



Beach Boulevard

INFRASTRUCTURE RESILIENCY PROJECT

PHASE 2A COMMUNICATIONS AND ENGAGEMENT PLAN

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1. Project Background and Purpose

1.1 Project Background

In 1984, the City of Pacifica (City of Pacifica) constructed an 18-to-22-foot-tall seawall with a rip rap revetment and promenade along Beach Boulevard north of the Pacifica Pier. The southern section of the seawall was constructed in 1987 using a differing design. Since its construction, the north seawall has experienced failures in multiple locations and continues to be an increasing public health and safety risk for the City. The historic West Sharp Park neighborhood, in particular, which includes the Beach Boulevard Promenade, continues to be at risk of erosion and coastal flood damages associated with coastal processes of the Pacific Ocean.

To protect essential public infrastructure along the Beach Boulevard promenade, the City is implementing the Beach Boulevard Infrastructure Resiliency Project (Project) to replace the current seawall and outdated infrastructure. Phase 1 of the Project, Preliminary Planning and Feasibility, began in September 2020 and concluded in June 2021 with the adoption of preferred concept design alternative. Phase 2A of the project began in February 2023 and will focus on Preliminary Design. The Project area (see Figure 1) is located parallel to Beach Boulevard, just west of the Palmetto shopping district. The Project will assess the current infrastructure and seawall, which includes four structures:

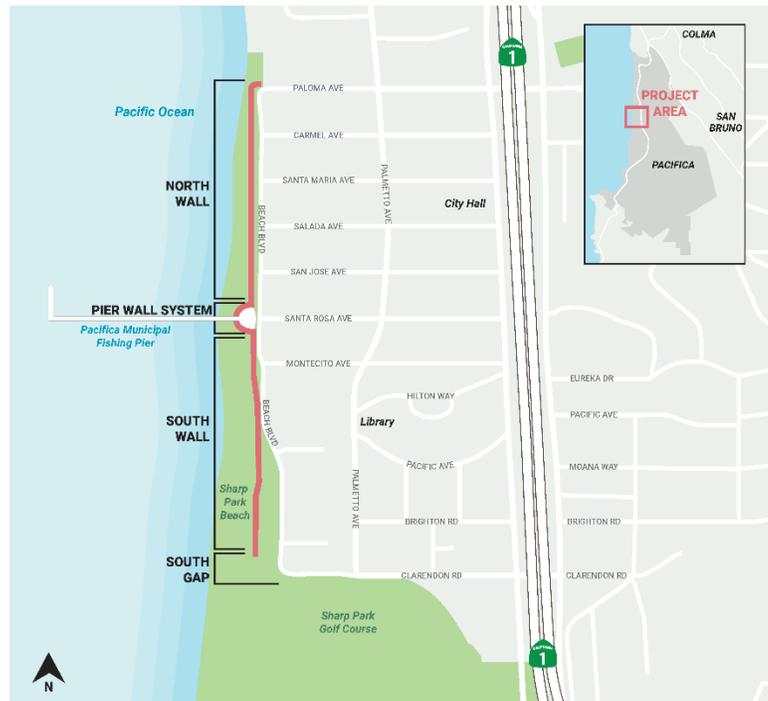


Figure 1: Project Area

- North Wall
- Pier Sheet Pile Wall
- South Wall
- South Gap



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Project Phases

- *Phase 1: Preliminary Planning and Feasibility* began in September 2020 and was focused on identifying existing and future conditions of the project area as well as the development of infrastructure replacement design alternatives. Phase 1 concluded in June 2021 with the identification of a preferred concept design alternative that was approved by Council to progress to Phase 2 for detailed design and permitting. The preferred concept is a hybrid shoreline protection system consisting of a seawall, rock scour apron and natural shoreline infrastructure.
- *Phase 2: Design, Environmental and Permitting* is divided into the following sub-phases:
 - *Phase 2a: Preliminary Design* began in February 2023 and will have a duration of 12 months. Phase 2A will advance the shoreline protection concept, approved by City Council in Phase 1, through preliminary design development resulting in a well-defined Project supported with analyses, drawings and visualizations suitable for community outreach meetings to share information on the Project and solicit feedback on specific land-side features of the Project. These land-side features include landscaping, hardscaping, beach access and community amenities.
 - *Phase 2b: Environmental Document* will have a duration of 12-18 months. Phase 2B will entail a formal California Environmental Quality Act (CEQA) process. This CEQA process will include engagement with responsible regulatory agencies (e.g., California Coastal Commission, Regional Water Quality Control Board) to support their permit application reviews, and each agency will require the CEQA document be certified prior to issuance of their project approvals. Anticipated community engagement activities include pop-up events and a public meeting focused on the Environmental Impact Report, among others.
 - *Phase 2c: Final Permitting & Design* will have a duration of 12-18 months. Phase 2C will include updates to the design package performed as needed to satisfy information required in the permit applications and in response to questions or comments received from agency staff during processing of the permits. Anticipated community engagement activities include pop-up events and public meetings focused on the permitting process as well as final design of the preferred concept and expectations for its construction.
- *Phase 3: Construction* timing is still to be determined.

1.2 Phase 2A Project Schedule

The Team (City staff, GHD, ESA, and Kearns & West) has planned the engagement process around the project timeline and its respective milestones. The overall project schedule is included below.



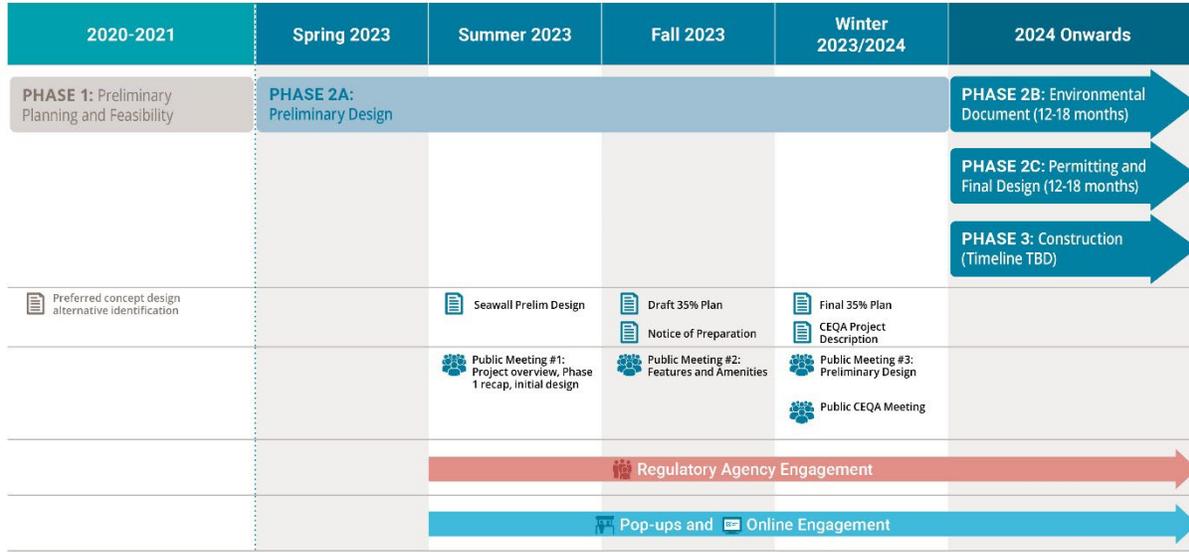
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Proposed activities subject to change

1.3 Engagement Plan Purpose

This Communications and Engagement Plan (Plan) provides a “roadmap” for the engagement process and aligns engagement activities with key project tasks and milestones for Phase 2A specifically. The Plan builds off best practices for engagement activities completed in Phase 1. It also identifies additional strategies for engagement to accommodate feedback sought during Phase 2A. The Plan is a living document that will be revisited and adjusted as needed throughout Phase 2A.

1.4 Related Planning Efforts in Pacifica

The Project overlaps in geography and focus with other efforts underway in Pacifica. These efforts, when combined, will help establish Pacifica’s future opportunities for development and preservation for decades to come. It is important to help the community understand how these efforts relate to each other. These efforts are listed below and summarized In Appendix B.

- Plan Pacifica, which includes the City’s General Plan, Local Coastal Program, Sharp Park Specific Plan, and the 2023-2031 Housing Element Update
- Beach Boulevard Promenade Public Plaza
- Esplanade & Palmetto Bicycle & Pedestrian Improvement Project

2. Audiences, Input Sought, and Engagement Objectives

2.1 Audiences

This Plan has identified the following audiences recognizing that there will be different levels of interest and influence amongst these groups, and that the engagement strategy should be designed to accommodate this reality.



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- City of Pacifica staff and City Council
- Local community, interest groups, and the general public
 - West Sharp Park residents
 - Local businesses
 - Recreation interests
 - Conservationist interests
 - The broader Pacifica community and the Bay Area as a whole, including environmental justice populations
- Regional, State, and Federal Regulatory Agencies
 - California Coastal Commission (CCC)
 - San Mateo County Flood and Sea Level Rise Resiliency District (OneShoreline)
 - San Francisco Recreation and Parks Department
 - US Army Corps of Engineers

2.2 Input Sought for Phase 2A

As a result of City Council’s decision during the June 2021 council meeting, the Team’s focus for Phase 2A will center around the preliminary design of the preferred concept, a hybrid shoreline protection system consisting of a seawall, rock scour apron and natural shoreline infrastructure.

While all features of the Project will be shared with both the community and regulatory agencies, community feedback will inform the design of land-side features specifically. As described in Section 1.1 above, these features will include landscaping, hardscaping, beach access and community amenities; specific features will be determined as the project progresses.

Phase 2A public engagement activities will also provide opportunities to update the public on the design of ocean-side features and those of the wall itself. These opportunities could include virtual office hours, described in Section 4.2.1, with community members who would like to learn more about the ocean-side features design process. Design of ocean-side features and those of the wall itself will be governed solely by building code, engineering design guidelines and analyses, and coordination with regulatory agencies (e.g., the CCC). These features will include the geometry, materials and other features of the walls, rock revetment and natural shoreline infrastructure. Specific components of Phase 2A and corresponding feedback sought, and from whom, are noted in Table 1.



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Land-Side Features	
Overview	Engagement Focus
<p>The project team will develop the following materials related to the Project’s land-side features.</p> <ul style="list-style-type: none"> • Preliminary design concepts along each segment of the project reach to illustrate the features and amenities that can be integrated into the Promenade. • Visual simulations or renderings to illustrate the features and amenities. • Up to three alternatives for the design of the Public Area between the protection structure and Beach Blvd. 	<ul style="list-style-type: none"> • Share visualizations detailing the relationship between protection infrastructure, public promenade, parking, and adjacent roads and private residences. • Share information related to materials, styles, and general character of community amenities, landscaping/hardscaping, promenade aesthetics, and beach access. • Collect community feedback on the desired aesthetic of the amenities as well as how these could impact viewshed, business, future use of the promenade, among other concerns identified in Phase 1.
Ocean-Side and Wall Features	
Overview	Engagement Focus
<p>The project team will develop the following materials related to the Project’s ocean-side features and those of the wall itself:</p> <ul style="list-style-type: none"> • Preliminary design concepts along each segment of the project reach to illustrate the hazard reduction elements. • Basis of design criteria & assumptions guiding preliminary design. • Results of technical analysis related to coastal hazards, seismic hazards, geomorphological response, and beach access considerations. 	<ul style="list-style-type: none"> • Share information that outlines the balance between protection infrastructure, coastal access features, and environmental resources. • Share information related to nuanced approach used for each reach. • Collect regulatory feedback on tradeoff analysis, mitigation elements, and design features.

Table 1: Input sought for Phase 2A

2.3 Engagement Objectives

With the above considerations in mind, the City is committed to designing and conducting a transparent community-based planning process that allows the public to help shape land-side features that both aligns with infrastructure resiliency needs, and reinvigorates the Beach Boulevard Promenade into an exciting space that the Pacifica community will be proud of. The City is also committed to regular and consistent engagement with regulatory agencies as the development of technical components related to ocean-side features and those of the wall itself progress. Engagement with these agencies will allow the Team to refine technical components of the Project in advance of formal consultation (e.g., CEQA) during Phase 2B.

This Plan is designed to achieve the following **engagement objectives** to meet the intended outcomes of Phase 2A, which entails advancing the preferred concept through preliminary design development resulting in a well-defined Project supported with analyses, drawings and visualizations.



- **Continue to communicate broadly the purpose and need of the project.** The Team will structure its engagement in a manner that is inclusive, open, and transparent to clearly communicate the rationale for decisions made and timelines associated with advancing specific components of the Project. This communication will occur early and often to assist in ensuring common understanding related to concerns, needs, and goals amongst the public, regulatory agencies, and the Team. The Team will also partner with “key communicators” (e.g., West Sharp Park residents and City Council members) to extend the reach of engagement efforts as they communicate with their respective networks and ensure their interests and priorities are included in Project discussions.
- **Employ varied tools to ensure equitable communication and engagement.** The Team will use a flexible, adaptive approach to engage Pacificans based on their varied needs. This will include translating technical information into easily accessible resources that are made available during and outside of discreet outreach activities, such as community meetings. Additionally, the “key communicators” noted above will also be leveraged to understand the methods of engagement their constituencies are most receptive to, especially what unique activities may be needed to engage communities that have historically not participated in the Project or other similar planning efforts in Pacifica. Feedback from these key communicators and the public at large will be welcomed throughout Phase 2A so that the Team can modify its engagement approach as needed.
- **Engage with regulatory partners early and frequently.** As previously stated, regular engagement and clear communication with regulatory agencies during Phase 2A will advance all parties’ comprehension of their respective decisions and needs for the purposes of aligning project design features with related planning efforts. This will set the stage for a seamless transition into future project phases of Environmental Documentation (Phase 2B) and Permitting (Phase 2C).
- **Clearly communicate the project components that will be focused on in the engagement process and where community input is sought.** At the direction of City staff and elected officials, input from the community is being sought on land-side features such as landscaping, hardscaping, beach access and community amenities. Community feedback is not being sought for design of ocean-side features and those of the wall itself. As noted Section 2.2, these features will be determined by building code, engineering design guidelines and analyses, and coordination with regulatory agencies.

3. Phase 1 Findings

Phase 1 of the Project provided regulatory agencies and the public the opportunity to engage with the Team on potential design concepts for replacement infrastructure along Beach Boulevard, including the rationale for various design concepts and trade-offs associated with them. Phase 1 engagement activities included four Workshops, Ad Hoc Subcommittee of the Pacifica City Council meetings, and collecting input from the CCC.

Key feedback from these engagement activities included:

- Support for replacing the current seawall with modern infrastructure that will allow West Sharp Park to thrive in the future.
- Concerns related to the City’s ability to pay for the project (and how other priority projects might not get funded if the Project does go through), and potential environmental impacts.
- Desire for the Project to protect residents’ homes; allow for continued economic growth; maintain recreational opportunities along the coastline; and help protect the natural environment.
- Desire for a transparent process that builds understanding among Pacifica residents regarding the need for and importance of rebuilding coastal infrastructure, and tradeoffs between the Project alternatives that will be identified.



Phase 1 concluded in June 2021 with the identification of a preferred concept design alternative that was approved by Council to progress to Phase 2.

Additional details on the engagement activities conducted and key feedback received can be found in the [Phase 1 Public Engagement Summary](#).

4. Phase 2A Engagement Activities and Schedule

4.1 Phase 2A Timeline

Consistent with the overall engagement strategy, the Phase 2A engagement process will be planned and implemented around the project timeline and its respective milestones. The Phase 2A timeline (including engagement activities) is included in Appendix A.

4.2 Phase 2A Engagement Activities

The following engagement activities that the City will implement in support of Phase 2A are organized into two sections: one to highlight how the community will be engaged and the other to describe coordination with regulatory agencies.

4.2.1 Community Engagement



Coordination with City Council and Ad Hoc Subcommittee

The project team will periodically present to, solicit input, and coordinate with the Pacifica City Council which will be particularly focused on having effective community engagement for the Project. Additionally, as decided during the February 27, 2023, City council meeting, an Ad Hoc Subcommittee will be convened throughout Phase 2A. This Subcommittee will be constituted of Councilmembers Mary Bier and Christine Boles as well as City staff and will meet five times throughout Phase 2A. This Subcommittee will provide councilmembers with opportunities to:

- Provide suggestions on how to reach community members.
- Amplify engagement opportunities.
- Advise on this Communications and Engagement Plan document.
- Provide content and approach feedback for planning of and post engagement activities.



Community Meetings

The City will convene three community meetings during Phase 2A to provide information and seek community input. Meetings will be open to the public and will vary in format. The anticipated focus and schedule of the public meetings are as follows and are subject to change:

Meeting	Date	Topic
Meeting #1	June 2023	Project Overview, Phase 1 Recap, and Preliminary Design Process
Meeting #2	September 2023	Features and Amenities
Meeting #3	December 2023	Preliminary Design, including integration of features and amenities feedback



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The Project Team will notify Pacifica residents of upcoming workshops through a variety of channels, including email notification, social media, coordinating with local organizations, and sending invitations via postal mail to Pacifica residents.



Online Surveys

The Project Team will customize and disseminate online surveys to gather input from the community on their priorities as they relate to community amenities for the Project. The team will develop and disseminate two online public surveys that will seek input on landscape/hardscape features, amenities, and promenade use designations, among other topics. The survey tool will allow participants a fast and effective online experience, and can be leveraged strategically with the County’s social networking tools (e.g. Facebook, Twitter, NextDoor).



CEQA Scoping Meeting

The Project Team will convene a public scoping meeting as a component of the CEQA process. This scoping meeting will entail sharing information regarding the proposed project and environmental review process, and seeking community input on environmental concerns and issues to be addressed in the environmental documents.



Pop-up Events

The Project Team will organize five mobile, or “pop-up,” events throughout the duration of Phase 2A. This strategy is an effective engagement tool for bringing information to community members and asking for their input in an informal setting. The team will work with City staff, the Ad Hoc Subcommittee, and community groups to identify recommended dates and locations for pop-up events. Initial concepts for pop-up workshops include Fog Fest, tabling at the Pier, and farmers markets.



Project Team Virtual Office Hours

On as needed basis, the Team will convene virtual office hours open to the public. These will serve as an opportunity to discuss specific topics, including those related to ocean-side features as well as those of the wall itself, that will not be covered in public meetings. Scheduling of office hours will be coordinated with City staff and is anticipated to occur in advance of public meetings.

4.2.2 Early Engagement with Regulatory Agencies



Coordination with Regulatory Agencies

The Project Team will convene four meetings with regulatory agencies to inform and collect feedback on ocean-side features as well as those of the wall itself. Coordinating with the CCC, a state agency with quasi-judicial regulatory oversight over land use and public access in the California coastal zone, will be particularly important. Other agencies include the San Francisco Recreation and Parks Department, the US Army Corps of Engineers, and the San Mateo County Flood, and OneShoreline.

The anticipated schedule of Phase 2A coordination meetings with regulatory agencies are as follows:

Meeting	Date	Topic/Audience
Meeting #1	June 2023	Phase 2A kick off with CCC staff
Meeting #2	August 2023	Design concepts and considerations with CCC Staff
Meeting #3	September 2023	Public feedback and design updates with CCC Staff



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Meeting #4	December 2023	Project overview, updated design including integrated features and amenities with staff from CCC, San Francisco Recreation and Parks Department, and OneShoreline
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Additionally, the Team will convene a CEQA scoping meeting with regulatory agencies. It will entail sharing information regarding the proposed project and environmental review process and solicit input on environmental concerns and issues to be addressed in the environmental documents.

5. Outreach Materials and Resources

Following best practices from Phase 1, the Project Team will develop and disseminate Project materials to share information and ensure a common understanding of the Project’s purpose and scope and promote awareness of opportunities to participate in upcoming events. This will include the following activities:



Project Webpage

The City will update and utilize the Project [website](#) to provide easily accessible information. The webpage will be updated regularly throughout the process as more information becomes available. The webpage will include a sign-up form so those interested can be added to the Project distribution list, and it could also potentially feature an online comment form to gather rolling feedback throughout the process.



Informational Materials

Providing consistent messaging about the Project’s purpose, scope and status will be a critical component of the outreach effort. The Team will develop outreach materials including a Project Overview factsheet, and other brochures/factsheets as needed, that will be posted on the Project webpage and will be distributed during public meetings. The development of outreach materials will include conveying technical information into a more accessible format for the public. Additionally, physical signage will be posted along the Promenade and will include a QR code linking to the project website.



E-News Updates and Notifications

The Project Team will leverage the City’s existing contact database (generated from Phase 1) and send email updates to the listserv throughout Phase 2A, focused on Project milestones (e.g., public meetings) or the release of publicly accessible Project documents. The Project Team will also encourage partner agencies and local organizations, such as the Pacifica School District, Pacifica Resource Center, and Pacifica Mothers Club, to share Project updates through their respective email distribution channels, further extending the reach of Project communications. Updates regarding the Project could also be included in the City’s Connect with Pacifica e-newsletter.

Additionally, the Project Team will work with the City to develop and distribute physical mailers noticing upcoming public meetings. These mailers will be distributed to all Pacifica residents within a week of the scheduled date of a public meeting.



Social Media

The project Team will leverage the City’s existing social media channels, including Facebook, Twitter, and NextDoor to share information with the general public. In particular, the project team will create and share social media posts to notice upcoming meetings and opportunities to provide comment.



6. Measuring Success

The Project Team will use an adaptive approach to plan and implement the Project’s engagement program. It will solicit ongoing feedback from interested parties regarding the effectiveness of engagement activities and will adjust future activities to be responsive to the extent feasible. The Project Team will meet periodically to evaluate and discuss the engagement program and may solicit input in advance to inform these conversations. The Ad Hoc Subcommittee’s feedback will be collected throughout Phase 2A to gage the effectiveness of the engagement program and where modifications to the engagement approach may be needed.

At a high-level, determining whether engagement is successful depends on whether the Project’s main engagement objectives are met, namely:

- Engage a wide range of Pacificans, particularly those located in or near the West Sharp Park neighborhood, to build a broad understanding of the project’s purpose and scope, and how they can participate in the process.
- Provide interested parties with multiple, meaningful opportunities to participate in the project development process and provide input.
- Align engagement opportunities with key project milestones and deliverables to ensure that interested parties’ input can be incorporated to the extent feasible.

If the above three objectives have been met, then the engagement program is serving its intended function. If they are not being met, the Team will work collaboratively with interested parties to determine how best to meet them in the future.

7. Staff Roles and Responsibilities

Table 2 below identifies specific roles with respect to the planning and implementation of engagement activities to support Phase 2A.

Staff	Position	Role
City of Pacifica Elected Officials		
Mary Bier	Councilmember, District 3	Ad Hoc Subcommittee Member
Christine Boles	Councilmember, District 2	Ad Hoc Subcommittee Member
City of Pacifica Staff		
Lisa Petersen	Public Works Director	Ad Hoc Subcommittee Member
Kevin Woodhouse	City Manager	Ad Hoc Subcommittee Member
Roland Yip	Public Works Deputy Director	City Staff Project Lead, Ad Hoc Subcommittee Member
Consultant Staff		
Aaron Holloway	Senior Coastal Engineer, GHD	Project Manager
Nick Sadrpour	Senior Coastal Scientist, GHD	Deputy Project Manager
Craig Lewis	Senior Structural Engineer, GHD	Project Director



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Elijah Davidian	Senior Project Manager, ESA	Environmental & permitting
Louis White	Principal Coastal Engineer, ESA	Coastal Engineer
Katie DeLeuw	Senior Director, Kearns & West	Outreach Lead
Ben Gettleman	Principal, Kearns & West	Outreach Lead
Matt Marvin	Senior Associate, Kearns & West	Outreach Lead

Table 2: Staff Roles and Responsibilities



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Appendix A: Phase 2A Timeline

	2023												2024	
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
Design Process	Design Criteria & Objectives				Seawall Prelim Design			Draft 35% Plan			Final 35% Plan			
Environmental Process								Notice of Preparation				CEQA Project Description		
Public Meetings/ Workshops				Project overview, Phase 1 recap, initial design	Workshop 1		Features & Amenities	Workshop 2		Prelim design including integration of features & amenities feedback	Workshop 3	Public CEQA Mtg		
Ad Hoc Committee			AC Meeting	AC Meeting		AC Meeting		AC Meeting		AC Meeting				
Agency Engagement					Agency Meeting		Agency Meeting	Agency Meeting			Agency Meeting	Agency CEQA Mtg		
Pop-up Workshops					Pop-Up	Pop-Up	Pop-Up			Pop-Up		Pop-Up		
Online Engagement								Online survey		Online survey				

Proposed activities subject to change



Appendix B: Related Planning Efforts in Pacifica

This appendix summarizes other planning efforts with overlapping geographies and areas of focus of the Project, with other efforts underway in Pacifica.

- **Plan Pacifica:** In early 2019, the City of Pacifica commenced an effort that was titled Plan Pacifica and comprised of three separate, but related, long-term planning efforts including updating the General Plan, updating the Local Land Use Coastal Plan, and developing a Specific Plan for the Sharp Park neighborhood. Information on the current progress of the Plan Pacifica effort can be found at <https://www.planpacifica.org/>.
 - **General Plan:** The General Plan is the “constitution” for the city and guiding document for development and policy making in a wide range of topics. The City Council adopted the updated 2040 General Plan on July 11, 2022. Implementation of the new General Plan took effect on August 10, 2022.
 - **Local Coastal Program:** The Local Coastal Program (LCP) consists of two components, the Land Use Plan and the Implementation Program.
 - *Local Coastal Land Use Plan (LCLUP):* Specifies the kinds, locations, and intensities of land uses; the applicable resource protection and development policies; and where necessary, a listing of implementing actions.
 - *Implementation Program:* Consists of zoning ordinances, zoning district maps, and other legal instruments needed to implement the Land Use Plan. The current planning process in Pacifica does *not* include the development of an Implementation Program.

A LCLUP, certified by the CCC, provides a local jurisdiction, such as the City of Pacifica, the ability to issue coastal permits for most new development in the Coastal Zone, subject to the standards established in the certified LCP. The LCLUP was last updated in 1980. In June 2020, the LCLUP was sent to the Coastal Commission for certification. In December 2022, the Coastal Commission indicated it would need a time extension to adequately review the City’s updates to the LCLUP. In late February 2023, a Coastal Commission staff report that recommended several modifications to be added to the proposed LCLUP before approval was posted in anticipation of the March 2023 Coastal Commission hearing. Due to the short notice, the City of Pacifica requested a continuance on the item to be held at a future meeting no earlier than July 2023 in order to adequately review and respond to the proposed Coastal Commission staff modifications to the LCLUP.

- **Sharp Park Specific Plan:** The Sharp Park Specific Plan, adopted by City Council August 31, 2022, establishes a vision for a vibrant, community-focused heart of the City in the historic Sharp Park neighborhood. The Specific Plan provides implementation guidance for economic development, transportation, land use and housing opportunities in the neighborhood. The City is now working on CCC certification of the Sharp Park Specific Plan so it can take effect in the Coastal Zone.
- **Housing Element:** As mandated by the California’s Department of Housing and Community Development (HCD), the City is currently updating its Housing Element, which will serve as the Pacifica’s housing plan for the next eight years (2023-2031). The Update Process is an



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important opportunity for residents and community members to come together to assess housing needs, identify policy and resource priorities, and find solutions to implement a wide range of housing choices. The plan contains goals, policies, and programs that will guide the City's decision-making around the development and rehabilitation of housing. The Draft Housing Element Update was released for public review on February 24, 2023, and the public will be able to provide comments through March 27, 2023. The Housing Element Update will be submitted to HCD by May 2023.

- **Beach Boulevard Promenade Public Plaza:** The Public Plaza along Beach Boulevard Project will rejuvenate the sandy regions adjacent to the Beach Boulevard Promenade between Birch Lane and Clarendon Road. Amenities being considered for installation include: exercise furnishings, hard-scaped plaza, bicycle parking, stone animal play structures, and new concrete benches. The project is currently in the design phase and is anticipated to be a short-term project.
- **Esplanade & Palmetto Bicycle & Pedestrian Improvement Project:** This project intends to resurface roads, install bicycle facilities, and improve pedestrian crossings at Manor & Esplanade and Hwy 1 On Ramp on Palmetto Avenue. The project is undergoing design in early 2023 and is currently expected to begin construction in late summer/ fall of 2023.
- **Proposed Developments:** Several commercial and residential developments are being considered in or near the Project area, including a hotel near the current seawall. The long-term viability of many of these projects require a protected coastline along Beach Boulevard, which the Project aims to provide.