



FINAL

CLIMATE ACTION PLAN
Implementation Plan



OCTOBER 2019

City of Del Mar

Final Climate Action Plan Implementation Plan

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Executive Summary

The City of Del Mar (City) adopted a Climate Action Plan (CAP) on June 6, 2016. The CAP outlines how the City will reduce greenhouse gas (GHG) emissions and improve its resilience to climate change over the long term to ensure a safe, healthy, vibrant future. The CAP includes a baseline GHG emissions inventory for the 2012 calendar year; GHG reduction targets for 2020 and 2035; and goals, measures, and strategies in four key policy sectors (Energy and Buildings, Water and Waste, Transportation, and Urban Tree Planting) that focus on GHG reductions for communitywide activities. The CAP also includes a Social Equity Chapter that was adopted by City Council in May 2018, which aims to ensure energy savings for all residents and support local jobs in the energy sector.

The City has already made significant progress towards reducing communitywide GHGs. However, achieving the 2020 and 2035 reduction targets will require substantial coordination between City departments responsible for implementation and partner entities, funding, resources, detailed implementation steps, and tools for monitoring progress and adapting lessons learned to refine CAP strategies and implementation steps.

The CAP Implementation Plan (Implementation Plan) builds upon the CAP's initial assessment and details the specific steps required to implement each CAP strategy; it also serves as a guidance and reference document for City staff. Each strategy is presented in an implementation table, which includes information about the responsible departments, task type, City implementation cost, implementation schedule, and specific implementation tasks. The Implementation Plan considers the City's progress to date, extends the implementation schedule through the next decade, and goes hand in hand with the CAP Monitoring Tool (Appendix A), a spreadsheet that the City will use to monitor CAP progress using specific metrics related to each CAP goal. It also identifies potential regional, statewide, and federal programs and grant opportunities that may be used to help fund and implement certain elements of the CAP. The implementation tables are meant to be updated regularly and to provide a snapshot of the implementation strategy.

The CAP will need to be updated and maintained in order to remain relevant and effective. The Sustainability Advisory Board (SAB) and City staff will evaluate and monitor plan performance over time and make recommendations to alter or amend the CAP if it is not achieving the proposed reduction targets. The CAP monitoring and update process includes an annual report out and presentation to SAB and the City Council, a formal CAP Monitoring Report every two years, GHG inventory updates every two years, and CAP updates every five years. Monitoring allows the City to make timely adjustments to existing strategies; replace ineffective or obsolete strategies; or add new strategies as technology, federal and State programs, and circumstances change. Adjustments will be made to the CAP if strategies fall short of their targets or additional strategies become available.

Prioritization of Strategies and Short-Term Work Plan

While the Implementation Plan details the specific steps required to implement each CAP strategy, it does not provide guidance regarding which strategies the City should tackle and focus on first. Prioritization of strategies is based on a complex balance between cost, existing capacity and resources, the overall GHG reduction potential associated with the implementation of a suite of strategies, and how quickly those efforts would yield benefits. Based on the initial assessment of

implementation steps presented in the Implementation Plan, the City and SAB have identified the following priority goals and strategies for the next phase of CAP implementation:

Energy and Buildings

- Implement a Community Choice Energy (CCE) Program¹ (Strategy 7.2)
- Collaborate with San Diego Gas & Electric (SDG&E) to promote energy savings programs that target and benefit Del Mar citizens and groups
- Take advantage of SDG&E's services and programs which could increase the City's energy efficiency
- Analyze and enhance 2019 Building Energy Efficiency standards

Transportation

- Implement the City's Complete Streets Policy and integrate with regional transportation programs when appropriate (Goal 15)
- Implement a pilot Regional Bike Share Program (Goal 13)
- Green the City's fleet of vehicles and equipment (Goal 16)
- Promote and encourage electric vehicle (EV) use

Water and Waste

- Develop and implement a Zero Waste Program in partnership with the Solana Center and Waste Management (Strategies 11.3, 11.4, and 11.5)
- Implement a water bottle refill stations/fountains program citywide
- Update Del Mar's Water Efficient Landscape Ordinance to promote water conservation, including the use of reclaimed water, and to minimize water seepage into the bluffs (Strategy 8.1)

Urban Trees

- Identify and encourage City implementation of measures to help preserve and enhance urban trees (Goal 22)

Additionally, the short-term work plan prioritizes CAP monitoring, updates, and outreach:

Climate Action Plan Monitoring and Updates

- Provide an annual report out and presentation of progress to date and priorities for the upcoming year to SAB and the City Council
- Publish a formal CAP Monitoring Report every two years that summarizes CAP implementation progress and monitoring to date.
- Update the GHG inventory every two years
- Update the CAP and adaptation strategies every five years
- Implement social equity reduction measures

¹ Community Choice Energy (CCE) and Community Choice Aggregation (CCA) can be used interchangeably. While the CAP uses CCA, this document uses CCE.

Outreach

- Provide outreach and education for citizens on various aspects of CAP implementation
- Ensure that outreach is designed to appeal to all residents, using methods of communication that will reach seniors and low-income residents in support of Social Equity Strategy 5
- Implement digital assessment updates and provide regular and timely updates to Go Green Del Mar

Going forward, in coordination with SAB, future short-term work plans will be prepared annually, to identify priority strategies for each year. These plans will be presented to City Council. Priority strategies may change from year to year based on progress to date, funding allocations, priorities of partner agencies and organizations, and other changes in circumstances.

1. Introduction

1.1. Climate Action Plan Overview

The City adopted a CAP on June 6, 2016. The CAP outlines how the City will reduce GHG emissions and improve its resilience to climate change over the long term. Key highlights from the CAP are listed below:

- A baseline GHG inventory for the year 2012 was prepared for communitywide sectors. Emissions sectors evaluated include: Residential Energy; Commercial, Industrial, and Lighting Energy; On-road Transportation (Internal); On-road Transportation (External); Waste; Water; and Wastewater.
- Communitywide sources in the City in 2012 emitted 55,855 metric tons of carbon dioxide equivalent (MTCO_{2e}), with the greatest emissions coming from the On-road Transportation (External) sector, followed by the Residential Energy sector.
- In line with State GHG reduction targets, the City's CAP includes GHG reduction targets of reaching 15 percent below 2012 baseline levels by 2020, and 50 percent below 2012 levels by 2035. To meet these reduction targets, the City will need to reduce emissions to 47,477 MTCO_{2e} by 2020 and 27,928 MTCO_{2e} by 2035.
- To achieve the 2020 and 2035 targets, the CAP includes goals, measures, and strategies, in four key policy sectors (Energy and Buildings, Water and Waste, Transportation, and Urban Tree Planting) that focus on GHG reductions for communitywide activities.
- The CAP also outlines strategies for the City to build resilience and adapt to current and future impacts of climate change.

The City has already made significant progress towards reducing communitywide GHGs through a variety of programs and policies. Key accomplishments include:

- Adopted mandatory CalGreen Tier 1 building standards for all new commercial construction in Del Mar in June 2018.
- Completed the new Civic Center with a 71-kW photovoltaic (PV) system, comprised of 199 high-efficiency 360-watt SunPower modules and a 120-kW/hour energy storage system.
- Installed charging stations at the new Civic Center with capacity for five EV's, available to the public, and preferential parking for clean air vehicles.
- Adopted an ordinance authorizing the implementation a CCE program in the City.
- Authorized the execution of a Joint Powers Authority (JPA) agreement between the Cities of Del Mar, Carlsbad and Solana Beach, creating the Clean Energy Alliance (CEA) CCE program, to launch in 2021.
- Participated in the development of a regional pilot bikeshare program with Solana Beach, Encinitas, Carlsbad, Oceanside, SANDAG, the North Coast Transit District (NCTD), and Camp Pendleton.
- Implemented measures to improve recycling compliance at Powerhouse and Seagrove Parks and along City beaches.
- Passed ordinances to regulate the use of Expanded Polystyrene (EPS) and non-recyclable plastic disposable food service ware (effective December 2018) and prohibit the usage of

plastic straws and stirrers, and the distribution of paper, biodegradable or reusable straws unless requested by the customer (effective March 2019).

- Adopted a new CAP chapter on Social Equity (adopted by the City Council in May 2018).
- Developed and implemented the Del Mar Home Energy Savings (HES) Program, providing in-home energy audits, assisting residents in applying for energy efficiency rebates and subsidies and reaching 55 seniors with HES outreach.
- Completed the Downtown Streetscape Project, conforming with the concepts of the Complete Streets policy to include the installation of 23 new recycling receptacles, 14 new bike racks and safer pedestrian and bicycle access through expanded bike lanes extending Northbound and Southbound at a minimum width of five feet and increased pedestrian signage and crossings.

1.2. Implementation Plan

Achieving the 2020 and 2035 reduction targets will require implementation of the GHG reduction goals, measures, and strategies identified in the CAP. Chapter 5, “Implementation,” and Appendix B, “Implementation Matrix,” of the CAP provide a preliminary assessment of how to implement the CAP strategies, including the City department responsible for implementation, partner entities, estimated cost and effort, and potential implementation actions.

This Implementation Plan builds upon this initial assessment and details the specific steps required to implement each CAP strategy. The Implementation Plan also identifies areas where strategies may synergize and overlap. As the City continues to implement the CAP, the Implementation Plan will serve as a guidance and reference document for City staff. The Implementation Plan goes hand in hand with the CAP Monitoring Tool (Appendix A), a spreadsheet that the City will use to track specific metrics related to each CAP goal to calculate emissions reductions.

Implementation of certain strategies will require that the City develop new ordinances, programs, and partnerships, or modify existing ones. This requires careful consideration of the operational and capital resources needed, as well as timing, phasing, and monitoring of implementation.

The Implementation Plan also serves as initial guidance for City staff in monitoring progress towards established goals, as well as a framework for assessing the success and effectiveness of the various strategies. City staff, in coordination with the SAB, will prepare annual short-term work plans to identify priority strategies for the next phase of CAP implementation.

While estimated, high-level costs for the City are discussed in the Implementation Plan. It is important to understand that this document does not serve as a comprehensive cost-benefit analysis. Furthermore, this document does not serve as a mechanism for funding allocation. The majority of funds needed to implement the CAP will be allocated through the City’s routine budgeting process and augmented by grant funding when possible.

Given that the GHG reduction strategies included in the CAP span a variety of activities and sectors, the CAP implementation process will be a collaborative and inter-departmental City effort, with various departments responsible for the implementation of specific goals and strategies.

1.2.1. Implementation Schedule

Chapter 5, “Implementation,” of the CAP identifies three implementation phases from 2016 through 2020. This Implementation Plan considers the City’s progress to date on CAP implementation between 2016 and 2019 and extends the implementation schedule through the next decade. The

estimated implementation schedule categorizes strategies as Short-Term (will occur within the next three years), Mid-Term (will occur within the next five years), Long-Term (will occur within the next 10 years), or Ongoing (already occurring).

Many strategies will take years to fully implement; however, it is imperative that their implementation begin within the next few years to reach the GHG reduction targets of the CAP. Pursuing a CCE with the neighboring cities of Carlsbad and Solana Beach and other potential Founding Members (CAP Strategy 7.2) is an example of a strategy that has high GHG reduction potential but has taken years and extensive effort to reach the current implementation stage of the newly formed CEA CCE JPA. Because of its large GHG reduction potential, it is important to continue prioritizing implementations tasks in anticipation of CEA's launch in 2021. Other strategies, such as the adoption of new ordinances, require up-front resources and cost, but emissions reductions are not realized until the ordinances are adopted and become a part of the routine permit approval process. Once in place, implementation resources and cost are minimal.

1.2.2. Funding

While allocation of City resources could fund some of the strategies in the CAP, the City will need to focus on cost-effective implementation strategies, seek strategic funding opportunities, and identify partnerships to share and lower overall costs. All strategies with potentially significant costs will be brought to City Council for consideration and approval.

There are many regional, State, and federal programs and grant opportunities that may be used to help fund and implement certain elements of the CAP. Table 10, "Potential Funding Sources to Support GHG Reduction Measures," of the CAP provided a summary of funding and financing options available at the time the CAP was adopted. The table below provides an updated list of potential funding sources.

Because the funding sources and programs listed are subject to change over time, the City should continue to monitor the State's Climate Change Funding Wizard website for new funding sources. This site provides the most up-to-date information on funding opportunities for projects for climate change mitigation and adaptation.

Potential Funding Sources for CAP Implementation	
Resource	Description
Affordable Housing and Sustainable Communities (AHSC) Program	AHSC distributes California greenhouse gas reduction fund (GGRF) funds to disadvantaged communities. Eligible projects include providing affordable housing, transit-oriented development (TOD), transit, complete streets, and active transportation projects that reduce GHG emissions and vehicle miles traveled.
California Air Resources Board (CARB)	CARB offers several grants, incentives, and credit programs to reduce on-road and off-road transportation emissions. Residents, businesses, and fleet operators can receive funds or incentives depending on the program. The following programs can be used to fund local measures: Air Quality Improvement Program (Assembly Bill 118), Loan Incentives Program, California Hybrid and Zero-Emission Truck and Bus Voucher Incentive Program, Clean Vehicle Rebate Project, and Low Carbon Transportation Program.
California Climate Investments (CCI)	CCI is the statewide initiative that provides funds from the Cap-and-Trade program for GHG reducing projects and programs.

Potential Funding Sources for CAP Implementation	
Resource	Description
	Funds can support a variety of projects including affordable housing, renewable energy, public transportation, zero-emission vehicles, environmental restoration, sustainable agriculture, recycling, and more. Numerous State programs listed above are funded by CCI; however, the program continues to evolve and is updated by the State periodically to include new or modified programs.
California Department of Transportation (Caltrans) Programs	Caltrans offers several programs and grants supporting sustainable transportation initiatives, including: Low Carbon Transit Operations, Active Transportation Grant Program, Transit and Intercity Rail Capital Program, Strategic Partnership Grants, and the Sustainable Transportation Planning Grant.
California Department of Resource Recycling and Recovery (CalRecycle) GHG Reduction Grant and Loan Program	CalRecycle provides financial incentives for capital investments to build composting/digestion infrastructure and recycling manufacturing facilities that will result in reduced GHG emissions
California Energy Commission (CEC) and California Public Utilities Commission (CPUC) Programs	CEC and CPUC offer a variety of programs and grants that are specific to local government, business, and residential applications. They include: Multi-Family Affordable Housing Solar Roofs Programs (CPUC), Local Government Challenge Program (CEC), Electric Program Investment Challenge (CPUC), Alternative and Renewable Fuel and Vehicle Technology Program (CEC), One Percent Interest Rate Loans (CEC), and the Energy Upgrade California Program (CEC and CPUC).
California Lending for Energy and Environmental Needs Center	This funding source, as a program of California Infrastructure and Economic Development Bank, provides direct public financing to municipalities, universities, schools and hospitals to help meet the State's goals for GHG reduction, water conservation, and environmental preservation.
California Natural Resources Agency (CNRA) Urban Greening Grant Program	CNRA funds projects that reduce GHGs by sequestering carbon, decreasing energy consumption, and reducing vehicle miles traveled, while establishing and enhancing parks and open space, using natural solutions to improve air and water quality and reducing energy consumption, and creating more walkable and bikeable trails.
Center for Sustainable Energy (CSE)	CSE is a mission-driven nonprofit organization providing clean energy program design and management and technical advisory services. Governments, regulators, utilities, businesses, property owners and consumers can utilize CSE partnerships to develop customized solutions that help lower energy costs and increase accessibility to clean energy technologies.
CivicSpark Program	This program supports sustainability-focused research, planning, and implementation projects throughout California by providing public agencies and other organizations with capacity building support and community engagement. CivicSpark provides volunteer engagement through AmeriCorps fellows to provide added staff capacity for eleven months
Community Choice Energy (CCE) Revenue	This is revenue generated by a local CCE program may be used to fund or incentivize GHG reduction strategies.
Del Mar Foundation	As Del Mar's oldest 501(c)(3) non-profit, the Del Mar Foundation sponsors programs, makes grants, and manages over \$5,000,000 in endowment funds to benefit the community and the San Dieguito Lagoon. The community endowment provides long-term funding stability for community needs. The Foundation's grants focus on activities, programs, and acquisitions that further its mission to acquire and preserve open space, improve beaches and parklands, and support diverse cultural programs and community events in Del Mar.
U.S. Department of Energy	Qualified Energy Conservation Bonds (QEGBs) enable qualified State, tribal, and local government issuers to borrow money at attractive rates to fund energy conservation projects. QEGBs are taxable bonds, but QEGBs are issued as direct subsidy bonds and are among the lowest-cost public financing tool.

Potential Funding Sources for CAP Implementation	
Resource	Description
	Clean Renewable Energy Bonds finance public renewable energy projects. The bondholder receives federal tax credits in lieu of a portion of the traditional bond interest, resulting in lower effective interest rates for the borrower.
Federal Housing Administration's Energy Efficient Mortgages (EEM) Program	Credits a home's energy efficiency features in the mortgage itself. To verify a home's energy efficiency, an EEM typically requires a home energy rating of the house by a home energy rater before financing is approved. EEMs typically are used to purchase a new home that is already energy efficient, such as an ENERGY STAR® qualified home.
Federal Income Tax Credits for Energy Efficiency	Provides tax credits for energy efficiency upgrades for homes.
Federal Transit Administration (FTA) Programs	FTA has a variety of available grants and programs available for transit agencies and local governments including: Job Access and Reverse Commute and New Freedom Programs and Buses and Bus Grants Program.
GRID Alternatives	GRID Alternatives is a non-profit organization which provides no-cost solar installations to low-income residents and provides assistance for communities in developing multi-family and community-scale solar installations. The organization also provides hands-on job training for volunteers interested in employment in the solar industry.
Housing Rehabilitation Loan Programs	The Critical Home Repair Program through Habitat for Humanity provides home improvements for low-income homeowners to improve home efficiency, safety, and accessibility. The U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant program provides communities with resources to address redevelopment needs, specifically for home rehabilitation. HUD also administers the HOME Investment Partnerships Program, providing grants to improve affordable housing opportunities and conditions.
New Development Fees	These types of fees may have some potential to provide funding for proposed programs and projects, but such fees are best implemented when the real estate market and overall regional economic conditions are strong.
Municipal Bonds	There are two basic types of municipal bonds: General Obligation Bonds and Revenue Bonds. General Obligation Bonds often require voter assent and tend to have lower interest rates than Revenue Bonds. With Revenue Bonds, the principal and interest are secured by revenues derived from tolls, charges, or rents from the facility built with the proceeds of the bond issuance.
Partnership for Sustainable Communities	A multi-agency partnership between U.S. Department of Housing and Urban Development, U.S. Department of Transportation, and the U.S. Environmental Protection Agency that offers grant funding to help build more viable, walkable, and environmentally sustainable communities.
Private Funding	Private equity can be used to finance energy improvements, with returns realized as future cost savings. Power Purchase Agreements involve a private company that purchases, installs, and maintains a renewable energy technology through a contract that typically lasts 15 years. After 15 years, the company would uninstall the technology or sign a new contract. On-Bill Financing (OBF) can be promoted to businesses for energy-efficiency retrofits. Funding from OBF is a no-interest loan that is paid back through the monthly utility bill. Lighting, refrigeration, heating, ventilation, and air conditioning, and light-emitting diode streetlights are all eligible projects.
Property Assessed Clean Energy (PACE) Programs	PACE programs allow property owners to finance energy efficiency, water efficiency, and renewable energy projects on existing and, in some cases, new residential and commercial structures through a voluntary special tax assessment on the property. PACE programs provide financing for these types of improvements without requiring a down payment or payment of the full or partial up-front capital cost of the improvement.

Potential Funding Sources for CAP Implementation	
Resource	Description
Proposition 1: State Coastal Conservancy Grant	This grant provides funds for multi-benefit ecosystem and watershed protection and restoration projects.
Proposition 39: California Clean Energy Jobs Act Grants	Funds energy efficiency and clean energy projects at eligible local educational agencies — including county offices of education, school districts, charter schools, and State special schools.
San Diego Association of Governments (SANDAG)	The TransNet Extension Ordinance provides funding for two competitive grant programs that support local efforts to increase walking, biking, and transit use throughout the region: the Smart Growth Incentive Program and Active Transportation Grant Program. The Roadmap Program is a collaboration between SANDAG and San Diego Gas & Electric (SDG&E). It is funded primarily by California utility customers under the auspices of the CPUC. The SANDAG Roadmap Program provides free energy assessments and energy management plans, as well as energy engineering and climate planning technical services, to SANDAG's member agencies.
SDG&E Programs	SDG&E offers a number of programs tailored to support local governments. The Local Government Partnerships Program and the Power Your Drive Program help cities and counties more efficiently use energy and reduce their GHG emissions. SDG&E also offers many customer programs that promote energy efficiency, including EcoChoice and the Comprehensive Audit Program. The Go Solar Initiative provides a variety of rebates for existing and new homes for projects such as solar photovoltaics, lighting, refrigeration, heating and ventilation, thermal technologies, and solar hot water projects. Single-family homes, commercial development, and affordable housing are eligible. SDG&E offers OBF, a no-interest loan that is paid back through the monthly utility bill. SDG&E is one of the utilities participating in the Go Solar initiative.
Solar Tax Credits	The federal solar tax credit, also known as the investment tax credit, allows residents and businesses to deduct 30 percent of the cost of installing a solar energy system from your federal taxes through 2019.
Statewide Energy Efficiency Collaborative (SEEC)	SEEC provides support to cities and counties to help them reduce GHG emissions and save energy. SEEC is an alliance between three statewide non-profit organizations and California's four Investor-Owned Utilities. SEEC provides the following at no cost: education and tools for climate action planning and reducing energy use; opportunities for peer-to-peer networking; and technical assistance and recognition for local agencies that promote sustainability. Resources through SEEC include ClearPath and the CivicSpark fellowship program.
Strategic Growth Council (SGC)	SGC provide grants to fund sustainable community planning, natural resource conservation, and development and adoption. These include the Sustainable Communities Planning Grant and Incentives Program that supports local land use planning related to climate and the State's statutory planning opportunities. These grants will support the development and/or implementation of a specific portion of a land use plan, land protection or management practice, or development project (e.g., Climate Action or Adaptation Plans, GHG inventories).
<i>Notes: AHSC = Affordable Housing and Sustainable Communities Program; CARB = California Air Resources Board; CalRecycle = California Department of Resources Recycling and Recovery; Caltrans = California Department of Transportation; CCE = Community Choice Energy; CCI = California Climate Investments; CEC = California Energy Commission; CNRA = California Natural Resources Agency; CSE = Center for Sustainable Energy; CPUC = California Public Utilities Commission; EEM = Energy Efficient Mortgages; FTA = Federal Transit Administration; GHG = greenhouse gas; GGRF = Greenhouse Gas Reduction Fund; HUD = U.S. Department of Housing and Urban Development; On Bill Financing = OBF; PACE = Property Assessed Clean Energy; QECB = Qualified Energy Conservation Bond; SANDAG = San Diego Association of Governments; SDG&E = San Diego Gas and Electric; SEEC = Statewide Energy Efficiency Collaborative SGC = Strategic Growth Council; TOD = Transit-Oriented Development</i> <i>Source: Ascent Environmental 2019</i>	

1.2.3. Implementation Coordination and Staffing Costs

Implementation of the CAP will require extensive collaboration between City departments, as well as local and regional agencies. City departments that will be required to play a key role in the implementation of the CAP include, but are not limited to: City Manager, Planning and Community Development, City Engineer, Community Services, Public Works, and Finance. The City Manager's Office has half of a full-time equivalent (FTE) dedicated to the implementation of the City's CAP. That position is supported by City interns and, as budget allows, from contracted employees, such as CivicSpark fellows. CAP implementation is further bolstered by volunteer members of the City's SAB, which are appointed by the City Council.

2. CAP Implementation

This section outlines a detailed plan for the implementation of each of the City’s CAP strategies to ensure that goals, measures, and reduction targets of the CAP are achieved. Implementation is first organized by the four Community Sectors identified in the CAP: Energy and Buildings, Water and Waste, Transportation, and Urban Tree Planting. Following each Community Sector are details on the CAP’s GHG-reducing goals, the GHG reduction potential associated with each goal, and the CAP measures that are related to each goal:

- **Goals:** High-level objectives the City will implement that will result in a direct and measurable GHG reduction. The CAP has a total of 22 GHG-reducing goals.
- **GHG Reduction Potential:** The estimated reduction in 2035 in local GHG emissions if the goal is met. The reduction is presented in MTCO_{2e}.
- **Related CAP Measures:** Programs, projects, and techniques that will support the City’s implementation of GHG-reducing goals. Please refer to pages 3-2, 3-3, 3-10, and 3-16 of the CAP for a full list of CAP measures.
- **CAP Reference Page:** References the page in the CAP where the goal can be found.

Each strategy is presented in an implementation table, which includes information about the responsible departments, task type, City implementation cost, implementation schedule, and specific implementation tasks. The terms used in the implementation tables are defined as follows:

- **Strategies:** Specific actions that will help the City achieve their GHG reduction goals.
- **Responsible Department(s):** The City department(s) responsible for planning, implementing, and tracking specific goals and strategies.
- **Task Type:** Categorizes the main procedure or task associated with implementation of each strategy (e.g., Advocacy, Outreach, Education, Financing & Incentives, Ordinance, Program Research & Development, Partnership, and Project).
- **City Implementation Cost:** Categorized as low, medium, or high based on the anticipated level of resources, staffing, and time required to implement each strategy. Given the greater level of detail presented in this Implementation Plan, the cost estimates in the following tables may differ from the initial cost estimates provided in Appendix B, “Implementation Matrix,” of the CAP.
- **Implementation Schedule:** The estimated schedule for the major implementation effort to occur. Can be categorized as Short-Term (will occur within the next three years), Mid-Term (will occur within the next five years), Long-Term (will occur within the next 10 years), or Ongoing (already occurring). In some cases, a strategy may be categorized as both ongoing and short-, mid-, or long-term. Full implementation could take a certain amount of time, but initial implementation tasks are already underway.
- **Implementation Tasks:** Specific details on the types of programs, policies, projects, and steps that will help the City achieve the GHG reduction potential of each City strategy. In some cases, the City has already made progress on implementing the CAP strategy. In these instances, the implementation tasks distinguish between “Tasks Achieved” and “Anticipated Tasks.”

The implementation tables are meant to be updated regularly and to provide a snapshot of the implementation strategy; they are not meant to be static and do not provide a complete analysis of all considerations needed for implementation. It is also important to note that the scope of this Implementation Plan does not include consideration of the adaptation strategies outlined in Chapter 4 of the CAP.

2.1. Energy and Buildings

Goal 1: Residential Photovoltaics

The CAP goals for installation of residential systems on existing homes in Del Mar are 0.7 megawatts (MW) of PV by 2020 and 1 MW of PV installed by 2035. Based on the assumption that a typical residential PV system is 3 kW, reaching the goal of 1 MW capacity by 2035 would be equivalent to 333 homes in Del Mar (18 percent of all single-family homes) having installed a residential PV system by that time.

Goal 1	
GHG Reduction Potential (2035):	504 MTCO _{2e}
Related CAP Measures:	E1, E2, E3, E4
CAP Reference Page:	3-3

Supporting Social Equity	Strategy 3 – “Ensure that new multi-unit construction meets Zero Net Energy (ZNE) standards.” Enforce ZNE building code requirements to reduce energy and heating costs passed onto renters.
	Strategy 7 – “Partner with Renewable Cities San Diego for multi-unit solar installation and training of local workforce.” Explore partnership to install PV on multi-unit, low income housing while creating new green jobs.

Goal 1 would result in a potential GHG reduction of 504 MTCO_{2e} by 2035, which is equivalent to emissions generated from 197 passenger vehicles driven for one year.

Strategy 1.1: Work with San Diego Gas & Electric to reach 100 percent of households with targeted educational and marketing materials (e.g. website or e-blast)			
Responsible Department(s)	City Manager	Task Type	Outreach, Partnership
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	■ Set targets and schedule for conducting outreach. ■ Conduct outreach using materials from the CSI rebate program to highlight the benefits of PV systems and financing opportunities for purchasing and installation of PV systems. ■ Work with SDG&E to promote PV systems and financing opportunities through targeted outreach campaigns, including, but not limited to, the City's <u>Go Green Del Mar</u> website, at local events (e.g., Del Mar Farmers Market, events at the Del Mar Fairgrounds), and through targeted media campaigns. ■ Provide PV system information pertaining to permitting, financing, and installation through the City's Planning and Community Development Department and planning counter. ■ Periodically monitor outreach progress and conduct analysis on effectiveness of outreach measures used and adjust accordingly.		
Notes: CSI = California Solar Initiative; PV = photovoltaic; SDG&E = San Diego Gas & Electric This strategy synergizes with Strategy 2.1, which involves working with SDG&E to conduct an educational and outreach campaign regarding non-residential PV systems. Source: Ascent Environmental 2019			

Strategy 1.2: Work with San Diego Gas & Electric to enroll Del Mar's top 10 energy users in an energy benchmarking program

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Program Research & Development, Partnership
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	■ Work with SDG&E to establish a voluntary energy benchmarking program, targeting energy users that do not fall under the existing compulsory Assembly Bill 802 benchmarking program. ■ Set targets and schedule for voluntary enrollment. ■ Conduct outreach for enrollment using materials adapted from SDG&E's existing Assembly Bill 802 benchmarking program, ENERGY STAR Portfolio Manager, and the <u>City of San Diego's Building Energy Benchmarking Ordinance</u>. ■ Pursue potential opportunities for partnerships with organizations such as the Center for Sustainable Energy, that could assist in providing no-cost, one-on-one technical support for energy users enrolled in the program. ■ Periodically monitor progress and conduct analysis on effectiveness of program.		
<i>Notes: SDG&E = San Diego Gas & Electric</i> <i>This strategy synergizes with Strategies 2.2, 3.2, 4.2, and 5.2, which involve working with SDG&E to establish a voluntary energy benchmarking program to target various audiences including: businesses, single-family homes, multi-family homes, and other non-residential energy users.</i> <i>Source: Ascent Environmental 2019</i>			

Strategy 1.3: Facilitate the permit process for 25 percent of planning or building applications for solar projects by 2020 (beyond state requirements)

Responsible Department(s)	Planning & Community Development, Public Works, City Engineer	Task Type	Program Research & Development, Financing & Incentives
City Implementation Cost	Medium	Implementation Schedule	Ongoing/Mid-Term
Implementation Tasks	Tasks Achieved ■ Passed Ordinance No. 909 in 2015 to provide an expedited solar permitting process which includes the option of electronic submittal of application materials and forms. Anticipated Tasks ■ Consider additional options for streamlining such as standardized forms. The <i>California Solar Permitting Guidebook</i> developed by the Governor's Office of Planning and Research includes a comprehensive toolkit for expedited solar permitting. ■ Consider options for incentivizing homeowners to install residential PV systems, such as waiving permitting fees and providing information about financing options. ■ Train staff in the new expedited permitting process and explore hosting training events on proper permit submittals.		
Notes: PV = photovoltaic This strategy synergizes with Strategies 2.3, 3.3, 4.3, 5.3, and 6.2 which involve facilitating the permit process for non-residential PV systems; PV systems on single-family and multi-family homes; and solar hot water systems. Source: Ascent Environmental 2019			

Goal 2: Non-Residential Photovoltaics

The CAP goals for installation of nonresidential PV on existing buildings in Del Mar are 1.2 MW of PV installed by 2020 and 1.5 MW of PV installed by 2035. New opportunities for non-residential PV installation in the City include the Del Mar Fairgrounds, the Del Mar Plaza and hotels throughout the City.

Goal 2	
GHG Reduction Potential (2035):	756 MTCO ₂ e
Related CAP Measures:	E1, E2, E3, E4
CAP Reference Page:	3-4

Goal 2 would result in a potential GHG reduction of 756 MTCO₂e by 2035, which is equivalent to emissions generated from 1,848,411 miles driven by a single car.

Strategy 2.1: Work with San Diego Gas & Electric to develop targeted educational and marketing materials (e.g. website or e-blast) to reach 10 percent of businesses annually			
Responsible Department(s)	City Manager	Task Type	Outreach, Partnership
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	■ Refer to Implementation tasks for Strategy 1.1 for targeted educational and marketing outreach campaign. ■ Additionally, coordinate with the <u>San Diego Regional Green Business Network</u> to share resources and materials, and to conduct outreach to local businesses.		
<i>Notes: SDG&E = San Diego Gas & Electric</i> <i>Source: Ascent Environmental 2019</i>			

Strategy 2.2: Work with San Diego Gas & Electric to enroll Del Mar’s top business 10 energy users in a benchmarking program			
Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Program Research & Development, Partnership
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	■ Refer to Implementation tasks for Strategy 1.2 for establishing a voluntary benchmarking program.		
Notes: SDG&E = San Diego Gas & Electric			
Source: Ascent Environmental 2019			

Strategy 2.3: Facilitate the permit process for 25 percent of planning or building applications for solar projects by 2020 (beyond state requirements)			
Responsible Department(s)	Planning & Community Development, Public Works, City Engineer	Task Type	Program Research & Development, Financing & Incentives
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	■ Refer to Implementation tasks for Strategy 1.3 for expedited PV system permitting process.		
Notes: PV = photovoltaic			
This strategy synergizes with Strategy 2.4, which encourages the installation of additional PV at hotels and the Del Mar Fairgrounds.			
Source: Ascent Environmental 2019			

Strategy 2.4: Encourage Del Mar Fairgrounds and hotels in Del Mar to install additional PV			
Responsible Department(s)	City Manager	Task Type	Outreach, Program Research & Development
City Implementation Cost	Low	Implementation Schedule	Ongoing/Short-Term
Implementation Tasks	▪ Set targets and schedule for conducting outreach. ▪ Conduct outreach using materials from the CSI rebate program to highlight the benefits of commercial solar and financing opportunities for purchasing and installation of commercial solar systems. ▪ Consider options for incentivizing Del Mar Fairgrounds (currently being evaluated by the Board of Directors) and hotels to install solar PV systems, such as waiving permitting fees and providing information about financing options. ▪ Work with regional green building organizations such as the <u>San Diego Green Building Council</u> and the <u>San Diego County Green Building Program</u> to conduct workshops with local green building contractors, hotel management staff, and the Del Mar Fairgrounds on non-residential solar systems and the new expedited permitting process.		
<i>Notes: CSI = California Solar Initiative; PV = photovoltaic</i> <i>This strategy synergizes with Strategy 2.3, which would expedite and streamline the permitting process for non-residential PV systems.</i> <i>The wording in this strategy has been edited from the original presentation in the CAP to be consistent with terminology used in this Implementation Plan.</i> <i>Source: Ascent Environmental 2019</i>			

Goal 3: Residential Efficiency Retrofits—Single-Family Homes

Approximately 77 percent of residential buildings in the City were built before the adoption of Title 24. Therefore, there are opportunities to increase the efficiency of existing residential buildings through efficiency retrofits. For single-family homes, the CAP goals are to achieve a 20 percent energy reduction in 10 percent of single-family homes by 2020, and a 30 percent energy reduction in 20 percent of single-family homes by 2035.

Goal 3	
GHG Reduction Potential (2035):	199 MTCO _{2e}
Related CAP Measures:	E1, E2, E3, E4
CAP Reference Page:	3-5

Goal 3 would result in a potential GHG reduction of 199 MTCO_{2e} by 2035, which is equivalent to emissions generated from 22,392 gallons of gasoline consumed.

Strategy 3.1: Work with San Diego Gas & Electric to develop targeted educational and marketing materials (e.g. website or eblast) to reach 10 percent of households annually			
Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Outreach, Partnership
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	▪ Set targets and schedule for conducting outreach. ▪ Conduct outreach to highlight the benefits of energy efficiency retrofits and include resources from ACEEE, CEC, USGBC, SDG&E, and other relevant organizations. Share financing opportunities through PACE programs and other efficiency and renewables financing tools. ▪ Continue to work with SDG&E on subsidy and rebate programs for seniors and low-income residents. ▪ Work with SDG&E to promote energy efficiency retrofits through targeted outreach campaigns, including, but not limited to, the City's Go Green Del Mar website, at local events (e.g., farmers markets, events at the Del Mar Fairgrounds), and through targeted media campaigns. ▪ Periodically monitor outreach progress and conduct analysis on effectiveness of outreach measures used and adjust accordingly.		
Notes: ACEEE = American Council for an Energy-Efficient Economy; CEC = California Energy Commission; PACE = Property Assessed Clean Energy; SDG&E = San Diego Gas & Electric; USGBC = United States Green Building Council This strategy synergizes with Strategies 4.1 and 5.1, which involve working with SDG&E to conduct an educational and outreach campaign regarding multi-family and non-residential energy efficiency retrofits. Source: Ascent Environmental 2019			

Strategy 3.2: Work with San Diego Gas & Electric to enroll Del Mar’s top 10 energy users in an energy benchmarking program			
Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Program Research & Development, Partnership
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	■ Refer to Implementation tasks for Strategy 1.2 for establishing a voluntary benchmarking program.		
Notes: SDG&E = San Diego Gas & Electric			
Source: Ascent Environmental 2019			

Strategy 3.3: Facilitate the permit process for 25 percent of planning or building applications for solar projects by 2020 (beyond state requirements)			
Responsible Department(s)	Planning & Community Development, Public Works, City Engineer	Task Type	Program Research & Development, Financing and Incentives
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	Refer to Implementation tasks for Strategy 1.3 and Strategy 6.2 for streamlining the permitting process for PV systems and hot water systems.		
Source: Ascent Environmental 2019			

Goal 4: Residential Efficiency Retrofits—Multi-Family Homes

For multi-family homes, the CAP goals are to achieve a 20 percent energy reduction in 10 percent of multi-family homes (approximately 80 homes) by 2020, and a 50 percent energy reduction in 20 percent of multi-family homes (approximately 160 homes) by 2035.

Goal 4	
GHG Reduction Potential (2035):	68 MTCO ₂ e
Related CAP Measures:	E1, E2, E3, E4
CAP Reference Page:	3-6

Goal 4 would result in a potential GHG reduction of 68 MTCO₂e by 2035, which is equivalent to emissions generated from 6,680 gallons of diesel consumed.

Strategy 4.1: Work with San Diego Gas & Electric to develop targeted educational and marketing materials (e.g. website or eblast) to reach 10 percent of households annually

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Outreach, Partnership
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	Refer to Implementation tasks for Strategy 3.1 for targeted educational and marketing outreach campaign.		
<i>Notes: ACEEE = American Council for an Energy-Efficient Economy; CEC = California Energy Commission; PACE = Property Assessed Clean Energy; SDG&E = San Diego Gas & Electric; USGBC = United States Green Building Council</i> <i>Source: Ascent Environmental 2019</i>			

Strategy 4.2: Work with San Diego Gas & Electric to enroll Del Mar's top 10 multi-family energy users in a benchmarking program

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Program Research & Development, Partnership
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	■ Refer to Implementation tasks for Strategy 1.2 for establishing a voluntary benchmarking program.		
Notes: SDG&E = San Diego Gas & Electric			
Source: Ascent Environmental 2019			

Strategy 4.3: Facilitate the permit process for 25 percent of planning or building applications for solar projects by 2020 (beyond state requirements)

Responsible Department(s)	Planning & Community Development, Public Works, City Engineer	Task Type	Program Research & Development, Financing and Incentives
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	Refer to Implementation tasks for Strategy 1.3 and Strategy 6.2 for streamlining the permitting process for PV systems and hot water systems.		
Source: Ascent Environmental 2019			

Goal 5: Non-Residential Efficiency Retrofits

The CAP goals for non-residential efficiency retrofits are to achieve a 30 percent energy reduction per square foot (SF) in 10 percent of non-residential square footage by 2020, and a 50 percent energy reduction per SF in 10 percent of non-residential square footage by 2035.

Goal 5	
GHG Reduction Potential (2035):	190 MTCO ₂ e
Related CAP Measures:	E1, E2, E3, E4
CAP Reference Page:	3-7

Goal 5 would result in a potential GHG reduction of 190 MTCO₂e by 2035, which is equivalent to emissions generated from 207,713 pounds of coal burned.

Strategy 5.1: Work with San Diego Gas & Electric to develop targeted educational and marketing materials (e.g. website or e-blast) to reach 10 percent of businesses annually

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Outreach, Partnership
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	Refer to Implementation tasks for Strategy 3.1 for targeted educational and marketing outreach campaign.		
<i>Notes: ACEEE = American Council for an Energy-Efficient Economy; CEC = California Energy Commission; PACE = Property Assessed Clean Energy; SDG&E = San Diego Gas & Electric; USGBC = United States Green Building Council</i>			
<i>Source: Ascent Environmental 2019</i>			

Strategy 5.2: Work with San Diego Gas & Electric to enroll Del Mar's top 10 non-residential energy users in a benchmarking program

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Program Research & Development, Partnership
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	■ Refer to Implementation tasks for Strategy 1.2 for establishing a voluntary benchmarking program.		
Notes: SDG&E = San Diego Gas & Electric			
Source: Ascent Environmental 2019			

Strategy 5.3: Facilitate the permit process for 25 percent of planning or building applications for solar projects by 2020 (beyond State requirements)

Responsible Department(s)	Planning & Community Development, Public Works, City Engineer	Task Type	Program Research & Development, Financing and Incentives
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	Refer to Implementation tasks for Strategy 1.3 and Strategy 6.2 for streamlining the permitting process for PV systems and hot water systems.		
Source: Ascent Environmental 2019			

Goal 6: Residential Solar Hot Water Heater Installation

The CAP goals for residential solar water heater (SWH) installation assume that four percent of existing homes and 10 percent of newly constructed homes will be retrofitted with SWHs by 2020, and that eight percent of existing homes and 15 percent of newly constructed homes will be retrofitted with SWH by 2035.

Goal 6	
GHG Reduction Potential (2035):	57 MTCO ₂ e
Related CAP Measures:	E1, E2, E3, E4
CAP Reference Page:	3-8

Goal 6 would result in a potential GHG reduction of 57 MTCO₂e by 2035, which is equivalent to emissions generated from 132 barrels of oil consumed.

Strategy 6.1: Work with San Diego Gas & Electric to reach 100 percent of households with targeted educational and marketing materials (e.g. website or e-blast)			
Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Outreach, Partnership
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	■ Set targets and schedule for conducting outreach. ■ Conduct outreach using materials from the CSI rebate program to highlight the benefits of residential solar hot water systems and include resources from Go Solar California and SDG&E. ■ Work with SDG&E to promote residential solar hot water systems and financing opportunities through targeted outreach campaigns, including, but not limited to, the City's Go Green Del Mar website, at local events (e.g., farmers markets, events at the Del Mar Fairgrounds), and through targeted media campaigns. ■ Provide residential solar hot water system information pertaining to permitting, financing, and installation through the City's Planning and Community Development Department and planning counter. ■ Periodically monitor outreach progress and conduct analysis on effectiveness of outreach measures used and adjust accordingly.		
Notes: CSI = California Solar Initiative; SDG&E = San Diego Gas & Electric; Source: Ascent Environmental 2019			

Strategy 6.2: Facilitate the permit process for 25 percent of planning or building applications for solar projects by 2020 (beyond state requirements)			
Responsible Department(s)	Planning & Community Development, Public Works, City Engineer	Task Type	Program Research & Development, Financing & Incentives
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	■ Review expedited permit process of other cities and counties to gain insight on best practices (e.g., City of Carlsbad, East Bay Green Corridor, City of Los Angeles). ■ Consider using simple checklists to determine eligibility for expedited permits and to assess structural criteria; and consider using electronic application materials and submittals. The California Solar Permitting Guidebook, developed by the Governor’s Office of Planning and Research, includes a comprehensive toolkit for expedited solar hot water system permitting. ■ Consider options for incentivizing homeowners to install residential solar hot water systems such as waiving permitting fees and providing information about available rebates and financing options. ■ Develop new expedited permitting process. ■ Train staff on the new, expedited permitting process and explore hosting training events on proper permit submittals.		
Notes: This strategy synergizes with Strategies 3.3, 4.3, and 5.3 which involve facilitating the permit process for solar projects. Source: Ascent Environmental 2019			

Goal 7: Renewable Energy Supply

The City can expand its supply of renewable energy through the CCE and by increasing the City's municipal use of renewable energy. The CAP goals are to achieve 50 percent renewable electricity supply in 2020, and 100 percent renewable electricity by 2035.

Goal 7	
GHG Reduction Potential (2035):	4,771 MTCO ₂ e
Related CAP Measures:	E5, E6
CAP Reference Page:	3-9

Supporting Social Equity	Strategy 1 – “Reinvest CCE profits in subsidizing energy upgrades for low-income and senior residents.” Target local generation and energy savings programs to benefit low-income and senior residents.
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Goal 7 would result in a potential GHG reduction of 4,771 MTCO₂e by 2035, which is equivalent to emissions generated from approximately 64 tanker trucks' worth of gasoline.

Strategy 7.1: Encourage SDG&E to achieve 100 percent renewable energy by 2035			
Responsible Department(s)	City Manager	Task Type	Advocacy
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	▪ Work with other cities and counties within SDG&E’s service area to advocate for SDG&E to advance its clean energy goals, surpassing the goals and targets of Senate Bill 100, to achieve 100 percent renewable energy by 2035.		
Notes: SDG&E = San Diego Gas & Electric			
Source: Ascent Environmental 2019			

Strategy 7.2: Explore partnering with neighboring cities (e.g. Solana Beach and Encinitas) to join together with Del Mar in forming a Community Choice Energy			
Responsible Department(s)	City Manager	Task Type	Partnership, Program Research & Development
City Implementation Cost	High	Implementation Schedule	Ongoing/Short-term
Implementation Tasks	Tasks Achieved ▪ The City funded and participated in a joint CCE Feasibility Study with the Cities of Carlsbad, Encinitas, and Oceanside. The study found that a North County Coastal CCE is financially feasible. The City passed a resolution directing staff to pursue a CCE program for Del Mar. ▪ The City negotiated and authorized the execution of a JPA Agreement to form the CEA CCE JPA with the Cities of Carlsbad and Solana Beach and other potential members and adopted an ordinance authorizing the implementation of a CCE program in the City.		
	Anticipated Tasks ▪ Complete a CCE Implementation Plan for submittal to CPUC by the end of 2019. Components in the plan will include: financing, power procurement and scheduling, regulatory compliance, customer service and billing, policy and advocacy, and general administration and programs. ▪ Develop and implement community outreach. ▪ Adopt the CCE Implementation Plan and begin process to start-up a CCE (i.e., secure initial energy procurement, finalize rates). ▪ Launch the CCE. ▪ Ramp up to 100% renewable energy offering by 2035. ▪ Once revenue resources are available, begin offering customer incentives and other programs.		
<i>Notes: CCE = Community Choice Energy; CEA = Clean Energy Alliance; CPUC = California Public Utilities Commission; JPA = joint powers authority</i> <i>This strategy synergizes with Strategy 7.3 to advocate for a regional CCE in San Diego County. Source: Ascent Environmental 2019</i>			

Strategy 7.3: Advocate for pursuit of a regional Community Choice Energy for San Diego County			
Responsible Department(s)	City Manager	Task Type	Advocacy
City Implementation Cost	Low	Implementation Schedule	Ongoing
Implementation Tasks	- Continue to collaborate with neighboring jurisdictions in the San Diego region regarding CCE development and partnerships, such as the City of San Diego which is formalizing a CCE program with the cities of Chula Vista, Encinitas, La Mesa and Imperial Beach, as well as City of Santee and the County of San Diego which passed CCE enabling ordinances. - Conduct joint meetings to share information and resources, where feasible. - Advocate through the SANDAG Regional Energy Working Group.		
Notes: CCE = Community Choice Energy; SANDAG = San Diego Association of Governments This strategy synergizes with Strategy 7.2, which explores a partnership with neighboring cities to form a CCE. Source: Ascent Environmental 2019			

Strategy 7.4: Explore installation of solar on new City Hall and other City facilities			
Responsible Department(s)	City Manager, Planning & Community Development, Public Works, City Engineer	Task Type	Project
City Implementation Cost	Medium	Implementation Schedule	Ongoing
Implementation Tasks	Tasks Achieved - The new Civic Center (City Hall) includes a 71-kW rooftop PV system and 120-kW/hour battery energy storage system to provide a minimum of five hours backup or supplemental power (funded in large part by a CEC grant), which began operation in October 2018. Anticipated Tasks - Work with CSE (through the CEC grant program) to monitor data from operation of the solar array and conduct public outreach. - Conduct solar siting feasibility study with cost-benefit analysis to assess opportunities for installation of PV systems on other City facilities. - Develop schedule for solar technology installation on City facilities that enables the City to reach its energy use reduction goals. - Incorporate solar installation projects into the City's capital improvement planning.		
Notes: CEC = California Energy Commission; CSE = Center for Sustainable Energy; kW = kilowatts; PV = photovoltaic Source: Ascent Environmental 2019			

2.2. Water and Waste

Goal 8: Reduce Residential Indoor Water Consumption in Remodeled Single-Family Homes

This goal aims to reduce residential indoor water consumption in remodeled single-family homes. The CAP goals are to achieve a 20 percent reduction in water consumption in remodeled single-family homes by 2020 and a 40 percent reduction by 2035.

Goal 8	
GHG Reduction Potential (2035):	133 MTCO ₂ e
Related CAP Measures:	W1, W3
CAP Reference Page:	3-11

Goal 8 would result in a potential GHG reduction of 133 MTCO₂e by 2035, which is equivalent to emissions generated from 5,437 propane cylinders used for home barbecues.

Strategy 8.1: Implement a Water and Energy Conservation Ordinance to require water and energy efficiency upgrades applicable to existing homes at time of sale			
Responsible Department(s)	City Manager, Planning & Community Development, Public Works, Finance	Task Type	Ordinance
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	■ Review ordinances developed by other cities and counties to gain insight on best practices (e.g., City of Berkeley Residential Energy Conservation Ordinance, City of San Francisco Residential Energy Conservation Ordinance). ■ Reach out to local real estate agencies for feedback and suggestions regarding this proposal. ■ Develop draft ordinance for City Council adoption. ■ Adopt WECO. ■ Develop implementation tools (e.g., informational pamphlet, application forms, compliance tracking, voluntary renovation tracking, etc.) and integrate new ordinance requirements into building application workflow. ■ Train staff in the new ordinance requirements. ■ Develop and initiate process for monitoring implementation of the ordinance.		
Notes: WECO = Water and Energy Conservation Ordinance			
Source: Ascent Environmental 2019			

Strategy 8.2: Support implementation of Property Assessed Clean Energy programs in Del Mar and continue to assess other efficiency financing tools for possible use in the community

Responsible Department(s)	City Manager	Task Type	Program Research & Development
City Implementation Cost	Low	Implementation Schedule	Ongoing
Implementation Tasks	- Work with PACE financing programs to promote energy efficiency and water conservation upgrades for residents in the City. - Promote PACE financing programs through targeted outreach campaigns, including, but not limited to, the City's Go Green Del Mar website, at local events (e.g., farmers markets, events at the Del Mar Fairgrounds), and by inviting PACE program administrators to participate in City events. - Consider other financing tools such as rebates, revolving loans, and credit-enhanced private loans.		

Notes: PACE = Property Assessed Clean Energy

This strategy synergizes with Strategy 8.4, which includes educating property owners on PACE financing eligibility.

Source: Ascent Environmental 2019

Strategy 8.3: Maintain a water waste reporting public education and enforcement program to repair leaks and decrease over-irrigation

Responsible Department(s)	City Engineer, Public Works	Task Type	Education, Program Research & Development
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	- Coordinate with the San Diego County Water Authority to prepare a water waste report to identify leaks and opportunities for decreased irrigation. - Provide information to the public on results of the report on the City website, including the City's Go Green Del Mar website, and continually update and educate the public on water waste prevention efforts. - Promote the San Diego County Water Authority's Live WaterSmart water waste reporting mobile app.		

Notes: This strategy synergizes with Goal 9, which includes programs and resources to reduce outdoor water consumption.

Source: Ascent Environmental 2019

Strategy 8.4: Educate property owners about eligibility for Property Assessed Clean Energy financing

Responsible Department(s)	City Manager	Task Type	Education
City Implementation Cost	Low	Implementation Schedule	Ongoing
Implementation Tasks	- Explore new opportunities to promote PACE programs through City promotional materials and City website, including the City's Go Green Del Mar website. - Provide PACE financing information at the City planning counter and other City facilities.		

Notes: PACE = Property Assessed Clean Energy

This strategy synergizes with Strategy 8.2, which supports implementation of PACE programs in Del Mar.

Source: Ascent Environmental 2019

Strategy 8.5: Actively promote water efficiency rebate programs offered by San Diego County Water Authority and Metropolitan Water District

Responsible Department(s)	City Manager, Public Works, City Engineer, Finance	Task Type	Outreach
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	■ Provide information on water efficiency rebate programs offered by the San Diego County Water Authority and Metropolitan Water District (i.e. San Diego County WaterSmart, SoCal WaterSmart) at the City planning counter, City facilities, City website, including the City's Go Green Del Mar website. ■ Coordinate with the San Diego County Water Authority to provide information on rebate programs in customer utility bills. ■ Work with relevant environmental organizations, such as the Solana Center for Environmental Innovation, to support volunteer promotion of water efficiency rebate programs for residents. ■ Identify opportunities to promote rebate programs at local events (e.g., farmers markets, events at the Del Mar Fairgrounds), on the City website (including the City's Go Green Del Mar website), and through targeted media campaigns.		
Source: Ascent Environmental 2019			

Goal 9: Reduce Outdoor Water Consumption

Outdoor water use for landscape irrigation accounts for approximately 58 percent (approximately 140.6 million gallons) of residential water consumption in Del Mar. The CAP goals are to reduce outdoor water consumption by 20 gallons (6.1 acre feet) per capita per day by 2020, and 30 gallons (9.2 acre feet) per capita per day by 2035.

Goal 9	
GHG Reduction Potential (2035):	20 MTCO _{2e}
Related CAP Measures:	W2
CAP Reference Page:	3-12

Goal 9 would result in a potential GHG reduction of 20 MTCO_{2e} by 2035, which is equivalent to emissions generated from the energy required to charge 2,550,246 smartphones.

Strategy 9.1: Promote programs/resources to help customers convert to more water-efficient landscaping (i.e., San Diego County Water Authority rebates for removing lawns)			
Responsible Department(s)	City Manager	Task Type	Outreach
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	■ Provide information on water-efficient landscaping rebates and information offered by the San Diego County Water Authority and the Metropolitan Water District at the City planning counter (i.e., Turf Replacement Program, California Friendly Landscape Guide), City facilities, City website, including the City's Go Green Del Mar website, and in utility bills. ■ Work with relevant local organizations, such as the Solana Center for Environmental Innovation, to support volunteer promotion of water-efficient landscaping rebates and programs. ■ Identify opportunities to promote water-efficient landscaping resources and programs at local events (e.g., farmers markets, events at the Del Mar Fairgrounds), on the City website, and through targeted media campaigns.		
Source: Ascent Environmental 2019			

Strategy 9.2: Update the City's landscape ordinance to implement a lower maximum area water allowance to exceed state minimum requirements			
Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Ordinance
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	- Reconvene the Ad-Hoc Water Conservation Citizens Advisory Committee to determine new standards for the MAWA, which would exceed State minimum requirements. - Develop draft ordinance update for City Council adoption. - Adopt updates to ordinance. - Integrate updated ordinance requirements into <u>Water Efficient Landscape Guide</u>. - Provide public education and information regarding the updated ordinance.		
Notes: MAWA = maximum area water allowance			
Source: Ascent Environmental 2019			

Goal 10: Pool Cover Program

Mandating pool covers can reduce GHG emissions by decreasing evaporation and, thus, water consumption. The CAP goal is to mandate pool covers on 100 percent of pools in Del Mar by 2020, continuing into 2035.

Goal 10	
GHG Reduction Potential (2035):	2 MTCO ₂ e
Related CAP Measures:	W4
CAP Reference Page:	3-13

Goal 10 would result in a potential GHG reduction of two MTCO₂e by 2035, which is equivalent to emissions avoided by switching 76 incandescent lamps to light-emitting diodes (LEDs).

Strategy 10.1: Develop a public education program to promote use of pool covers on a voluntary basis			
Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Education, Program Research & Development
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	■ Develop materials using the U.S. Department of Energy's Energy Saver resources to highlight the benefits of pool covers. ■ Promote voluntary pool cover program through targeted outreach campaigns, including, but not limited to, the City's Go Green Del Mar website, at local events (e.g., farmers markets, events at the Del Mar Fairgrounds), and through targeted media campaigns. ■ Periodically monitor outreach progress and conduct analysis on effectiveness of outreach measures used and adjust accordingly.		
Source: Ascent Environmental 2019			

Strategy 10.2: Explore implementation of a pool cover rebate program			
Responsible Department(s)	City Manager, Planning & Community Development, Finance	Task Type	Financing & Incentives
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	■ Promote the pool cover rebate program using tools developed in Strategy 10.1. ■ Review pool cover rebate programs from other agencies to gain insight on best practices (e.g., City of Arcadia, Contra Costa Water District, Southern Nevada Water Authority). ■ Consider partnering with the Metropolitan Water District or the San Diego County Water Authority to develop and fund pool cover rebate program. ■ Develop program terms and conditions for implementation.		
Source: Ascent Environmental 2019			

Strategy 10.3: Explore implementation of requiring pool covers by ordinance			
Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Ordinance
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	- Review pool cover ordinances from other agencies to gain insight on best practices (e.g., City of Los Angeles). - Evaluate legal feasibility and enforcement provisions. - Develop draft ordinance for City Council adoption, if deemed feasible. - Adopt ordinance. - Develop implementation tools (e.g., informational pamphlet, application forms, compliance tracking, etc.) and integrate new ordinance requirements into building application workflow. - Develop and initiate process for monitoring implementation of ordinance.		
Source: Ascent Environmental 2019			

Goal 11: Divert Waste from Landfills and Capture Emissions

The City generates approximately 8,700 wet short tons of solid waste annually. The City is aiming to exceed the requirements of Assembly Bill 341 with CAP goals of 80 percent waste diversion by 2020, and 95 percent by 2035. In addition, the CAP goals include achieving a landfill gas capture rate of 75 percent by 2020 and 80 percent by 2035, to comply with State landfill methane capture regulations.

Goal 11	
GHG Reduction Potential (2035):	1,702 MTCO ₂ e
Related CAP Measures:	W5, W6, W7, W8, W9
CAP Reference Page:	3-14

Goal 11 would result in a potential GHG reduction of 1,702 MTCO₂e by 2035, which is equivalent to emissions generated from approximately 10 railcars' worth of coal burned.

Strategy 11.1: Adopt a policy that requires all City-sponsored events (and City-funded non-profit events) to be zero waste (e.g. use recyclable and compostable materials and provide corresponding waste receptacles) and promote zero-waste events to community organizations and businesses

Responsible Department(s)	City Manager, Community Services	Task Type	Ordinance
City Implementation Cost	Medium	Implementation Schedule	Short-Term
Implementation Tasks	- Adopt a Zero-Waste Events policy for the City and City-sponsored or affiliated events, and monitor and report on compliance with the policy. - Use existing resources (e.g., the Solana Center for Environmental Innovation and Eco-Cycle Zero-Waste Event Toolkit) and examples (e.g., City of San Francisco Zero-Waste Event Checklist) to develop and implement the policy. - Evaluate existing special event permit recycling requirements and expand permit requirements, where feasible. - Develop and implement a City Green Purchasing Plan (e.g., City of San Diego, Alameda County, City of Oakland) to use recyclable and compostable purchased goods and services.		

Source: Ascent Environmental 2019

Strategy 11.2: Adopt a policy that requires a minimum of 75 percent of construction and demolition waste be recycled or re-used

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Ordinance
City Implementation Cost	Medium	Implementation Schedule	Ongoing/Short-Term
Implementation Tasks	Tasks Achieved - Adopted a Construction and Demolition Recycling ordinance in August 2019, requiring 65 percent of construction and demolition waste to be recycled or re-used. Anticipated Tasks - Conduct educational outreach to builders and construction companies about ways to reuse and recycle construction and demolition waste. - Work with local builders and construction companies to develop a method for tracking and reporting of construction and demolition waste diversion compliance.		

Source: Ascent Environmental 2019

Strategy 11.3: Develop an Organics Diversion Program to eliminate organic waste from landfills (Assembly Bill 1826 requires businesses to arrange for organics diversion and will be phased in from 2016 to 2020)

Responsible Department(s)	City Manager	Task Type	Program Research & Development
City Implementation Cost	High	Implementation Schedule	Mid-Term
Implementation Tasks	■ Develop an Organics Diversion Program to eliminate organic waste from landfills. ■ Work with Waste Management to pursue a long-term organics recycling solution to comply with State requirements to reduce and/or divert organic waste. ■ Use existing resources (e.g., CalRecycle Organics Material Management website, Institute for Local Government) and relevant legislation (i.e. Assembly Bill 1826) to inform development of the program. ■ Coordinate with other agencies in San Diego County that operate landfills to facilitate development of organics processing facilities. Work through the Regional Solid Waste Association to partner with other jurisdictions to provide education/outreach. ■ Use educational materials from existing resources (e.g., Solana Center for Environmental Innovation) to educate residents and business owners to reduce organic waste and to run programs (e.g., food waste audits, Strategy 11.4 pilot education program, composting booths and workshops, education/outreach to food waste generators).		
Notes: CalRecycle = California Department of Resources Recycling and Recovery Source: Ascent Environmental 2019.			

Strategy 11.4: Start and implement a pilot education program on organics recycling

Responsible Department(s)	City Manager	Task Type	Education, Outreach
City Implementation Cost	Medium	Implementation Schedule	Ongoing/Short-Term
Implementation Tasks	Tasks Achieved - Established access for ten Del Mar residents to a short-term organics recycling pilot program, Food Cycle, in partnership with the Solana Center for Environmental Innovation, utilizing the Bokashi method for organics waste diversion. - Worked with Solana Center to promote the Food Cycle pilot program and conduct outreach to local residents and businesses to share organics recycling resources & education.		
	Anticipated Tasks - Review case studies on commercial organics recycle programs compiled by the Institute for Local Government. - Identify grant funding opportunities for pilot organics recycling programs for City residents and schools. - Explore potential partnerships with local schools, the fairgrounds, and other organizations to develop organics recycling programs. - Partner with waste management contractors to develop content and presentations for a pilot education program.		
This strategy synergizes with Strategy 11.3, which involves the development of an Organics Diversion Program.			
Source: Ascent Environmental 2019			

Strategy 11.5: Develop a food recycling plan for restaurants in Del Mar and collaborate with other municipalities to develop a regional plan

Responsible Department(s)	City Manager	Task Type	Education, Partnership
City Implementation Cost	High	Implementation Schedule	Mid-Term
Implementation Tasks	■ Review case studies on successful restaurant food scrap recycling programs compiled by the <u>Institute for Local Government</u>. ■ Track grant funding opportunities to prepare a plan under <u>CalRecycle's Food Waste Prevention and Rescue Grant Program</u>. ■ Develop a food waste prevention plan for restaurants in the City. ■ Through the Regional Solid Waste Association and the County Integrated Waste Management Technical Advisory Committee, work with other municipalities to develop a regional food waste prevention plan. ■ Consider a public/private partnership, such as the <u>Waste Not OC Coalition</u> in Orange County, to implement the food recycling program.		
<i>Notes: CalRecycle = California Department of Resources Recycling and Recovery</i> <i>Source: Ascent Environmental 2019</i>			

Strategy 11.6: Advocate to the agencies that own and operate the landfills serving Del Mar to encourage increased methane capture at the landfills

Responsible Department(s)	City Manager	Task Type	Advocacy
City Implementation Cost	Low	Implementation Schedule	Mid-Term
Implementation Tasks	▪ Support Waste Management and regional landfill operator efforts to increase methane capture at landfills. ▪ Identify potential grant funding opportunities to assist landfill agencies in capturing more methane at facilities. ▪ Consider specifying minimum methane capture in City contracts with landfill operators, making it one of the criteria for landfill selection.		
Source: Ascent Environmental 2019			

Goal 12: Capture Emissions from Wastewater Treatment

The anaerobic and aerobic processes in wastewater treatment produce high global warming potential GHGs, i.e., methane (CH₄) and nitrous oxide (N₂O), as by-products from the decomposition of organic material. The City of San Diego Metropolitan Wastewater System’s current wastewater treatment process has an average methane capture rate of 71 percent. This captured methane is used as an energy source for wastewater treatment and results in reduced GHG emissions from the wastewater sector. The CAP goal is to achieve a 98 percent methane capture rate for wastewater treatment by 2035.

Goal 12	
GHG Reduction Potential (2035):	7 MTCO ₂ e
Related CAP Measures:	W10
CAP Reference Page:	3-15

Goal 12 would result in a potential GHG reduction of seven MTCO₂e by 2035, which is equivalent to carbon sequestered and emissions avoided by 116 tree seedlings grown for 10 years.

Strategy 12.1: Advocate to the City of San Diego and San Elijo Joint Powers Authority for increased methane capture at wastewater treatment plants that serve the City of Del Mar			
Responsible Department(s)	City Manager, Public Works	Task Type	Advocacy
City Implementation Cost	Low	Implementation Schedule	Mid-Term
Implementation Tasks	■ Pass a City Council resolution advocating to the Metro Wastewater JPA, City of San Diego, and San Elijo JPA for pursuing increased methane capture at wastewater treatment plants that serve the City of Del Mar.		
<i>Notes: JPA = Joint Powers Authority</i> <i>Source: Ascent Environmental 2019</i>			

2.3. Transportation

Goal 13: Increase Mass Transit Ridership

Public transportation use reduces travel by private vehicles. The result is fewer vehicle miles traveled (VMT) and reduced GHG emissions. The CAP goals are to achieve four percent mass transit ridership by Del Mar's labor force by 2020 and eight percent by 2035.

Goal 13	
GHG Reduction Potential (2035):	46 MTCO ₂ e
Related CAP Measures:	T1, T2, T3, T7
CAP Reference Page:	3-17

Supporting Social Equity	Strategy 6 – “Advocate for regional green jobs and job training at SANDAG and the County of San Diego.” Support green job creation and training that benefits all residents. This strategy can be supported through multiple CAP goals, including various Energy & Buildings goals such as Goal 7.
	Strategy 8 – “Work with local transit agencies to increase the frequency and accessibility of bus and light rail transportation.” Advocate for frequent, low-cost transit options in Del Mar, prioritizing areas with low-car households.

Goal 13 would result in a potential GHG reduction of 46 MTCO₂e by 2035, which is equivalent to emissions generated from approximately six homes' energy use for one year.

Strategy 13.1: Advocate to San Diego Metropolitan Transit System, North County Transit District, and San Diego Association of Governments to improve transit service and promote east-west shuttle on Del Mar Heights Road

Responsible Department(s)	City Manager	Task Type	Advocacy
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	- Support elected officials in joining the MTS Board of Directors or a relevant SANDAG committee focused on transit planning (e.g., Transportation Committee, Regional Planning Committee) to advocate for transit service improvements in the City. - Seek potential grant funding in coordination with San Diego County to research shuttle service systems for east-west shuttle on Del Mar Heights Road, including partnerships with MTS, NCTD, and SANDAG. - Research and consider public-private partnerships with transportation network companies to provide shuttle services to key locations (e.g., Solana Beach Amtrak Station).		

Notes: MTS = San Diego Metropolitan Transit System; NCTD = North County Transit District; SANDAG = San Diego Association of Governments

This strategy synergizes with Strategies 13.2 and 13.8 to advocate to SANDAG and MTS to expand transportation offerings to the Del Mar Fairgrounds, and to advocate for a special event rail platform at the Del Mar Fairgrounds.

Source: Ascent Environmental 2019

Strategy 13.2: Advocate to San Diego Association of Governments and San Diego Metropolitan Transit System (collaborating with North County Transportation District) to expand transportation offerings to the Del Mar Fairgrounds for major events from central areas of San Diego

Responsible Department(s)	City Manager	Task Type	Advocacy
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	- Research existing public transportation options to the Del Mar Fairgrounds and identify key areas of success and enhancements for these services to help advocate for transportation improvements. - Support elected officials to join a SANDAG transportation-related committee (e.g., Transportation Committee, Regional Planning Committee) to advocate for expanded Del Mar Fairgrounds transportation options. - Research and consider public-private partnerships with transportation network companies (e.g., Lyft, Uber) to provide trip incentives (e.g., discounted fares) to the Del Mar Fairgrounds on event days.		

Notes: MTS = San Diego Metropolitan Transit System; SANDAG = San Diego Association of Governments

This strategy synergizes with Strategy 13.1 and 13.8 to advocate to SANDAG and MTS to improve transit service and to advocate for a special event rail platform at the Del Mar Fairgrounds.

The wording in this strategy has been edited from the original presentation in the CAP to be consistent with terminology used in this Implementation Plan.

Source: Ascent Environmental 2019

Strategy 13.3: Advocate for funding of bus enhancements (i.e., Express [limited stops] or Bus Rapid Transit) on Camino del Mar/101 Coastal Highway

Responsible Department(s)	City Manager	Task Type	Advocacy
City Implementation Cost	Low	Implementation Schedule	Medium-Term
Implementation Tasks	- Use information specific to Del Mar in SANDAG's 2018 Coordinated Plan and NCTD's Comprehensive Strategic, Operating, and Capital Plan to advocate for bus enhancements in the City. - Support NCTD in conducting a feasibility study for BRT service improvements to the 101 Coastal Highway-route, similar to the current service provided by NCTD for the BREEZE Rapid (Route 350). - Seek grant funding opportunities, in coordination with NCTD, to conduct feasibility study for BRT improvements to the 101 Coastal Highway-route (e.g., Caltrans Transportation Planning Grant).		

Notes: BRT = Bus Rapid Transit; NCTD = North County Transit District; SANDAG = San Diego Association of Governments

This strategy synergizes with Strategy 13.9 to incorporate bus stops and transit system infrastructure as part of the Camino del Mar streetscape project in the central area of Del Mar.

Source: Ascent Environmental 2019

Strategy 13.4: Adopt a Complete Streets policy, either as a standalone policy or as part of the Community Plan, which considers every transportation mode and user when designing streets, and incorporates multimodal design principles in all projects

Responsible Department(s)	Planning & Community Development	Task Type	Program
City Implementation Cost	Low	Implementation Schedule	Ongoing/Short-Term
Implementation Tasks	Tasks Achieved - Adopted the <u>Complete Streets Policy</u> in October 2017 for new residential, non-residential, and transportation projects in the City. Anticipated Tasks - When appropriate, use SANDAG's <u>Complete Streets Tools and Checklists</u> to assist in implementation of the City's Complete Streets Policy and development review process. - Use performance measures included in the Complete Streets Policy to conduct a biennial evaluation of policy effectiveness, with particular attention paid to performance measures: 7.1 "An increase in the number of pedestrians and bicycle ridership through and within the City." 7.4 "An increase in the number of linear feet of new and upgraded bicycle and pedestrian routes." - Based on the results of the biennial evaluation, update the Complete Streets Policy as necessary to achieve VMT reductions in line with the City's CAP GHG reduction targets.		

Notes: CAP = Climate Action Plan; GHG = greenhouse gas; SANDAG = San Diego Association of Governments; VMT = vehicle miles traveled

This strategy synergizes with Strategy 14.1 and 15.1, which includes implementing a Complete Streets policy as it relates to developing a bicycle strategy and a pedestrian mobility plan.

Source: Ascent Environmental 2019

Strategy 13.5: Seek opportunities to collaborate with San Diego Association of Governments on successfully implementing its North Coast Transportation Demand Management plan, and connect Del Mar employers and residents to travel-planning resources

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Program
City Implementation Cost	Low	Implementation Schedule	Ongoing
Implementation Tasks	- Update the City's website to prominently display travel planning resources for City residents including SANDAG's <u>iCommute website</u>, the <u>Shift San Diego website</u>, and other relevant TDM resources. - Provide residents and business owners with information on the City's website about mobile apps (e.g., Waze Carpool, Sidecar, GoCarma) for carpooling options. - Use information from Chapter 5, Education, Marketing, and Outreach, in the <u>North Coast TDM Implementation Plan</u> to develop a comprehensive marketing campaign to promote TDM resources. - Use SANDAG's <u>Integrating Transportation Demand Management Into the Planning and Development Process</u> document to integrate key recommendations into the City's planning and development process.		

Notes: SANDAG = San Diego Association of Governments; TDM = Transportation Demand Management

This strategy synergizes with Strategy 20.1, 20.2, 21.1, and 21.2, to increase telecommuting and vanpooling by City residents and review the Key Performance Indicators in SANDAG's TDM Implementation Plan at least once annually.

Source: Ascent Environmental 2019

Strategy 13.6: Review Key Performance Indicators in San Diego Association of Government's Transportation Demand Management Implementation Plan at least once annually

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Program Research & Development
City Implementation Cost	Low	Implementation Schedule	Ongoing
Implementation Tasks	- Develop internal process in the City’s Planning and Community Development Department to annually collect and report on KPIs in the <u>North Coast TDM Implementation Plan</u>. Development of the process should include identifying staff responsible for collecting and summarizing data, as well as developing data collection and report templates. - Use Table 7.1 in the North Coast TDM Implementation Plan to identify priority KPIs to be included in TDM reporting conducted by the City. - Coordinate with SANDAG and SANDAG’s Local Area Coordinator to collect data specific to Del Mar from key sources including the <u>iCommute website</u> and <u>SANDAG Commute Behavior Survey</u>, as well as any existing data collected by the City.		
<i>Notes: KPI = Key Performance Indicators; SANDAG = San Diego Association of Governments; TDM = Transportation Demand Management</i> <i>This strategy synergizes with Strategies 19.2, 20.2, and 21.2, which relate to reviewing relevant KPIs in the North Coast TDM Implementation Plan at least once annually.</i> <i>Source: Ascent Environmental 2019</i>			

Strategy 13.7: Improve connectivity (by public transit, bicyclists, and pedestrians) to the Solana Beach Amtrak Station for access to commuter rail

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Project
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	■ Use SANDAG's <u>Smart Growth Toolbox</u>, specifically the <u>Smart Growth Design Guidelines</u> and the <u>Complete Streets resources</u>, to inform active transportation planning in the City. ■ Work with Amtrak to develop first-last mile solutions for City residents to encourage transit commuting using the <u>SANDAG First-Last Mile Solutions for Transit Centers document</u>. ■ Work with the City of Solana Beach to identify key areas for collaboration to increase public transit, bike, and pedestrian trips to the Solana Beach Amtrak Station. ■ Consider providing discounted bus passes or subsidized trips from transportation network companies (e.g., Lyft, Uber) to the Solana Beach Amtrak Station.		
<i>Notes: SANDAG = San Diego Association of Governments</i> <i>This strategy synergizes with Strategies 13.3, 14.4, and 15.2 to advocate for funding of bus enhancements on Camino del Mar/101 Coastal Highway, explore the development of a bicycle master plan for the City, and explore the development of a pedestrian master plan for the City.</i> <i>Source: Ascent Environmental 2019</i>			

Strategy 13.8: Advocate for construction of a special event rail platform at the Del Mar Fairgrounds to facilitate use of rail by event attendees and employees

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Advocacy
City Implementation Cost	Low	Implementation Schedule	Mid-Term
Implementation Tasks	■ Conduct high-level cost and feasibility analysis to understand the extent of effort necessary for construction of a special event rail platform at the Del Mar Fairgrounds. Feasibility study should include comparison of the projected results from construction of a special event rail platform at the Del Mar Fairgrounds versus existing transportation incentives and options to the Del Mar Fairgrounds from the Solana Beach Amtrak Station. ■ Support elected officials to join a SANDAG transportation-related committee (e.g., Transportation Committee, Regional Planning Committee) to advocate for a special event rail platform at the Del Mar Fairgrounds.		

Notes: SANDAG = San Diego Association of Governments

This strategy synergizes with Strategies 13.1 and 13.2 to advocate to SANDAG and MTS to improve transit service and to expand transportation offerings to the Del Mar Fairgrounds.

Source: Ascent Environmental 2019

Strategy 13.9: Incorporate bus stops and transit system infrastructure as part of the Camino del Mar streetscape project in the central area of Del Mar

Responsible Department(s)	Planning & Community Development	Task Type	Project
City Implementation Cost	High	Implementation Schedule	Short-Term
Implementation Tasks	■ Highlight bus stop improvements included in the <u>Camino del Mar streetscape project</u> to City residents during outreach efforts once the project is complete. ■ Work closely with NCTD to collect data on ridership for the 101 Coastal Highway route before and after completion of the Camino del Mar streetscape project to identify changes in ridership caused by the project. ■ Gather community feedback on the Camino del Mar streetscape project, including bus stop improvements, to gain an understanding of public perceptions of the project and public transit in the City.		
<i>Notes: NCTD = North County Transit District</i> <i>This strategy synergizes with Strategies 15.3 and 17.3 to incorporate bus stops, transit system infrastructure, and to include EV spaces in the Camino del Mar streetscape project.</i> <i>Source: Ascent Environmental 2019</i>			

Goal 14: Adopt a Bicycle Strategy

Bicycle-friendly roads are crucial to promoting bicycle use. Therefore, developing a bicycle master plan and constructing more bicycle routes will encourage more trips by bicycle and help reduce VMT. The CAP assumed that 1.1 bike lanes mile per square mile existed in Del Mar in 2010. The CAP goals are to install two bicycle lane miles per square mile by 2020, and 2.1 bicycle lane miles per square mile by 2035.

Goal 14	
GHG Reduction Potential (2035):	2 MTCO ₂ e
Related CAP Measures:	T3
CAP Reference Page:	3-18

Supporting Social Equity	Strategy 4 – “Implement a local bike sharing program to connect residents with transit stops.” Ensure bike hub locations are accessible and positioned in proximity to main transit stops.
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Goal 14 would result in a potential GHG reduction of two MTCO₂e by 2035, which is equivalent to emissions avoided by recycling approximately 88 bags of waste rather than landfilling them.

Strategy 14.1: Incorporate a “Complete Streets” approach in designing streets and explore adoption of a Complete Streets policy, either as a standalone policy of as part of the Community Plan, which considers every transportation mode and user for applicable arterial streets and incorporates multimodal design principles in all projects			
Responsible Department(s)	Planning & Community Development	Task Type	Project
City Implementation Cost	Medium	Implementation Schedule	Ongoing/Mid-Term
Implementation Tasks	Tasks Achieved ■ The City expanded bike lanes to fully extend both Northbound and Southbound at a minimum width of five feet as part of the Downtown Streetscape Project to enhance bike safety & access, consistent with the concepts of the Complete Streets Policy. Anticipated Tasks ■ Use SANDAG’s Smart Growth Tool Box and Design Guidelines to inform future streetscape improvement projects and development projects in the City. ■ Develop process to monitor implementation of the performance measures in the City’s Complete Streets Policy that are incorporated into new development and capital improvement projects in the City (e.g., increase in the number of pedestrians and bicycle ridership through and within the City, increase in the number traffic calming features and vehicle speed in multimodal areas). ■ Develop internal schedule for the implementation steps (Section 6) included in the City’s Complete Streets policy.		
Notes: SANDAG = San Diego Association of Governments This strategy synergizes with Strategies 13.4 and 15.1, which includes incorporating a Complete Streets policy as it relates to increasing mass transit ridership and developing a pedestrian mobility plan. Source: Ascent Environmental 2019			

Strategy 14.2: Explore implementation of a bike share program offered through the hotels to provide another transportation alternative for visitors traveling in town

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Program Research & Development
City Implementation Cost	Low	Implementation Schedule	Ongoing/Short-Term
Implementation Tasks	Tasks Achieved - Participated in the development of a regional pilot bikeshare program with Solana Beach, Encinitas, Carlsbad, Oceanside, SANDAG, NCTD, and Camp Pendleton. Anticipated Tasks - Monitor use of shared bikes at the 10 designated bike hub locations in the City as part of the North County Coastal Pilot Bikeshare Program to understand the frequency and location of bikeshare use. - Use quarterly data-sharing reports from the North County Coastal Pilot Bikeshare Program, specifically data which shows travel choice and rider behavior information, to understand whether the Program is helping to displace car trips and reduce VMT. - Consider using <u>NACTO's Bike Share and Shared Micromobility</u> guidance documents to help implement the North County Coastal Pilot Bikeshare Program and monitor success of the program in Del Mar.		
Notes: NACTO = National Association of City Transportation Officials; NCTD = North Coast Transit District; VMT = vehicle miles travelled This strategy synergizes with Strategy 14.3 to explore implementation of a bike valet program for special events. Source: Ascent Environmental 2019			

Strategy 14.3: Explore implementation of a bike valet program for special events to facilitate use of bicycles to attend special events

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Program Research & Development
City Implementation Cost	Low	Implementation Schedule	Mid-Term
Implementation Tasks	■ Research and communicate with cities (e.g., <u>City of San Luis Obispo</u>) that have successfully implemented bike valet programs to better understand implementation details, including annual costs, startup costs and requirements, and anticipated increases in bicycle ridership as a result of starting a bike valet program. ■ Work with <u>Circulate San Diego</u> and the <u>San Diego County Bicycle Coalition</u> to explore feasibility of implementing bike valet program for special events in the City. ■ Explore opportunities to work with the North County Coastal Pilot Bikeshare Program to coordinate on the development of a bike valet program for special events at the Del Mar Fairgrounds and other key locations in the City. Strategies could include outreach by the North County Coastal Pilot Bikeshare Program to promote commuting by bike to special events, ensuring e-bikes are available for use near special events, and identifying key “corral” sites where e-bikes can be stored near locations in the City and at frequent special event sites.		
<i>This strategy synergizes with Strategy 14.2 to explore implementation of a bike share program offered through the hotels.</i>			
<i>Source: Ascent Environmental 2019</i>			

Strategy 14.4: Explore a bicycle master plan for the City that analyzes bicycle paths with logical destinations within the City, connects to the regional bicycle path network, and then prioritizes the most effective bicycle path routes for implementation

Responsible Department(s)	Planning & Community Development	Task Type	Project
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	• Explore options for developing a bicycle master plan and increasing bike network in the City. Options could include: development of a standalone bicycle master plan; inclusion of goals, policies, and actions in the City’s next General Plan update to expand the City’s bike network; or another appropriate planning mechanism to expand the City’s bike network. • Work with <u>Circulate San Diego</u> and the <u>San Diego County Bicycle Coalition</u> to explore appropriate options for expanding the City’s bike network. • Use <u>SANDAG’s Smart Growth Tool Box and Design Guidelines</u> to inform bicycle planning projects and the development of a future bike network improvements. • Use relevant resources from <u>Riding to 2050: San Diego Regional Bike Plan</u> to ensure consistency with regional planning efforts and guide the development of the chosen implementation option for continuing to develop the City’s bicycle network.		
<i>Notes: SANDAG = San Diego Association of Governments</i>			
<i>Source: Ascent Environmental 2019</i>			

Goal 15: Pedestrian Mobility Plan

Improving pedestrian infrastructure will encourage residents to walk more as opposed to using their personal vehicles, thereby reducing VMT. The CAP assumed that the average roundtrip walking distance for a commuter is 0.67 miles. The CAP goals are to achieve four percent labor force participation by 2020 and 10 percent labor force participation by 2035.

Goal 15	
GHG Reduction Potential (2035):	13 MTCO ₂ e
Related CAP Measures:	T3
CAP Reference Page:	3-19

Goal 15 would result in a potential GHG reduction of 13 MTCO₂e by 2035, which is equivalent to carbon sequestered and emissions avoided by 15.3 acres of U.S. forests in one year.

Strategy 15.1: Incorporate a “Complete Streets” approach in designing streets and explore adoption of a Complete Streets policy, either as a standalone policy or as part of the Community Plan, which considers every transportation mode and user for applicable arterial streets and incorporates multimodal design principles in all projects

Responsible Department(s)	Planning & Community Development	Task Type	Program
City Implementation Cost	Medium	Implementation Schedule	Mid-Term
Implementation Tasks	- Use SANDAG’s Smart Growth Tool Box and Design Guidelines to inform future streetscape improvement projects and development projects in the City. - Develop process to monitor implementation of the performance measures in the City’s Complete Streets policy that are incorporated into new development and capital improvement projects in the City (e.g., increase in the number of pedestrians and bicycle ridership through and within the City). - Develop internal schedule for the implementation steps (Section 6) included in the City’s Complete Streets Policy.		

Notes: SANDAG = San Diego Association of Governments

This strategy synergizes with Strategies 13.4 and 14.1, which include implementing a Complete Streets policy as it relates to increasing mass transit ridership and developing a bicycle strategy.

Source: Ascent Environmental 2019

Strategy 15.2: Explore development of a pedestrian master plan that would comprehensively review and plan for pedestrian improvements and identify mobility linkages to promote walkability and safety for pedestrians

Responsible Department(s)	Planning & Community Development	Task Type	Project
City Implementation Cost	Low	Implementation Schedule	Mid-Term
Implementation Tasks	- Use the City’s existing Complete Streets Policy to develop a comprehensive list of pedestrian improvements for all appropriate streets in the City. - Conduct preliminary research and feasibility analysis for the development of a pedestrian plan or the inclusion of a pedestrian master plan within the City’s next General Plan update. - Consider developing a pedestrian wayfinding system along major streets that includes signage with distances to popular destinations in the City.		

Source: Ascent Environmental 2019

Strategy 15.3: Complete a streetscape improvement project along Camino del Mar in the central area that subscribes to alternative transportation principles and improves circulation, Americans with Disabilities Act access, and safety for pedestrians

Responsible Department(s)	City Manager, Planning & Community Development, Public Works	Task Type	Project
City Implementation Cost	High	Implementation Schedule	Short-Term
Implementation Tasks	- Once the project is complete, highlight pedestrian improvements included in the <u>Camino del Mar streetscape project</u> to City residents during outreach efforts. - Gather community feedback on the Camino del Mar streetscape project, including the pedestrian improvements, to gain an understanding of public perceptions of the project and whether trips made by walking have increased in the City as a result of the project. - Develop a pedestrian wayfinding system along major streets, including Camino del Mar, that includes signage with distances to popular destinations in the City to help pedestrians better perceive walking distances.		
Notes: EV = electric vehicle This strategy synergizes with Strategies 13.9 and 17.3 to incorporate bus stops, transit system infrastructure, and to include EV spaces in the Camino del Mar streetscape project. Source: Ascent Environmental 2019			

Strategy 15.4: Pursue completion of the last segment of the scenic loop trail on the perimeter of the City limits which serves a recreational amenity for pedestrians and as another circulation option within the community

Responsible Department(s)	Planning & Community Development	Task Type	Program Research & Development
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	■ Gather community feedback on the scenic loop trail to gain an understanding of public perceptions of the project and whether trips made by walking have increased in the City as a result of the project. ■ Consider improving wayfinding along the scenic loop trail to highlight distances to popular destinations in the City to connect residents and visitors using the trail with other destinations in the City.		
Source: Ascent Environmental 2019			

Goal 16: Increase the Percentage of Vehicle Miles Traveled Being Driven by Electric and Alternative Fuel Vehicles

Hybrid electric vehicles (HEVs), plug-in hybrid electric vehicles (PHEVs), and EVs produce lower GHG emissions than at least 40 percent of conventional vehicles. The CAP goals are to increase the percentage of VMT being driven by EVs and other alternative fuel vehicles (AFVs) to 15 percent of total VMT by 2020, and 30 percent by 2035.

Goal 16	
GHG Reduction Potential (2035):	8,593 MTCO ₂ e
Related CAP Measures:	T4
CAP Reference Page:	3-20

Supporting Social Equity	Strategy 2 – “Invest in clean transportation for seniors.” Advocate for clean transportation options accessible for seniors such as an electric bus for DMCC.
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Goal 16 would result in a potential GHG reduction of 8,593 MTCO₂e by 2035, which is equivalent to emissions generated from 1,499 homes’ electricity use for one year.

Strategy 16.1: Support public and private sector provision of alternative fueling stations in Del Mar and adjacent cities			
Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Program Research & Development
City Implementation Cost	Low	Implementation Schedule	Mid-Term
Implementation Tasks	- Utilize resources from the San Diego Regional Plug-in Electric Vehicle Infrastructure Working Group and SANDAG's Plug-in SD website to inform EV/AFV planning in the City (e.g., San Diego Regional Plug-In EV Readiness Plan, Electric Vehicle Charging Station Installation Guidelines, SANDAG's Electric Vehicle Charging Station Installation Best Practices Report). - Use the Governor's Office of Planning and Research's Zero-Emission Vehicle Community Readiness Guidebook to assist with the development of EV charging station guidelines and ordinance for the City. - Use SANDAG's Infrastructure Needs Assessment Mapping Tool and other relevant resources to conduct a parking inventory study to identify eligible public parking spaces and areas in the City for EV and AFV charging stations. - Work with the Del Mar Fairgrounds and 22nd District Agricultural Association to develop a plan to install EV charging stations at the Del Mar Fairgrounds.		
Notes: AFV = alternative fuel vehicle; EV = electric vehicle; SANDAG = San Diego Association of Governments This strategy synergizes with Strategy 16.2 to explore grant funding for EV chargers. Source: Ascent Environmental 2019			

Strategy 16.2: Explore grant funding for electric vehicle chargers

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Financing & Incentives
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	■ Compile list of all available incentives and funding sources for EV charging infrastructure and make the list available on the City website for residents as well as for future development applicants in the City. This list could include, but is not limited to, incentives from SDG&E, SANDAG's Regional Electric Vehicle Charging Program and the California Electric Vehicle Infrastructure Project. ■ Use SANDAG's Electric Vehicle Charging Station Permitting and Inspection Best Practices Report and other resources from SANDAG's Plug-in SD website to explore options for incentivizing EV parking spaces as credits towards parking requirements in new development, including preferred location, free parking for EV/AFV in City owned spaces, and free limited charging. ■ Use Governor's Office of Planning and Research's Plug-In Electric Vehicle Infrastructure Permitting Checklist and the Zero-Emission Vehicles in California: Community Readiness Guidebook to inform EV planning decisions and updates to the City's municipal code regarding EV charging stations.		
<i>Notes: AFV = alternative fuel vehicle.; EV = electric vehicle; SDG&E = San Diego Gas & Electric; SANDAG = San Diego Association of Governments</i> <i>The wording in this strategy has been edited from the original presentation in the CAP to be consistent with terminology used in this Implementation Plan.</i> <i>Source: Ascent Environmental 2019</i>			

Strategy 16.3: Explore the potential for replacing municipal fleet with electric vehicles when feasible

Responsible Department(s)	City Manager, Public Works	Task Type	Project
City Implementation Cost	Medium	Implementation Schedule	Ongoing
Implementation Tasks	■ Work with the San Diego Regional Clean Cities Coalition to develop a schedule and plan for converting municipal fleet to EVs and AFVs by 2030. ■ Use the U.S. Department of Energy Plug-In Electric Vehicle Handbook for Fleet Managers and SANDAGs Plug-in Electric Vehicles Resources for Fleet Managers in San Diego document to help guide decisions on the schedule and appropriate EV and AFV vehicles to purchase for the City. ■ Use the California Hybrid Truck and Bus Voucher Incentive Program to purchase hybrid or electric trucks for the City's municipal fleet as needed.		
Notes: AFV = alternative fuel vehicle; EV = electric vehicle; SANDAG = San Diego Association of Governments Source: Ascent Environmental 2019			

Strategy 16.4: Advocate for expansion of an electrical vehicle car sharing fleet network to serve Del Mar

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Project
City Implementation Cost	Medium	Implementation Schedule	Short-Term
Implementation Tasks	▪ Research and communicate with cities of a similar size and character that have successfully implemented or participated in an EV car sharing program to understand key considerations for developing and implementing a program for the City. ▪ Determine appropriate avenues, including working with SANDAG and the vendors administering the North County Coastal Pilot Bikeshare Program, to support implementation of an EV or <u>neighborhood EV carsharing program</u>, as well as similar programs. ▪ Seek available funding opportunities (e.g., Sustainable Communities Grants) to implement this strategy. ▪ Begin discussions with neighboring cities (including Solana Beach and Encinitas) for supporting a carsharing program, possible cost-sharing efforts, and working with existing carsharing companies the San Diego region. ▪ Work with hotels in the city to gauge interest in helping to support an EV car sharing program.		
<i>Notes: EV = electric vehicle; SANDAG = San Diego Association of Governments</i> <i>This strategy synergizes with Strategy 16.1 and 17.1 to support public and private sector provision of alternative fueling stations in the City and to increase parking for clean vehicles along Camino del Mar and in City-owned lots.</i> <i>Source: Ascent Environmental 2019</i>			

Goal 17: Increase Number of Preferential Parking Spaces for Clean Vehicles

Increasing the number of preferential parking spaces for EVs and other AFVs will encourage people to transition from conventional vehicles to low-emission vehicles. This goal supports the implementation of Goal 16.

Goal 17	
GHG Reduction Potential (2035):	56 MTCO _{2e}
Related CAP Measures:	T5
CAP Reference Page:	3-21

Strategy 17.1: Set aside 10 percent of all on-street parking spots on Camino del Mar and in City-owned lots for high-efficiency and clean vehicles by 2020

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Project
City Implementation Cost	Low	Implementation Schedule	Ongoing/Short-Term
Implementation Tasks	Tasks Achieved - Implemented preferential parking at the Civic Center for clean air vehicles. Anticipated Tasks - Use Section 5.106.5.2 “Designated parking for clean air vehicles” of the <u>2016 CALGreen Building Standards</u> to guide the process of providing 10 percent of all on-street parking spots in City-owned lots. - Consider including other uses for the high-efficiency and clean vehicles spaces, including spaces for an EV-sharing network, bike sharing network, and spaces for EV charging stations. - Monitor success of zero-emission parking spaces along Camino del Mar and, based on the success of these spaces, consider expanding the number of zero-emission parking spaces in other locations. - Integrate this strategy into the City’s <u>2015 Downtown Parking Management Plan</u> and use existing information in the Plan to develop appropriate approach to providing for high-efficiency and clean vehicle parking spaces.		

Notes: EV = electric vehicle

This strategy synergizes with Strategy 16.1 and 16.4 to support public and private sector provision of alternative fueling stations in the City and advocate for expansion of an electrical vehicle car sharing fleet network to serve Del Mar.

Source: Ascent Environmental 2019

Strategy 17.2: Explore modifying the Del Mar Municipal Code parking standard requirements to incentivize stalls designed for micro-vehicles and to provide a credit toward parking requirements for providing parking stalls for electric vehicles and charging station

Responsible Department(s)	Planning & Community Development	Task Type	Project
City Implementation Cost	Low	Implementation Schedule	Mid-Term
Implementation Tasks	■ Review the Del Mar Municipal Code for opportunities to incentivize future development projects to include micro-vehicle spaces and EV charging stations. Incentives could include: reduced overall parking space requirements for appropriate land uses; waiving permitting fees for appropriate components of the development review process; or requiring inclusion of these spaces for development projects over a certain size. ■ Use the City's <u>2015 Downtown Parking Management Plan</u> to identify areas and land uses in the City that would be appropriate to provide parking requirement incentives for micro-vehicle spaces and EV charging stations.		

Notes: EV = electric vehicle

This strategy synergizes with Strategies 16.1 and 16.2 to support public and private sector provision of alternative fueling stations in the City and to provide information on EV charging station incentives and funding to new development applicants in the City.

Source: Ascent Environmental 2019

Strategy 17.3: As part of the Camino del Mar Streetscape project design, plan to include spaces designated for electric vehicles

Responsible Department(s)	City Manager, Planning & Community Development, Public Works	Task Type	Project
City Implementation Cost	Medium	Implementation Schedule	Short-Term
Implementation Tasks	■ Review the illustrative block plan for the Camino del Mar Streetscape project and identify convenient and appropriate spaces for EV charging stations and/or EV prioritized parking spaces. ■ Alongside the new EV charging stations at the Beach Safety Center and Civic Center, continue to identify and install parking spaces in City-owned properties along Camino del Mar appropriate for EV charging.		
Notes: ADA = Americans with Disability Act; EV = electric vehicle This strategy synergizes with Strategy 17.1 to increase parking for clean vehicles along Camino del Mar and in City-owned lots. Source: Ascent Environmental 2019			

Strategy 17.4: Include dedicated stalls for electric vehicle parking and charging stations at City facilities

Responsible Department(s)	City Manager, Planning & Community Development, Public Works	Task Type	Project
City Implementation Cost	Medium	Implementation Schedule	Short-Term
Implementation Tasks	Tasks Achieved - Installed EV charging stations at the new Civic Center with capacity for five EV's, available to the public. Anticipated Tasks - Continue to identify and install EV charging stations in parking spaces at City-owned properties, parks, parking lots, and curbside parking near City facilities. - Work with the Del Mar Fairgrounds and the 22nd District Agricultural Association to develop a plan to install EV charging stations at the Del Mar Fairgrounds. - Evaluate needs and install EV charging stations at City-owned facilities for use by the City-owned fleet vehicles, consistent with the Schedule developed in Strategy 16.3.		
Notes: AFV = alternative fuel vehicle; EV = electric vehicle This strategy synergizes with Strategies 16.3 and 17.1 to explore the potential for replacing the municipal fleet with AFVs and increase parking for clean vehicles along Camino del Mar and in City-owned lots. Source: Ascent Environmental 2019			

Goal 18: Install Roundabouts

Roundabouts can have a traffic flow smoothing effect, leading to reduced idling and fuel use by vehicles, thereby reducing GHG emissions and air pollution. The CAP goal is to install at least three roundabouts by 2020, thereby reducing approximately 8.5 million gallons of fuel annually.

Goal 18	
GHG Reduction Potential (2035):	105 MTCO ₂ e
Related CAP Measures:	T6
CAP Reference Page:	3-22

Goal 18 would result in a potential GHG reduction of 105 MTCO₂e by 2035, which is equivalent to emissions avoided by recycling 36.6 tons of waste instead of landfilling them.

Strategy 18.1: Construct at least three roundabouts at intersections with stop signs or traffic signals by 2020			
Responsible Department(s)	Planning & Community Development, Public Works, City Engineer	Task Type	Project
City Implementation Cost	Medium	Implementation Schedule	Long-Term
Implementation Tasks	■ Work with Public Works department staff and the City Engineer to identify comprehensive list of intersections in the City appropriately suited for installation of a roundabout. ■ Develop priority list of intersections in the City for installation of a roundabout based on GHG reduction potential and other co-benefits, including traffic safety and traffic calming. ■ Identify top three intersections and research funding and grant opportunities for the installation of roundabouts at these locations.		
Notes: GHG = greenhouse gas			
Source: Ascent Environmental 2019			

Goal 19: Increase Percentage of Population with Alternate Work Schedules

Alternate work schedules for commuters can reduce traffic and VMT during workdays and the associated fuel use and GHG emissions. The CAP goals are to increase the labor force with an alternate work schedule to five percent by 2020 and six percent by 2035.

Goal 19	
GHG Reduction Potential (2035):	12 MTCO ₂ e
Related CAP Measures:	T7
CAP Reference Page:	3-23

Strategy 19.1: Seek opportunities to collaborate with San Diego Association of Governments on successfully implementing its North Coast Transportation Demand Management Plan, and connect Del Mar employers and residents to travel-planning resources

Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Program
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	- Develop and implement a community-based TDM survey for both residents and businesses in the City to gather information on resident's commute behavior and potential opportunities for alternative work schedules. Use the Travel Encinitas: A Community-Based Travel Planning Pilot as a guidance document to conduct a similar effort for the City. - Use information in SANDAG's Regional Telework Demonstration Project: Research and Outreach Final Report and Telework Demonstration Project: Pilot Overview Report to demonstrate the benefits of alternate work schedules. - Prioritize opportunities to provide co-working spaces in the City to accommodate alternate work schedules. Strategies could include updating the City's zoning code to accommodate co-working facilities and providing incentives to applicants looking to develop co-working facilities in the City.		

Notes: SANDAG = San Diego Association of Governments; TDM = transportation demand management

Source: Ascent Environmental 2019

Strategy 19.2: Review Key Performance Indicators in San Diego Association of Governments' Transportation Demand Management Implementation Plan at least once annually

Responsible Department(s)	Planning & Community Development	Task Type	Program
City Implementation Cost	Low	Implementation Schedule	Mid-Term
Implementation Tasks	Refer to Implementation tasks for Strategy 13.6 related to KPIs in the SANDAG Implementation Plan, but adjust tasks to focus on teleworking rather than mass transit.		

Notes: KPI = Key Performance Indicator; SANDAG = San Diego Association of Governments; TDM = transportation demand management

Source: Ascent Environmental 2019

Goal 20: Increase Telecommuting

Telecommuting can contribute to VMT reduction by allowing employees to work from home and avoiding a daily commute. The CAP goal is to increase the labor force eligible to telecommute to six percent by 2020, and remain at six percent through 2035.

Goal 20	
GHG Reduction Potential (2035):	16 MTCO ₂ e
Related CAP Measures:	T7
CAP Reference Page:	3-23

Strategy 20.1: Seek opportunities to collaborate with San Diego Association of Governments on successfully implementing its North Coast Transportation Demand Management plan, and connect Del Mar employers and residents to travel-planning resources

Responsible Department(s)	Planning & Community Development	Task Type	Program
City Implementation Cost	Low	Implementation Schedule	Mid-Term
Implementation Tasks	- Explore opportunities to provide co-working spaces in the City to accommodate telecommuting for City residents. Strategies could include updating the City's zoning code to accommodate co-working facilities and providing incentives to new co-working facilities in the City. - Consider adopting a telecommuting policy for City staff (i.e. flexible work schedules, remote working, and condensed work schedules). - Use information in SANDAG's Regional Telework Demonstration Project: Research and Outreach Final Report and Telework Demonstration Project: Pilot Overview Report to demonstrate the benefits of teleworking to City residents.		

Notes: SANDAG = San Diego Association of Governments

Source: Ascent Environmental 2019

Strategy 20.2: Review Key Performance Indicators in San Diego Association of Governments' Transportation Demand Management Implementation Plan at least once annually

Responsible Department(s)	Planning & Community Development	Task Type	Program
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	Refer to Implementation tasks for Strategy 13.6 related to KPIs in the SANDAG Implementation Plan, but adjust tasks to focus on teleworking rather than mass transit.		

Notes: KPI = Key Performance Indicator; SANDAG = San Diego Association of Governments; TDM = transportation demand management

Source: Ascent Environmental 2019

Goal 21: Increase Vanpooling

Higher ridesharing rates mean less VMT and lower GHG emissions. The CAP goals are to increase vanpooling to three percent of the labor force by 2020, and five percent by 2035.

Goal 21	
GHG Reduction Potential (2035):	50 MTCO ₂ e
Related CAP Measures:	T7
CAP Reference Page:	3-24

Goal 21 would result in a potential GHG reduction of 50 MTCO₂e by 2035, which is equivalent to carbon sequestered and emissions avoided by approximately 1/2 acre of U.S forest preserved from conversion to cropland in one year.

Strategy 21.1: Seek opportunities to collaborate with the San Diego Association of Governments on successfully implementing its North Coast Transportation Demand Management Plan, and connect Del Mar employers and residents to travel-planning resources

Responsible Department(s)	Planning & Community Development	Task Type	Program
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	■ Study commute patterns in the City and adjacent jurisdictions to better understand where to focus resources. ■ Update the City's website to prominently display travel planning resources for City residents including SANDAG's iCommute website, the Shift San Diego website, and other relevant TDM resources. ■ Provide residents and business owners with information on the City's website about mobile apps (e.g., Waze Carpool, Sidecar, GoCarma) for carpooling options. ■ Use Chapter 5, Education, Marketing, and Outreach, in the North Coast TDM Implementation Plan to develop a comprehensive marketing campaign to promote vanpool and carpool services. ■ Work with the Del Mar Fairgrounds and 22nd District Agricultural Association to develop a plan to provide a vanpool service to employees at the Del Mar Fairgrounds. ■ Use SANDAG's Integrating Transportation Demand Management in to the Planning and Development Process document to integrate key recommendations into the City's next general plan update.		

Notes: SANDAG = San Diego Association of Governments; TDM = transportation demand management

Source: Ascent Environmental 2019

Strategy 21.2: Review Key Performance Indicators in San Diego Association of Governments' Transportation Demand Management Implementation Plan at least once annually

Responsible Department(s)	Planning & Community Development	Task Type	Program
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	Refer to Implementation tasks for Strategy 13.6 related to KPIs in the SANDAG Implementation Plan, but adjust tasks to focus on teleworking rather than mass transit.		
Notes: KPI = Key Performance Indicator; SANDAG = San Diego Association of Governments; TDM = transportation demand management			
Source: Ascent Environmental 2019			

Strategy 21.3: Explore modifying the Del Mar Municipal Code parking standard requirements to incentivize provision of stalls designed for carpool or vanpool vehicles as a credit toward parking requirements

Responsible Department(s)	Planning & Community Development	Task Type	Project
City Implementation Cost	Low	Implementation Schedule	Short-Term
Implementation Tasks	■ Review the Del Mar Municipal Code for opportunities to incentivize future development projects to include carpool and vanpool spaces. Incentives could include: reduced overall parking space requirements for appropriate land uses; waiving permitting fees for appropriate components of the development review process; or requiring inclusion of these spaces for development projects over a certain size. ■ Use requirements in <u>Section 5.106.5.2 “Designated parking for clean air vehicles”</u> of the 2016 CALGreen Building Standards for nonresidential uses to develop updates to the City’s parking requirements. ■ Use SANDAG’s <u>Regional Parking Management Toolbox</u> to guide update of the City’s parking requirements for carpool or vanpool vehicle parking spaces.		
<i>Notes: SANDAG = San Diego Association of Governments</i> <i>Source: Ascent Environmental 2019</i>			

2.4. Urban Tree Planting

Goal 22: Implement Urban Tree Planting Program

Trees reduce GHGs by sequestering carbon from the atmosphere. In the baseline year (2012), the City had approximately 50 acres (10 percent) urban canopy cover. The CAP goals are to achieve 15 percent urban canopy cover by 2020 for 500 acres of land in Del Mar, increasing to 30 percent by 2035.

Goal 22	
GHG Reduction Potential (2035):	234 MTCO ₂ e
Related CAP Measures:	N/A
CAP Reference Page:	3-25

Goal 22 would result in a potential GHG reduction of 234 MTCO₂e by 2035, which is equivalent to emissions avoided by recycling approximately 12 garbage trucks of waste instead of landfilling them.

Goal 22: Implement urban tree planting program			
Responsible Department(s)	City Manager, Planning & Community Development	Task Type	Program
City Implementation Cost	Medium	Implementation Schedule	Ongoing/Long-Term
Implementation Tasks	■ Adopt the existing Public Tree Manual as the official Tree Manual for the City. ■ Establish a regular reporting database to track protected tree actions, including number of trees removed, number of replacement trees planted, and mitigation funds collected. ■ Develop schedule and annual benchmarks for achieving 15 percent urban canopy cover for 500 acres of land in Del Mar, increasing to 30 percent by 2035. ■ Ensure the City can easily inventory the number and type of new trees planted through the City's existing permitting process for new development projects. ■ Consider updating the City's landscaping standards to increase the number of required trees in new development and street improvement projects. ■ Consider amending the City's Tree Ordinance to expand the definition of protected trees and to protect trees during construction projects. ■ Explore opportunities to participate in a countywide or regional carbon sequestration inventory and continue to track the State's work on the California 2030 Natural and Working Lands Climate Change Implementation Plan for potential opportunities.		

Source: Ascent Environmental 2019

3. Implementation Monitoring and CAP Updates

The CAP will need to be updated and maintained in order to remain relevant and effective. The Sustainability Advisory Board (SAB) and City staff will evaluate and monitor plan performance over time and make recommendations to alter or amend the CAP if it is not achieving the proposed reduction targets. City staff will also continue to review the State's Climate Change [Funding Wizard](#) website for new potential funding opportunities to implement CAP strategies.

Monitoring allows the City to make timely adjustments to existing strategies; replace ineffective or obsolete strategies; or add new strategies as technology, federal and State programs, and circumstances change. Adjustments will be made to the CAP if strategies fall short of their targets or additional strategies become available. The Implementation Plan goes hand in hand with the [CAP Monitoring Tool](#) (Appendix A), a spreadsheet that the City will use to track specific metrics related to each CAP goal to estimate emission reductions.

3.1. CAP Presentations and Reporting

CAP reporting will consist of annual report outs and presentations to SAB and the City Council, as well as the development of publicly available CAP Monitoring Reports. City staff will annually report out and present to SAB and the City Council on achievements to date and priorities for the upcoming year. City staff will produce a formal CAP Monitoring Report every two years, in tandem with the GHG inventory updates. The CAP Monitoring Report will be a publicly available document that provides regular updates on the CAP implementation progress using data and content collected through the [CAP Monitoring Tool](#) (Appendix A). The report will summarize GHG reductions achieved and identify ways to adapt the CAP to maintain the desired reduction path.

3.2. CAP and GHG Inventory Updates

3.2.1. GHG Emissions Inventory Updates

Along with CAP monitoring, GHG inventory updates will be necessary to assess progress, inform future CAP updates, and inform future CAP policy decisions. An updated GHG inventory, using current data and assumptions, will allow the City to more accurately monitor GHG emissions occurring in the City over time, ascertain how CAP implementation is affecting overall emissions rates for each emission category, and observe how the City's emissions are affected by various external factors (i.e. State policy and economic growth in the region).

Through the climate planning services offered via its Roadmap Program, the SANDAG is updating GHG emissions inventories for the cities in the region every two years, beginning with a 2016 inventory. The City will aim to coordinate updates to its GHG inventory to remain consistent with SANDAG's schedule, beginning with the inventory for the 2016 calendar year, available in 2019, and the 2018 calendar year, available in 2020. This collaboration with SANDAG will provide a regularly scheduled and consistent GHG inventory update process, allowing the City to observe how emissions categories perform over time. The Roadmap Program will also ensure that future GHG inventory updates utilize the same regional data sources and emissions categories, allowing for useful

comparison of emissions between updates. Although these updates will be conducted by SANDAG and their supporting contractors, City staff time and resources will be required to coordinate and participate in the GHG inventory updates.

3.2.2. Strategy Review and CAP Updates

City staff will also evaluate the capacity, cost, effectiveness, and benefits of each individual strategy using the CAP Monitoring Tool (Appendix A). Evaluating CAP strategy performance entails monitoring the level of community participation, costs, and barriers to implementation, as well as actual activities that result in GHG emissions reductions (e.g., reductions in fuel consumption, VMT, energy usage, water usage, and landfilled waste). By evaluating whether the implementation of a strategy is on track to achieve its reduction potential, the City can identify successful strategies and reevaluate or replace under-performing ones.

CAP updates will be prepared every five years and will be based on the findings from the SAB and City Council presentations, CAP Monitoring Report, and GHG inventory updates. CAP updates are necessary to account for any new State or federal legislation that may affect the CAP or its implementation, any new technologies that may affect or inform CAP strategies, and information gathered in the CAP implementation monitoring process that may be useful for future CAP policy decisions. Future CAP updates can also serve to provide renewed focus on emissions categories that may not have been the focus of past CAP implementation efforts or may not have been feasible at the time.

CAP updates will include an assessment and update of the GHG inventory, updated progress towards overall GHG reduction goals, adjustments to reduction strategies, as necessary, and any changes to land use projections to achieve consistency with zoning and General Plan land use designations and policies. Once complete, future CAP updates will be recommended for adoption by City Council. City staff time and resources will be necessary to complete the CAP update process.

The figure below outlines the CAP implementation and monitoring schedule.

CAP Implementation and Monitoring Schedule

2016	CAP Adopted City Council adopts plan and staff begins to implement CAP strategies.
Ongoing	Begin Implementation and Monitoring City Staff performs initial start-up tasks and implementation of data tracking using the CAP Monitoring Tool.
Annually	Annual Report Out and Presentation to City Council City Staff prepares annual report out and presentation to the City Council and the Sustainability Advisory Board (SAB). The presentation summarizes achievements to date and identifies priorities for the upcoming year.
Every Two Years	GHG Inventory Update The City's future inventory updates will be conducted every two years and may be prepared by City Staff or SANDAG, depending on funding.
Every Two Years	CAP Monitoring Report City staff will produce a publicly-available CAP Monitoring Report in tandem with the GHG Inventory Update. The Monitoring Report draws on data collected through the <u>CAP Monitoring Tool</u> (Appendix A) and summarizes performance of CAP strategies, achievements to date, and implementation status. The report will identify ways to adapt the plan to maintain the desired reduction path.
Every Five Years	CAP Update Based on findings from the CAP Monitoring Reports and GHG inventory updates, City staff prepares a comprehensive CAP update every five years.

4. Conclusion

As the City continues to implement and monitor progress on the CAP, continued engagement with and participation by the community is a critical component in successfully achieving progress towards meeting GHG reduction goals. While the CAP focuses on strategies in which the City has a primary role, several strategies require partnerships, collaboration, and public action in order to be effective (see Implementation Tables in Section 2). Engaging the public in understanding the CAP implementation process, their role in supporting CAP implementation, how the CAP may affect City residents, and the variety of community benefits (i.e. cost savings, walkability, etc.) that will be realized through CAP implementation is critical for meeting CAP goals and targets.

Engagement efforts will include outreach to individual residents and businesses, community organizations, developers, property owners, schools, and other local and regional government agencies. Active community engagement throughout the CAP implementation process will support residents' and businesses' sense of ownership over the CAP and responsibility for its successful implementation. This will ensure CAP implementation continues to be a priority for City staff and elected officials. Specific organizations and stakeholders will be finalized during the implementation process, but key stakeholders would likely include:

- SAB
- Other cities (i.e., Carlsbad, Encinitas, Oceanside, and Solana Beach)
- SDG&E
- Surfrider Foundation
- Waste Management
- Solana Center for Environmental Innovation
- SANDAG

Achieving significant and permanent GHG reductions for the City through CAP strategies remains a challenging task that requires thoughtful and careful implementation and monitoring. Information in this Implementation Plan will be used by City staff to begin allocating funding and staff resources for implementation, implementing strategies, establishing tracking and monitoring mechanisms, engaging the public, and planning for future GHG inventory and CAP updates. The short-term work plan includes the priority strategies for this next phase of CAP implementation. The work plan will be updated annually in coordination with the SAB, alongside the annual presentations to the City Council on CAP implementation progress. The City will be diligent in seeking cost-effective implementation mechanisms and strategic funding opportunities, using partnerships and grants to share the costs where feasible. This Implementation Plan is the first step towards effectively implementing the CAP. Additional budget and resources will be needed for each strategy outlined in the CAP.