancy (SELC) was completed in 2014 and the site was identified in the update of the Land Use Element as Open Space/Preserve. Agreements with the City, Caltrans and the SELC were completed in 2016 to facilitate funding for the Gateway/Harbaugh Trails Property. The City completed a General Plan Amendment and Zone Change from General Commercial to Open Space on this property in April 2017. The SELC received City Council approval for the habitat restoration project onsite in February 2018.

Key Task:

- Submit CDP application for the habitat restoration project to the California Coastal Commission.
- Present Explore the creation of a Highway 101 east/west connection options to the City Council including the potential to install a new traffic signal/crosswalk and/or an undercrossing under Highway 101.
- Develop selected option as directed by Council.

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Estimated Costs: Staff time will be required to facilitate CDP application and Highway 101 crossing~~restoration agreements and to participate in the design and construction of the railway undercrossing. An additional estimated cost of \$5,000 will be needed to study the feasibility of a potential pedestrian crossing at Highway 101.~~

Summary: The SELC purchased the Gateway/Harbaugh Trails property on the north end of town, on the east side of Highway 101. The City will continue to work with the SELC and interested stakeholders to implement the trail and habitat restoration project on the property. ~~Staff will engage the professional services of a traffic engineer to study the feasibility of an at-grade or underground pedestrian crossing at Highway 101.~~

7. Highway 101 Specific Plan/North Cedros Development Standards – Extend South Cedros Development Standards to North Cedros Properties ~~(8 Months)~~





FY Objective: This project would involve reviewing the South Cedros Development Standards and potentially apply them to North Cedros properties as well. The process would involve meeting with the North Cedros property and business owners to review the current standards and proposed new standards, where applicable.

Key Tasks:

- ~~Review South Cedros Design Standards.~~
- ~~Review the Highway 101 Specific Plan.~~
- Conduct meetings and workshops with the North Cedros property and business owners.
- Bring new standards, if applicable, to City Council for discussion and consideration.

Estimated Costs: Staff time

Summary: This proposed project would consider applying South Cedros Design Standards to the properties on North Cedros Avenue. Any proposed changes to the standards would be presented to the North Cedros property and business owners for input and feedback in what would be a collaborative process. If new standards are supported, they will be brought to the City Council for formal discussion and possible adoption.

8. Fairgrounds Governance ~~(12 Months)~~

FY Objective: Continue to work with the cities of Del Mar, San Diego and the 22<sup>nd</sup> Agricultural District Board to establish a governance structure in which the City of Solana Beach is a participant

Key Tasks:

- Continue to meet with stakeholders to develop the new proposed governance structure.
- Research the potential of a legislative amendment to the Government Code to allow the new governance structure.

Estimated Costs: Staff time

Summary: The City has long desired to restructure the current governance structure of the Del Mar Fairgrounds to permit representation from the City of Solana Beach. Currently, the City does not have a say in the operations of the Fairgrounds, even though much of the negative impacts are felt largely by the Solana Beach community. City leaders have begun to meet with the cities of Del Mar and San Diego, as well as the 22<sup>nd</sup> Agricultural District to discuss the



potential of a new governance structure where Solana Beach will be a participant.

9. Review Eden Gardens Master Streetscape Plan (~~12 Months~~)

FY Objective: Review the Eden Gardens Master Streetscape Plan adopted April 17, 1995, identify areas of the final report that need updating, and make recommendations for developing an Eden Gardens Specific Plan.

Key Tasks: Prepare a scope of work, public outreach schedule, and desired outcome for the preparation of a new Eden Gardens Specific Plan.

Estimated Costs: Costs would be determined through a competitive RFP process.

Summary: The Eden Gardens Master Streetscape Plan, adopted April 17, 1995, is in need of updating. The scope of the plan could be expanded through the development of an Eden Gardens Specific Plan that would contain design guidelines and development standards specific to the Eden Gardens de La Colonia neighborhood. The planning process would involve community input and guidance from a qualified design professional.





## B. Capital Projects

### 1. ~~Fletcher Cove~~Marine Safety Center-Lifeguard Station (Timeframe: TBD)

FY Objective: ~~Evaluate~~ Select design consultant and initiate design ~~the feasibility of renovating the facility and grounds. Select preferred alternative and start preliminary design.~~

#### Key Tasks:

- Evaluate funding options.
- Obtain a Geotechnical Report on area, including an assessment of the surrounding bluffs.
- Perform ~~preliminary~~ design and engineering on preferred alternative.
- Perform environmental clearance studies.
- Obtain Coastal Development Permit from the California Coastal Commission.

Estimated Costs: Council approved \$60,000 for this project in FY 2016/2017. Additional funding will be required to move into the preliminary and final design stages. It is estimated that approximately \$575,000 will be required to complete design. However this may be performed in two phases, with phase one at a cost of approximately \$125,000 for 30% design including Coastal Development Permit and the rest for construction level drawings and specification for bidding purposes. A more accurate cost estimate may be provided once design alternatives are selected.

Summary: The existing Fletcher Cove Lifeguard Station is inadequate to serve the community and beach visitors into the future. The current facility is dilapidated with significant design deficiencies that don't meet the current demands of the facility as well as needed ADA improvements. Funds have been appropriated only for the Needs Assessment work at this time. A consultant has performed the Needs Assessment Study. Three separate alternatives have been evaluated as part of this study as follows: renovation of existing building; interim modular facility; and new permanent facility in existing location. After a preferred alternative has been selected, preliminary design can be started once funding has been identified. The preliminary design stage will include work needed to obtain a Coastal Development Permit from the California Coastal Commission and proper CEQA clearance.



## 2. La Colonia Park Improvements (Timeframe: TBD)

FY Objective: Continue work on renovating the community center building and park grounds. Overall Master Plan improvements are on hold until funding allows for work to proceed. Construct skate park element of the Master Plan.

Key Tasks:

- Identify funding sources for remainder of design and initial phased improvements including ADA items.
- Meet with the Parks and Recreation Commission to prioritize different phases of the Master Plan and develop specific fundraising efforts to implement these priorities.
- Construct the Skate Park and associated improvements.
  - Continue fundraising activities.
  - Continue community outreach and conducting public workshops.
  - ~~Complete final design.~~
  - Begin and complete construction.
- Complete various improvements to building and grounds:
  - ~~Rehabilitation of tot lot surfacing.~~
  - Reconstruction of tot lot consistent with the Park's Master Plan.

Estimated Cost:

- Build out all phases of park Master Plan – \$4,000,000+
  - Site preparations including demo, clearing and utilities - \$655,648
  - Playground - ~~\$402,117,300,000~~
  - Picnic area - \$145,051
  - Overlook area - \$30,511
  - Amphitheatre area - \$124,086
  - Skate area Basketball and associated improvements- \$1,000,000 – \$450,000
  - ~~Basketball area – \$87,026~~
  - Plaza gazebo - \$791,413
  - Building improvements - \$663,809
  - Museum - \$167,848
  - General area - \$803,154
  - ~~Rehabilitation of tot lot surfacing – \$60,000.~~

Summary: In FY 2006/2007, a community based La Colonia Park Needs Assessment Advisory Committee developed recommendations for improvements throughout La Colonia Park including ADA Transition Plan recommendations. The City completed the conceptual design for the park improvements in FY 2009/2010 and preliminary design of the park during FY 2010/2011. The project still needs to be submitted to the Coastal Commission in order to obtain a Coastal Development Permit (CDP<sub>L-7</sub>), ~~which will take place after~~ construction funding has been identified for the project. All previous grant





~~applications for construction funding have not been successful to date. City successfully applied for and received the NRP grant from the County of San Diego for \$100,000.~~

~~The Veteran's Honor Courtyard is was a small portion of the overall park master plan and was the first phase of the park master plan. Construction of the Courtyard was completed in May 2016. Staff is working on implementation of other elements of the Master Plan including the Community Center, Tot Lot and Skate Park.~~

~~Partial funding of the Skate Park project was appropriated during the past fiscal year in the amount of \$551,000. and a final design was completed and project will be under construction during FY 2018/2019 subject to funding appropriation. is underway. Once the design is completed and construction bids have been obtained, a more accurate funding level will be identified.~~

### 3. South Sierra Mixed Use Affordable Housing

~~Summary: FY Objective: This project would provide needed affordable housing adjacent to neighborhood services including transit and would further implement the goals of the Solana Beach Housing Element and the General Plan. In 2014, the City Council approved the Hitzke Development Corporation mixed use affordable housing project on South Sierra Avenue on a City-owned parking lot. The project includes commercial space and parking, ten (10) affordable housing units and parking, and 31 replacement public parking spaces.~~

~~Since the approval of the project, there has been a legal challenge against the City and Hitzke Development Corporation, which has slowed the progress of the development. The City prevailed in the legal challenge in Superior Court. The lower court ruling was appealed, and the City prevailed.~~

~~The Applicant is currently working to finalizing funding to construct the project.~~

#### Key Tasks:

- ~~Facilitate building permits review/approval and construction.~~
- ~~Finalize financing~~

~~Estimated Cost: Remainder of the DDLA. TBD.~~

~~Summary: This project would provide needed affordable housing adjacent to~~

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~~neighborhood services including transit and would further implement the goals of the Solana Beach Housing Element and the General Plan.~~

~~FY Objective: Secure funding and facilitate financing, review building permit submittal and issue building permit.~~

4. Miscellaneous Traffic Calming Projects

FY Objective: Continue to monitor and analyze traffic calming requests and implement traffic calming measures throughout the City where appropriate and when funding is identified.

Key Tasks:

- Staff will continue to monitor and assess traffic calming requests.
- Implement traffic calming measures at **SouthNorth** Cedros/Cliff Street.
- Implement traffic calming measures on Santa Rosita.
- Develop a list of all future traffic calming measures with corresponding design elements and cost estimates for Council's consideration.

Estimated Cost: TBD – Based on the amount of requests and approval ~~of~~ by City Council.

Summary: Staff will continue to analyze traffic calming requests as they arise throughout the year.

5. Implementation of the Comprehensive Active Transportation Strategy (CATS) Study Projects (Timeframe: Ongoing)

FY Objective: Implement the various project identified in the CATS Study that was approved by the City Council in 2015.

Key Tasks:

- Determine which projects listed in the CATS study should be studied further for implementation over the next five years.
- Provide preliminary cost estimates for projects identified for additional studies.
- Identify and submit grant funding applications for these projects.

Estimated Cost: Development of cost estimates for the various projects would be one of the first steps performed.

Summary: The CATS study identifies approximately 20 bicycle and pedestrian projects along various City streets that improve the bikeability and walkability of streets and neighborhoods in the City. This item would not include any project





Capital Projects (Continued)

on Lomas Santa Fe Drive since that corridor is identified as a separate project below. Some of the projects that may be included as part of this item include Cedros Avenue, Sierra Avenue, Cliff Street the Academy/Ilda/Genevieve/Valley Corridor and neighborhoods in and around the City's schools.

6. Lomas Santa Fe Corridor ~~Feasibility Study~~Project (Timeframe: TBD)

~~FY Objective: Conduct a feasibility study to identify transportation issues and solutions along Lomas Santa Fe from Highway 101 to Highland. This fiscal year tasks include community outreach and public workshops. Carry out Phase II of design and pursue grant funding for future phases.~~

Key Tasks:

- Evaluate funding options.
- ~~Perform feasibility study for entire corridor. (move to completed portion of Work Plans)~~
- Perform ~~preliminary (30%)~~ engineering ~~design (30%)~~.
- Evaluate potential alternatives.

Estimated Costs: \$50,000 was budgeted in FY 2016/2017 for the community outreach and preliminary analysis phase of the Feasibility Study. \$65,000 ~~is was budgeted -needed~~ in FY 2017/2018 for the next phase of the Feasibility Study and \$100,000 ~~has been budgeted would be needed~~ in FY 2018/2019 to complete the Feasibility Study.

Summary: The project study area for the Lomas Santa Fe Drive ~~Feasibility Study~~Corridor Project extends from Sierra Avenue on the west side of Highway 101 to Highland Drive at the City's eastern boundary. The City's goal for the Lomas Santa Fe Corridor ~~Feasibility Study~~ Project is to ~~identify-design~~ physical improvements that could be constructed to improve the character, safety, walkability, bikeability and circulation along this key east-west arterial through the City of Solana Beach.

With the variation in character along the corridor, the ~~Study-Project~~ will evaluate feasible improvements that address transportation improvements that integrate with the surrounding land use, activity centers and community character along the Corridor. In essence, the Corridor can be divided into four distinct ~~study project~~ areas as shown below.

- Scenic Gateway (Sierra Avenue to Nardo Avenue)
- Pedestrian/School Priority (Nardo Avenue to Solana Hills Drive)



Capital Projects (Continued)

- Freeway Commercial (Solana Hills Drive to Las Banderas Drive)
- Rural Residential (Las Banderas Drive to Highland Drive)

During the past fiscal year, work ~~was completed~~ ~~has progressed~~ on the initial stage of the study which ~~was~~ to provide base mapping, collect data pertaining to the current usage of the corridor, prepare a deficiencies/recommendations matrix, perform public meetings and assist in the preparation of grant proposals. ~~During Phase 2II, more refined design elements will be performed and shared with the community for feedback.~~

7. Seascape Sur Beach Access Maintenance (Timeframe: 12 to 18 months) (~~move to completed projects~~).

FY Objective: Perform required maintenance of existing stairway including replacement of metal fixtures and wood treads as well as removal and reconstruction of the existing damaged concrete walkway from Sierra Avenue to the top of the stairs.

Key Tasks:

- Dismantling the existing structure and replacing the damaged and rusted components.
- Replacing all of the stair wood treads.
- Removal and reconstruction of the existing concrete walkway.

Estimated Cost: Approximately \$300,000 for construction estimated for FY 2017/2018.

Summary: Due to the harsh marine environment, all of the metal fasteners and hangers have reached the end of their useful life. In addition, the wood stairway treads that are walked upon are starting to deteriorate as a result on normal pedestrian traffic. This project would replace all of the metal fasteners and hangers with the same high-quality stainless steel that was used on the recently constructed Del Mar Shores Stairway. The wood treads would be replaced with pressure-treated lumber similar as to what was used on the Del Mar Shores Stairway. The existing concrete walkway has lifted and cracked due to tree root intrusion and will be removed and reconstructed with color concrete in the same general alignment. The project is expected to be advertised for construction bids in April 2017 and a construction contract to be awarded in late June or early July 2017. Construction is expected to start in October 2017 and should be completed by February 2018.

8. Stevens/Valley Avenues Bicycle and Pedestrian Improvements (Timeframe: 12





to 24 months) (move to completed projects)

FY Objective: This project will enhance the use of the existing roadway for all users by reducing the number of lanes on Stevens/Valley Avenue in order to provide for bike lanes along all of Stevens/Valley Avenue; to construct sidewalks in missing locations; to provide enhanced crosswalks; to construct curb ramps consistent with current standards; and to provide traffic calming features to slow down traffic. These improvements will directly improve the ability of all forms of active transportation to access these places by walking, bicycling or by public transit.

Key Tasks:

- Complete construction of project.
- Grant closeout with SANDAG.

Estimated Cost: The cost for this project is approximately \$1,300,000 for construction. The City has obtained a \$500,000 Active Transportation Grant from SANDAG for construction of the project. The remainder of the project would be funded out the City's TransNet funds and funding allocated by the San Dieguito High School District for storm drain improvements along Stevens and guardrail improvements along Lomas Santa Fe.

Summary: Only a portion of Stevens/Valley contains a bike lane at this time. This project will complete the bike lane in this corridor and fill in the gap. Currently, there is only a bike lane between Highland Drive and the Stevens/Valley intersection. The construction of bike lanes that would fill in the gaps in this corridor would provide better connectivity to a city park, schools, offices and retail centers along this corridor. In addition, curb, gutter and sidewalks would be constructed in areas where they currently don't exist. The entire construction project is expected to be completed in July 2017.

9. City Hall Deferred Maintenance (Timeframe: 6 to 12 months)

FY Objective: Perform deferred maintenance on various components of City Hall.

Key Task:

- Replace the floor drains/floor tiles for both the men's public restroom near Council eChambers and the women's employee restroom near the back door.

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- Replacement of west-facing slanted roof. (move to completed projects)

Estimated Cost: ~~Approximately \$9,400 for the roof repairs. Approximately \$10,000 is needed for this project.~~

Summary: ~~This~~ This project would perform maintenance on various components of City Hall. Repairs to the main interior staircase and the west-facing slanted roof along the planning conference room were completed in FY 2016/2017.

About two years ago, the City's elevator maintenance contractor provided recommendations for eventual repairs to elevator in City Hall. All recommendations from the elevator contractor ~~would be~~ were completed ~~last year with this project. This project would replace the floor drains, tiles and drywalls for the two public bathrooms at City Hall.~~

~~Although the flat roof at City Hall was replaced about three years ago, the west and north facing slanted, shingled roof was not replaced. This portion of the roof has reached the end of its useful lifespan and several leaks have resulted. The replacement of this portion is recommended.~~

10. Fletcher Cove Park and Community Center Maintenance (Timeframe: 6 to 12 months)

FY Objective: Perform maintenance on various components of Fletcher Cove Park and Community Center.

Key Tasks:

- Perform maintenance and repair work on tot lot.
- Reconstruct the lower portion of the existing concrete beach access ramp.
- Perform Maintenance and Repair to the Community Center building.
- Strip, stain and re-seal, the boardwalk, sun plaza and basketball court.
- Replace doors, roof, bathroom tiles and dimmable lights at the community center.

Estimated Cost: The repairs on the tot lot are estimated to cost \$40,000. The repairs to the access ramp are estimated to cost \$150,000. Re-sealing of the boardwalk pattern and basketball court and sun plaza is estimated \$60,000. The maintenance for the community center building is estimated at \$35,000.





Capital Projects (Continued)

Summary: This project would perform maintenance on various components of Fletcher Cove Park and Community Center. Minor repairs to the Tot Lot will be completed prior to July 2017<sup>8</sup> while the significant repairs will be evaluated and prioritized done after the summer. Repairs to the access ramp will depend on Coastal Permit timing and conditions. Repairs to the Community Center will be prioritized and completed as needed.

11. Canyon/Mar Vista Storm Drain Improvements (Timeframe: 6 to 12 months)

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FY Objective: Construct an underground drainage system. Project would start near the Canyon/Mar Vista intersection and end near the Canyon/Rawl intersection.

Key Tasks:

- Complete project design.
- Advertise for construction bids.
- Construction of project.

Estimated Cost: Design is being performed in-house. Engineer's estimate at this time is approximately \$300,000. Construction costs would be better identified once construction bids have been received.

Summary: This project would address underground water seepage at this location. Project would construct an underground drainage system consisting of catch basins and underground drainage pipes.

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12. Highway 101 Pedestrian Crossing at North End of City (Timeframe: 12 to 18 months)

FY Objective: Design and construct pedestrian crossing across Highway 101 at north end of City near the Cardiff/Seaside State Beach.



Key Tasks:

- Present crossing options to City Council.
- Select preferred option.
- Start Design.
- Pursue cost-sharing agreement with City of Encinitas and State Parks.
- Obtain required permits.

Estimated Cost: Design costs would be determined once an option is selected. Construction costs are estimated to range from \$500,000 to \$2.5 million depending on the option selected.

Summary: With the installation of the pedestrian tunnel underneath the railroad track near the north end of the City, there have been requests to investigate the installation of a crossing across Highway 101 in the vicinity of the pedestrian tunnel and Cardiff/Seaside State Beach. A very high-level study was performed that identified three alternatives.

The first option would construct a pedestrian bridge across Highway 101 at a cost of approximately \$2.5 million. The second option would construct a pedestrian tunnel in the same general location as the tunnel at a cost of approximately \$1.5 million. The third option would construct an at-grade crossing, with full traffic signals in both the north and south bound direction at a cost of approximately \$500,000. All of the costs indicated above would be for construction only and would not include environmental studies or right of way acquisition. Option 3 most likely would not involve major environmental impacts.

13. Removal of Trash Enclosure at Fletcher Cove Park (Timeframe: 6 to 12 months)

FY Objective: Remove trash enclosure at Fletcher Cove Park.

Key Tasks:

- Remove trash enclosure.
- Reconstruct pavement area to allow for one or two additional parking spaces.



Capital Projects (Continued)

Estimated Cost: Costs for removal of the trash enclosure at Fletcher Cove Park and restoration of the area for parking are estimated to be approximately \$30,000.

Summary: The metal screening at the top of the trash enclosure has deteriorated beyond repair due to the harsh marine environment. In addition, since the existing trash enclosure is so close to the sidewalk, sight distance is limited between vehicles leaving the Fletcher Cove Parking Lot and pedestrian walking north on the sidewalk just south of the parking lot. Removal of the trash enclosure would rectify this situation.

14. Glencrest Drive Street Improvements (Timeframe: 18 to 24 months)

FY Objective: Reconstruct/Repave Glencrest Drive at the approach to between Lomas Santa Fe Drive to eliminate the abrupt steep slope before the cross gutter and improve the pedestrian crossing and Dell Street. Due to grade issues, the roadway section needs to be lowered

Key Tasks:

- Prepare design plans.
- Negotiate/Enter into a –reimbursement agreement with Santa Fe Irrigation District for lowering of the shallow water line that conflicts with the lower street profile.
- Advertise for construction bids.
- Construct project.

Estimated Cost: Design is being performed in-house. Engineer's estimate at this time is approximately \$80xx,000, excluding water main relocation. Construction costs would be better identified once construction bids have been received.





Summary:

The proposed project would reconstruct the roadway and sidewalks at the intersection of Glencrest with Lomas Santa Fe. The vertical profile would be lowered to provide a smoother transition to Lomas Santa Fe. Glencrest Drive pavement is due to be overlaid, which would worsen the steep slope drivers experience at the approach to Lomas Santa Fe Drive. The pedestrian crossing that is currently tilted on the steep slope would be improved with the lower alignment. The sidewalks would be extended up Glencrest Drive to the first driveways. The cross gutter is deteriorated and nearing its life span and would be replaced. An existing shallow water main needs to be lowered to accommodate the lower street profile. Santa Fe Irrigation District has agreed to fund the water main relocation.



### C. Unprioritized Community Character Issues

- Annual Pavement Repair Project – FY 201~~67/20178/2017~~ project is complete. – FY 201~~78/20189/2018~~ annual program will be developed in Spring 201~~78~~ for construction in the second half of 201~~78~~.
- Development of impact fees on projects for establishing future parks and for public infrastructure.
- Continue to explore the development of a “Highway 101/Cedros Avenue Parking District/Business Preservation Ordinance” and bring to City Council for consideration and review.
- ~~Submit a “Bike Friendly City” application. (Completed)~~
- Analyze Fletcher Cove ramp fees and develop cleaning/sweeping schedule for sand on the ramp.
- Analyze the Distillery Lot/Downtown Core Corridor for potential future development. This includes the potential to close a portion of Plaza Street for vehicle through traffic and open up the space for potential community gathering places. In addition, as part of this process, explore opportunities to increase the amount of public parking spaces.
- Analyze increasing the budget for the Community Grant Program and Parks and Recreation utilizing private donations.
- Analyze and establish development standards for retaining wall heights in relation to existing vs proposed elevation.
- Analyze and establish development standards for commercial businesses and parking standards in relation to high employee businesses such as call centers (i.e. parking per employee vs per square footage).
- ~~Conduct maintenance and repairs to the Fletcher Cove Tot Lot. (Completed)~~
- Research areas for a new enclosed Dog Park, potentially at La Colonia Park and other areas around the community.
- Assess Fletcher Cove Park beach access ramp and railings for maintenance and potential repairs.
- Monitor the proposed hotel/resort development on Border Avenue in Del Mar.
- ~~Release RFP for potential development of a “horizontal mixed use development” project on City Hall parking lot. (Housing Element requirement) (Completed)~~
- Evaluate potential to convert existing buildings to affordable housing.



## ORGANIZATIONAL EFFECTIVENESS

### A. Administration and Service

#### 1. Implement Performance Measurement Program (Timeframe: Ongoing)

FY Objective: To continue implementation of a comprehensive performance measurement program to evaluate service delivery, cost efficiency, and customer satisfaction.

Key Tasks:

- Complete analysis of FY 2017~~6~~/2018~~7~~ performance measures and report results and action plan to City Council in the FY 2018~~7~~/2019~~8~~ Budget.
- Develop additional measures as appropriate to cover full range of City services.
- Identify appropriate community survey tool(s) to evaluate customer satisfaction that match with the performance measurement goals.
- Develop Citizen Commission Performance Measures.
- Recognize/Evaluate existing Committees/Commissions and un-official Committees/Commissions.

Estimated Cost: Staff time

#### 2. Online Software Permit Tracking System

FY Objective: Implement a City-wide permit tracking system that will automate permits, licenses, and other business activities, accept credit card payments, allow customer access to view the status of applications and apply or renew permits on-line, and provide a smart phone app to submit comments and complaints to the City.

Key Tasks:

- ~~Council consideration and selection of a software permit tracking system.~~  
(Completed)
- Implementation of system and training of City Staff.

Estimated Costs: Initial cost of software purchase would be approximately \$196,000 with annual maintenance costs of \$38,000-\$40,000.

Summary: Staff has researched various online permit tracking systems in an effort to help streamline the permit process and online payments for a variety of services including business certificates, building permits, parking citations, code violations etc. that would allow for online payments and tracking. This service would allow for an easier and more efficient process for the community and City Staff. Currently, the City only allows online credit card payments for Summer Day Camp and Junior Guard registration, so this service will expand our online services while providing better customer service to our community. In June of 2017, the City Council Authorized the purchase of Trakit software and Staff has been working with Superior to create the tracking program for the City. Estimated date to go live with the Trackit program is September 2018.





## B. Communications & Technology

### 1. Social Media (Timeframe: Ongoing)

FY Objective: Continue Staff communication through social media outlets by sending information regarding City activities, news and events through Facebook and Twitter.

Key Tasks:

- Continue utilizing Facebook and Twitter for City activities, news and events.
- Continue ongoing research on the latest and most valuable social media outlets for City use.

Estimated Costs: Most of the social media tasks are completed by in-house City Staff. The City does pay approximately \$60 a month for the eBlast notification system, but Facebook and Twitter are free applications. The City does utilize a “virtual assistant” for help with complex tasks.

Summary: The City has been successfully utilizing social media to spread information to the community. Staff is analyzing the potential to start department specific social media accounts to better focus on new and events that the community may desire. This might occur first for promoting specific programs like the Junior Lifeguard Program, Summer Day Camp Program and the City's Special Events.



### C. Unprioritized Organizational Effectiveness Issues

- Government Transparency – Open Meetings – Maintain compliance with the Brown Act to provide information and access to public meetings. Records Management - Sustain and improve the City's records management plan to ensure efficient and effective access and retention of City records for the purpose of identifying, protecting, and preserving the official history of City actions. Explore options for an efficient and effective online community comment portal for City Council agenda items.
- Development of City Donation, Dedication and Memorial Policies.
- Research the potential to improve the Community Grant Program by collaborating with other organizations to increase the amount of resources.
- Analyze the potential to implement free "Wi-Fi" zones at public locations.
- Explore implementing an electronic Council Agenda/Staff Report program/process that is text searchable and can be downloaded as an entire packet.





## ENVIRONMENTAL SUSTAINABILITY

### A. Policy Development

#### 1. ~~Community-Wide Greenhouse Gas Emission (GHG) Reductions Climate Action Plan Implementation~~(Timeframe: Ongoing)

**Comment [DK8]:** Staff is proposing to rename this Priority Item now that we have an approved CAP

~~FY Objective: Continue developing and implementing various programs and policies to reduce GHG emissions at City facilities and throughout the community. The major goals for FY 2017/2018 are to complete the Climate Action Plan (CAP) and implement associated programs and policies. The City anticipates the completion and implementation of the CAP during FY 2017/2018 which will be the guiding document to lowering the City's GHG emissions and setting GHG emission reduction targets for the future.~~

~~The City continues to implement existing Property Assessed Clean Energy (PACE) programs and research and adopt new PACE programs that allow residential and commercial property owners to install energy and water efficiency and conservation upgrades to their properties with minimal upfront costs, effectively lowering energy demand and saving money (see Item 2 below). A significant action taken by the City Council in FY 2015/2016 was the creation of a new Climate Action Commission (CAC). Currently, the CAC is made up of one (1) Councilmember, six (6) residents and two (2) experts and will be tasked with assisting and guiding the City in the development and implementation of the CAP and associated programs and policies.~~

~~The City completed its first ever Climate Action Plan (CAP) in July, 2017. The City and the Climate Action Commission is currently working on the Implementation Plan (Plan) to coincide with the CAP. The Plan is anticipated to be presented to the City Council in May/June of 2018. The Plan will include mitigation measures to reduce greenhouse gas emissions to reach the CAP reduction targets and will also include anticipated timeframes for each measure. Once the Plan is adopted by the City Council, the measures for this coming fiscal year will be placed in this Work Plan document.~~

#### Key Tasks:

- ~~Implement Climate Action Plan~~
- ~~Continue to monitor emerging Property Assessed Clean Energy (PACE) programs for consideration of implementation. The City successfully accomplished its primary goal from four years ago to implement a PACE program for the community when Council adopted the HERO PACE program in October 2013. Subsequently, the City now participates in five (5) PACE financing program options to choose from. The environmental and economic benefits of successful PACE program(s) are significant and will assist the City with GHG reductions and assist the community (property owners) with reduced energy costs and facility improvements.~~
- ~~Continue regional sustainability work with local governmental agencies, non-profit organizations and environmental groups including SANDAG, ICLEI,~~



Policy Development (Continued)

- San Diego Foundation, San Diego Regional Climate Protection Network, the Climate Collaborative and the North Coast Energy Action Collaborative to collaborate on regional sustainability efforts.
- Continue following state and federal legislation.
- Continue to educate the community on issues related to environmental sustainability through events and activities throughout the year.
- Continue to negotiate with SDG&E to purchase remaining street lights and retrofit with LED technology.

Estimated Costs: Implementation of ~~the~~ CAP and associated programs/policies may be substantial, so costs will be presented to City Council before implementation. A Cost Study consisting of internal Staff costs to implement the CAP is being developed and will be presented to City Council along with the Implementation Plan as part of the CAP process. The City, through the Emerging Cities Program (a partnership with the San Diego Association of Governments (SANDAG) and SDG&E), received technical and background support to develop the CAP at no cost.

~~2. Develop and Implement~~ Solana Energy Alliance a Community Choice Aggregation (CCA) Program

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FY Objective: ~~Continue researching the feasibility of forming and launching a viable CCA program~~ Implement the Solana Energy Alliance (SEA) that would increase the renewable energy content portfolio for the community, reduce GHG emissions, ~~potentially~~ reduce customer's energy rates, promote the local economy and job growth and provide ~~a~~ potential clean energy programs and incentives to the City and its residents.

Key Tasks:

- Continue working with the selected consultant team (The Energy Authority and Calpine Energy Solutions) to ~~develop and potentially~~ implement the SEAGCA.
- ~~Complete "Phase 1" activities including developing the Implementation Plan and developing the operations, budget and staffing plan. (Completed)~~
- Continue call center operations
- Continue energy procurement
- Continue conducting extensive community education and outreach efforts with the City's consultant team including:
  - City Council Meetings
  - HOA Meetings
  - Community Events
  - Public Workshops
  - Business Outreach
  - Farmer's Market





Estimated Costs: ~~There can be significant upfront costs of forming a CCA; however, based on Council direction, the City negotiated contracts with a consultant team that would launch a CCA with limited upfront costs to the City. The costs to the City only include costs for the City's independent expert consultants that assisted City Staff with proposal reviews, consultant team interviews, contract negotiations and conducting an independent/3<sup>rd</sup> party review of the Technical Study. The structure of the SEA program the agreement is for the consultant team to bear the costs of the formation and launch of the program CCA and the program CCA will repay those initial costs with revenue from the program CCA, should the City Council decide to move forward with the launch of the CCA. At no point will the City's General Fund be at risk due to the launch and operation of the CCA. Periodic reports will be presented to the City Council to track the costs and revenue of the program.~~

Summary: The City Council has been very active and supportive in promoting the formation of a local Community Choice Aggregation (CCA) program. The environmental and economic benefits of a successful CCA are well documented, and the City is on the forefront in San Diego County on this issue. The City Council gave the final approval to launch SEA in February, 2018 and the rates were approved in March, 2018. SEA is scheduled to launch in June 2018, making it the first CCA in San Diego County.~~If this continues to progress on the current track, the City could be the first jurisdiction in the County to form and implement a viable CCA. The current goal is to have a CCA formed and providing power to the community in FY 2017/2018.~~

### 3. Increase Recycled Water Infrastructure Throughout City

FY Objective: Research and analyze the ability to bring recycled water further into the City for potential commercial properties, park/medians and for all City facilities.

Key Tasks:

- Continue to monitor state and federal legislation in regards to the potential use of recycled water in residential areas (including HOAs).
- Budget for ongoing infrastructure costs after project completion for such things as the replacement of sprinkler heads and other assorted needs.





Estimated Costs: ~~TBD based on future identified and approved projects. The costs to extend the infrastructure from the existing system at Stevens/Valley Avenue to the Via de la Valle corridor was constructed for approximately \$1,000,000.~~

Summary: The City is extremely interested in increasing the recycled water infrastructure throughout the City to maximize the distribution of recycled water that is produced at the SEJPA facility and reduce the demand on imported, energy intensive, potable water. ~~Previously, a preliminary design report was completed that recommended the recycled line be extended west from Valley Avenue along Via de la Valle and terminate at Border Avenue at an estimated cost of approximately \$1,000,000. This includes service connections along Cedros Avenue, Solana Circle West and Del Mar Downs Road that will enable the adjacent condominium complexes to access the new recycled water line along Via de la Valle. This work was completed in FY 2016/2017.~~



## B. Capital Projects

### 1. Solana Beach Pump Station (Timeframe: 24 months)

FY Objective: To upgrade the mechanical systems and to and construct an emergency overflow storage facility.

Key Tasks:

- Upgrade mechanical facilities including replacing pumps, piping, valves, and substandard wet-well and construct an emergency overflow storage facility.

Estimated Cost: Construction costs are estimated to be \$5,200,000. This includes construction, contingency and other miscellaneous project-related costs such as construction management and inspection.

Summary: The Solana Beach Pump Station (SBPS) pumps approximately 92% of the City's sewage through a force main under the San Elijo Lagoon to the San Elijo Joint Powers Authority (SEJPA) water reclamation facility located off of Manchester Avenue. The pump station was originally constructed in 1966 and upgraded in 1982.

### 2. Major Storm Drain System Improvement Projects (Timeframe: 6-12 months)

FY Objective: Improve storm drain infrastructure throughout the City.

Key Tasks:

- Identify priority projects.
- Complete design.
- Conduct public bidding process for major projects.
- Construct improvements.
- Develop details for the next project.

Estimated Cost: Estimated total cost of \$~~150,000~~ ~~350,000~~ ~~\$250,000~~forfor storm drain improvements in FY 2017~~8~~/~~2018~~9/~~2018~~.

Summary: There are a number of storm drain systems throughout the City that are in need of improvements/upgrades. This project provides ongoing design and construction of several additional storm drain system improvements throughout the City based on a priority ranking determined by Staff. One project that was constructed during FY 2016~~8~~/~~2017~~9/~~2017~~ is drainage improvements along Glencrest Drive Palmitas Street.



### C. Unprioritized Environmental Sustainability Issues

- Green purchasing policy.
- Neighborhood Electric Vehicles – promote charging station infrastructure throughout the City by encouraging development projects to incorporate public charging stations – encourage public projects to incorporate charging stations when appropriate. The City installed three (3) EV charging stations at City Hall in FY 2012/2013. The City purchased an all-electric neighborhood vehicle for Staff use in FY 2014/2015.
- Develop and implement a small business energy efficiency and conservation program in cooperation with [the Solana Energy Alliance and SDG&E](#).
- Develop and implement a voluntary “Clean Business Program.”
- Continue to monitor the potential regional development of a feasible curbside compost/food scrap program.
- Explore the development and implementation of Green Code initiatives such as a “solar ready” ordinance, “EV charging ready” ordinance and “greywater ready” ordinance for new development.
- Explore energy storage at City facilities.
- Bike Share/Car Share Program – Staff will research the potential to bring a bike share, car share or some similar program to the City to promote alternative modes of transportation in the City.
- Monitor the beach report card grades for Seascape Sur to see if additional actions need to be taken at that storm drain outlet.
- Explore a “Sea Level Rise” working group with the cities of Encinitas and Del Mar.
- Explore providing City incentives for the purchase of rain barrels.
- Explore providing City incentives for Electric Vehicle (EV) charging stations and promoting alternative modes of transportation.
- Explore potential to study air quality/public health throughout the City but primarily around the freeway.
- Develop a program for targeted Street Sweeping in high priority areas after major rain events.
- Develop an educational flyer for residents that live on or next to slopes on how to properly design and landscape slopes to protect them during storm events.





## FISCAL SUSTAINABILITY

### A. Economic Development

#### 1. NCTD Property Planning & Related Issues

FY Objective: Planning for North County Transit District (NCTD) site and related financing of a public parking facility. This project area includes the entire NCTD property, including the open space area at the corner of Lomas Santa Fe and North Cedros.

Key Tasks:

- Report to City Council regarding the NCTD planning for the North County Transit site for future development and financing of a public parking facility.
- NCTD Selection Committee recommended the selected Development Team for negotiations with NCTD and submittal of project application to the City.
- Update City Council as necessary, facilitate the project permit review process and bring to City for City Council for project approval.

Summary: NCTD issued a second RFP in December 2014 and received four development proposals. The responses to this RFP have been evaluated by a NCTD Selection Committee with local representation and the selected Development Team will be recommended to the NCTD Board and forwarded to the City review/processing and City Council consideration, review and discussion in FY 2017/2018. Review of a pre-application was completed by Community Development Staff on December 21, 2017.

### B. Facility Asset Management

#### 1. Facilities/Asset Replacement Master Plan

FY Objective: The City has completed a preliminary condition assessment and associated costs for the all City Buildings. Through FY 2016/17, Council has authorized a total of \$400,000 for this Master Plan. The FY 2017/18 objective is to keep funding this Master Plan and completing necessary maintenance projects at City Facilities.

Key Tasks:

- Update City facility/asset inventory list.
- Prioritize maintenance and replacement costs.
- Continue funding this item in the FY 2017/2018 Adopted Budget.

Estimated Costs: The costs to fund the facility maintenance and replacement are significant and \$150,000 was will be recommended to be included in the FY 2017/2018 Budget approved by for Council, -consideration.

Summary: The purpose of such an analysis and establishment of the fund will be to identify costs for the replacement or renovation of City facilities and assets, including buildings, beach stairs and the Lomas Santa Fe bridge, among other things.



### C. CalPERS Future Liability

#### 1. Proactively Pursue Measures to Reduce CalPERS Future Liabilities

FY Objective: Continue to fund and/or establish an on-going budget line item to reduce CalPERS pension obligations. Council established and is funding a PARS Post-Employment Benefits Trust Fund in FY 2015/16 to fund Pension and Other Post-Employment (Health) Benefits (OPEB) liabilities to initiate this objective.

Key Tasks:

- Continue funding the PARS Trust Fund in FY 201~~877~~/201~~988~~.
- Consider the development of a Council Policy on funding the PARS Trust Fund.

Estimated Costs: TBD. Council has requested Staff incorporate a funding mechanism into the annual budget process to continue to fund the Trust.

Summary: Council approved the PARS Trust Fund in October 2015 and has appropriated ~~through FY 2016/2017 to date~~ a total of \$1,471,368~~036,585~~ for unfunded pension and OPEB liabilities. ~~Another \$135,000 was authorized by Council and appropriated to fund the liability.~~ The purpose of the establishment of this Trust would be to pay down the CalPERS unfunded future liability quicker and provide less volatility which would lower the overall costs to the City.

### D. Unprioritized Fiscal Sustainability Issues

- Regional, State and Federal Funding opportunities for capital and redevelopment projects.
- Distillery Lot Feasibility Study – The Distillery Lot is a key parking resource to the community and beach visitors. The location lends itself to consideration as a major development hub to solidify the Plaza areas as the economic and cultural core of Solana Beach. This public lot, in addition to all City public lots, has been identified in the Housing Element as potential development locations.
- Conduct a Transit Occupancy Tax (TOT) local hotel audit.
- ~~Consider resuming a two-year budget cycle. (to be considered for FY 2017/18 (Completed))~~



Unprioritized Fiscal Sustainability Issues (continued)

- Update Comprehensive Fee Study. (Anticipated to be completed by July 1<sup>st</sup>)
- Research ways to make “downtown” more tourist friendly (i.e. QR Code program).
- Review the Fire Benefit Fee.
- ~~Sell the remaining open tiles on the Fletcher Cove Upper Park sign. (Completed)~~
- Research ways to minimize Fire Department overtime costs.

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**HIGHLIGHTS OF SIGNIFICANT PROJECTS COMPLETED IN**  
**FY 2016/2017 (To be updated with final document)**

