

# CHAPTER 6 Plan Implementation

## 6.1 PURPOSE

This chapter is intended to identify a variety of techniques and strategies to implement the Specific Plan and achieve the vision for the Gateway area. The ideas discussed in this chapter are not mandates, nor are they intended to be all-inclusive. It is anticipated that flexibility to respond to various development proposals and market conditions will be needed over time. The most effective approach may ultimately prove to be a combination of several strategies, or some other techniques that have yet to be identified or accepted by the development community. In any event, the successful implementation of the Specific Plan will require the extraordinary efforts, cooperation, and creativity by the City, regional, state, and federal agencies, property and business owners and the development community.

The implementation strategies that have been identified focus on various Incentive Programs, Financing Mechanisms, and Improvement Priorities that could be considered toward this effort. Table 6-5 (Implementation Schedule) begins to define the actions, responsible parties, and timeframes needed to ensure the timely implementation of the plans, policies, and developments envisioned by the Specific Plan. This Table is intended to be continually updated and provides a mechanism to monitor progress and can be used to establish project and funding priorities as part of the City's annual budget process.

## 6.2 INCENTIVE PROGRAMS

This section identifies various entitlement and development incentives that could be used to encourage and facilitate new development and/or rehabilitation and adaptive reuse of existing structures.

- **Land Use Entitlements:** For projects that are consistent with and advance the vision, policies, and plans of the Specific Plan, "Fast-Track" land use entitlements and work expeditiously to resolve identified issues. This ultimately allows development to proceed on an accelerated basis that saves property owners, business owners, developers, and builders valuable time and money.
- **Density Incentives:** An integral component of this Specific Plan and the General Plan Land Use Element is the ability to provide for increased land use densities in the form of residential units



per acre or floor area ratios. These incentives are identified as policies in Chapter 3 (Policies and Development Plans) and as regulations in Chapter 4 (Allowable Uses, Development Standards, and Guidelines). The exact amount of the incentive can be established through the entitlement process without the need for a Specific Plan Amendment, provided certain findings are made. The increased densities are intended to reflect the extra-ordinary contributions of a particular project in advancing the Specific Plan, including providing for affordable housing, meeting rooms and recreational facilities accessible to the general public, architectural design and site development exceeding the City's standards for environmental sustainability, the funding of streetscape and public realm improvements and amenities beyond those required for the project.

- **Parking Allowances:** The parking supply, configuration, placement, and access are essential to the function and vitality of the Gateway area. The Specific Plan identifies a number of policies in Chapter 3 and regulations in Chapter 4 that address parking. Through the entitlement process, opportunities exist to consider flexible guidelines and design alternatives to ensure that parking demand is accounted for while minimizing costs and maximizing shared parking opportunities.
- **Lot Consolidation/Reconfiguration:** It is anticipated that lot consolidation, or reconfiguration of existing lots, will facilitate development to achieve the desired urban form and development densities anticipated by the Specific Plan. Through the entitlement process, opportunities exist to consolidate or reconfigure lots to reflect new development and building alignments, thereby increasing design flexibility in site, building and parking layouts.

### 6.3 FINANCING MECHANISMS

This section presents the estimated costs for infrastructure and streetscape improvements for the Gateway area and identifies various financing mechanisms that could be used to encourage public and private development and investment in the Gateway area. Table 6-1 specifies the estimated costs and Table 6-2 (City of Laguna Niguel Financing Methods) describes potential financing strategies that can be pursued by the City of Laguna Niguel, their eligible uses, and parameters in which they can be applied. Table 6-3 (State and Federal Financing Methods) describes potential state and federal funding programs, their eligible uses, and parameters for application. Table 6-4 (Developer/Property

Owner/User Financing Methods) describes financing programs that can be directly or in partnership with the City applied to developers, property owners, and users in the Gateway; eligible uses; and the parameters for their application.

<b>TABLE 6-1 Cost Estimates for Key Infrastructure Improvements in the Specific Plan Area</b>		
<i>System</i>	<i>Improvement Description</i>	<i>Cost Estimate</i>
<b>Circulation and Mobility</b>	<b>Crown Valley Parkway Widening</b>	
	Eastbound: Cabot Road to I-5 Northbound on-ramp	\$15,000,000
	Westbound I-5 Southbound off-ramp	\$9,400,000
	Crown Valley Intersection Improvements (Cabot and Forbes)	\$26,180,000
	<i>Subtotal</i>	<u>\$50,580,000</u>
<b>Streetscape and Other Amenities</b>	<b>Streetscapes</b>	
	Forbes Road North (East/West sides along Oso Creek)	\$1,187,884
	Forbes Road South	\$1,137,884
	Cabot Road North	\$1,070,118
	Cabot Road South	\$735,114
	Crown Valley Parkway	\$817,895
	Camino Capistrano North	\$629,055
	Camino Capistrano South	\$1,107,726
	<b>Bridges</b>	
	Oso Creek—North Forbes Road	\$500,000
	Oso Creek—South Forbes Road	\$500,000
	Crown Valley—Oso Creek Multipurpose Trail Bridge	\$7,050,000
	<b>Other</b>	
	Slope West of Oso Creek North of Crown Valley Pkwy	\$2,028,987
	<i>Subtotal</i>	<u>\$16,764,663</u>
<b>Oso Creek Softening/Greening</b>	North of Crown Valley Parkway (1,250 Linear Feet)	\$4,000,000
	South of Crown Valley Parkway	\$3,500,000
	<i>Subtotal</i>	<u>\$7,500,000</u>
<b>Utility Infrastructure</b>	Sanitary Sewer	\$1,350,000
	Drainage (Oso Creek)	\$400,000
	Domestic Water	\$275,000
	Engineering/Construction Management	\$506,250
	<i>Subtotal</i>	<u>\$2,531,250</u>
<b>Total</b>		<b>\$77,375,913</b>

All estimates are relative order of magnitude costs for the specified improvements.

TABLE 6-2 City of Laguna Niguel Financing Methods

Funding Mechanism	Capital Improvement Program (CIP)	Reduction/Deferral of Permits/Fees	Community Development Block Grants (CDBG) / Section 108 Loans	Infrastructure Financing Districts (IFDs)
<b>Description</b>	<ul style="list-style-type: none"> <li>■ The CIP is the City's multi-year planning instrument used to facilitate the timing and financing of capital improvements. The CIP identifies the sources of funds available for capital improvement projects</li> </ul>	<ul style="list-style-type: none"> <li>■ Reduction or deferral of select permits and fees that results in upfront development cost reductions</li> </ul>	<ul style="list-style-type: none"> <li>■ Annual grants for use towards economic development, public facilities, and housing rehabilitation</li> <li>■ Section 108 loans provide front-end financing for large-scale community and economic development projects that cannot be financed from annual grants</li> </ul>	<ul style="list-style-type: none"> <li>■ Similar in function to redevelopment tax increment, tax increment revenues within an IFD are used to finance the construction of public works and facilities.</li> </ul>
<b>Eligible Uses</b>	<ul style="list-style-type: none"> <li>■ Lease or purchase of land and rights-of-way</li> <li>■ Construction of buildings or facilities</li> <li>■ Public infrastructure construction</li> <li>■ Purchase of major equipment and vehicles</li> <li>■ Studies and plans associated with capital projects</li> <li>■ Projects requiring debt obligation and borrowing</li> </ul>	<ul style="list-style-type: none"> <li>■ Permit and fee charges payable to the City</li> </ul>	<ul style="list-style-type: none"> <li>■ Acquisition and disposition of property</li> <li>■ Clearance and demolition</li> <li>■ Public facilities and site work</li> <li>■ Funds must be targeted to specific areas benefiting low- and moderate-income persons or to eliminate blight</li> </ul>	<ul style="list-style-type: none"> <li>■ Highways, interchanges, bridges, and ramps</li> <li>■ Sewage treatment and water reclamation plants</li> <li>■ Flood control levees, retention basins, and drainage channels</li> <li>■ Parks and recreational facilities</li> </ul>
<b>Funding Parameters</b>	<ul style="list-style-type: none"> <li>■ Additionally, the City can elect to dedicate portions of specific General Fund revenues, e.g., TOT, sales tax, etc. to targeted capital improvements if the City determines that sufficient benefit exists for the assistance</li> </ul>	<ul style="list-style-type: none"> <li>■ Varies by city; some cities are deferring fees until Certificate of Occupancy due to current economic climate</li> </ul>	<ul style="list-style-type: none"> <li>■ Varies, funds are provided by HUD and administered by cities</li> </ul>	<ul style="list-style-type: none"> <li>■ Created by cities and/or counties</li> <li>■ IFDs may not finance routine maintenance or repair work, or ongoing operating costs</li> </ul>

<b>TABLE 6-3 State and Federal Financing Methods</b>			
<i>Funding Mechanism</i>	<i>California Infrastructure and Economic Development Bank (I-Bank)</i>	<i>SAFETEA-LU</i>	<i>Proposition 1B</i>
<b>Description</b>	<ul style="list-style-type: none"> <li>Low cost financing to public agencies for a wide variety of infrastructure projects</li> </ul>	<ul style="list-style-type: none"> <li>Safe, Accountable, Flexible, Efficient, Transportation Act: A Legacy for Users</li> <li>Signed into law in 2005, the SAFETEA-LU purpose is to focus on addressing the existing and future challenges in the transportation system</li> </ul>	<ul style="list-style-type: none"> <li>Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006</li> <li>Approved in 2006, made available \$20 billion for state and local improvement projects</li> </ul>
<b>Eligible Uses</b>	<ul style="list-style-type: none"> <li>City streets</li> <li>Educational facilities</li> <li>Environmental mitigation measures</li> <li>Parks and recreational facilities</li> <li>Public transit</li> </ul>	<ul style="list-style-type: none"> <li>Improve safety</li> <li>Reduce traffic congestion</li> <li>Improve efficiency in freight movement</li> <li>Increase intermodal connectivity</li> <li>Protect the environment</li> <li>Research and studies</li> </ul>	<ul style="list-style-type: none"> <li>Congestion relief</li> <li>Improve air quality</li> <li>Enhance safety and security of transportation systems</li> </ul>
<b>Funding Parameters</b>	<ul style="list-style-type: none"> <li>The infrastructure State Revolving Fund Program offered by the I-Bank offers loans ranging between \$250,000 to \$10,000,000 with eligible repayment sources including General Fund revenues, tax increment revenues, and property assessments.</li> </ul>	<ul style="list-style-type: none"> <li>Varies, based on the funding program</li> <li>As of March 2010, funding of \$4.6 billion in Federal subsidies for Build America Bonds, created by the American Recovery and Reinvestment Act of 2009; bonds allow states and municipalities to finance infrastructure projects with an interest subsidy from the Federal government</li> <li>Proposed amount of future funds is still under consideration by Congress</li> </ul>	<ul style="list-style-type: none"> <li>Varies, competitive application process</li> <li>The program currently contains \$6.6 million in funds available</li> </ul>
<i>Funding Mechanism</i>	<i>Proposition 1C</i>	<i>Propositions 42 and 1A</i>	<i>Proposition 84</i>
<b>Description</b>	<ul style="list-style-type: none"> <li>Proposition 1C, the Housing and Emergency Trust Fund Act of 2006, was created to promote housing in three types of projects: in-fill, transit-oriented development (TOD), and brownfield development</li> </ul>	<ul style="list-style-type: none"> <li>Proposition 42 required a portion of sales tax on gasoline be transferred to the Transportation Infrastructure Fund (TIF). Amended by Proposition 1A to limit the State's ability to suspend transfer of revenues from the TIF during fiscal difficulties.</li> </ul>	<ul style="list-style-type: none"> <li>Proposition 84 provides funding for a broad range of projects including water quality; Statewide water planning; protection of coastal waters, rivers, lakes, and streams; wildlife conservation; and sustainable communities and climate change.</li> </ul>

<b>TABLE 6-3 State and Federal Financing Methods</b>			
<i>Funding Mechanism</i>	<i>Proposition 1C</i>	<i>Propositions 42 and 1A</i>	<i>Proposition 84</i>
<b>Eligible Uses</b>	<ul style="list-style-type: none"> <li>■ In-fill projects:                             <ul style="list-style-type: none"> <li>&gt; Roads, parking structures, transit linkages, and traffic mitigation</li> <li>&gt; Demolition and site preparation</li> <li>&gt; Sidewalks and streetscapes</li> </ul> </li> <li>■ Brownfield development:                             <ul style="list-style-type: none"> <li>&gt; Clean-up, mitigation, and remediation</li> <li>&gt; Mid-project assessment and technical assistance</li> <li>&gt; Environmental insurance</li> </ul> </li> <li>■ TOD:                             <ul style="list-style-type: none"> <li>&gt; Property acquisition/relocation</li> <li>&gt; Construction work</li> <li>&gt; Engineering design/supervision</li> <li>&gt; Environmental studies/ remediation/ mitigation</li> <li>&gt; Replacement parking required by public agency</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Congestion relief</li> <li>■ Safety enhancements</li> <li>■ Local streets repair</li> <li>■ Public transportation</li> </ul>	<ul style="list-style-type: none"> <li>■ Incentives for the development of local land use plans that are designed to promote water conservation, reduce automobile use and fuel consumption, encourage greater infill and compact development, and revitalize urban and community centers.</li> <li>■ Eligible projects include specific plans, infill plans, zoning ordinances, and other implementation instruments and plans needed for successfully meeting AB 32 greenhouse gas emissions reduction and implementing SB 375, while improving community-wide sustainability</li> </ul>
<b>Funding Parameters</b>	<ul style="list-style-type: none"> <li>■ In-fill: Funds are competitively awarded by the Department of Housing and Community Development (HCD) to qualifying in-fill projects and areas via the RFP process</li> <li>■ Brownfield: Participants in the CALReUSE cleanup program will be eligible for up to \$5 million in grants and loans</li> <li>■ TOD: Grants are provided to municipalities for infrastructure, first-time homebuyer loans for for-sale units, and loans to developers of rental units in eligible TOD projects</li> </ul>	<ul style="list-style-type: none"> <li>■ Funds provided directly for local road improvements, as well as for capital projects (highway and transit) selected by Caltrans in the State Transportation Improvement Program.</li> </ul>	<ul style="list-style-type: none"> <li>■ A total of \$5.38 billion spread over eight broad project areas. One project area is for Sustainable Communities/Climate Change with a \$580 million allocation.</li> <li>■ Applications for funding are to be submitted to the Strategic Growth Council, with grants to be issued for projects ranging from \$100,000 to \$1 million.</li> </ul>

<b>TABLE 6-4 Developer/Property Owner/User Financing Methods</b>				
<i>Funding Mechanism</i>	<i>Landscaping Districts/Parking Districts</i>	<i>Business Improvement Districts (BIDs)</i>	<i>Developer Impact Fees</i>	<i>Property Owner/Developer Exactions</i>
<b>Description</b>	<ul style="list-style-type: none"> <li>■ Assessment on properties located within a specific district that benefit from landscaping and/or parking</li> <li>■ Alternatively, collection of parking in-lieu fees on new development in lieu of on-site parking</li> </ul>	<ul style="list-style-type: none"> <li>■ Annual fees paid by business owners and/or property owners to fund activities and programs intended to enhance the business environment in a defined area</li> </ul>	<ul style="list-style-type: none"> <li>■ Fees paid by developers to pay all or a portion of the costs of any public facility that benefits their development</li> </ul>	<ul style="list-style-type: none"> <li>■ Payments made by developers or property owners in addition to, or in lieu of, development impact fees</li> <li>■ Funds contributed are used to install selected public improvements.</li> <li>■ Alternatively, developers are required to construct and deliver specific improvements</li> </ul>
<b>Eligible Uses</b>	<ul style="list-style-type: none"> <li>■ Landscaping districts allow for the funding of lights, recreational equipment, landscaping, and/or parking</li> <li>■ Parking districts allow for the acquisition, improvement, and operation of shared parking facilities</li> </ul>	<ul style="list-style-type: none"> <li>■ Marketing and promotion</li> <li>■ Security</li> <li>■ Streetscape improvements</li> <li>■ Operating and maintenance of public improvements</li> <li>■ Special events</li> </ul>	<ul style="list-style-type: none"> <li>■ Capital facilities or ongoing services, such as:                             <ul style="list-style-type: none"> <li>&gt; School impact fee</li> <li>&gt; Mitigation fee (police, fire, park)</li> <li>&gt; Water meter installation</li> <li>&gt; Sanitation capacity charge</li> <li>&gt; Water system facility/backup facility charge</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Dedication of right-of-way streets and utilities</li> <li>■ Provision of open space</li> <li>■ Parks or landscape improvements</li> <li>■ Schools and community facilities</li> </ul>
<b>Funding Parameters</b>	<ul style="list-style-type: none"> <li>■ Funds are typically collected concurrently with the annual business license tax or property tax bill, with varying formulas for retail vs. nonretail businesses, and residential vs. non-residential property</li> <li>■ Parking in-lieu fees can be based on cost of off-site parking facilities</li> </ul>	<ul style="list-style-type: none"> <li>■ Once established, annual BID fees are mandatory for businesses/properties located within the BID boundary</li> <li>■ Business-based BID fees are collected with business license fees; property-based BID assessments are collected on property tax bills</li> </ul>	<ul style="list-style-type: none"> <li>■ Fees are paid in the form of a specified amount as a condition to the issuance of building permits, an occupancy permit, or subdivision map approval</li> </ul>	<ul style="list-style-type: none"> <li>■ Typically paid or committed as part of the development approval process</li> </ul>

<b>TABLE 6-4 Developer/Property Owner/User Financing Methods</b>				
<i>Funding Mechanism</i>	<i>Developer Advances/Reimbursement Agreements</i>	<i>Community Facilities Districts (CFDs)</i>	<i>Special Assessment Districts</i>	<i>User Fees</i>
<b>Description</b>	<ul style="list-style-type: none"> <li>■ Advance of funds from developers for use toward backbone infrastructure</li> <li>■ Alternatively, developers construct and deliver specific improvements</li> <li>■ City and developer enter into Reimbursement Agreement</li> </ul>	<ul style="list-style-type: none"> <li>■ A special tax placed against property located within an established district to fund public facilities and services</li> <li>■ Municipal bonds supported by revenues from the special tax are sold by the CFD to provide upfront funding to build improvements or fund services</li> </ul>	<ul style="list-style-type: none"> <li>■ Similar to a CFD but shifts the funding of infrastructure from all taxpayers to only those who benefit specifically from the improvement</li> <li>■ Sets a fixed lien on every parcel within the assessment district</li> <li>■ Municipal bonds supported by special assessments provide upfront funding</li> </ul>	<ul style="list-style-type: none"> <li>■ Fee imposed by a city, utility, or other franchise for services and facilities they provide</li> </ul>
<b>Eligible Uses</b>	<ul style="list-style-type: none"> <li>■ Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>■ Fund capital facilities including:                             <ul style="list-style-type: none"> <li>&gt; Parks</li> <li>&gt; Schools</li> <li>&gt; Fire stations</li> <li>&gt; Water and sewer systems</li> <li>&gt; Government facilities</li> </ul> </li> <li>■ Purchase, construction, and improvement or rehabilitation of real property</li> </ul>	<ul style="list-style-type: none"> <li>■ Construction of capital facilities such as roads, water, sewer, and flood control</li> </ul>	<ul style="list-style-type: none"> <li>■ Water meter hook-ups</li> <li>■ Gas, electric, cable, and telephone hook-ups</li> <li>■ Park and recreation facilities</li> </ul>
<b>Funding Parameters</b>	<ul style="list-style-type: none"> <li>■ Typically repaid from Community Facilities District (CFD) bond proceeds, and/or development impact fees collected from future developers</li> </ul>	<ul style="list-style-type: none"> <li>■ Requires 2/3 vote of qualified electors in district. If fewer than 12 residents, vote is conducted on current landowners</li> <li>■ Assessment based on allocation formula, not necessarily in proportion to the benefit received</li> <li>■ Requires value to lien ratio of 3:1</li> </ul>	<ul style="list-style-type: none"> <li>■ Typically property owners petition a City to form a district to finance large-scale infrastructure improvements</li> <li>■ Assessments on property owners are determined in proportion to the benefit received</li> </ul>	<ul style="list-style-type: none"> <li>■ Use of user fee revenues are limited to paying for the service for which the fees are collected</li> <li>■ The fee amount may not exceed the cost of providing the service but may include overhead, capital improvements, and debt service</li> </ul>

## 6.4 ACTION ITEMS AND PRIORITIES

This section identifies actions that implement the policies and plans for the Gateway area. These encompass administrative strategies and physical improvements for mobility, streetscape, infrastructure, and open space. In undertaking these, the City will be making a significant and visible economic commitment to realize the vision of the Gateway area. They will add value and improve the visual character of the area, thereby laying the foundation for future private sector investment and new development.

The actions are assigned a priority of “High,” “Medium,” or “Low” and an estimated time frame depending on their importance to help affect or achieve the vision. The highest priorities recognize those items that can be implemented relatively quickly and are within the City’s control, as well as those that offer the greatest leverage in stimulating private reinvestment and change. Generally, they fall into three categories: (a) development and implementation of programs to attract developers and secure funding for area improvements; (b) amendment of regulatory requirements and procedural processes to facilitate development consistent with the Plan; and (c) planning for and construction of improvements that provide infrastructure and services sufficient to support planned new development (e.g., widening of Crown Valley Parkway and potable water, sanitary sewer, and storm drainage), and improve the quality of place (e.g., pedestrian-oriented streetscape and open space amenities and signage programs).

The actions and priorities are described in Table 6-5 (Implementation Schedule). This is intended to provide a mechanism to establish annual programmatic and budgeting priorities and monitor progress in achieving the Plan’s visions. In conjunction with the City’s annual budget process, the identified tasks and projects and their priority may be adjusted given funding availability, feasibility of implementation, timing of private development, or as new projects funding opportunities present themselves over time.

<b>TABLE 6-5 Implementation Schedule</b>					
	<i>Action Step</i>	<i>Responsible City Department or Agency</i>	<i>Priority</i>	<i>Timeframe</i>	<i>Areawide or Subdistrict</i>
<b>ADMINISTRATION</b>					
<b>Funding Mechanisms &amp; Strategies</b>	<p>Consider and establish appropriate funding mechanisms and strategies for construction and maintenance of identified infrastructure improvements, including roadways, utilities, trails, parks, and public spaces within the Gateway area, as well as community services required for new residents such as police, schools, and libraries. A combination of programs may be considered and established based on the mechanisms specified by Table 6-1, Table 6-2, and Table 6-3 and other funding sources that may be defined in the future.</p> <p>This strategy should:</p> <ul style="list-style-type: none"> <li>A. Assess the probable timeline of specific development projects and associated infrastructure and community service needs</li> <li>B. Work with property owners and developers to review cost estimates for required infrastructure and service improvements and potential financing methods</li> <li>C. Further review the feasibility of key infrastructure and service financing mechanisms in terms of both legal/implementation issues and market/financial viability</li> <li>D. Conduct nexus analysis as necessary to set cost of specific infrastructure and service items relative to land ownerships and land use designations</li> <li>E. Adopt Public Facilities Financing Plan(s), developer reimbursement agreements, Community Services Districts (CSDs), and/or other implementing actions, as appropriate</li> </ul>	City Council, City Manager, Community Development	High	Within 1 year of Plan adoption	Areawide
<b>State and Federal Infrastructure Funding Sources</b>	<p>Pursue state and federal sources for the funding of infrastructure and community service improvements in the Gateway area. The program shall:</p> <ul style="list-style-type: none"> <li>A. Identify, monitor, and apply for other governmental funding sources for infrastructure and services, including State and Federal loans and grants</li> </ul>	City Manager and Community Development	High	Ongoing	Areawide

<b>TABLE 6-5 Implementation Schedule</b>					
	<i>Action Step</i>	<i>Responsible City Department or Agency</i>	<i>Priority</i>	<i>Timeframe</i>	<i>Areawide or Subdistrict</i>
	B. Coordinate with regional transportation planning agencies such as the Southern California Association of Governments (SCAG), OCTA, and Caltrans				
<b>Marketing Program</b>	Develop and implement a marketing program to attract quality developers, retail, restaurant, and entertainment, hotel uses to locate in the Gateway area.	achieve types, scale, and qualities of development that serve to distinctly identify and create value for the Gateway and catalyze further comparable development	High	Within 1 year of Plan adoption	Areawide
<b>Catalyst Development Sites</b>	Coordinate with owners of key opportunity properties to foster their redevelopment for projects with uses and of scale that distinctly identify and create value for the Gateway and catalyze additional development consistent with the objectives of the Specific Plan. This should encompass: A. Provide outreach services to existing property owners B. Promote well-designed and fiscally-sound mixed-use development projects C. Expedite City design and entitlement processes	achieve types, scale, and qualities of development that serve to distinctly identify and create value for the Gateway and catalyze further comparable development	High	Ongoing	Areawide
<b>Public/Private Partnerships</b>	Pursue joint public/private partnerships to induced desired development projects and infrastructure improvements in the Gateway area. This should encompass: A. Identify development opportunities where the combined contributions of the City with developers can achieve types, scale, qualities, and economic vitality of desired development B. Educate property owners and developers regarding the fiscal impacts and infrastructure funding responsibilities for new development C. Review individual development proposals in terms of fiscal impacts and sustainability and work with applicants to modify proposals if need D. Consider the use of Development Agreements as a means to	City Council, City Manager, Community Development	Medium	On-going	Areawide

<b>TABLE 6-5 Implementation Schedule</b>					
	<i>Action Step</i>	<i>Responsible City Department or Agency</i>	<i>Priority</i>	<i>Timeframe</i>	<i>Areawide or Subdistrict</i>
	secure additional “benefits” from development projects that contribute to the objectives of the Specific Plan, while providing assurances to developers regarding the amount of development to be permitted				
<b>Local Park Provision</b>	Consider and establish appropriate local park requirements for new residential development in the Gateway area, including both apartments and ownership units. Amend the City’s Local Park Code (Municipal Code Section 9-1-5) accordingly.	City Council, City Manager, Community Development	High	Within 1 year of Plan adoption	Areawide
<b>Monitor &amp; Track Development Capacities</b>	<p>Develop administrative processes and appropriate databases to monitor and track the amount of development that will be entitled in the Gateway area consistent with Section 4.3.3 (Development Capacities), Section 4.3.4 (Minimum and Maximum Densities), Section 4.3.5 (Development Entitlement Management System [DEMS]), and the General Plan Land Use Element Statistical Summaries. The following key items should be monitored by statistical area and may include other information necessary to successfully monitor development proposals within the established capacities and DEMS systems.</p> <ul style="list-style-type: none"> <li>A. Existing and proposed land use by type (dwelling units, non-residential building square feet, population, and employees)</li> <li>B. Land use development limitation by type</li> <li>C. Remaining land use capacity by time</li> <li>D. Existing peak hour trips: AM peak hour inbound and outbound and PM peak hour inbound and outbound</li> <li>E. Peak hour trip limits: AM peak hour inbound and outbound and PM peak hour inbound and outbound</li> <li>F. Remaining peak hour trip capacity: AM peak hour inbound and outbound and PM peak hour inbound and outbound</li> </ul>	Community Development	Medium	Within 1 year of Plan adoption	Areawide

<b>TABLE 6-5 Implementation Schedule</b>					
	<i>Action Step</i>	<i>Responsible City Department or Agency</i>	<i>Priority</i>	<i>Timeframe</i>	<i>Areawide or Subdistrict</i>
<b>Update Land Use and Trip Generation Capacities</b>	Update the Land Use and Trip Generation Limits and Database established above concurrent with project permit approvals. These shall update specified use and peak hour inbound and outbound trip capacities to account for the net changes in use and trip generation within the statistical area based on new construction and replacement of existing on-site development. Any adjustments made shall be consistent with the provisions of Section 4.3 (Allowable Uses) and the General Plan Land Use Element.	Community Development	Medium	Concurrent with each individual project approval; At minimum annually	Areawide
<b>Evaluate Traffic Model and Conditions</b>	At least once each 5 years, the City shall review traffic conditions on Crown Valley Parkway, Forbes Road, Cabot Road, the Crown Valley Parkway/Interstate 5 interchange, and any other roadway deemed of relevance by the City to the traffic conditions in the Specific Plan area, and determine the appropriateness of adjusting the land use and trip generation limits. As the preceding circumstances, any changes to the DMES land use and trip generation limitations shall be reviewed with the Planning Commission and approved by the City Council as an amendment of the Specific Plan.	Community Development/ Public Works	Low	Each 5 Years from Plan adoption	Areawide
<b>MOBILITY IMPROVEMENTS</b>					
<b>Crown Valley Parkway-Eastbound</b>	Widen Crown Valley Parkway eastbound from Cabot Road to the Interstate-5 northbound on-ramp, including intersections with Cabot Road and Forbes Road to accommodate appropriate turning movements, median and parkway landscaping improvements, street furniture, lighting, and signage.	Public Works	High	Within 24 months of Plan adoption	Subareas G and H
<b>Crown Valley Parkway-Westbound</b>	Widen Crown Valley Parkway westbound from the Interstate-5 southbound off-ramp to Cabot Road, including intersections with Cabot Road and Forbes Road to accommodate appropriate turning movements, median and parkway landscaping improvements, street furniture, lighting, and signage.	Public Works	High	Within 36 months of Plan adoption	Subareas D and E
<b>Northerly Extension of Camino Capistrano</b>	Design and construct the northerly extension of Camino Capistrano to Cabot Road at Vista Viejo within the City of Mission Viejo.	Public Works	Medium	Within 36 months of Plan adoption	Subarea B

TABLE 6-5 Implementation Schedule

	Action Step	Responsible City Department or Agency	Priority	Timeframe	Areawide or Subdistrict
<b>Crown Valley Parkway/ I-5 Interchange</b>	Work with the California Department of Transportation (Caltrans), Orange County Transportation Agency (OCTA), and the City of Mission Viejo to promote the preparation of a master plan and funding for improvements of the Crown Valley Parkway/Interstate 5 interchange to reduce traffic congestion and improve levels of service. Based on studies conducted for the Gateway Specific Plan, a single-point intersection offers the greatest opportunity for managing traffic flows through the intersection and facilitating on- and off-ramp movements.	Public Works with Caltrans, OCTA, and City of Mission Viejo	Low	On-going	Areawide
<b>Alternate Access to I-5 Freeway</b>	Work with the California Department of Transportation (Caltrans), Orange County Transportation Agency (OCTA), and the City of Mission Viejo to identify, fund, and construct additional east/west traffic improvements and alternative access to the I-5 Freeway.	Public Works with Caltrans, OCTA, and City of Mission Viejo	Low	On-going	Areawide
STREETSCAPE IMPROVEMENTS					
<b>Forbes Road North, West Side Streetscape</b>	Design and construct streetscape improvements and a multi-purpose trail along the west side of Forbes Road north of Crown Valley Parkway. This should encompass trail grading and paving, parkway with trees and groundcover, and pedestrian-oriented street lights.	Public Works	Medium	Within 24 months of Plan adoption	Subarea E
<b>Forbes Road North, East Side Streetscape</b>	Design and construct streetscape improvements in the median and along the east side of Forbes Road north of Crown Valley Parkway concurrent with and as a condition of development entitlements. This should include the landscaped median, sidewalks, and parkway (trees, groundcover, street furniture, pedestrian-oriented street lights, and other amenities).	Public Works and Developers	High	Coordinate with first development within subarea	Subarea E
<b>Forbes Road South Streetscape</b>	Design and construct streetscape improvements and a multi-purpose trail along the west side of Forbes Road south of Crown Valley Parkway to improve accessibility and the quality of the pedestrian realm connecting to the Laguna Niguel Metrolink Transit Station. This should encompass trail grading and paving, parkway with trees and groundcover, street furniture, pedestrian-oriented street lights, and other amenities. Improvements would be implemented concurrent with and as a condition of development entitlements.	Public Works and Developers	High	Coordinate with first development within subarea	Subareas G and H

<b>TABLE 6-5 Implementation Schedule</b>					
	<i>Action Step</i>	<i>Responsible City Department or Agency</i>	<i>Priority</i>	<i>Timeframe</i>	<i>Areawide or Subdistrict</i>
<b>Cabot Road Streetscape</b>	As a third priority, streetscape improvements shall be developed along Cabot Road, north and south of Crown Valley Parkway. Improvements should include landscaped setbacks with trees and groundcover, a landscaped median, and sidewalks. Engineering and construction drawings and cost estimates need to be prepared and funding secured.	Public Works	Low	Within 5 years of Plan adoption	Subareas C, D, F, and G
<b>Camino Capistrano Streetscape</b>	Install streetscape improvements along the west side of Camino Capistrano, including curb & gutter, parking bays, landscaping with trees, shrubs, and groundcover.	Public Works	High	Phase 1 (north of Paseo de Colinas) under construction; Phase 2 (south of Paseo de Colinas) within 12 months of Plan adoption	Subareas B and I
<b>Entry and Way-Finding Sign Program</b>	Confirm, and update as necessary, the previously approved designs for the freeway identification, entry monumentation, district and way-finding signage and banners. Improvements should be considered in conjunction with any streetscape improvements where feasible.	Community Development, Public Works	High	Master plan within 12 months of Plan adoption.	Areawide
<b>OPEN SPACE IMPROVEMENTS</b>					
<b>Oso Creek</b>	Work with the Orange County Flood Control District (OCFCD) to promote the preparation of a master plan providing for the visual and physical “softening” of Oso Creek south of Crown Valley Parkway. This may encompass adding vegetation to the creek bottom expanding existing riparian habitats or to channel sides developed with rip-rap and/or terracing the concrete sides to form more natural contours and plates for landscaping. Improvements should be coordinated with design plans for the development of a multi-purpose trail along its eastern edge. Improvements would need to be designed and engineered to assure that Oso Creek’s functional integrity is maintained and water quality is not impacted. The timing of the master plan and construction of improvements is contingent on the availability of federal, state, and/or regional funding.	Community Development, Public Works and OCFCD	High	Initiate Design Work within 12 months of Plan adoption	

TABLE 6-5 Implementation Schedule

	<i>Action Step</i>	<i>Responsible City Department or Agency</i>	<i>Priority</i>	<i>Timeframe</i>	<i>Areawide or Subdistrict</i>
<b>Bridge Over Oso Creek, South End of Forbes Road</b>	A bridge would be constructed to provide pedestrian crossings of Oso Creek, connecting the Metrolink Transit Station area with properties to the west. Improvements would need to be approved by the OCFCD to assure that Oso Creek's functional integrity is maintained and water quality is not impacted.	Public Works and OCFCD	Medium	Within 5 years of Specific Plan adoption	Subarea H
<b>Oso Creek Multi-Purpose Trail Bridge Over Crown Valley Parkway</b>	A bridge accommodating walkers, bicyclists, and equestrian riders will be developed to cross Crown Valley Road and connect the multi-purpose trail along Oso Creek.	Public Works and OCFCD	Medium	Within 5 years of Plan adoption	Subareas D and G
<b>Bridge Over Oso Creek, North of Crown Valley Parkway</b>	A bridge would be constructed to provide pedestrian crossings of Oso Creek, connecting the multi-purpose trail and Gateway Mixed-Use Village with open spaces and park improvements to the west. Improvements would need to be approved by the Orange County OCFCD to assure that Oso Creek's functional integrity is maintained and water quality is not impacted. (Related to Park Site below.)	Public Works and OCFCD	Low	In conjunction with development in Subareas C and/or D	Subareas A and D
<b>Park Site</b>	Work with property owners abutting the west side of Oso Creek north of Crown Valley Parkway to explore opportunities for the dedication and improvement of lands for a small park, approximately one acre or less, to serve the needs of Gateway residents and workers. Lands could be acquired by providing bonus densities in exchange for property dedication through a Development Agreement or other permit approval process or incorporated as a publicly accessible amenity into private development.	Community Development	Low	In conjunction with development in Subareas C and/or D	Subareas C and/or D
<b>Galivan Basin Recreation</b>	Work with the OCFCD to determine the feasibility of incorporating passive recreational elements in the Galivan Basin that can be used by local residents during dry periods. Any improvements must be designed to insure integrity of the Basin's detention and flood control purposes and not degrade water quality. They also must be designed to adapt during periods of inundation. A master plan for recreational use and joint-use agreement needs to be prepared in coordination with and approval by the OCFCD.	Parks and Recreation and OCFD	Low	To Be Determined	Subarea A

<b>TABLE 6-5 Implementation Schedule</b>					
	<i>Action Step</i>	<i>Responsible City Department or Agency</i>	<i>Priority</i>	<i>Timeframe</i>	<i>Areawide or Subdistrict</i>
<b>INFRASTRUCTURE IMPROVEMENTS</b>					
<b>Infrastructure Master Plans</b>	Prepare updated master plans for sanitary sewer, storm drainage, and domestic water service to account for changes and intensification of land use development accommodated by the Gateway Specific Plan and improvements identified in this document. This should include estimates of improvement costs, identification of funding sources, development of a financing plan, and schedule for implementation.	Public Works	High	Within 24 months of Plan adoption	Areawide
<b>Sanitary Sewer Improvements</b>	Construct 1,200 lineal feet of vitrified clay pipe and modifications of the existing lift station. The timing of improvements needs to be correlated with the timing of anticipated intensification of development, based on studies conducted by the Public Works Department. Engineering and construction drawings and cost estimates need to be prepared and funding secured.	Public Works	High	Study and plans: Within 24 months of Plan adoption	Areawide
<b>Drainage-Related Improvements</b>	Construct additional inlets from redeveloped properties to trunk drainage systems and an additional 18-inch/24-inch RCP. The timing of improvements needs to be correlated with the timing of anticipated intensification of development, based on studies conducted by the Public Works Department. Engineering and construction drawings and cost estimates need to be prepared and funding secured.	Public Works	High	Study and plans: Within 24 months of Plan adoption	Areawide
<b>Domestic Water Improvements</b>	Construct various fire hydrants and a possible Pressure Reducing Structure (PRV). The timing of improvements needs to be correlated with the timing of anticipated intensification of development, based on studies conducted by the Public Works Department. Engineering and construction drawings and cost estimates need to be prepared and funding secured.	Public Works	High	Study and plans: Within 24 months of Plan adoption	Areawide

