

REPORT FROM HOUSING PRODUCTION AND PRESERVATION SUB-COMMITTEE

EXECUTIVE SUMMARY

The State of California mandates each City to provide a planning document called a Housing Element, that provides policy direction for the implementation of various programs and actions that accommodate projected future housing growth needs, identifies opportunities for new housing units, preserves existing housing stock and assists the existing population for all income levels within their Community.

Why is the Housing Element important? Why should residents pay attention to what is written in this State mandated document? Because, the programs, policy changes and zoning changes voted on by City Council and put forth in the Housing Element, automatically become part of the City of Del Mar's Community Plan. No additional community approval is then needed to enact them.

The City of Del Mar is required by the State, for this next eight-year cycle (2021 to 2029) to ensure through the Housing Element planning document, that our regional allocation of 163 affordable housing units can be met. *This does not mean that the City of Del Mar actually builds these units. It means that the City must create policies and programs to allow, incentivize and encourage creation of the required 163 units.*

The City through its last eight year cycle Housing Element planning document already provided the policy changes to meet not only the last cycle's goal of 76 units but more than the 163 required for this next cycle. Thus, our goal for this cycle is to see how we can ensure affordable units are created by; 1. using the existing policies and procedures and 2. creating new directives and programs to see tangible results over the next eight years.

It is important to note that each year the San Diego County Area calculates the regional median income. This number impacts the income level designated for each level of affordable housing. The 2019 median income was \$86,300*, which then mandates the four income categories and the number of required units accordingly. The regional allocation of 163 housing units for the City is as follows:

1. 37 units for Very Low income (\$26,753 to \$43,150).
2. 64 units for Low Income (\$43,151 to \$69,040).
3. 31 units for Moderate Income (\$69,041 to \$103,560).
4. 31 units for Above Moderate Income (greater than \$103,560).

*The income in each category will adjust annually based on each year's median income.

In our work as the sub-committee on Production and Preservation, we educated ourselves by completing the following:

- Met with Council Liaisons Worden, Gaasterland & Staff McMahon to gain insight and history on the city's affordable housing initiatives and to understand the potential options / solutions available.
- Spent considerable time understanding the various potential housing options available at the Fairgrounds and received feedback from Worden & McMahon on each.

- Reviewed maps and documents provided by McMahon that show each City-owned parcel and its current uses.
- Conducted walking tours of sites to review them first hand.
- Reviewed City-owned parcels and considered; Could we build? Should we build? And how many units?
- Discussed re-zoning, zoning amendments and processes with McMahon and Liaisons on several of the City-owned parcels.
- Attended a Tiny Homes Symposium to understand regulatory challenges and advances in utilizing Tiny Homes as attractive affordable housing units.
- Spent significant time discussing creative solutions amongst ourselves, McMahon, Liaisons and some residents.
- The group considered the report from the Finance committee that was completed in 2014 where they reviewed and analyzed the City owned properties for potential sale or change in use.

With the knowledge gained, we ranked each City-owned parcel and Fairground options by adhering to the best use of land principal and the timeline required for completion. While carefully examining all available options, we made a concerted effort to be impartial and avoided all political considerations including, our own preferences and prejudices. Due to the Covid -19 pandemic and its implications on City revenue, we made appropriate changes to ensure financial viability for each recommended option.

This report evaluates and prioritizes the following two approaches to produce additional units:

A. City Owned Properties and Fairgrounds opportunities

B. Accessory Dwelling Units (ADUs)

Each of these two approaches has recommended steps and a count of feasible new units.

This report further evaluates risks to current housing and mechanisms to retain existing units. Also included are options for the 100 year old Dunham House, including ways to use the structure for office space, affordable housing or revenue generation. Finally, this report summarizes financial feasibility for accomplishing the prioritized options.

PRODUCTION OF NEW AFFORDABLE HOUSING UNITS:

A. City Owned Property and Fairgrounds

Our subcommittee looked at each and every substantial parcel of land the City owns to see if they were suitable for creating affordable housing units (we did not look at all easements or street ends due to their size). Each property was assessed and then ranked below by those locations which have a high desirability, feasibility, and then by priority based on ease, cost and appeal to the majority of the residents for a positive outcome.

High Priority Options for the 6th housing cycle

1. **Sell one of the City Owned Properties listed below to Fund Affordable Housing Projects:**
 - **Zuni Water Tank property** – based on land value and location of lot we suggest selling it versus developing it and using the proceeds to fund other affordable housing programs noted in options 2 through 8 below. (Estimated sale price of \$4.5M to \$5.0M. Expenses required to reconfigure water system and remove

tank). This property is owned by the City Water System however there is an opportunity for the City Council to direct proceeds from the sale to the Housing Fund as was done with sale of the City owned Balboa property to partially fund Shores Park.

- **12th Street and Luneta Drive** – vacant lot (approximately 8,000sq.ft.) that could be sold to fund Affordable Housing Programs or developed by the city into affordable housing units. Value of lot estimated at \$3.0M to \$3.5M. This would be a back-up option if the City chose not to sell the Zuni Water Tank Property but will bring in significantly less proceeds to fund affordable housing projects.
- 2. **City owned 28th Street property** – 2500 sq. foot lot with potential for a minimum of 2 units and a maximum of 4 units (Tiny Homes of 400 - 800 square feet each). This option has been studied by staff and has been deemed feasible. Parking permits or other accommodations will be necessary for 4 units. (Estimated purchase cost for Tiny homes \$75k each \$150k to \$300k total). City could elect to build but costs will be significantly higher. The City would receive monthly revenue from this non-performing asset.
- 3. **City Hall 10th Street south expansion lot** – 4500 square foot lot with potential for a minimum of 4 units up to a maximum of 6 units depending on size of units in a 2-story configuration. Parking spaces designated at adjacent civic center if required. Costs for 3000 sq. ft. of development (build costs only for 4 units) approximately \$900m. The City would receive monthly revenue from this non-performing asset.
- 4. **Annex the Surf and Turf RV Park** on the east side of the Fairgrounds all the way to the Lagoon from the City of San Diego (so this would be City of Del Mar land and would count in our RHNA numbers), and turn the current RV Park into an affordable housing area (75 parking spots today) or split the RV lot and make half tiny homes/mobile homes and the other half would remain as RV lots. Initial potential (estimated based on Fairgrounds discussions) for 20 units with the potential for increasing numbers up to 60 units. Federal or State Grants may be available to support this initiative related to Lagoon Habitat Restoration. Costs attributed to annexing, planning, landscaping and utilities hook-ups (if required), for Tiny Home/Mobile Home community estimated at \$350k. Monthly revenue from rental of spaces would benefit the Fairgrounds and the City would count these affordable housing unit towards their regional allocation.
- 5. **Encourage additional residential units in existing commercial buildings** in the downtown commercial zone **as allowed by the new State ADU Law**. Units must comply with existing FAR and height restrictions. See Section B Number 6 below for additional details. Incentivize through reduced fees, streamlined processes and incorporate the 2018 law allowing the use of existing building codes to bring units into compliance. For example; an underutilized storage space or conference room can become a repurposed space for an ADU.
- 6. **Pine Needles Water Tank** - Property needs to be assessed for space for a Tiny Home beside water tank – based on initial review potential for 1 unit. The City would receive monthly revenue from this non-performing asset.
- 7. **10th Street / Highland Water Tank** – lot boundaries need to be assessed to see if adding a Tiny Home would work alongside water tank – based on initial review potential for 1 to 2 units. The City would receive monthly revenue from this non-performing asset.
- 8. **Convert Del Mar Fairgrounds track housing to affordable units** (in order to have it count for Del Mar RHNA goals we will need an exemption from the existing rules requiring a kitchen as this housing currently utilizes a communal kitchen per safety regulations). Available only to track or fairgrounds employees, it has a potential of 500+ units. Costs for necessary upgrades are not known at this time, but we estimate a City contribution of \$500k for this housing cycle would allow us to upgrade 100 units. We request the City to work with Senator Toni Atkin's office and the Fairgrounds to accomplish this.
- 9. **Convert an existing Fairgrounds livestock / horse barn to housing** (south of first gate/north of main gate Jimmy Durante side). Will require new development. Potential

for a fairgrounds / developer revenue split. Could have a separate entrance. Potential for a minimum of 66 units which would count towards the City's regional allocation.

Medium Priority Options - for the 7th Housing Cycle these could be the highest priorities

1. **The two lots on 9th Street where current DMF and DMCC offices are located.** As part of the design and development of Shores Park, the City could consider adding 4 to 6 affordable senior housing units above the DMCC/DMF building when it is newly constructed. While we respect the vision of Shores Park and realize that citizens have contributed to its preservation of open space for the community, the need for senior housing in this idyllic setting could be easily placed and be a win-win for the City, it's seniors and the community without compromising the desired open space vision.
2. **Jimmy Durante and Via de la Valle right of way area** - funded by a developer / revenue split with Fairgrounds potential for a minimum of 10 units
3. **Water Tower on Crest** - needs to be assessed for potential replacement – if decommissioned and tank removed from this lot there is a potential for up to 10 units. If not removed there is some open space behind tank but topography is not known. This was assessed in 2014 for sale and we recommend that it be used for affordable housing stock production.

Low Priority - for the 7th Housing Cycle these could be the medium priorities

1. **Maintenance Yard** – most of the property is in use today as maintenance yard and office and the City would have to find alternative site to be able to utilize. The property borders the lagoon and it is in a flood plain. Potential for 10 to 15 units built on stilts.
2. **Develop units over Fairgrounds offices** - would require significant investment and development or partnership with developer to build. Includes re-building the fairground offices and conference room in addition to the new units. Potential for 10 -12 units on the second level.
3. **Develop units over Fire Station** – would require significant investment and development or partnership with developer to build. Includes re-building space for fire department as well as their personnel living quarters. Potential for 2-4 units on second level.
4. **Second Homes in Del Mar** – The City has long been considered a desirable beachside community in which to live. This is a credit to our village feel and our livable climate. This has historically led to many homes and condominiums being owned by out of town residents who use them for short periods of time throughout the year. There is not an accurate number of second homes (that we are aware of) however they should be acknowledged as a potential source of additional housing stock. There are many examples of how other cities have addressed this situation when the need for housing availability for residents became critical. (<https://sf.curbed.com/2020/3/9/21171856/chiu-mid-tax-mayors-sf-oakland-san-jose-bay-area>, <https://www.sfchronicle.com/business/networth/article/Oakland-s-vacant-property-tax-takes-effect-13563273.php>, https://vancouver.ca/home-property-development/empty-homes-tax.aspx?utm_campaign=EHT&utm_medium=Vanity&utm_source=EHT_Vanity#redirect).

We firmly believe that this does not need to be addressed in this housing cycle as there are many other creative ways to address meeting our RHNA goals.

5. **Pump Station by tennis courts** (would require the City to give up the basketball and tennis courts which are regularly used by the community) potential for 4 to 6 units but there are concerns over environmental odors.

Extremely Low – ideas to continue to assess for each successive housing cycle

1. **Shores Park** – citizen donations paid for a portion of this park and changing usage plan to add affordable housing on current open space is not desired by donors.
2. **Practice Track at Fairgrounds** – used today by fairgrounds for exercising horses.
3. **City Hall 11th Street northeast edge of property** – daily utilization by residents and visitors as meeting or relaxing space and utilized today for community events as well as open space.
4. **CDM/Border Avenue west of the Brigantine** – land profile makes it expensive to develop and there is limited space to build
5. **Lay down lot at the fairgrounds** – this is a high use area today (just past the intersection of Via de la Valle and Jimmy Durante) for the track, fair and horse shows for truck and trailer access, maneuvering and storage. Potential units unknown.

Excluded from Consideration – functional, high use City Properties

1. City Hall - new construction and building is fully utilized today
2. Library - historic home that is fully utilized today
3. Power House Park – a historic venue fully utilized today
4. Post Office – a necessary function, re-location would be challenging
5. Most City street easements and street ends due to ownership questions and buildability concerns.

B. Accessory Dwelling Units (ADU) and Junior Accessory Dwelling Units (JADU)

We reviewed the City's current ADU policies and programs and gathered information on the State of California's new law which went into effect on January 1, 2020. We also discussed the current programs and policies and new ideas with Shaun McMahon and our Council Liaisons and attended the City's Planning Commission to listen to the ADU/JADU presentation.

ADUs and JADUs are present in our City today even in areas where they are not officially allowed by the City. The State of California's new laws on ADUs/JADUs, effective January 1, 2020, will offer residents additional options for having these units on their property. Under the new State law, the City will need to amend their current regulations and the City is currently undertaking that process. The new State law and the changes in Del Mar regulations will assist the City in meeting their RHNA allocation for the 6th Housing Cycle. This will allow the City to add upwards of 1,000 plus units to the City's housing stock over the coming years by bringing current units out of the shadows and legalizing them as well as the production of new units.

In addition to the changes in laws and regulations, there are numerous ADU/JADU policies and programs to consider as High Priority Options for the 6th Housing Cycle:

1. **Put an amnesty program in place** so that all existing ADUs and Jr ADUs, in all areas (zones) of the City, are recognized and counted. Understand clearly what the benefits are to the City for putting this program in place and develop the program to include such things as incentives on building code inspection requirements. We recommend that the City ask the State HCD to allow ADUs/JADUs to count towards the City RHNA allocation if the City does an annual survey of rents and maintains the records for affordability. Institutionalize process to collect annual information on rent and income of tenants for qualification to fulfill affordable housing unit requirements.

- Under new California Law, the City must update their current ADU/JADU Policies to be in line with the State of California requirements under their new 2020 Law for Accessory Dwelling Units (ADUs) and Junior Accessory Dwelling Units (JADUs). We recommend that the City take this opportunity to incorporate the 2018 Law allowing use of existing building codes to bring existing units into compliance (HSC Section 17958.12 Ch.1010, Sec. 1. (SB 1226) which was effective January 1, 2019).
 - Put an amnesty program in place and require that every property owner who has an ADU or JADU work with the City to register and receive a building permit for their unit(s) from the City. Apply financial penalty if the unit is not registered within two years of the program roll-out.
 - Designate a City staff position to gather and track data on an annual basis to identify those units that would fit our affordable housing grid.
2. **Implement and communicate the recent change in California Law** that were effective January 1, 2020 to all homeowners to encourage them to build ADUs or JADUs. Develop a full program of communication and incentives for existing homeowners. The program which may include such things as; free plans, free plan review, expedited approval, fee waivers and also explore if tax incentives are possible. We recommend that the leasing of these units be tracked by the City to see how many of them will qualify for the affordable housing allocation. Institutionalize process to collect annual information on rent and income of tenants for qualification to fulfill affordable housing unit requirements.
- Update zoning language in all zones to support ADUs/JADUs in accordance with State Law.
 - Program and communication plan should encourage building new ADUs/JADUs in both Residential and Commercial Zones including (Downtown Commercial, North Commercial in accordance with State Law.
 - If residents take advantage of fee waiver programs, put in place a requirement that they rent within the affordable guidelines for a period of 5 years. If they do not want to follow these guidelines for the stated period of time the City can charge the resident back the previously waived fees.
3. **As noted in items 1 and 2, designate a City Staff position to request and track rental leases** or administer an annual survey for ADU rentals to see which qualify for the affordable housing categories. This will allow us to get credit with HUD for the affordable housing allocation. NO other use would be permitted from the collection of such leases or data.
4. **Expand the current ADU pilot program** to allow one additional ADU or JADU in R1 zoned areas in exchange for 500 square feet additional FAR to the main structure as long as the ADU/JADU is used for affordable housing and is deed restricted for an agreed upon period of time. Assess current program and see if changes need to be made and determine if a buyout program would be appropriate. The amount of the buyout needs to be significant enough to fund additional housing stock. This will help to ensure our goal of long-term preservation of housing stock.
5. **Create a Tiny Home Program** to allow Tiny Homes to be used in the City of Del Mar in multiple zoning districts (R1, R2 City Utility Zone). The City of San Diego Planning

Commission recently recommended approval of new code allowing Tiny Homes in San Diego, to be considered by the City Council for approval. Link to SD City staff report: https://www.sandiego.gov/sites/default/files/dsd_pc_20-017_movable_tiny_houses.pdf We recommend the City of Del Mar use this proposed law as a template for the City of Del Mar to create their own law to allow residents to use a Tiny Home on their property for an ADU or JADU as appropriate.

6. **Develop and launch a Student ADU Rental Program** to encourage year-round student rentals. Design and develop a program with SIO, UCSD and Mira Costa College for students as long as HCD will allow them to count towards the City's RHNA housing goal. Approval of HCD required for this creative approach.

PRESERVATION OF EXISTING HOUSING STOCK

Del Mar is a small City with extremely limited open land for development. As a part of any City's evolution and growth, existing older homes are torn down to make way for new homes as part of the building cycle. The concept of preservation of housing stock usually focuses on keeping affordable housing units. In the case of Del Mar, the concept can be broken down into five components with different tactics or programs to address each of them:

1. **Preservation of affordable housing** – since the 1990s Del Mar has had very little affordable housing. As an expensive beach community, it is difficult to imagine rents on homes ever being considered affordable however ADUs and JADU's are one area that the City can focus on for affordability.
2. **Missionization of the City** can be curtailed if the City follows the Current City Plan and does not allow developers or residents to deplete housing stock by allowing single large homes on properties where multiple homes are currently located. The current mitigation requirements are not significant enough to discourage this activity today. We recommend the city look to significantly increase the current buy-out fees so they are sufficient to fund new housing stock.
3. **Support for Seniors** – provide necessary services for older residents to allow them to remain in their homes as they age thus forestalling the sale of their property and the potential for it to be torn down to make way for a larger home. In addition, is it important to also create housing for seniors to allow them to remain in the City when they can no longer safely live in their home. This is a great opportunity for DMCC to include if and when their facility is rebuilt.
4. **Short Term Rentals (STRs)** - We acknowledge that in this last housing cycle the number of STRs in the City may have increased in number resulting in the loss of housing stock. However, it is hard to assess this issue given no accurate number of STRs is available (that we are aware of) and there are unresolved issues being discussed by the City Council and Staff. Therefore, we believe that it is not appropriate for us to assess and make recommendations until the on-going issues in the City are resolved.

THE HISTORIC HOME FROM 10TH STREET

A 100-year-old original Del Mar house circa Jacob Taylor's time at 119 10th St, referred to as the Dunham House, is being donated to the Del Mar Historical Society. This re-furbished 28x28 foot home has been beautifully re-done but must be moved or torn down to make way for a new

home to be built. The owner of the property has offered to pay his tear down cost towards the expenses of moving this historic home.

Until a final place for this historic home is found, we suggest that it be stored on a temporary space. The home has been donated to the Del Mar Historical Society and would be an ideal home for either affordable housing or for offices for one of Del Mar's Community Service Organizations.

We were asked to assess potential options for the use of the home as affordable housing as part of our work for the Task Force. We have listed below several temporary and long term solutions for the house's placement.

Temporary Placement

- Behind DMCC
- Parking Lot by the Brewery off Jimmy Durante Blvd
- 28th street lot on North side *
- Public Works Yard
- 10th street Water Tank parcel *

Final Place for the Historic Home

- 28th street lot on North side *
- Tiny Homes Community at the Surf & Turf RV Park (Caretakers cottage)
- 10th street by the existing Water Tank as an affordable housing unit *
- Part of Shores Park Redevelopment Project on 9th street lot - for use as non-profit or affordable housing unit
- Placed in one of the City's other parks for use as offices for one of Del Mar's Community Service Organizations or used for events to generate revenue for the City's affordable housing fund.

**We were notified in early June that these locations will present challenges for moving the house and may require the home to be disassembled and reassembled if selected for use.*

AFFORDABLE HOUSING PROGRAM FINANCES

Past work and outcomes have shown that it is challenging to add affordable housing units in Del Mar. The cost of the land and the scarcity of vacant land are just a few of the issues. The cost of programs however does not need to stop the City from considering them. There are several ways to finance programs that have worked in the past for the City as well as have worked for other cities in the country:

- State and Federal housing grants
- public/private partnerships through fundraising or matching grants
- developer financing with an income sharing to the City
- public fundraising
- City sponsored projects using:
 - existing housing funds
 - fee income designated for affordable housing projects
 - annual contribution to the affordable housing fund by the City Council
 - sale of underutilized City property
 - re-purposing City property

In light of the COVID-19 Pandemic, it will be necessary for the City to carefully assess any proposed spending. This Housing Element however, takes a longer term view and so should be prepared with an eye towards the future and not just for today's circumstances. While the City does not have a lot of extra resources to put towards affordable housing projects at this time, we feel with the sale of the Zuni lot there will be enough funds to seed several programs for the short and long term. An on-going commitment from City Council to set aside money on an annual basis (starting with the 2022 Budget) will continue to strengthen the housing fund.

ASSEMBLY BILL NO.1397

This section is added to the report on 5-27-2020 and is based on a presentation to the Task Force on 5-21-2020 by Dave Barquist and Nick Chen from Kimly Horn (City Consultants on the Housing Element).

In the presentation the consultants reviewed Assembly Bill No. 1397 (AB 1397) and its impact on the City of Del Mar. AB 1397 is an amendment to the Housing Section of the Government Code for the State of California (enacted in September 2017). The Task Force was given an overview and update on this amendment, as AB 1397 applies to any Housing Elements adopted by the State after January 2018. In short, AB 1397 strengthens the City's obligations under the State's Housing Law and requires greater specificity from local governments, increases obligations and places stricter requirements for adequacy of sites. It amends Government Codes 65580, 65583 and 65583.2.

While the amendment impacts the Housing Element for the City, it is not focused on ADUs and creative solutions for existing developments but exclusively on vacant land. Specifically, requiring the City to meet a percentage of their RHNA obligation for Low and Very Low Affordable Housing (51 units) on lots in the City from .5 acres to 10 acres in size that are deemed vacant (zero assessed value in improvements). This means the identified vacant lots, listed in the Housing Element, that are suitable and meet all the State's other qualifications, must be rezoned to allow housing at 20 units per acre.

Due to the late delivery of this presentation to our committee, the Task Force will not have the time to dig into all of the implications however, the data will be available to residents once the work is completed by Kimly Horn (the City's Consultants). It will be important for residents and former Task Force Members to study this data carefully once it is published as it will offer critical choices to City Council members on how the Housing Element is designed to allow the City to meet their numbers for Low and Very Low Affordable Housing.

We suggest that Council be cautious in the numbers of sites listed and not put forth too many sites for the 6th Housing Element as this will allow for massive density and will increase development beyond what is needed to comply with State Law. Additionally, knowing that we have very limited vacant land and we are a small town of two square miles, we ought to be mindful not to rezone to meet no more than the necessary 51 units in this housing cycle since the state may have a larger number mandate in future housing elements and we need to have the ability to accommodate these future mandates.

CONCLUSION

The State of California mandates that each City produce a planning document that provides policy direction for the implementation of various programs and actions that support, encourage and accommodate housing growth including identifying opportunities for new housing units, help

preserve existing housing stock and assist the existing population at all economic levels within their Community.

Based on the State of California's calculations for the next eight year housing cycle (2021 to 2029), the City of Del Mar must meet a regional allocation of 163 affordable housing units plus a carry-over of 40 to 46 units as penalty (final number to be determined by HUD) from the current housing element because the city did not complete the rezoning of north commercial as stated in the document. Therefore, the total allocation of units will be approximately 203 TO 209.

With our work to date on this Task Force, specifically this sub-committee, we feel that the City has many creative ways, documented in this report, with which to meet these goals and that it can be done while adhering to the spirit of our current Community Plan and by dispersing units throughout the City. This will still allow us to meet the State Legal requirements of AB 1397, (which requires the City to identify those vacant lots that qualify to rezone for increased density at 20 units per acre to meet the goal of 51 units of the total number from the vacant lot rezoning). Council should be mindful not to rezone more than the necessary 51 units for Low and Very Low-Income Affordable Housing units in this cycle since the State may have a larger number mandated in future housing elements and the City needs to have the ability to accommodate these future mandates.

While there is an effort underway to create housing stock through zoning changes, the ideas to produce units put forth in this report would not require zoning changes (except to the Zuni Property as noted and identified vacant lots to produce the required 51 Low Income to Very Low Income units required under AB 1397). Further, our ideas would only require an update to zoning language in all zones to support ADUs /JADUs in accordance with State law to produce the remaining 152 to 158 units.

By obtaining feedback from our residents and spending time with them on the potential solutions, we feel that sufficient housing units can be added to our community while not creating a contentious environment. Achieving our goals and hitting our numbers however, will take political will on behalf of our City Council and will involve some heavy lifting by the City Staff as well as the involvement and support of the community.

We have appreciated the opportunity to work on this Task Force and to get a chance, as a part of this sub-committee, to dig deeply into these important issues for the City and its residents. We want to acknowledge the support we have been given and thank those that took their time to help us understand the current landscape as well as the history of housing in Del Mar. We look forward to your thoughts and feedback on our findings and stand ready to engage with residents, City Staff and City Council as necessary to support the City of Del Mar through this next eight year cycle.

Respectfully submitted,

Jas Grewal, Karen Lare & Tracy Martinez