

City of Santa Cruz



Public Review Draft 5-year Roadmap for West Cliff

December 2024



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Executive Summary

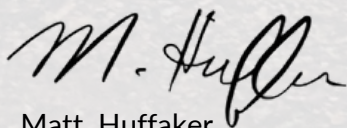
After approving the *50-year Community Vision for West Cliff* (“*Vision*”) in April 2024, the Santa Cruz City Council directed City staff to prepare a roadmap as a tool to start the implementation process for the *Vision*. The purpose of the *5-year Roadmap* is to identify priority projects the City needs to implement along West Cliff to advance the *Vision* between March 2025 and December 2030. The *5-year Roadmap* is a prioritization tool to position the City to successfully achieve the *50-year Vision for West Cliff* while balancing existing projects and unplanned projects related to disaster recovery, erosion, or other impacts of climate change. While this effort aims to develop a strategic approach to projects along West Cliff, the City acknowledges that emergency projects following a disaster may supersede this list of priorities. Through community engagement, the City identified eight projects to consider as priorities to advance the *Vision*. Of these eight, five were selected for inclusion as priorities in the *5-year Roadmap*: Revetment Repair Project, Lighthouse Field Roadway Relocation Project, Santa Cruz Coastal Change Monitoring Network, West Cliff Infrastructure Financing Feasibility Study, and Corridor-wide Master Signage Plan and Design Standards.

Introduction by the City Manager

Santa Cruz is well known for its beautiful natural landscapes, vibrant community, and deep-rooted connection to this dynamic coast. West Cliff uniquely stands as a place where the beauty of our coast, our commitment to environmental stewardship, and our focus on community converge, offering respite and recreation for residents and visitors.

To connect our approach to coastal management with the community's aspirations for West Cliff, we worked with the community to develop the *50-year Community Vision* ("Vision"). Through this process it was reaffirmed that West Cliff is a well-loved community resource and that preserving access to this area for both residents and visitors is a strong community value. The City Council approval of the *Vision* was the first step toward aligning the City's policies, plans, and projects with the community's vision for the coast. This process brought diverse and varying voices together and led to deeper collaboration and engagement around the future of West Cliff. We channeled this momentum into the next step of the visioning process - implementation. To implement the *Vision*, we've developed a *5-year Roadmap for West Cliff* describing the projects already underway and defining new projects identified in collaboration with the community that the City will work towards over the next five years to advance the *Vision*. Throughout this process, the City worked closely with the community, leaning into difficult conversations around project prioritization, and confronted the very real constraints of funding availability, City staff capacity, coastal regulatory uncertainty, jurisdictional authority, and unknown future environmental conditions to narrow the list of projects the City is able to implement.

Over the next five years, we intend to take the first steps to realize the *50-year Community Vision for West Cliff*. We are focused on restoring West Cliff to its pre-storm conditions, which includes the original two-way traffic patterns that were in place before the storms. Of course, we cannot control nature, and recognize that if conditions change, we will have to adjust our efforts to address those conditions. We will continue to work together as a community to support adaptive management along the West Cliff's dynamic coastline. We are grateful to our community members, the City's West Cliff team, the West Cliff Implementation Committee, and the Mayor and City Council all who have engaged with developing the *5-year Roadmap*. Together, we will shape the next chapter of West Cliff and honor the legacy of our coast with foresight, dedication, and collective action. Each step will bring us closer to a future where West Cliff continues to inspire, connect, and serve our community today and for generations to come. We recognize this is only the beginning and look forward to moving this vision forward together.



Matt Huffaker
City Manager





Purpose

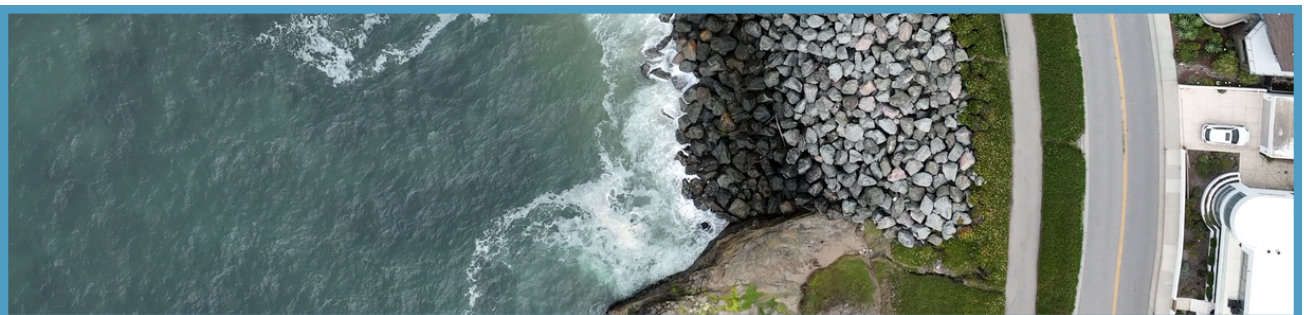
Developed upon direction from the City Council in April 2024, the purpose of the 5-year *Roadmap* is to identify priority projects to advance the 50-year *Community Vision* along West Cliff between March 2025 and December 2030 (City Council of Santa Cruz, *Resolution No. 20*). The 5-year *Roadmap* also highlights existing projects already in progress from previous years of community engagement and work completed as part of the Resilient Coast Santa Cruz Initiative to provide an update to the community about the City's work along West Cliff. The 5-year *Roadmap* serves as a tool for advancing decisions made in the *Vision*, while maintaining accountability for the City to implement adaptive coastal management and aligning projects across City planning documents (e.g. the Local Coastal Program Amendment, Local Hazard Mitigation Plan, and others). By identifying projects consistent with the *Vision*, the City is able to allocate resources to those projects and move them forward in the next five years. As some projects can take multiple years to complete, it is important for the City to start implementation sooner rather than later.

"The influence of a changing climate with forecasted increases in sea level rise, frequency and intensity of storm events, and temperature (air and ocean) will continue to change West Cliff. The accelerating effects of climate change on the City's beaches and bluffs will require a dynamic and iterative approach to coastal resilience planning. Scientific information, community consensus, regulatory changes, and the political landscape will evolve along with our understanding of the changing on-the-ground conditions." - 50-year Community Vision for West Cliff, page 4



Context for the Roadmap

As the *5-year Roadmap* is a collection of projects informed by the *Vision*, similar bounds as those guiding the *Vision* apply. These include jurisdictional control, regulatory constructs that guide decision making, financial constraints, and environmental conditions along the coast (see Figure 1). West Cliff is a dynamic coastline - and as such, we must be ready to pivot in response to environmental conditions, regulatory requirements, and recreation needs. While the *5-year Roadmap* identifies five priority projects for the City to move forward, the unpredictability of the coast may impact the City's ability to advance these projects. When future updates are made to the *Vision* and the next set of projects are selected to advance the *Vision*, the City will inevitably have an improved understanding of how these bounds impact actions along West Cliff. With this improved understanding, the City will be able to hone its approach to adaptive coastal management and will be better able to safeguard West Cliff against new unknowns, building a future where West Cliff is accessible to all. While it is difficult to anticipate all of the changes West Cliff will experience, one fact remains constant - West Cliff will always be important to the community and the *Vision* and *5-year Roadmap* are initial steps to accommodating a dynamic coast while implementing the community's priorities along West Cliff.



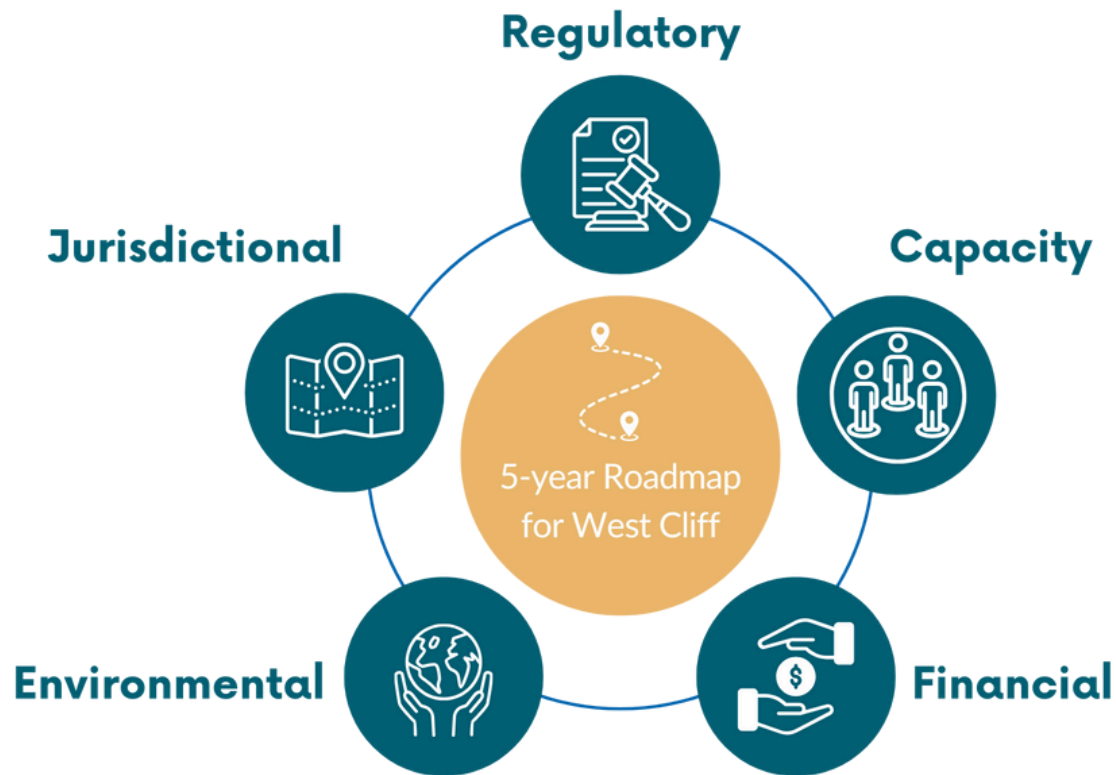


Figure 1. Jurisdictional bounds consider whether the City has the authority in a certain area. For example, any activities below the high tide line or overlapping with neighboring cities, the County of Santa Cruz, or the state of California would require engagement with these jurisdictions and could limit the feasibility of certain projects. Regulatory bounds consider permit authorities, and whether the City needs to work with regulators such as the California Coastal Commission (CCC). Environmental bounds acknowledge that ongoing sea level rise and forecasted increases in extreme storm event frequency and duration are projected to significantly increase erosion rates in the future, which could limit the applicability of certain projects. These will have both long and short-term impacts along the coastline. Financial bounds recognize that federal and State funding landscapes are likely to be more competitive with reduced funding as climate change related disasters become more common. The City's is also limited by its capacity to develop and implement projects which can limit the number of additional projects the City can advance.



Relationship Between the 50-year Community Vision for West Cliff to the 5-year Roadmap

In response to the January 2023 storms, the City initiated a process to develop a 50-year Community Vision for West Cliff (“*Vision*”) which was approved by the Santa Cruz City Council in April 2024. The *Vision* represents the community’s aspirations for what West Cliff will look like in 50 years and how the community wants to use West Cliff in the future. It allows the City to allocate resources to projects which may take decades to plan, fund, and complete, while building disaster resilience along West Cliff to protect the community from the impacts of future extreme storms and other climate change stressors. The *5-year Roadmap* is a suite of projects designed to start prioritizing City projects in context to the *Vision*. The *Vision* set forth pillars for how the community’s vision would be brought to fruition.

Balancing Change and a Collective Future

From these many activities emerges a need for an inclusive community that comes together to build trust, solve problems, and fashion a collective future together for West Cliff that recognizes these many uses and the cherished landscape and community that exists. (*Vision*, page 14)

Beauty, Resilience, and Continued Uses

Over the next 50 years, the community pictures a resilient and accessible West Cliff for all – celebrating the beauty and awe of the coast, while balancing the varied uses of residents and visitors and keeping the community safe. (*Vision*, page 14)

Prioritizing Pedestrian and Bicycle Access

The community requested the City prioritize pedestrian and bicycle access by converting one lane of traffic along West Cliff to separated pedestrian and bicycle lanes....Going forward, the City will preserve separated pedestrian and bicycle access as a priority when making decisions surrounding management of West Cliff. (*Vision*, page 15)

One-way Vehicle Access and Additional Traffic Control

To create the space required to prioritize separated pedestrian and bicycle access, the City may consider a pilot program to explore a transition from two-way vehicle traffic along West Cliff Drive to one-way westbound vehicle traffic. (*Vision*, page 15)

Limited Hard Armoring

Since armoring will be limited to those areas with critical infrastructure and to maintain pedestrian and bicycle access to West Cliff, the City can conserve the natural cliff-ocean interface which allows for some sand from natural erosion to replenish beaches. (*Vision*, page 16)

Exploring Nature-based Solutions and Engineered Natural Feature Restoration

To buffer against the impacts to beaches caused by hard armoring in some areas and to improve West Cliff's resilience, the City will explore nature-based solutions and engineered natural feature restoration management strategies. (*Vision*, page 16)

Park Space as Recreation Area and Buffer

Ensuring park and coastal access while minimizing built infrastructure in park space is a way to work with nature to preserve a natural coastline. (*Vision*, page 17)

Planned Relocation

In those areas where space is no longer available to support access by the community, the City will explore partnerships to develop a program to provide opportunities for private and public landowners to engage in optional buyout and/or lease back programs. (*Vision*, page 17)

Collaboration

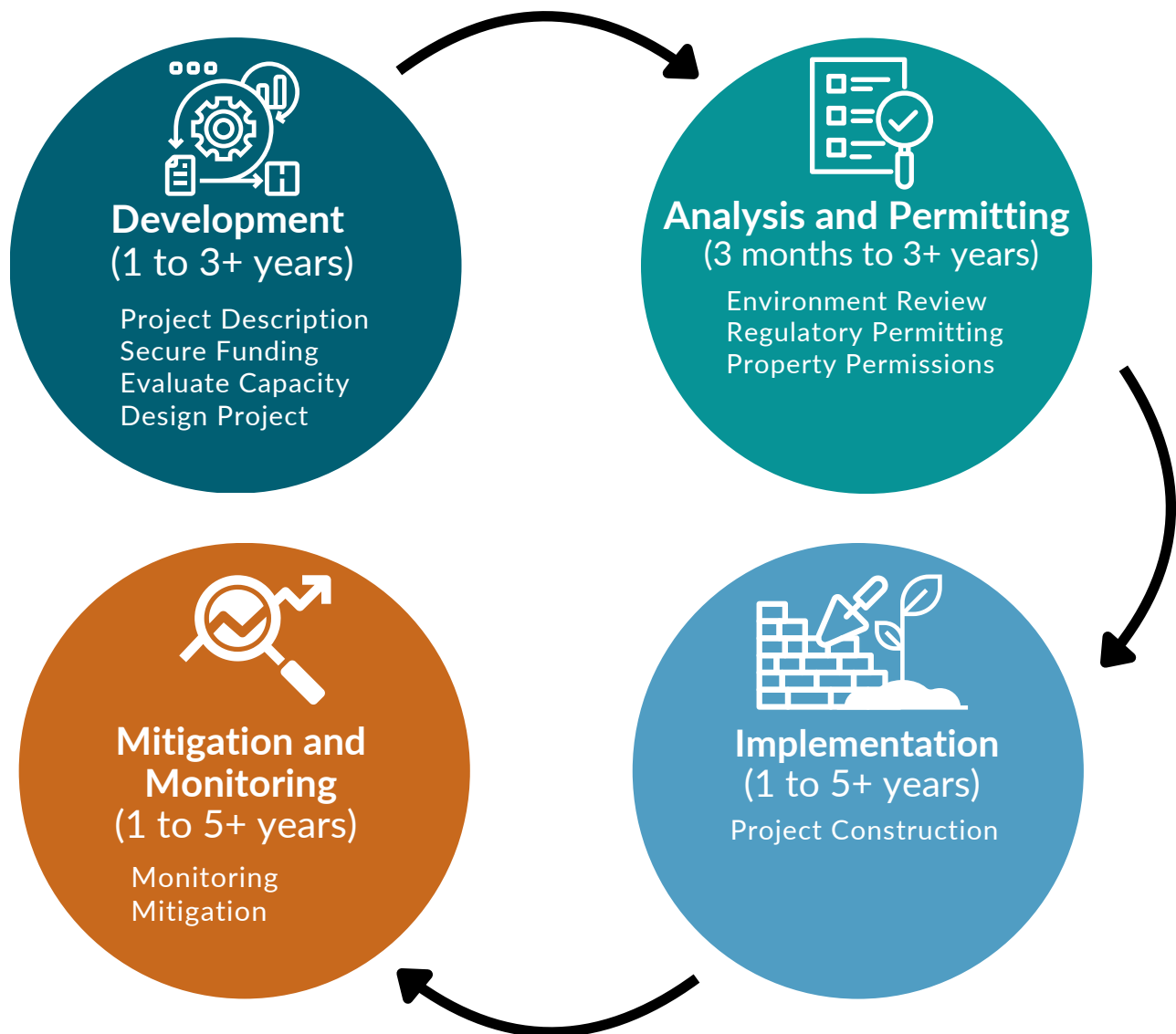
Collaboration with the community, public partners, research institutions, non-profit, and private partners to identify effective pathways forward to advance the 50-year Community Vision is essential. (*Vision*, page 17)

Consider the Safety and Quality of Life of the Neighborhoods Abutting West Cliff Drive

The City recognizes the importance of engaging with residents in the neighborhoods abutting West Cliff Drive to hear their feedback on the impacts of climate change and the City's efforts to implement the 50-year Community Vision, including addressing any traffic and safety concerns. (*Vision*, page 18)

Anatomy of a Project

Developing, designing, and implementing a project requires a significant amount of City staff time, planning, and effort to bring a project from concept to completion. To address this commitment of City resources, the City often delivers projects in phases (i.e. planning, design, permitting, construction). Depending on a project's complexity and scale, the sum of these phases can take over five years to complete. This process takes even longer if the project is located along the coast due to additional regulations governing coastal projects. Throughout each step, City staff follow regulations and respond to community concerns while keeping projects on schedule and within the allowable budget. To learn more about the details of how a project is managed from start to finish, see Appendix A -Detailed Project Process.



Impact of Permitting on Coastal Projects

During emergencies, the permitting process for City projects can move quickly. Under normal circumstances, it can take years to secure permits. For complex projects requiring permits across multiple regulatory agencies, it can take decades to navigate through the permitting process. After the 2023 storm damage on West Cliff, the City was able to take quick action and secure expedited permits and funding due to the emergency nature of the damages.

What is an Emergency Coastal Development Permit:

The California Coastal Commission is responsible for regulating the use of land and water in the coastal zone according to the policies in the Coastal Act. This includes issuing permits for development in the coastal zone. The process for a jurisdiction to receive a Coastal Development Permit can take several months to over a year. Development in the coastal zone cannot happen unless the California Coastal Commission issues a permit. When there is an emergency along the coast (such as the one experienced on West Cliff in January 2023), a jurisdiction can become eligible for an Emergency Coastal Development Permit. This streamlined permitting process allows the Coastal Commission to give a jurisdiction a permit for development activities quicker when there is an emergency. However, jurisdictions still secure a standard Coastal Development Permit within a certain timeframe after the emergency.

The Coastal Act requires that local governments develop Local Coastal Programs (LCPs) (consisting of Land Use Plans and Implementing ordinances) to carry out policies of the California Coastal Act at the local level. Once certified by the Coastal Commission as being consistent with the Coastal Act, responsibility for issuance of most Coastal Development Permits under the certified LCP is delegated to the local government. The Commission retains some continuing permit and appeal jurisdiction following LCP certification, and responsibility to certify any amendments to the LCP.

Additional Regulatory Permits:

In addition to the Coastal Commission, the City works with many agencies to secure both emergency and non-emergency permits. These agencies include, but are not limited to: the California Department of Fish and Wildlife, California State Water Resources Control Board, U.S. Army Corps of Engineers, and U.S. Fish and Wildlife Service.



Existing Projects Underway Outside of the 5-year Roadmap

With Santa Cruz being located along such a dynamic coast, the City is constantly working to maintain continuous access and public amenities along West Cliff for the community, while responding to coastal changes. The City has completed hundreds of projects along West Cliff over the past decades and is currently working to restore West Cliff to pre-storm conditions. With so many projects, it can be difficult to track the City's progress toward completing projects or understand what projects the City already has underway. In 2024, there were multiple projects along West Cliff actively underway, including a number of projects with committed funding that were scheduled to begin prior to development of the *5-year Roadmap*.

These existing and funded projects are scheduled to move forward and are therefore, not part of the prioritized list of projects in the *5-year Roadmap*. Including information on these existing projects provides an update to the community on the City's progress on projects along West Cliff as of December 2024. As these projects are underway, some of the City's available staff resources are already committed. This limits the number of additional projects the City can begin along West Cliff, unless the City acquires additional funding to study projects, construct projects, and build staff capacity. Furthermore, building staff capacity requires ongoing funding which one-time grant opportunities cannot provide.

Existing Project Underway

West Cliff Bethany Curve Culvert Project

Department	Location	Project Cost	Timeframe	Status
Public Works	1000 block of West Cliff Drive	\$10,000,000	Summer 2023 - 2027	Near completion. Emergency permits needed.

Project Scope

This project involves replacing roadway sections and drainage structures and installing new culvert headwalls, elevating the road surface, and install new concrete guardrails to protect against wave overtopping.



Existing Project Underway

West Cliff - Storm Damages and Infrastructure Repairs

Department	Location	Project Cost	Timeframe	Status
Public Works	900, 1000, 1100, 2100 blocks of West Cliff Drive	\$18,000,000	Winter 2022 - Spring 2025	Under construction. Two-way vehicle traffic restoration anticipated Spring 2025. Emergency permits needed.

Project Scope

To address storm damages and infrastructure repairs, this project includes constructing infill walls, repairing sinkholes, fixing pipe connections, and restoring pathways along sections of West Cliff.



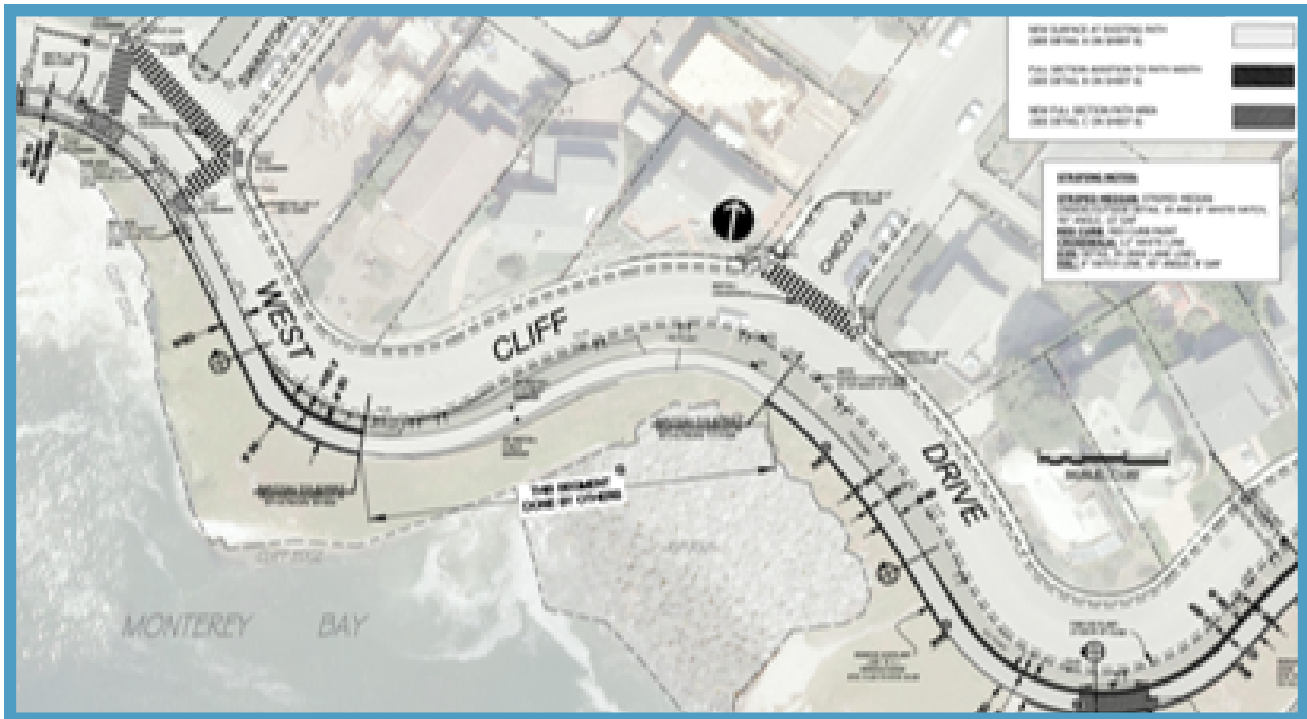
Existing Project Underway

West Cliff Multi-Use Path Rehabilitation

Department	Location	Project Cost	Timeframe	Status
Public Works	Swanton Boulevard to David Way	\$500,000 - \$700,00	Winter 2023 - Summer 2025	2024 bid exceeded budget. Cost reduction value engineering underway. Rebid early 2025, construction planned for summer.

Project Scope

The City is refinishing the West Cliff path's asphalt surface from Natural Bridges State Beach to David Way to enhance safety and accessibility for all users, as well as enhancing crossings at multiple intersections between Swanton Boulevard and David Way.



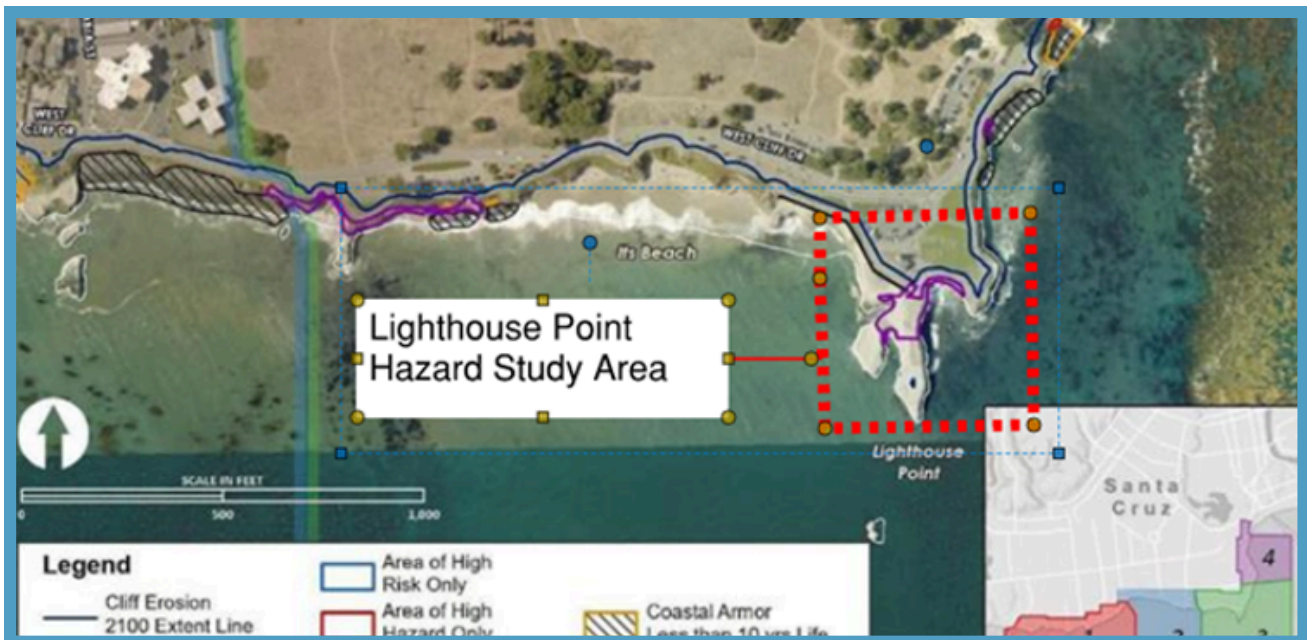
Existing Project Underway

Lighthouse Point Hazard and Engineering Analysis

Department	Location	Project Cost	Timeframe	Status
Public Works	Lighthouse Point	\$150,000 - \$350,000 for the study	Winter 2024 - 2030	Procuring consultant team

Project Scope

The City will study the condition of existing caves and rock formations surrounding Lighthouse Point and recommend options to protect, restore, and/or relocate infrastructure along Lighthouse Point, consistent with the City's Local Coastal Program, as part of the City's balanced approach to coastal management. This project will inform the City's next steps, which could include a capital investment project for Lighthouse Point once the study is complete.



Existing Project Underway

Living Shorelines, Nature-Based Solutions, and Sand Management Feasibility Study

Department	Location	Project Cost	Timeframe	Status
City Manager's Office	City of Santa Cruz Coastline	\$550,000	June 2024 - March 2025	Ongoing

Project Scope

The City is assessing the feasibility of using living shorelines, sand management techniques, and other nature-based solutions to address coastal hazards. The project will make recommendations for future nature-based solutions projects and prepare 30% of designs for up to three projects and identify ecological markers and monitoring methods for tracking coastal change.

What is a nature-based solution?

According to the California Coastal Commission, a nature-based solution is a coastal adaptation and/or erosion control method is comprised of natural elements, which contributes to the persistence and enhancement of coastal processes and ecological benefits while also offering protection services to inshore areas. Nature-based Adaptation strategies include both “soft solutions”, which avoid fixing the shoreline with hard structures and instead rely on the use of dynamic systems to attenuate coastal hazards, such as dune or wetland restoration, or sand replenishment and “hybrid armoring”, which fixes the shoreline, such as with a buried revetment or other shoreline protective device and includes a nature-based feature to provide ecological and other benefits.

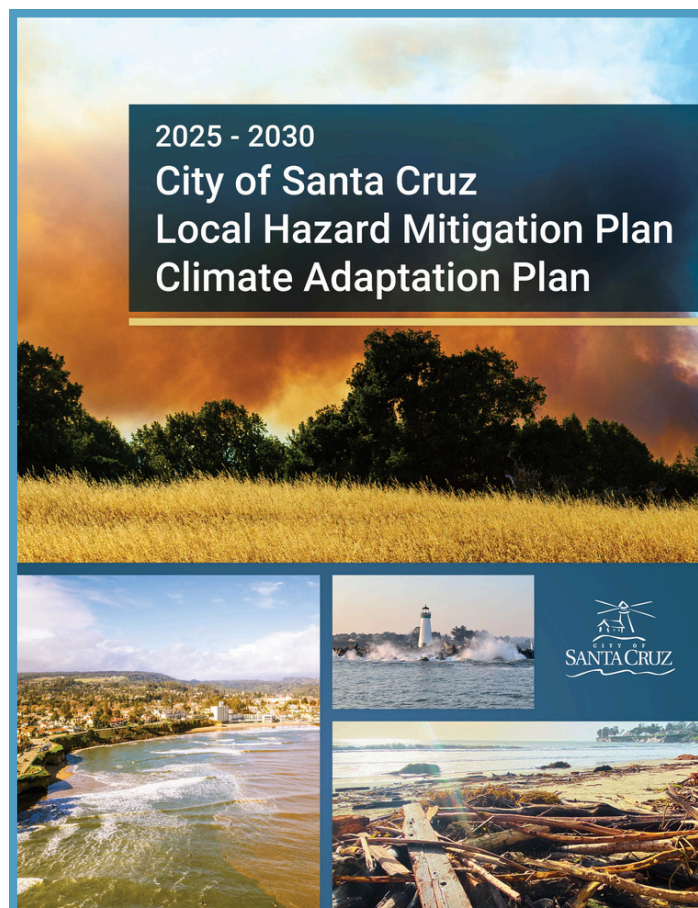
Existing Project Underway

Local Hazard Mitigation Plan and Climate Adaptation Plan Integration and Update

Department	Location	Project Cost	Timeframe	Status
City Manager's Office	Citywide	\$210,000	2024-2026	Ongoing

Project Scope

Through this update, the City will inventory potential hazards and risks, and assess risks to the City's residents, buildings and critical facilities. From this, the City will develop mitigation and adaptation strategies to implement over five years. Outreach for this project included community surveys and discussion at community meetings and events.



Existing Project Underway

Local Coastal Program Update

Department	Location	Project Cost	Timeframe	Status
Planning and Community Development	Citywide	\$227,100	2024-2025	Ongoing

Project Scope

The Local Coastal Program (LCP) Update is required by the California Coastal Commission and spans the entirety of the City's coastline. The City will assess its Coastal Change Monitoring Systems by evaluating existing geophysical triggers and monitoring technology, evaluating community science data collection sources and geophysical data systems. The City will integrate triggers with the Local Coastal Program Policy and implementation framework to understand when the City needs to make certain coastal management decisions. The City will develop a locally adopted Beaches and Bluffs Chapter of the LCP and Land Use Plan.

Existing Project Underway

West Cliff, East Cliff and Main/Cowell Beaches Shoreline Adaptation Implementation Blueprints

Department	Location	Project Cost	Timeframe	Status
City Manager's Office	City of Santa Cruz Coastline	\$550,000	January 2025 – December 2027	Contracting with the California State Coastal Conservancy - grant funded

Project Scope

The goal of the project is to develop and deliver accessible, community-supported, Shoreline Adaptation Blueprints for three subareas of the City's coastline - West Cliff, East Cliff and Main/Cowell Beaches. Shoreline Adaptation Blueprints provide to accelerate investment in implementing coastal resilience visions and projects and comply with State Bill 272.



5-year Roadmap - Prioritized Projects

To develop an initial list of projects, staff reviewed existing City planning documents for activities and projects proposed for West Cliff (see Appendix B for additional process details). With guidance from the WCIC, the City refined and condensed this list to eight projects that were presented during the October 21, 2024 Community Conversation for the community to consider for inclusion in the *5-year Roadmap*. After this interactive meeting, the City and the WCIC reviewed the community's feedback and project ranking and considered the capacity of each department to begin additional projects. This consideration resulted in a list of five projects that represent the community priorities for West Cliff over the next five years, and the start of implementing the *Vision*.



Prioritized 5-year Roadmap Project Revetment Repair Project

Summary

This project aims to enhance recreational uses and maintain the existing path while repurposing existing riprap if possible and minimizing the addition of new riprap.

Department	Location	Project Cost	Emergency Status	Duration
Public Works Department	West Cliff coastline	Estimated cost: \$15,000,000/ Annual maintenance funding: \$500,000/year	Not an emergency project	2025-2030

Background

The City has installed numerous revetments along West Cliff Drive. Each revetment includes armoring that acts as the primary buffer against erosion, typically in the form of large, loose rocks called riprap. Due to their constant exposure to harsh conditions, revetments require regular maintenance to keep rocks and other armoring materials in position. It is crucial that design activities related to revetments are coordinated with other priorities, such as transportation, habitat restoration, and overlook improvements. This holistic approach minimizes the impacts of construction activities related to revetment armoring on coastal access and neighborhoods during operations.

What is a revetment?

Revetments are sloping structures placed on shorelines or along the base of cliffs to reduce coastal erosion.

Project Update

The City's previous assessments have identified the following components of an armoring maintenance program: (1) implement new and replacement armoring projects zone by zone, (2) design and implementation phases, and (3) develop criteria for maintenance repairs corridor-wide. The City's Public Works Department performs an annual inspection and assessment of all armoring movements.

Prioritized 5-year Roadmap Project Revetment Repair Project

Proposed Project Elements

- The City intends to focus on revetments in the “Failed/Needs Repair” and “<10 Years of Existing Life” categories. These include Rip Rap Sites #3, #6, #25, #28, #33, and #48.
- The City anticipates retrieving and restacking escaped rocks where feasible (i.e., riprap that has moved out of place but could be reconstructed), restacking or repair of existing structures (which could include new rock) to minimize toe scour, maintaining revetment design profiles (when feasible) to reduce the footprint on the beach, and general maintenance to reduce the need for emergency repairs.



Prioritized 5-year Roadmap Project

Lighthouse Field Roadway Relocation

Summary

The proposed project would involve the design and construction of a 400-foot-long section of two-way West Cliff Drive roadway and recreational path, shifted approximately 50 feet inland. Doing this would move the roadway and recreation path out of the projected erosion zone.

Department	Location	Project Cost	Emergency Status	Duration
Public Works Department	800 Block of West Cliff Drive	Estimated cost: \$2,000,000 Annual maintenance funding: N/A	Is an emergency project	2025 - design 2027 - roadway acquisition and construction

Background

During the late December 2023 high surf event and due in part to deferred maintenance, Santa Cruz experienced significant impacts from large waves and coastal flooding, including evacuations, area closures, and damage to beaches and infrastructure, and notably erosion of the recreational path near 800 West Cliff Drive across from Lighthouse Field State Park. The State Disaster Declaration (CDAA 2024-01) declared in response to the high surf event provided access to funding and resources for immediate emergency response and long-term recovery efforts.

Project Update

After confirming emergency funding, City staff evaluated repair options and identified road relocation as the best solution. This approach aligns with local and State policies, ensuring regulatory compliance, and uses available space to move the pathway inland without encroaching on private property. Supported by State Parks staff, relocation offers a durable, resilient, and financially viable solution, avoiding the need for additional coastal armoring while supporting long-term sustainability.

Prioritized 5-year Roadmap Project

Lighthouse Field Roadway Relocation

Proposed Project Elements

- **Project Scope:** The scope for this project would include all necessary services to deliver the project, including engineering design, surveying, geotechnical engineering, right-of-way (ROW) negotiations, environmental review and permitting, and engineering and environmental monitoring services during construction.
- **Mitigation:** This project is mitigation for the City's infill walls.
- **Next Steps:** The City needs to secure emergency funding for this project, as well as assemble an engineering and design team to develop plans, obtain permits and right-of-way permissions. After this the City can proceed with bidding and construction.

What is mitigation?

In the context of coastal development, the California Coastal Commission defines mitigation as measures designed to offset or compensate for adverse environmental impacts caused by developments, including seawalls or other armoring structures. These measures often aim to address the loss of public access, sand supply, and natural habitats that are affected by coastal armoring. For example, mitigation for seawalls or other coastal armoring can include:

- **Sand Supply Impact Fees:** Developers may be required to pay fees to compensate for sand loss caused by armoring
- **Habitat Restoration:** Mitigation might involve funding or conducting habitat restoration projects to counteract damages to habitat caused by armoring.
- **Access Preservation:** Developers may need to develop alternative public access routes if armoring impacts shoreline access.

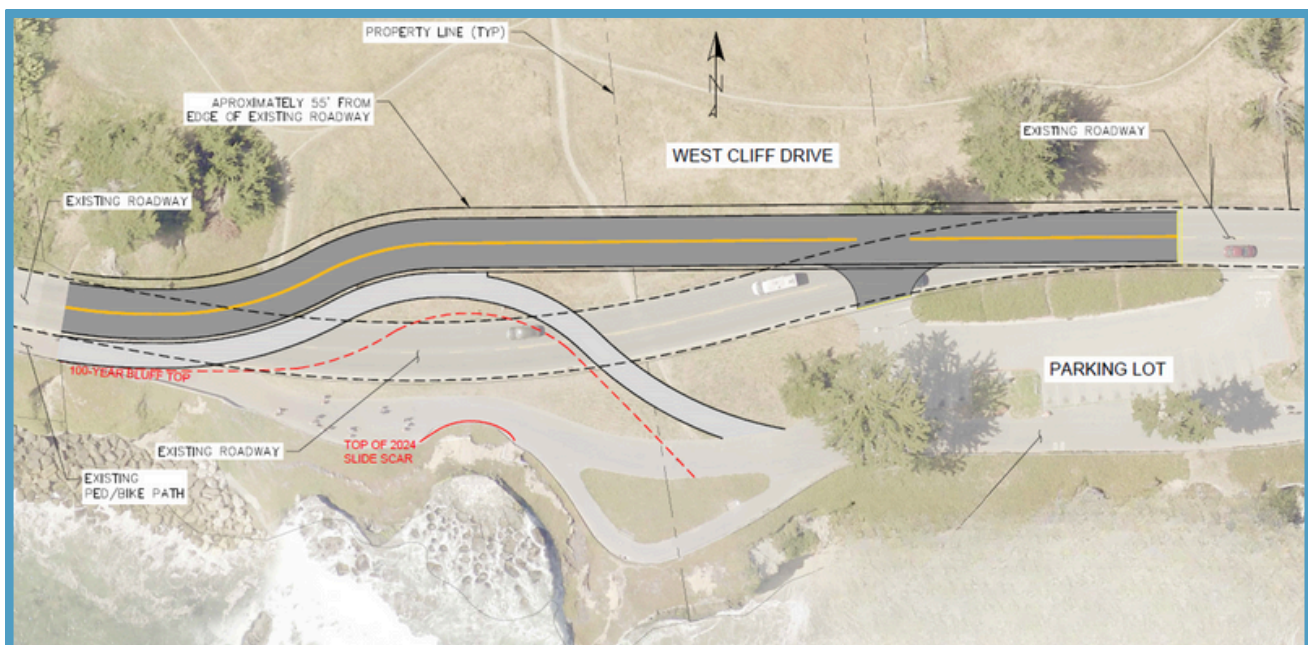
The Coastal Commission generally prefers the following: 1) minimization of new armoring; 2) imposition of strict conditions if armoring is deemed necessary to mitigate the environmental impacts of armoring; and 3) evaluation of armoring on a case-by-case basis.

Prioritized 5-year Roadmap Project

Lighthouse Field Roadway Relocation

Proposed Project Elements

- **Project Scope:** The scope for this project would include all necessary services to deliver the project, including engineering design, surveying, geotechnical engineering, right-of-way (ROW) negotiations, environmental review and permitting, and engineering and environmental monitoring services during construction.
- **Mitigation:** Road realignment may be packaged with other forms of future compensatory mitigation (native plan restoration, coastal access enhancements) for the City's recently constructed emergency infill walls and revetment repairs on the 900 and 1,000 blocks.
- **Next Steps:** The City needs to secure emergency funding for this project, as well as assemble an engineering and design team to develop plans, obtain permits and right-of-way permissions. After this the City can proceed with bidding and construction.



Prioritized 5-year Roadmap Project

Santa Cruz Coastal Change Monitoring Network

Summary

The Santa Cruz Coastal Change Monitoring Network is designed to track and analyze coastal changes to support the long-term management of the City's coastline. This project is critical for the long-term management of the coastline, including preparation for sea-level rise and storm impacts.

Department	Location	Project Cost	Emergency Status	Duration
City Manager's Office and Public Works Department	Entire City Coastline	Estimated cost: \$350,000 Annual maintenance funding: \$20,000	Not an emergency project	5 years

Background

The Santa Cruz Coastal Change Monitoring Network supports the sustainability of the City's coastline through advanced climate adaptation strategies and engages the community in coastal management efforts, fostering participation in science and environmental stewardship. It aligns with the *Vision* and focuses on monitoring critical coastal conditions, such as cliff erosion, beach width, and sea level rise, as well as the condition of coastal assets (e.g., seawalls, stairways, etc.). Coastal monitoring is also required by the City's Local Coastal Program.

Project Update

Previously, the City worked with thirteen local, state, and Federal agencies, and nonprofits to design the network, which has been continuously refined through subsequent grant efforts.

Prioritized 5-year Roadmap Project Santa Cruz Coastal Change Monitoring Network

Proposed Project Elements

- **Project Scope:** The project includes data collection through a tidal gauge, drone imagery, and camera stations, as well as a coastal asset management tool and dashboard to access and analyze data collected. These tools will allow real time analytics and tracking of beach erosion, flooding, wave overtopping, and other coastal conditions.
- **Community Science:** Residents and visitors may participate in coastal monitoring via CoastSnap stations, where they can capture photos to contribute to beach and erosion data.
- **Data Integration:** All data will be collected in a centralized decision support tool, enabling City officials to track and analyze coastal conditions and manage coastal assets through a comprehensive digital dashboard.



Prioritized 5-year Roadmap Project

West Cliff Infrastructure Financing Feasibility Study

Summary

The West Cliff Infrastructure Financing Feasibility Study project would involve evaluating all available funding and financing mechanisms to make recommendations on how the City could fund infrastructure projects along West Cliff. This project could include evaluating bonds, locally authorized financing mechanisms (tax increment financing, special tax district) or other mechanisms to determine the best options to fund infrastructure projects.

Department	Location	Project Cost	Emergency Status	Duration
City Manager's Office	Not Applicable	Estimated cost: \$400,000 Annual maintenance funding: N/A	Not an emergency project	16 months

Background

There are a variety of funding and financing mechanisms the City could explore to generate funding for infrastructure along West Cliff that builds climate resilience. One example of a potential mechanism is State Bill 852 which created specific climate resilience districts. These allow city, county, special districts or a combination of agencies to form a Climate Resilience District to fund projects to mitigate the impacts of climate change. However, the City needs additional information about this potential opportunity, and others, to determine the most appropriate method to generate revenue to fund infrastructure along West Cliff.

Project Update

The project would involve evaluating funding and financing mechanisms to fund infrastructure projects along West Cliff to build climate resilience. The goal of this project is to provide a report with recommendations on potential options for the City to consider. Reliable, ongoing sources of revenue will be critical to ensuring the City can continue to adapt to the impacts of climate change.

Prioritized 5-year Roadmap Project West Cliff Infrastructure Financing Feasibility Study

Proposed Project Elements

- **Scope, Request for Proposals (RFP):** Prepare scope of work, and conduct an RFP process to hire a consultant to evaluate funding and financing mechanisms.
- **Evaluate Financing Options:** Work with the consultant to analyze funding and financing mechanisms based on geographic scale, governance, revenue potential, community support, and administrative requirements.
- **Engagement:** Engage governing bodies, community members, leadership, and adjacent agencies for feedback on recommendations for funding and financing mechanisms.



Prioritized 5-year Roadmap Project Corridor-wide Master Signage Plan and Design Standards

Summary

The Parks and Recreation Department would lead a West Cliff Drive standards project to specify design standards for landscaping, overlooks, railings, park signs, interpretive signs, and minor retaining walls. Consistent design standards will streamline City projects by making them quicker to implement as certain design decisions will already be made.

Department	Location	Project Cost	Emergency Status	Duration
Department of Parks and Recreation	Along the entirety of West Cliff	Estimated cost: \$100,000 Annual maintenance funding: N/A	Not an emergency project	18 months

Background

A number of areas exist where the City needs to improve landscaping, amenities, wayfinding, and overlooks. Developing signage and design standards will create consistency in elements installed along West Cliff and will improve the visitor experience. The City will integrate consistent design standards into future infrastructure projects, making these projects easier to implement.

Project Update

The Parks and Recreation Department intends to lead a West Cliff Drive standards project to specify design standards for landscaping, overlooks, railings, park signs, interpretive signs, and minor retaining walls. The City will consider Incorporating habitat and landscaping improvements into these efforts. The recreation elements also include features such as bike racks, guide signs, and wayfinding.

Prioritized 5-year Roadmap Project Corridor-wide Master Signage Plan and Design Standards

Proposed Project Elements

- **The elements considered for design standards may include:** Wayfinding (direction) signs for vehicular, pedestrian, and bicycle access, recreational signage (i.e. stay off the cliff), interpretive and education signage, bench selections, bike racks, retaining walls and fences, color palettes, and planting palettes.
- **Project Steps:** To advance this project, the City will need to hire a consultant/landscape architect, identify features for the design standards, host public working groups, conduct constructability and maintenance reviews, and go through a permitting and public review process.



Timeline for 5-year Roadmap for West Cliff

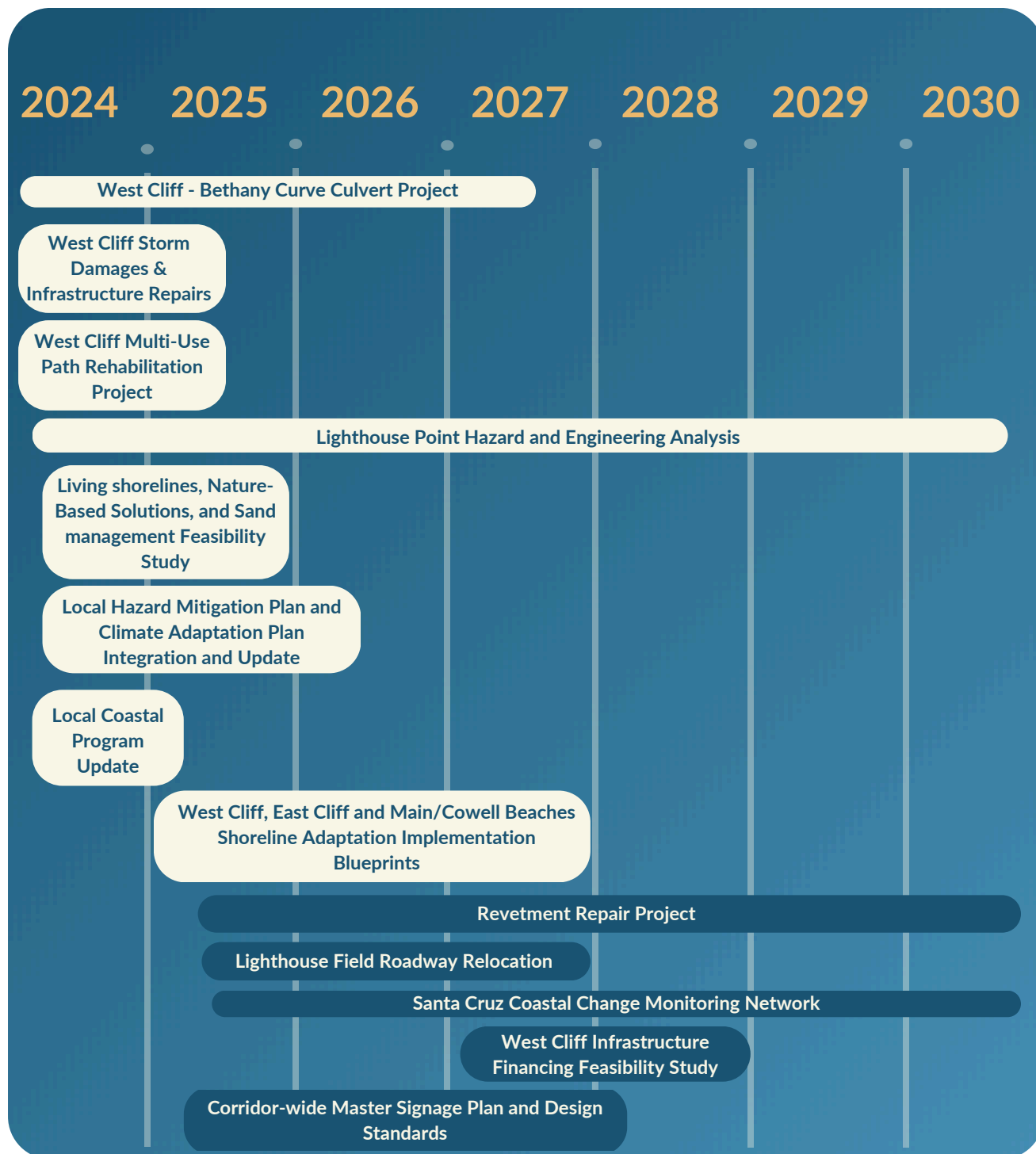


Figure 2. The 5-year Roadmap timeline shows the duration of new projects (dark blue), and existing projects (light yellow). For the new projects, they will begin in the next five years, but they will likely need additional time past the five year period before they are completed.



Funding for City Projects

The City currently has approximately \$30 million worth of projects underway along West Cliff, with another approximately \$17 million needed to advance the prioritized projects in the *5-year Roadmap*. This does not include ongoing funds required for maintenance. As the City continues to integrate the forecasted impacts of climate change along West Cliff into planning and project implementation efforts, the City anticipates needing additional funding to recover from any future impacts of climate change and build resilience along West Cliff, and the entire Santa Cruz coastline.

Long-term sustainable funding for prioritized projects over the lifetime of the *Vision* continues to be a goal of the City. As discussed in the West Cliff Infrastructure Financing Feasibility Study project description, which has also yet to be funded, long-term funding and financing options are key to reaching the *Vision*. The City has pursued funding and financing for similar projects in the past. One time grants and community funding allocations by State and federal elected officials have helped support a number of ad-hoc projects to support West Cliff. While many applications for project funds have been successful, nearly the same number of grant applications have not been awarded, thereby creating a patchwork of projects that have been funded by external dollars. This patchwork precludes the City from creating comprehensive corridor improvements along West Cliff and ultimately creates gaps in coverage on maintenance, operations, and quality of the infrastructure, environment, and access.

Federal and State disaster recovery funds have also been critical to support recovery and resiliency efforts along the coast. Some proactive projects may occur concurrently with disaster recovery. However, the City must identify and develop disaster recovery projects to implement these projects quickly to receive funding. This creates a situation where projects related to disaster recovery take precedent over well planned, multi-benefit initiatives due to the availability of project funding. With the City taking a more proactive stance on addressing risk and resilience in advance of disasters, funding sources the City have previously relied upon may not cover the cost of projects intended to mitigate risks. With changes in federal and State priorities, the City will also likely be required to create a comprehensive funding and financing approach which includes a blend of federal, State, regional, and local revenue and financing options.

The City's General Fund budget, which supports the implementation of the Capital Investment Program (CIP), will likely only cover a few West Cliff projects or seed funding to support projects. The City's grant writing program can prioritize these projects over others, and specialized funding sources specifically built for compliance or specific types of infrastructure may be used to fund phases of projects. Larger resilience projects tend to require funding stacks, which are multiple sources of funding and financing required for complex multi-benefit projects. By prioritizing near-term projects in the 5-year *Roadmap*, and including prioritization on West Cliff for projects aligning with the pillars in the *Vision*, the City can concentrate on building funding stacks to meet the needs of a few select projects.

Next Steps

With a variety of current projects already underway along West Cliff, the 5-year *Roadmap* serves as a tool to establish prioritized projects that align with the *Vision*. In the next five years, the City will make progress on existing and prioritized projects, while also responding to maintenance issues, ongoing disaster recovery, impacts of erosion, and other unplanned events that may occur along West Cliff.

The 5-year *Roadmap* is the first step toward realizing the long-term *Vision* for West Cliff. Going forward, the City intends to integrate identification of the next set of priority projects along West Cliff into the City's Capital Investment Program (CIP), leveraging the pillars of the *Vision*. The City's CIP is a multi-year schedule of projects with cost estimates and potential funding sources. The CIP outlines and prioritizes major infrastructure projects like road improvements, sewer upgrades, storm drains, and other public facilities, detailing their funding and timeline for construction and maintenance across the City.

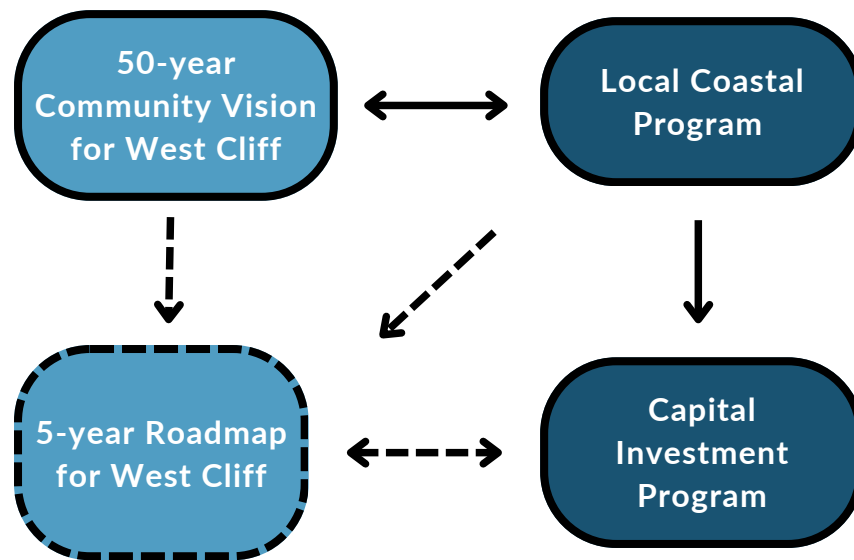


Figure 3. The **Local Coastal Program (LCP)** is a regulatory document the City is required to prepare by the Coastal Commission. This LCP directs all activities in the coastal zone. Projects or activities in the City's other planning documents must be consistent with the LCP. The City is incorporating elements of the *Vision* into the LCP. The **Capital Investment Program (CIP)** outlines a multi-year schedule of projects with cost estimates and potential funding sources. Going forward, the prioritization of projects along West Cliff to guide the City to achieve the *Vision* will occur in this document. The *Vision* is not a regulatory document, but it does influence the projects included in the CIP and what is included in the LCP. Future updates to the *Vision* are intended to occur concurrently with the update to the LCP, thereby streamlining project prioritization and consideration through these three critical documents. The *Vision* informed the *5-year Roadmap*, and is guided by the LCP and the CIP. The *Vision* provides opportunities for accessible public influence over the long-term vision for West Cliff, while the LCP provides the regulatory construct for citywide activities, and the CIP provides the prioritized list of citywide capital projects for City investment.

Integrating these processes will streamline and align the City's efforts to advance the *Vision* along West Cliff by integrating the *Vision* into the fabric of the City's prioritization process for projects. To further align City planning documents, the next update to the *Vision* will occur concurrently with the City's next update on the Local Coastal Program. Following adoption of the next *Vision* update and LCP, the City will use the CIP process to develop prioritized projects specific to West Cliff.

As with all City projects, there will be additional opportunities to engage as the City works to advance the five prioritized projects. Each project would be subject to its own environmental analysis as part of delivering the project. By focusing the next five years of work with projects aligned with the *Vision*, the City is setting itself up to meet the challenges presented by the dynamic coast proactively and with intention.

Appendix A - Detailed Project Process

Project Development

Project Description: The City begins by defining the goal of the project, timeline, location, and how the project will address community needs. The City also identifies whether the City has capacity to advance the project or whether they need to hire consultants to support the project.

Secure Funding: Next, the City will identify potential funding sources, and either apply for grants or allocate funding for the project from the City's budget, if such funding is available. If the City pursues grant funding, staff will need to identify grant funds, prepare an application, and be selected for funding. This process can often take upwards of two years from the time the City submits an application to when funding is received, if awarded the grant. If unsuccessful in securing grant funding, the City will need to identify other funding opportunities or apply for new grants.

Evaluate Capacity: If the City determines they need to hire consultants to support staff on a project or provide specific technical expertise, the City begins a formal process to procure consultants. This includes drafting and releasing a public document requesting qualified consultants to submit applications to be considered to support the project. At this phase, the City may look to hire consultants for design and engineering and may hire consultants for community engagement and construction later in the project process. This process can take between three months to up to a year.

Design Project: City staff or the project team (City staff and consultants) work to design the project. This can include developing drawings or a project workplan.

Analysis and Permitting

Environmental Review: The City will evaluate the potential environmental impacts of a project through environmental review. This involves determining if the project is likely to create any negative environmental impacts. If the project's environmental impact is low or the City is able to mitigate the impacts - meaning offset or lessen the impacts in some way - then the project can continue. If the project's negative environmental impact is too great, the City will be unable to implement the project.

Regulatory Permitting: The City will determine what permits are necessary to complete the project. The City works with the relevant agencies, such as the California Department of Transportation (Caltrans), the California Department of Parks and Recreation, the California Coastal Commission (CCC), and/or the California Department of Fish and Wildlife to obtain the permits. Depending on the findings of the environmental review, this process can take multiple years.

Property Permissions: If the project involves accessing private or limited access properties, the City will need to acquire right of way permissions. As needed, the City may need to secure permission from private landowners to access a property as part of the project.

Implementation

Project Construction: Once the City has designed the project, completed appropriate environmental review, and secured permits, the City can begin construction either with City staff or using a contractor. Depending on how large and complex the project is, it could take upwards of five years to complete construction.

Monitoring and Mitigation

Monitoring: After project construction, the City will monitor the project for compliance with environmental regulations and to confirm it is operating successfully.

Mitigation: If the project requires mitigation - for example, rebuilding a wetland in a different location, if wetland was damaged in the project- then the City will monitor these mitigation areas.

Appendix B - Data Collection Process and Project Evaluation

Project List Development

To collect data on the City's projects, the City developed a project factsheet, based on the City's previous Capital Investment Program form, to compile all projects potentially relevant to the *50-year Community Vision for West Cliff* and highlight key information. Activity information was gathered through existing activity files as well as interviews with City staff to address information gaps. The initial data collection resulted in a list of approximately 155 potential activities previously identified in the following City documents:

- West Cliff Drive Adaptation and Management Plan;
- City of Santa Cruz Climate Emergency Resolution;
- City of Santa Cruz 2030 Parks Master Plan;
- City of Santa Cruz Local Coastal Program Land Use Plan - 2021 Amendment Public Review Draft;
- City of Santa Cruz Active Transportation Plan;
- City of Santa Cruz Arts Master Plan;
- City-wide Creeks and Wetlands Management Plan;
- City of Santa Cruz Beach Vulnerability and Adaptation Strategy;
- City of Santa Cruz 2030 Climate Action Plan;
- Santa Cruz, California Street Tree Master Plan;
- Resilient Coast Santa Cruz - City of Santa Cruz - Synthesis Summary of Outreach and Engagement;
- Urban Climate Adaptation Policy Implication and Response Strategy Technical Report;
- Santa Cruz Mid-County Groundwater Basin Groundwater Sustainability Plan;
- City of Santa Cruz Homeless Response Action Plan;
- Resilient Coast Santa Cruz Progress Report;
- Storm Water Management Plan Guidance Document; and
- Capital Investment Program 2024-2025.

The City removed activities located outside of the West Cliff corridor, projects the City already completed, and duplicate projects which refined the list to approximately 82.

The City further refined the list of potential activities for inclusion in the *5-year Roadmap* to approximately 41 by removing projects already underway in the City.

A project that is already underway is defined as a project with secured funding. To demonstrate the breadth of projects underway along West Cliff, these projects are highlighted in the “Existing Projects” section of the *5-year Roadmap*.

The City then condensed activities that were actually components of a larger project (i.e. transportation and signage striping in Zone 1, and Transportation signage in Zone 3 are components of a larger project - Corridor-wide Master Signage Plan and Design Standards). The condensed list of about 16 projects was then reviewed by City staff, considering project urgency, need, and if the activity was consistent with a balanced approach to coastal management. This resulted in the list of eight projects.

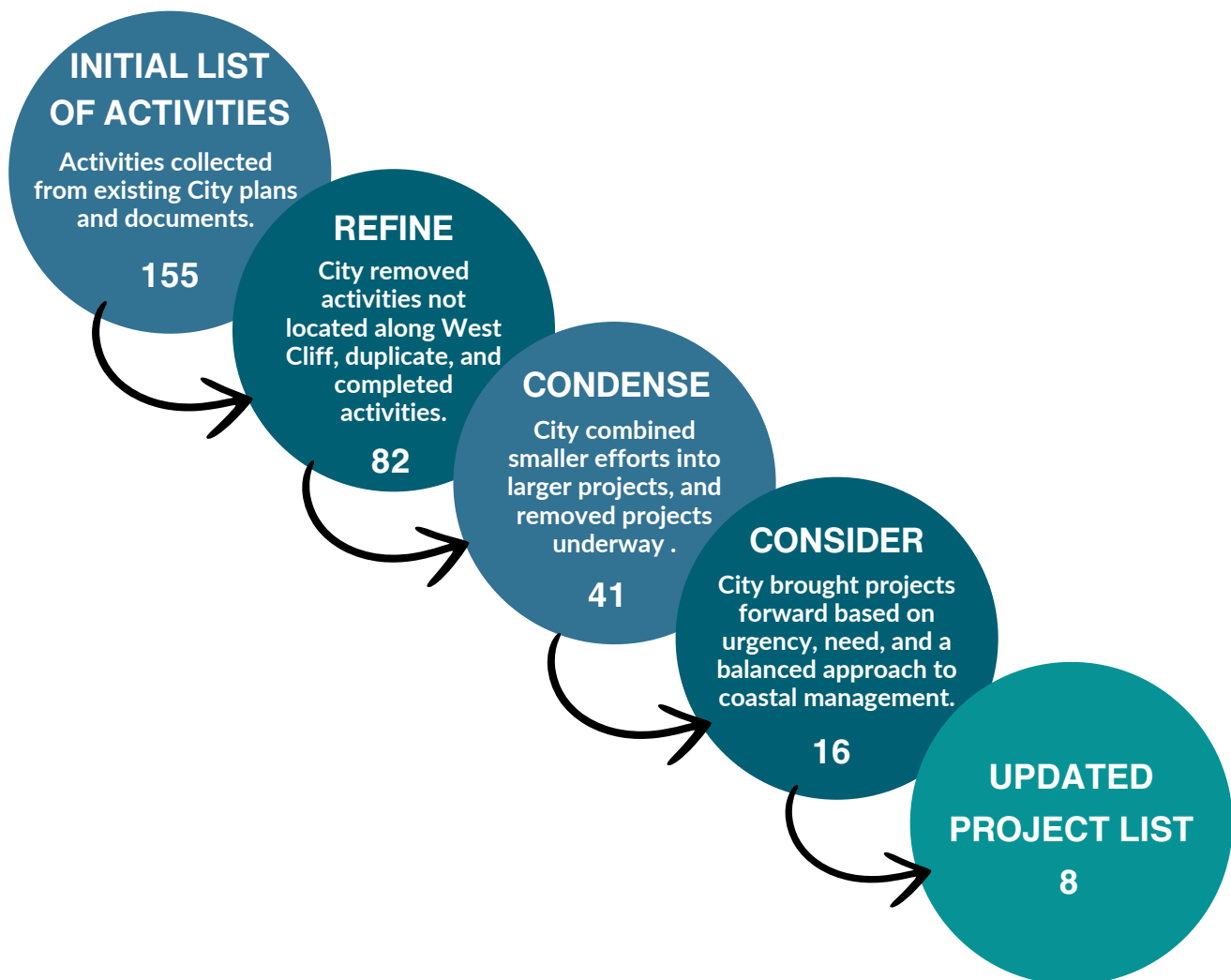


Figure A1. The City developed a project list to present to the community by first reviewing an initial project list, then refining, and condensing the list by removing projects not located along West Cliff, removing duplicated and completed projects, and by condensing small activities into larger projects. The City brought a shortened

project list to the community by considering urgency, need, and a balanced approach to coastal management. This updated project list was provided to the community for review during the October 21, 2024 Community Conversation.

Project Evaluation

After collecting project data using the City's project factsheet, the City developed prioritization criteria to score the projects. Prioritization criteria were developed through many iterations by City Staff and the community, originating from the 10 pillars of the *Vision for West Cliff*. The initial criteria were found to be overly complicated and too lengthy. Through several iterations with community feedback, the City refined and simplified prioritization criteria to increase clarity. The finalized and streamlined criteria are designed to assess projects on their ability to address emergencies, minimize impacts to access and habitat, prepare West Cliff for coastal changes, and align with the *Vision*, while preserving recreation opportunities, safety and public health. Projects were evaluated by the community at a community conversation held October 21, 2024. Participants submitted their evaluations in both paper and virtual form.

After community evaluation of the projects, the City reviewed results to better understand where communication around different projects or priorities reflected in the criteria could be strengthened and to better understand how the community views the potential impact of different projects. The following list highlights a few key findings.

- Projects which received the most votes for “unsure / need more information” were the Lighthouse Field Roadway Relocation (162 “unsure”), Santa Cruz Coastal Change Monitoring Network (120 “unsure”), West Cliff Sea Cave Stabilization (119 “unsure”) and West Cliff Infrastructure Financing Feasibility Study (119 “unsure”). The City will increase communication with the community about these projects which are included in the *5-year Roadmap* by providing additional community updates to improve understanding.
- The City also noted that of the evaluation criteria, the most frequently marked section for “unsure / need more information” was “Does this project align with the *Vision for West Cliff*?” The City will renew communication efforts around the *50-year Community Vision for West Cliff* to ensure the community feels clear on the principles of the *Vision*, providing further clarification at the November 19, 2024 meeting,
- The City also learned that clearer communication regarding what constitutes an emergency project may be needed.

- Beyond the scope of this work, the City is also gaining insights into what the community considers to be projects that add to the safety and enjoyment of West Cliff. The West Cliff Stormwater Outfall Rehabilitation, Corridor-wide Master Signage Plan and Design Standards, and West Cliff Parking Management plan all scored highly across criteria evaluating the project’s potential to improve safety and enjoyment on the coast.

The City of Santa Cruz will integrate this community feedback and use it to inform communication strategies and future project work in the West Cliff neighborhood.

Project Ranking

In addition to evaluation of each proposed project, the community was also asked to rank the list of eight projects from lowest to highest priority. Votes for ranking of projects were taken at the same community meeting as the evaluation on October 21, 2024, and participants were able to submit responses either virtually or in person. The final rankings of projects were determined by calculating the average of ranking assigned to each project. The results show that the community appears to prioritize infrastructure projects needed to minimize erosion and improve or relocate the roadway and placed less priority on less physical projects or those with less immediate protection benefits. These results indicate that the community is understandably ready for immediate action on West Cliff. The project evaluation results also help contextualize the rankings, showing that some of the highest ranking projects, such as the Lighthouse Field Roadway Relocation and the Sea Cave Stabilization still left participants with questions, as these projects also had some of the highest “unsure / need more information” votes. On the other end of the rankings, the evaluations show that even though many participants ranked projects like the West Cliff Parking Management Plan lower, they still had a high amount of “yes” votes in the evaluation, showing support for these projects despite them being ranked at a lower priority (Table B1 below).

Table B1. Results of community vote ranking West Cliff projects - the following table shows the final results of the community's votes on October 21, 2024 to rank projects from highest priority one (1) to lowest priority eight (8).

Ranking	Project Name
1	Revetment Repair Project
2	Lighthouse Field Roadway Relocation
3	West Cliff Drive Sea Cave Stabilization
4	West Cliff Stormwater Outfall Rehabilitation
5	Santa Cruz Coastal Change Monitoring Network
6	West Cliff Parking Management Plan
7	West Cliff Infrastructure Financing Feasibility Study
8	Corridor-wide Master Signage Plan and Design Standards

The City incorporated this feedback to inform which projects will be prioritized for implementation, while also considering the timing and staff capacity within City departments needed to advance projects. Using these two input streams, the City then adjusted the project timeline accordingly. This process resulted in a condensed list of five prioritized projects: Revetment Repair Project, Lighthouse Field Roadway Relocation, Santa Cruz Coastal Change Monitoring Network, West Cliff Infrastructure Financing Feasibility Study, and Corridor-wide Master Signage Plan and Design Standards.

Appendix C - Engagement

The City convened community meetings and utilized the West Cliff Implementation Committee to seek feedback on the *5-year Roadmap*. City staff also met internally across City departments to inform the development of the *5-year Roadmap*. The City also used surveys to collect community feedback.

September 16 West Cliff Implementation Committee Meeting

Topics: Introduction to Farallon Strategies (consultants) and the *5-year Roadmap*

In the first West Cliff Implementation Committee (“Committee”) meeting, participants introduced themselves, and the City established ground rules for the group, reiterated the purpose of the Committee is to “review and advise on implementation priorities, plans (and associated outreach), and funding capacity for the City’s West Cliff area for the next 3-5 years as guided by the *Vision*. Discussions and advice will also be informed by the City’s other climate and resilience work”, and shared the purpose of the first meeting. Committee members shared about their backgrounds and connections to Santa Cruz. The City provided background to the Committee on the current *5-year Roadmap* project to identify priority projects along West Cliff for the next five years. The Committee received an update from the City on progress for updating the Local Coastal Program (LCP), and the next steps in the process. The group will have another member once the process to select a Youth Liaison is complete.

September 26 Community Conversation

Topics: Kick off for the *5-year Roadmap* Project

In the first Community Conversation for the *5-year Roadmap* Project, participants were introduced to the *5-year Roadmap* Project. The City provided an overview of what led the City to developing a *5-year Roadmap*, including the Resilient Coast Santa Cruz work, and the *50-year Community Vision for West Cliff*. The *5-year Roadmap* will include a prioritized list of near-term projects to implement along West Cliff over the next five years, which are aligned with the *Vision*. The City sought feedback from the participants on the draft project prioritization criteria to inform how to prioritize projects for the *5-year Roadmap*. Participants provided feedback on the draft prioritization criteria and they also shared feedback on the meeting itself. Going forward the City committed to using less technical jargon during meetings, reducing the use of technology, and providing materials in advance, when possible.

October 7 West Cliff Implementation Committee Meeting

Topics: Presentation by the California Coastal Commission and review of revised criteria for the *5-year Roadmap*

In the second Committee meeting, the Committee received a presentation from the California Coastal Commission (“Commission”) about coastal issues facing communities along the California coast due to erosion and sea level rise, and the role of the Commission. The Commission shared they want to see communities become proactive when addressing coastal issues, and develop specific, and implementable projects. The Commission’s presentation ended with a question and answer session with the Committee. For the remainder of the meeting, participants reviewed revised criteria for the *5-year Roadmap* process. The Committee reviewed an example project fact sheet and then used the revised criteria to score the example project. The City asked the Committee to provide feedback on whether the revised criteria were missing anything, and if the City was providing sufficient information in the example project for the Committee to use the criteria. After receiving comments from the Committee, the City updated the criteria by adding an option for community members to select “unsure/need more information” when evaluating projects during the upcoming October 21 Community Conversation.

October 21 Community Conversation

Topics: Reviewed potential projects for inclusion in the *5-year Roadmap*

In the second Community Conversation for the *5-year Roadmap* Project, the City shared eight potential projects for the community to consider for inclusion into the *5-year Roadmap* in a town-hall style presentation. The City had posters for each project: Santa Cruz Coastal Change Monitoring Network, Revetment Repair Project, Corridor-wide Master Signage Plan and Design Standards, West Cliff Sea Cave Stabilization, West Cliff Stormwater Outfall Rehabilitation, 800 Roadway Relocation (later renamed Lighthouse Field Roadway Relocation), West Cliff Financing District (later renamed West Cliff Infrastructure Financing Feasibility Study), and the West Cliff Parking Management Plan. The City provided participants with prioritization questions, and a ranking table. Participants were asked to review each project, complete the questions and rank each project. The City also opened an online survey with the same information and questions as those presented during the in-person community conversation. The online survey was open between October 21 to October 28. The City collected 91 responses from the in-person and online surveys.

Other Comments from October 21, 2024

During the October 21, 2024 community conversation, the City also collected general comments from the community for topics and category areas not covered in the proposed projects, which are summarized listed below.

Pedestrian/Bike Pathway

- Separate paths for pedestrians and bikes on West Cliff (+9 additional comments)
- Additional striping, scramble (all way crossings) at key intersections, sharrows (speed humps), signage to share the path, keep right, and flashing pedestrian crossing signs
- Elevated bike lane
- Wider multi-use path for safety and access
- Improve maintenance
- Prioritize bike/pedestrian access
- Pedestrian route on Pelton (+3)
- West Cliff is not safe for pedestrians and electric bicycles
- Fix sidewalks
- Add one-way bicycle lanes and larger pedestrian paths as part of the Lighthouse Field Roadway Relocation Project

Cars/Roadway

- Bring back the one-way pilot to make more space for people
- Study circulation of West Cliff
- Less cars and pollution along West Cliff
- No paid parking
- Two-way access for West Cliff
- Reducing the speed limit
- Install a roundabout at the State Park parking lot or at Columbia

Other

- Native landscaping
- Incorporating nature-based solutions
- People should be able to access West Cliff
- Involve non-surfers more in the process

October 28 West Cliff Implementation Committee Meeting

Topics: Debrief and update from 10/21 Community Conversation

During the third Committee meeting, the City shared the results of the October 21 Community Conversation, and of the subsequent online survey with the Committee. The City shared a draft project ranking using the average of the responses by project (see Appendix B). The Committee discussed the project ranking, project evaluation tables, and comments received during the public meeting. The Committee noticed none of the selected projects had a nexus with bicycle or pedestrian infrastructure. The Committee also commented on the lack of nature-based solution projects. This prompted the City to remind the Committee that the City is evaluating potential nature-based solutions along the City's coastline as part of the Living Shorelines Project. Since the Living Shorelines Project was already underway, it was not eligible to be included in the *5-year Roadmap*. The City also shared an updated timeline and next steps for development of the *Roadmap*, including bringing the *Roadmap* to Council in March 2025 instead of January 2025 to allow for an extended community comment period on the draft Roadmap, and additional review by the Committee.

November 18 West Cliff Implementation Committee Meeting

Topics: Feedback on the November 19 Webinar and *5-year Roadmap*

During the fourth Committee meeting, the City sought feedback on the information the City planned to share with the community during the November 19 Webinar. This included providing an update to the community about existing projects along West Cliff, and the five projects prioritized for inclusion in the *5-year Roadmap* based on community feedback received during the October 21 meeting and survey. All five of these prioritized projects would be led by the Public Works Department. However, discussion at this meeting concluded that due to limited staff capacity, the Public Works Department would only be able to undertake two additional projects, unless more staff could be hired. The Committee suggested elevating the Corridor-wide Master Signage Plan, led by the Department of Parks and Recreation, to the prioritized project list to be able to move another project forward without overburdening the Public Works Department. The Committee suggested that the City create a clear outline for the public detailing the process needed to bring a project from idea to implementation and all the intermediary steps required, and describe the City's constraints for implementing projects. The Committee also shared feedback on the draft purpose of the *5-year Roadmap*,

November 19 Webinar

Topics: Update on existing projects along West Cliff and the *5-year Roadmap* Process

During the November 19 Webinar the City provided an update to the community about existing projects along West Cliff including West Cliff 2023-2024 Storm Damages and Infrastructure Updates, West Cliff - Bethany Curve Culvert, West Cliff Multi-Use Path Rehabilitation, Lighthouse Point Hazard and Engineering Analysis, Living Shorelines, Nature-Based Solutions, and Sand Management Feasibility Study, Local Hazard Mitigation Plan and Climate Adaptation Plan Integration and Update, Local Coastal Program Update, West Cliff, East Cliff and Main/Cowell Beaches Shoreline Adaptation Blueprints, and the Active Transportation Plan Update. The City clarified that the Active Transportation Plan, and the West Cliff, East Cliff and Main/Cowell Beaches Shoreline Adaptation Implementation Blueprints, cover the entire City, not just West Cliff. The City also shared the list of five prioritized projects the City intends to include in the *5-year Roadmap*: Revetment Repair Project, Lighthouse Field Roadway Relocation Project, Santa Cruz Coastal Change Monitoring Program, West Cliff Infrastructure Financing Feasibility Study, Corridor-wide Master Signage Plan and Design Standards, while acknowledging that an emergency could change the City's ability to complete the prioritized projects. The City shared the results of the October 21 Community Conversation and survey, as well as the capacity concerns which limit how many additional projects along West Cliff the City's departments can begin. During the webinar, the City answered questions from the community including questions about existing projects, as well as questions about the *5-year Roadmap* process itself. The City shared an updated timeline for the *5-year Roadmap* and asked the community to stay engaged in the process, as the City will be sharing the draft *5-year Roadmap* for the community to review in December.

December 9 West Cliff Implementation Committee

Topics: Final draft review and discuss + next steps for the Roadmap work

During the December 9 Committee meeting, the City shared the preliminary draft *5-year Roadmap* for the Committee to review. The Committee shared their overall impression of the document, including specific feedback on the structure, edits to the timeline, and restructuring the project section. The Committee also asked questions which led the City to make additional updates to the draft *5-year Roadmap* including adding definitions of key terms within the text, rather than including them at the end.

February 10 West Cliff Implementation Committee

[Placeholder for summary of meeting]