



# A G E N D A

**IMPERIAL BEACH CITY COUNCIL  
REDEVELOPMENT AGENCY  
PLANNING COMMISSION  
PUBLIC FINANCING AUTHORITY**



**JULY 22, 2008  
WORKSHOP – 9:00 A.M.**

Community Room  
(Behind Council Chambers at City Hall)  
825 Imperial Beach Blvd.  
Imperial Beach, CA 91932

**THE CITY COUNCIL ALSO SITS AS THE CITY OF IMPERIAL BEACH REDEVELOPMENT AGENCY,  
PLANNING COMMISSION, AND PUBLIC FINANCING AUTHORITY**

The City of Imperial Beach is endeavoring to be in total compliance with the Americans with Disabilities Act (ADA).  
If you require assistance or auxiliary aids in order to participate at City Council meetings, please contact  
the City Clerk's Office at (619) 423-8301, as far in advance of the meeting as possible.

**WORKSHOP CALL TO ORDER BY MAYOR**

**ROLL CALL BY CITY CLERK**

**COMMUNICATIONS FROM CITY STAFF**

**PUBLIC COMMENT** Each person wishing to address the City Council regarding items not on the posted agenda may do so at this time. In accordance with State law, Council may not take action on an item not scheduled on the agenda. If appropriate, the item will be referred to the City Manager or placed on a future agenda.

**REPORTS**

- 1.\* **5-Year CIP Plan Timeline. (0330-35)**
- 2.\* **Water Conservation. (0230-70)**
- 3.\* **Sculpture for City Hall. (1000-10)**
- 4.\* **Sand Replenishment Update. (0220-70)**
- 5 **A Proposed Affordable Housing Project with South Bay Community Services for a Transitional Living Program for Former Foster Care Individuals. (0660-15)**  
City Manager's Recommendation: That all affordable housing projects approved by the Redevelopment Agency include the following conditions:
  1. The developer should make every effort to relocated displaced households within the City of Imperial Beach; and
  2. The developer must prepare and deliver a report that provides the reasons why displaced households could not be relocated within the City of Imperial Beach.
- 6.\* **Budget. (0330-30)**
- 7.\* **Review of City Council Goals and Survival Plan. (0100-10 & 0620-90)**

\* No Staff Report.

**MAYOR/COUNCIL ANNOUNCEMENTS/REPORTS**

**ADJOURNMENT**

Copies of this notice were provided on 07-17-08 to the San Diego Union-Tribune, I.B. Eagle & Times, and I.B. Sun.

AFFIDAVIT OF POSTING)  
STATE OF CALIFORNIA)  
CITY OF IMPERIAL BEACH)

I, Jacqueline M. Hald, CMC, City Clerk of the City of Imperial Beach, hereby certify that the Agenda for the Workshop Meeting as called by the City Council, Redevelopment Agency, Planning Commission, and Public Financing Authority of Imperial Beach was provided and posted on July 17, 2008. Said meeting to be held at 9:00 a.m., July 22, 2008, in the Community Room (behind Council Chambers at City Hall), Imperial Beach, California. Said notice was posted at the entrance to the City Council Chambers and the Community Room on July 17, 2008 at 3:00 p.m.

\_\_\_\_\_  
Jacqueline M. Hald, CMC  
City Clerk

**Any writings or documents provided to a majority of the City Council/RDA/Planning Commission/Public Financing Authority regarding any item on this agenda will be made available for public inspection in the office of the City Clerk located at 825 Imperial Beach Blvd., Imperial Beach, CA 91932 during normal business hours.**



## CITY OF IMPERIAL BEACH

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**TO:** City Council  
**FROM:** Gary Brown, City Manager   
**SUBJECT:** July 22, 2008 Council Workshop  
**DATE:** July 17, 2008

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The agenda lists six topics plus our goals. The first six are specific items on which we'd like to hear your thoughts, and as always we can discuss any of the goals.

Mr. Levien will review the schedule for formulating the next 5 year capital improvements program. He'll also let you know about ideas to save water on landscaping, as well as an exciting sculpture Mr. Finnie believes can be donated to the City.

Mr. Selby will discuss housing for people who have left foster care homes, and Mr. Wade will provide a status report on our sand replenishment efforts.

The state budget negotiations are very dynamic, and we may want to give you the latest information.

Please see the attachments.

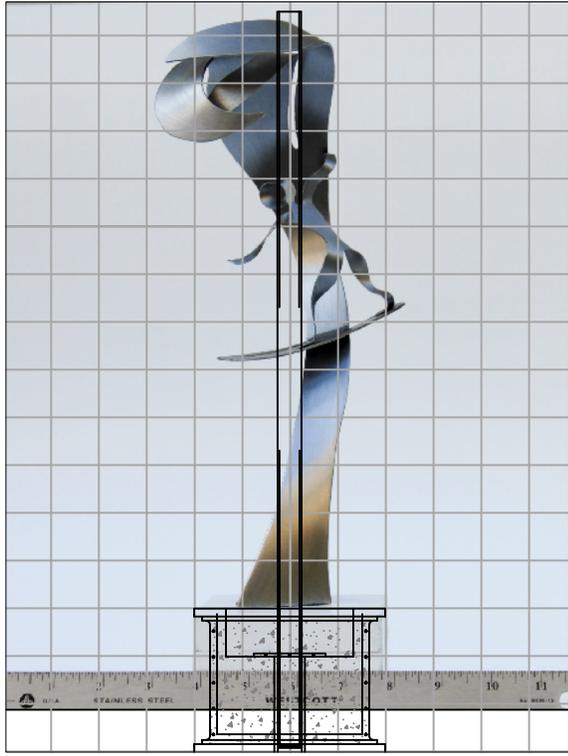


**FY 2009/2010 THROUGH FY 2013/2014 FIVE YEAR CIP DEVELOPMENT PLAN**

<b>July 1, 2008</b>	Announce prep for new CIP, announce “save the date” for deadlines and schedule related meetings (schedule meetings with department supervisors)
<b>July 23, 2008</b>	First submission and revision deadline to submit projects to Hank for inclusion
<b>July 23 - Sept 1, 2008</b>	First revision editing time for Naima and Hank (to include meetings and internal reviews)
<b>September 2008, within first two weeks</b>	Second revision deadline to submit projects to Hank for inclusion
<b>September 2008, within last two weeks</b>	Second revision editing time for Naima and Hank
<b>October 2008, within first two weeks</b>	Meetings with upper mgmt (Tom, Gary) to review and comment
<b>October 15, 2008</b>	Present City Council with an overview of the program/project development to date – seek feedback.
<b>October 2008, within last two weeks</b>	Final upper mgmt meetings to clarify and finalize
<b>November 2008, before Thanksgiving</b>	Final meeting for stakeholders to review “page by page” before printing (Copies to be provided at meeting)
<b>December 11, 2008</b>	Distribution of printed sets to City Clerk for presentation to Council
<b>January 21, 2009</b>	Council presentation and approval







FRONT VIEW



SIDE VIEW

FRONT ELEVATION			
Wind Analysis	Projected Area (SF)	Height (FT)	OT Moment (Ft-Lbs)
Ground to 1'-0"	3.5	0.5	34.825
1'-0" to 2'-0"	3.5	1.5	104.475
2'-0" to 3'-0"	3.5	2.5	174.125
3'-0" to 4'-0"	1.78	3.5	123.977
4'-0" to 5'-0"	1.3	4.5	116.415
5'-0" to 6'-0"	1.1	5.5	120.395
6'-0" to 7'-0"	0.96	6.5	124.176
7'-0" to 8'-0"	0.97	7.5	144.7725
8'-0" to 9'-0"	1.31	8.5	221.5865
9'-0" to 10'-0"	1.13	9.5	213.6265
10'-0" to 11'-0"	1.4	10.5	292.53
11'-0" to 12'-0"	1.35	11.5	308.9475
12'-0" to 13'-0"	2.21	12.5	549.7375
13'-0" to 14'-0"	3.63	13.5	975.1995
14'-0" to 15'-0"	3.26	14.5	940.673
15'-0" to 16'-0"	0.47	15.5	144.9715
16'-0" to 17'-0"		16.5	0
17'-0" to 18'-0"		17.5	0
18'-0" to 19'-0"		18.5	0
19'-0" to 20'-0"		19.5	0
Total OT Moment			4590.4325
Allow OT Moment			7000
Size Factor			0.6557761

SIDE ELEVATION			
Wind Analysis	Projected Area (SF)	Height (FT)	OT Moment (Ft-Lbs)
Ground to 1'-0"	3.5	0.5	34.825
1'-0" to 2'-0"	3.5	1.5	104.475
2'-0" to 3'-0"	3.5	2.5	174.125
3'-0" to 4'-0"	1.4	3.5	97.51
4'-0" to 5'-0"	1.1	4.5	98.505
5'-0" to 6'-0"	0.82	5.5	89.749
6'-0" to 7'-0"	0.78	6.5	100.893
7'-0" to 8'-0"	0.78	7.5	116.415
8'-0" to 9'-0"	1.16	8.5	196.214
9'-0" to 10'-0"	1.1	9.5	207.955
10'-0" to 11'-0"	1.2	10.5	250.74
11'-0" to 12'-0"	0.6	11.5	137.31
12'-0" to 13'-0"	0.45	12.5	111.9375
13'-0" to 14'-0"	1.35	13.5	362.6775
14'-0" to 15'-0"	1.3	14.5	375.115
15'-0" to 16'-0"	0	15.5	0
16'-0" to 17'-0"		16.5	0
17'-0" to 18'-0"		17.5	0
18'-0" to 19'-0"		18.5	0
Total OT Moment			2458.446
Allow OT Moment			7000
Size Factor			0.3512066

90





AGENDA ITEM NO. 5

**STAFF REPORT  
IMPERIAL BEACH REDEVELOPMENT AGENCY**

**TO:** CHAIR AND MEMBERS OF THE REDEVELOPMENT AGENCY

**FROM:** GARY BROWN, EXECUTIVE DIRECTOR

**MEETING DATE:** JULY 22, 2008

**ORIGINATING DEPT.:** COMMUNITY DEVELOPMENT DEPARTMENT  
GREG WADE, DIRECTOR  
GERARD E. SELBY, REDEVELOPMENT COORDINATOR 

**SUBJECT:** A PROPOSED AFFORDABLE HOUSING PROJECT WITH SOUTH BAY COMMUNITY SERVICES FOR A TRANSITIONAL LIVING PROGRAM FOR FORMER FOSTER CARE INDIVIDUALS

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**BACKGROUND**

According to California Redevelopment Law, at least twenty percent (20%) of tax increment and redevelopment bond proceeds must be set aside for projects or programs for the development or substantial rehabilitation of affordable housing.

In the Palm Avenue/Commercial Redevelopment Project 5-Year Implementation Plan, a goal of the Affordable Housing program is to purchase deteriorated housing units and finance their improvements. The objective is to provide gap financing for projects that will bring continued revitalization to the area and provide housing opportunities for all, including seniors and low-income residents.

South Bay Community Service ("SBCS") has requested financial assistance from the Imperial Beach Redevelopment Agency ("Agency). The requested funds would be used to acquire and rehabilitate an existing apartment building in Imperial Beach for affordable rental housing for a Transitional Living Program for homeless older adolescents and young adults that have aged out of foster care in the South Bay area of San Diego County.

**DISSCUSSION**

The proposed project would provide affordable low-income rental housing for young adults who have left foster care.

The existing households would have to be relocated.

The Agency would likely be the sole funding source for the acquisition and rehabilitation of this property.

The Agency will be required to make findings that would allow the Agency to provide 100% of the funding for this project. The Agency would need to confirm that no other means of funding is available and that a good faith effort was made to secure funding from private sources.

### **ENVIRONMENTAL IMPACT**

The allocation of Agency funds would be conditioned upon final approval of the Loan and is not considered a "project" under the California Environmental Quality Act (CEQA). The City of Imperial Beach/Agency, acting as the lead agency will perform all actions, if necessary, required by CEQA prior to approval of the Loan.

### **FISCAL IMPACT**

Currently, the Agency has approximately \$5.2 million in housing set-aside funds. The Agency has a conditional commitment to Chelsea of \$1.821 million for the acquisition and rehab of 624 12<sup>th</sup> Street. The approval of the Chelsea project would reduce the housing set-aside fund to \$3,379,000.

### **DEPARTMENT RECOMMENDATIONS**

Staff recommends that all affordable housing projects approve by the Redevelopment Agency include the following conditions:

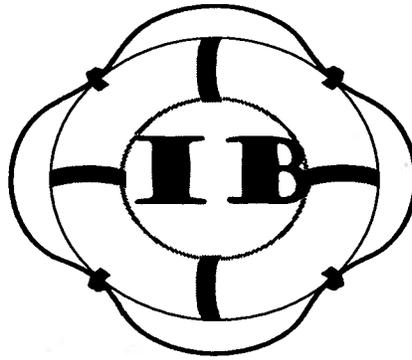
1. The developer should make every effort to relocated displaced households within the City of Imperial Beach; and
2. The developer must prepare and deliver a report that provides the reasons why displaced households could not be relocated within the City of Imperial Beach.

### **EXECUTIVE DIRECTOR'S RECOMMENDATION:**

Approve Department recommendation.

  
\_\_\_\_\_  
Gary Brown, Executive Director

***HELP***



***SURVIVE***

**Survival Plan Elements**  
*Adopted by City Council 11/7/01*

Goal: I.B. Survival!

Balanced financial sustainability for the City of Imperial Beach, providing effective, efficient service and maintaining small town atmosphere.

Leadership, Direction, Strategy:

- Survival Plan adoption
- Annual Work Plan adoption
- Vision Plan implementation, review, adoption and annual update
- Fiscal Planning / Analysis
  1. Quarterly Update of Five-Year Financial Forecast Model
  2. Continued Adoption of Multi-Year Operating Budgets
  3. Continued Adoption of Multi-year Capital Improvements Budget
  4. Continued Adoption of Multi-year labor association contracts
  5. Identification of potential revenue sources/options and prioritization of expenditures/options (listing specific program/service impacts); annual expenditure caps
  6. Identification of challenges/threats to organizational survival
  7. Study of dis-incorporation process and scenarios
- Intergovernmental Assistance
  1. Council driven workgroup of relevant Federal, State, local elected officials
  2. Development of intergovernmental lobbying plan (including local fiscal reform)
  3. Lobbying assistance of local groups and citizens (I.B. Army)
- Public Involvement/Information
  1. Development and funding of comprehensive public information/involvement program
  2. Annual Survival Plan update
  3. Development of ongoing information program to area elected officials and employee groups
  4. Comprehensive citizen survey

*5/28/08 Workshop  
Item 1*

**Survival Plan Elements (continued)**

*Adopted by City Council 11/7/01*

*Page 2*

Plan Elements

- \* Implementation of City-Wide Redevelopment Agency Plans and Programs, (i.e., identification of project sites; development of commercial/housing rehabilitation programs
- \* Change of eminent domain language for original Redevelopment Agency boundaries to allow use on commercially zoned properties
- \* Hotel Redevelopment Strategy; code changes, etc.
- \* Implementation of Full Cost Recovery Fee Study
- \* Amortization Program for Non-Conforming Uses
- \* Smart Growth Development Standards for Palm Avenue Corridor
- \* Pond 20 MOU Implementation; special legislation for designation as Model Smart Growth Development Site
- \* Long-Term Ream Field Use Strategy
- \* State/local fiscal reform/protection
- Border Field State Park Use Study
- Relocation of Public Works Yard/Bayfront Greenbelt
- \* AB 93 Monitoring; Legislative Amendments
- \* Port CIP Enhancement
- \* Enhanced Port Service Contract MOU's/Ground Lease
- \* ALS Emergency Response Service
- Pursuance of Revenue Sharing Act Funds
- Pursuance of Special Federal Legislation to mitigate Federal Government Impacts, i.e., Public Law 81-874
- Sports Park Enterprise Approach
- Continued Grantsmanship Development
- Continued Comprehensive Business License Collection
- Comprehensive T.O.T. Collection
- Logo Licensing
- Comprehensive Marketing Program
- Ongoing Efficiency/Service Improvement Reviews
- Conservative Labor Negotiations
- Surplus Property Sales
- Zoning Code Update
- Old Palm Area Specific Plan
- Continued Neighborhood Revitalization
- Continued Code Enforcement
- Parking Enhancement
- Continued Comprehensive Border Sewer Strategy
- Eco-tourism Strategy

\* *priority*



STAFF REPORT  
CITY OF IMPERIAL BEACH

TO: HONORABLE MAYOR AND CITY COUNCIL  
FROM: GARY BROWN, CITY MANAGER

MEETING DATE: February 7, 2007  
ORIGINATING DEPT: Office of the City Manager

SUBJECT: Goals for 2007-2008

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**BACKGROUND & DISCUSSION:**

We discussed strategic goals at Council's December 12<sup>th</sup> Workshop. Please see the attached December 6 and December 13 memos.

It would help us focus on Council's goals if they are reviewed and adopted by you in one document. Therefore, I've tried to group your goals from the workshop into three areas and placed actions within the three:

1. Achieve Financial Stability
2. Increase Revenues
3. Complete Master Plans

I hope this memo based upon your workshop discussion will serve as our guide over the next two years and focus our work. Also keep in mind that staff will continue to provide core services such as fire and emergency response, building safety, code enforcement, facilities maintenance, wastewater management, environmental, parks, traffic control, and public safety.

Under "Achieve Financial Stability" are the following:

1. Improve management of financial reports; streamline accounting and management reports
2. Improve processes between planning and finance such as issuing licenses, on-line payments, and accepting credit cards
3. Provide financial status reports in a more timely manner
4. Update ABC allocation
5. Improve tracking of 5 year CIP
6. Constantly evaluate services – bring back to basics; can we afford them?
  - Look for efficiencies
  - What services can be eliminated?
7. Explore tax increase – ballot measure 2008
8. Issue another bond if needed and feasible
9. Stabilize long term Sheriff's costs – negotiate JPA with Sheriff
10. Explore ways to provide Fire and emergency response services more efficiently
11. Review options related to Social Security

Under "Increase Revenues" are grouped:

1. Ensure adequate Port funding for maintenance and public safety
2. Seek non-city funds for environmental mandates or reduce the mandates
3. Get at least one of the following to break ground:

*5/28/08 Workshop  
Mem 1*

- a) Seacoast Inn
- b) Hotel on Mundt property
- c) 9<sup>th</sup>/Palm
4. Look for other redevelopment opportunities on: Palm and Old Palm, Seacoast Drive in-fill sites and IB Blvd. and 13<sup>th</sup> Street
5. Ensure that the City is receiving proper TOT
6. Consider raising fees for various City services\*
7. Get ecotourism information on line and link to other development projects
8. Seek ways to protect ocean water quality and the beach which are fundamental to the City's economy.

\*This one wasn't mentioned at your December workshop, but comes from earlier discussions.

"Complete Master Plans" includes:

1. Commercial Zoning Study
2. Bay front Mater Plan
3. Palm Avenue Study
4. Revise 5 year CIP

There were a few other ideas that might be placed under "Improve quality life":

1. Build tennis courts and a skate park (Tennis courts may not be a high priority.)
2. Meet housing goals for low and moderate income people
3. Build a greenbelt along Elm from 7<sup>th</sup> to 13<sup>th</sup> Street (This may not be a high priority.)

#### **CALIFORNIA ENVIRONMENTAL QUALITY ACT (CEQA):**

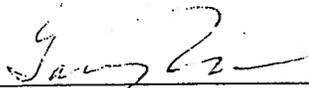
Not defined as a project.

#### **FISCAL IMPACT:**

None by adopting goals, but certain actions should improve our fiscal condition.

#### **CITY MANAGER'S RECOMMENDATION:**

Please review and comment on the above goals and establish some or all of them as strategic goals for the next two years.

  
\_\_\_\_\_  
Gary Brown, City Manager

#### **Attachments:**

1. Memo dated December 6, 2006
2. Memo dated December 13, 2006

Return to Agenda

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# CITY OF IMPERIAL BEACH

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TO: CITY COUNCIL  
FROM: GARY BROWN, CITY MANAGER  
SUBJECT: WORKSHOP ON TUESDAY, DECEMBER 12  
9:00 AM, DEMPSEY HOLDER SAFETY CENTR  
DATE: DECEMBER 6, 2006

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We'd like to focus this workshop on discussing and naming strategic goals for 2007. Given our community's needs, but poverty of resources, our key challenge is to narrow our sights on the few important goals you would hope to achieve over the next year or two. Place yourself two years from now and ask yourself, "What am I proud to have achieved over the last two years?"

Let's ask ourselves also, "What can we do Now to achieve these goals?" I suggest this because setting strategic goals is not just about long-range dreams; it's taking steps now to achieve those dreams.

By the end of our discussion, I hope we'll have arrived at the few, most important, goals you hope to achieve over the next few years. It would be most helpful if we could establish a few key actions under major topics. For example, under economic development you might say, "Concentrate on three things: Seacoast Inn, the Mundt Property, and develop a new approach to 9<sup>th</sup>/Palm."

## ❖ History

It's important to get a sense of the City's past in order to envision its future. Therefore, attached for your review are:

1. An Organization Chart
2. City Council Workshop Memo of 11/4/05
3. April 7, 2005 Goal Setting Workshop Memo
4. Survival Plan Elements – adopted on 11/7/01

## ❖ Today

We have a fairly full plate of challenges, goals, and questions to address including:

1. Economic Development
-

- a. Seacoast Inn
- b. Mundt Property (northwest corner of Seacoast Drive and Imperial Beach Blvd)
- c. 9<sup>th</sup> and Palm (Council to decide on next steps)
- d. Review of Commercial Zoning (contract to go to Council soon)
- e. Planning for Old Palm and Palm Avenue
- f. Ecotourism – marketing and website
- g. RFP/Q out on El Camino Hotel site

## 2. Fiscal

- a. Prepare balanced budget for 7/07 to 6/09
- b. Consider a ballot measure to increase revenue (hire tax consultant?)
- c. Issue another redevelopment bond?
- d. Seek personnel savings in Fire and Public Works Departments
- e. Improve information and operations within Finance Department
- f. Legal actions elsewhere may affect stormwater management budget
- g. Pump station #9
- h. Demands for Redevelopment funds
- i. Review of CIP to be presented to Council

## 3. Public Safety

- a. Sheriff's contract
- b. Port contract still pending

## 4. Environmental

- a. EDCO rate increase
- b. Recycling – meet state mandates
- c. Stormwater Management – RWQCB – new permit
- d. Sand Replenishment

- ❖ Corps of Engineers project
- ❖ Alternative system – Mr. Wade has recently found out about another method to retain sand
- e. Ocean water quality – Japanese credit plants, Bajagua
- f. Sewer rate increase
- g. Replace one truck and modify two others to meet air quality standards
- h. Ecotourism bikeway

#### 5. Construction

- a. Street lighting – on hold
- b. Alley Paving – work with areas that wanted it?
- c. Phase III Street Work – in design
- d. Veterans Park – underway – proceed with signage?
- e. NOLF entry – underway
- f. Find alternative site for PW facility?
- g. Renovations to City Hall, community room and Council Chambers – underway
- h. Skate Park - need to design
- i. Palm Avenue Street End – Port is re-engineering to put out for bids

#### 6. Other Planning efforts

- a. Housing Element
- b. Bayfront Master Plan

#### 7. Basic Business

- a. Maintain infrastructure (streets, pipes, sidewalks, parks) and facilities
- b. Process development – plan reviews, inspections, zoning
- c. Code enforcement
- d. Maintain financial and information processing

- e. Keep good records of City business – City Clerk
- f. Respond to fires and medical emergencies
- g. Keep the beach and coastal facilities in good shape
- h. Sheriff's services
- i. Fire inspections
- j. Lifeguards
- k. Special events
- l. Animal Control
- m. Senior Citizens Program
- n. Recreation activities such as baseball, softball and teen center
- o. Overall staffing- retain and attract good staff

(Activities under one main item overlap into another. For example, a new Seacoast Inn under Econ Dev affects our fiscal resources.)

Please carefully consider your dreams, goals and a few specific actions for our City, and come prepared to discuss them at this Tuesday's workshop.

# CITY OF IMPERIAL BEACH

TO: CITY COUNCIL  
FROM: GARY BROWN, CITY MANAGER  
SUBJECT: NOTES FROM COUNCIL WORKSHOP  
ON DECEMBER 12, 2006  
DATE: DECEMBER 13, 2006

NAZIE TASHAKORIAN

Strengthen Ordinances  
Review sign ordinance related to political signs

FRED McLEAN

Economic Stability  
Eco-tourism  
Bay front Plan  
Tennis courts  
Skate Park

FRANK SOTELO

Stabilize Sheriff contract/costs  
Explore fire consolidation efficiencies  
Study responsibilities/consolidate – look for efficiencies

JERRY SELBY

Hotel  
Old Palm infill  
Route 75 Corridor  
Low/mod housing  
Eco-tourism infrastructure  
9<sup>th</sup> and Palm

JIM JANNEY

Finances – need to know where we are at all times; need good updated analysis  
Businesses that generate dollars  
Commercial zoning study – speed up, complete as soon as possible

GARY BROWN

Tax increase  
Staffing compensation to attract and retain good people  
What could be eliminated? Certain services, time constraints of staff, free services

JEANETTE LADRIDO

5-year CIP – better tracking of money  
New Bond issue?  
Streamline accounting processes and management reports  
Update ABC allocation  
Better management of finance reports

PATRICIA McCOY

Ensure adequate funding from Port  
Stabilize costs – sheriff, benefits, compensation  
Public safety  
Hotels – keep working on them  
Eco-tourism – seek grants  
Commercial zoning study

TOM RITTER

Financial stability  
Hotel  
9<sup>th</sup> and Palm  
Commercial zone study  
Public Safety funding  
Seacoast Infill Development

JACQUE HALD

Evaluate services – can we afford them?  
Ballot measure 2008

MAYDA WINTER

Sheriff JPA to negotiate  
Two significant revenue-generating projects - groundbreaking  
Negotiate long-term port (5-year) MSA  
Improve processes between Finance and Planning; issuing licenses, take credit cards, on-line payments  
All master plans done

HANK LEVIEN

5-year CIP done on time  
New RDA bond  
Develop next 5-year CIP  
Financial stability  
Solution to environmental mandate funding  
Greenbelt along Elm from 7<sup>th</sup> to 13<sup>th</sup> Street

LORIE BRAGG

Seacoast Inn  
Mundt Property  
IB & 13<sup>th</sup> - Plan and develop  
Palm Ave  
Bayside masterplan

GREG WADE

Increase revenues  
    Seacoast Inn  
    Mundt property  
    Short-term Rental TOT  
Eco-tourism  
Get out of Social Security – RDA corp  
Sand replenishment  
Commercial zoning study  
Facilitate redevelopment on appropriate sites  
Masterplan efforts: Bayside, Palm Ave, revise 5-year Implementation plan  
Update Econ Dev plan – redirect funds from 9<sup>th</sup> and Palm as needed  
9<sup>th</sup> and Palm – identify and work with developer