

# MISSION VIEJO

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Core Area Vision Plan



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OSO CREEK TRAIL

← PLANT MAZE

CELEBRATING... ↑

...

VIA SAN FELIPE ←



# *Executive* Summary

The Vision Plan has been developed together with the local community through a series of workshops, outreach events and surveys. It articulates visions and strategies for how future development in the Mission Viejo Core Area can enrich the community and optimize its potential to prosper. The executive summary outlines the Visioning Process and the main takeaways from the document.

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# Executive Summary

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## ***About the Vision Plan***

The Mission Viejo City Council has identified Economic Development as one of the City's top priorities. To this end, the City Council hired SWA Group in April 2016 to conduct a Vision Plan process for the City's Core Area, which includes the properties around the intersection of La Paz Road and Marguerite Parkway, and along Marguerite Parkway, to the south, including the intersection of Marguerite and Oso Parkways. The Core Area is identified in the City's General Plan Land Use Element as the City's geographic center and as an opportunity for a future Specific Plan study area.

The visioning process has explored how the heart of Mission Viejo can best serve and enrich the community, including the next generation. The Vision Plan is a compilation of community-driven needs, goals, ideas, and feedback. The more perspectives shared – the better! Working together with the community has been important in answering key questions such as, “What activities and programs are needed?” and “How can the Vision celebrate Mission Viejo's rich heritage while keeping pace with changing conditions and trends?”

## ***Creating the Vision Plan***

Together with the community, a group of designers, planners, economic advisors, and public outreach strategists has worked to reinforce our community center and connect our common heritage toward the future.

What is a Vision Plan? A Vision Plan is an integration of community-based design ideas. It includes results from community outreach combined with planning strategies and options as well as research and market analysis to form maps, diagrams and experiential illustrations that communicate the vision for a place. It is not a regulatory document nor does it include zoning changes, land use changes or code amendments. The visioning process has included the two key steps first setting a foundation for the vision and then planning for the vision.

## ***Foundation for a Vision***

The foundation for the vision has included both community outreach and a market analysis. The outreach efforts, led by Kearns and West, have solicited public input regarding opportunities for the future of the studied area. Areas of study include experiential desires, physical form and character, scale of development, circulation and infrastructure improvements, among others. Public input is a major component in the success of the Vision Plan.

Our expert economic advisors at EPS have conducted a Market Analysis to identify current market trends including unmet demands and excess supply, as well as recommend strategies to improve the economic function of the project area.

## ***Plan for a Vision***

Based on meetings and activities with the community, a set of guiding principles, strategies and concepts have been created to communicate the proposed vision. This Vision Plan articulates the Core Area's future development potential – including physical use, form and character, public spaces, mobility, relationships to natural features and marketability. A core framework has been created that summarizes the key components that form the basis for each of the alternative concepts.

What happens next? The Vision Plan has identified many possible tools for implementation suited to different strategies. These include development code amendments, changes in development standards or creating a comprehensive Specific Plan document. In addition, potential financing tools have been matched to strategies and concepts including development based, property/tenant based, city based and state or federal programs. The specific direction the city, residents and property owners take will depend on their individual and collective goals. The core framework identified in the Vision Plan will provide a flexible armature for these different efforts to coalesce into a cohesive heart for Mission Viejo. The Core Area is ripe with opportunity!







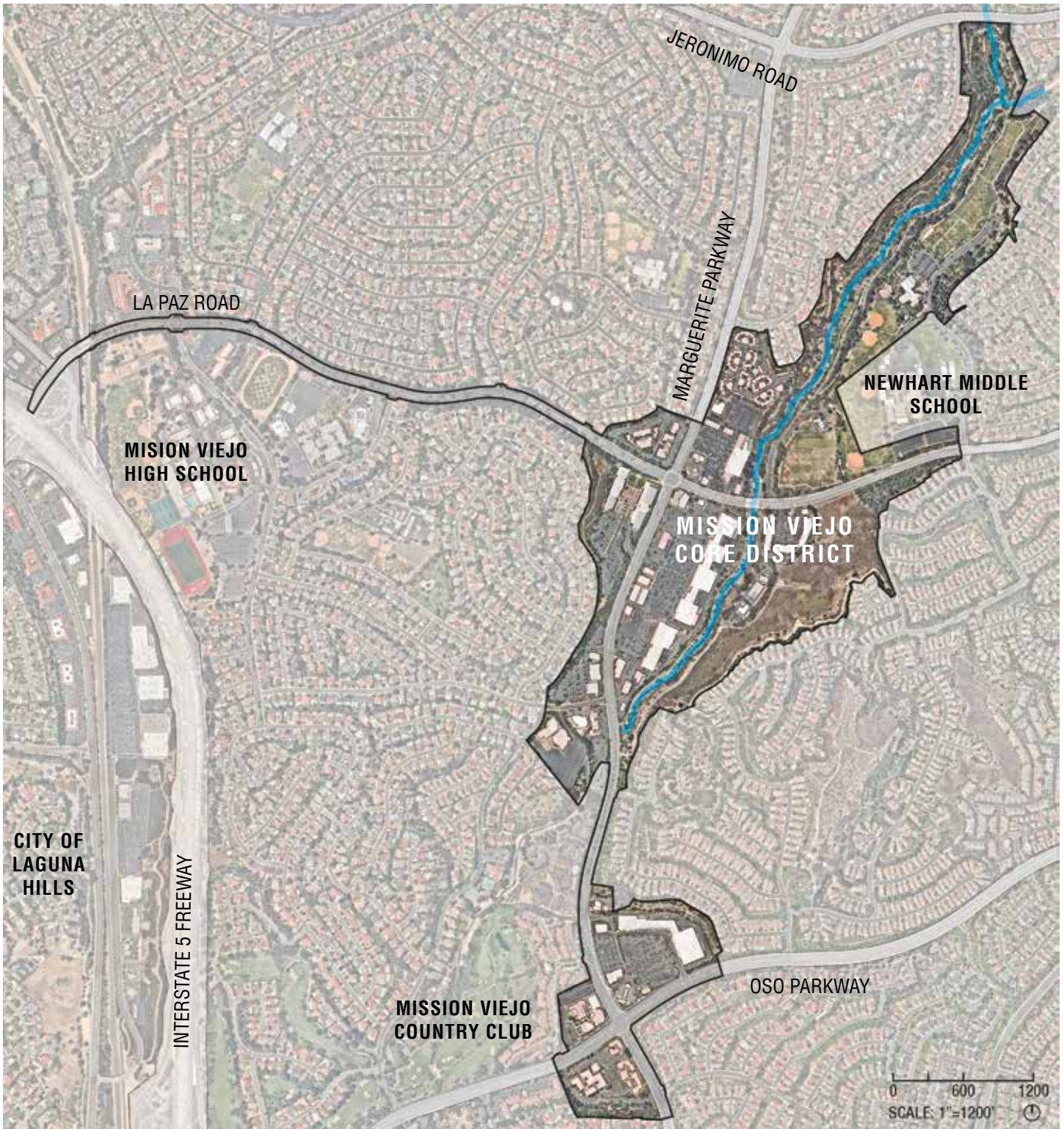


# *Existing* Site Conditions

The core currently is composed of a diverse set of users, buildings and ecologies. The following chapter offers an analysis of existing site conditions, to establish a foundation to understand the opportunities and constraints of the community's Vision Plan.

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# District Boundary



The district boundary of the Core Area Vision Plan consists of the commercial and public areas at the heart of Mission Viejo. The Core Area encompasses properties with a mix of shopping, office, civic and educational facilities, as well as recreation, places of worship, and the Oso Creek and trail system. The majority of

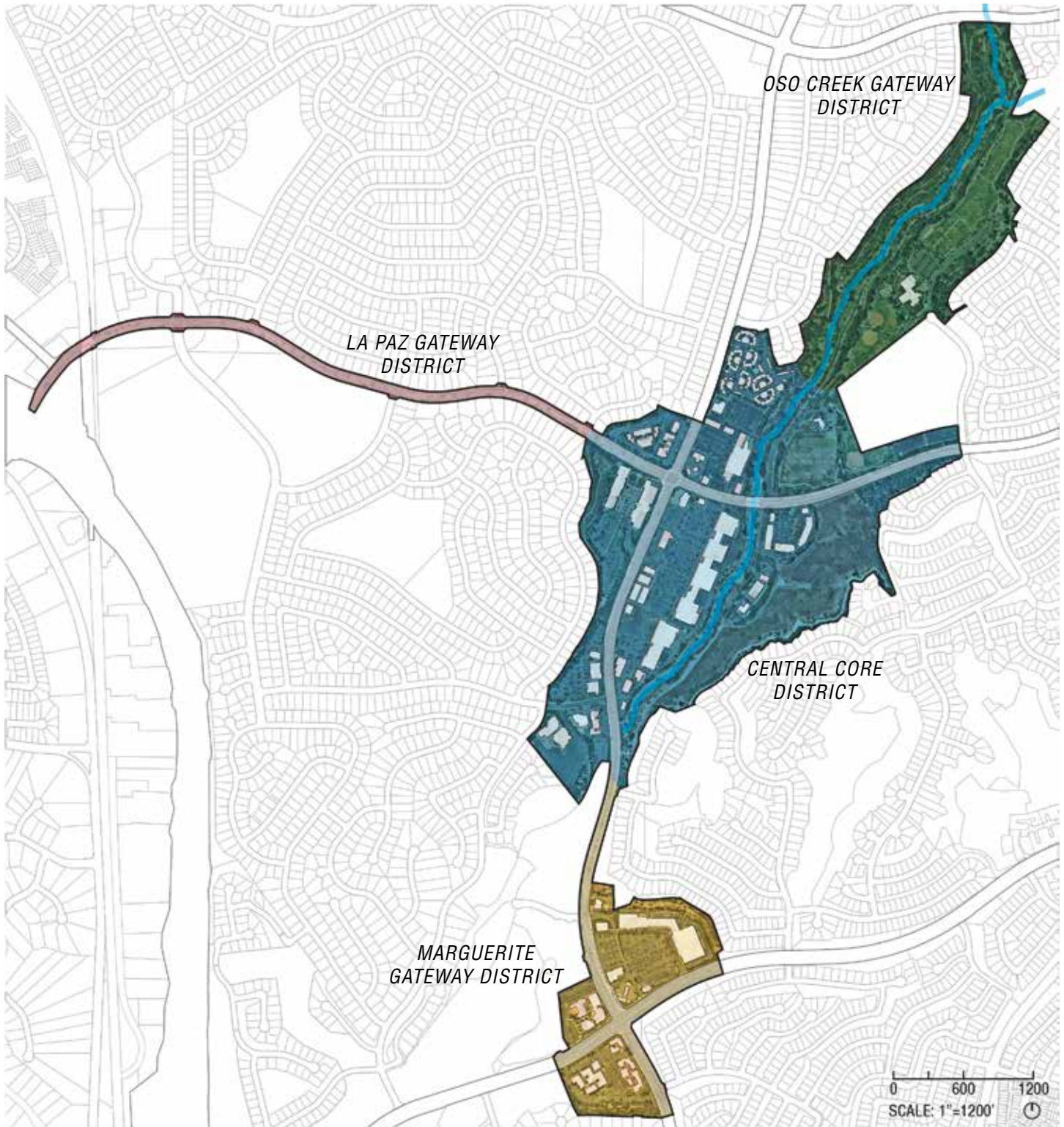
the Core Area is centered around the intersection of La Paz Road and Marguerite Parkway. It extends along Oso Creek to the north, follows La Paz Road to the west, and runs south along Marguerite Pkwy with a sub-node at its intersection with Oso Pkwy.







# Sub-Districts

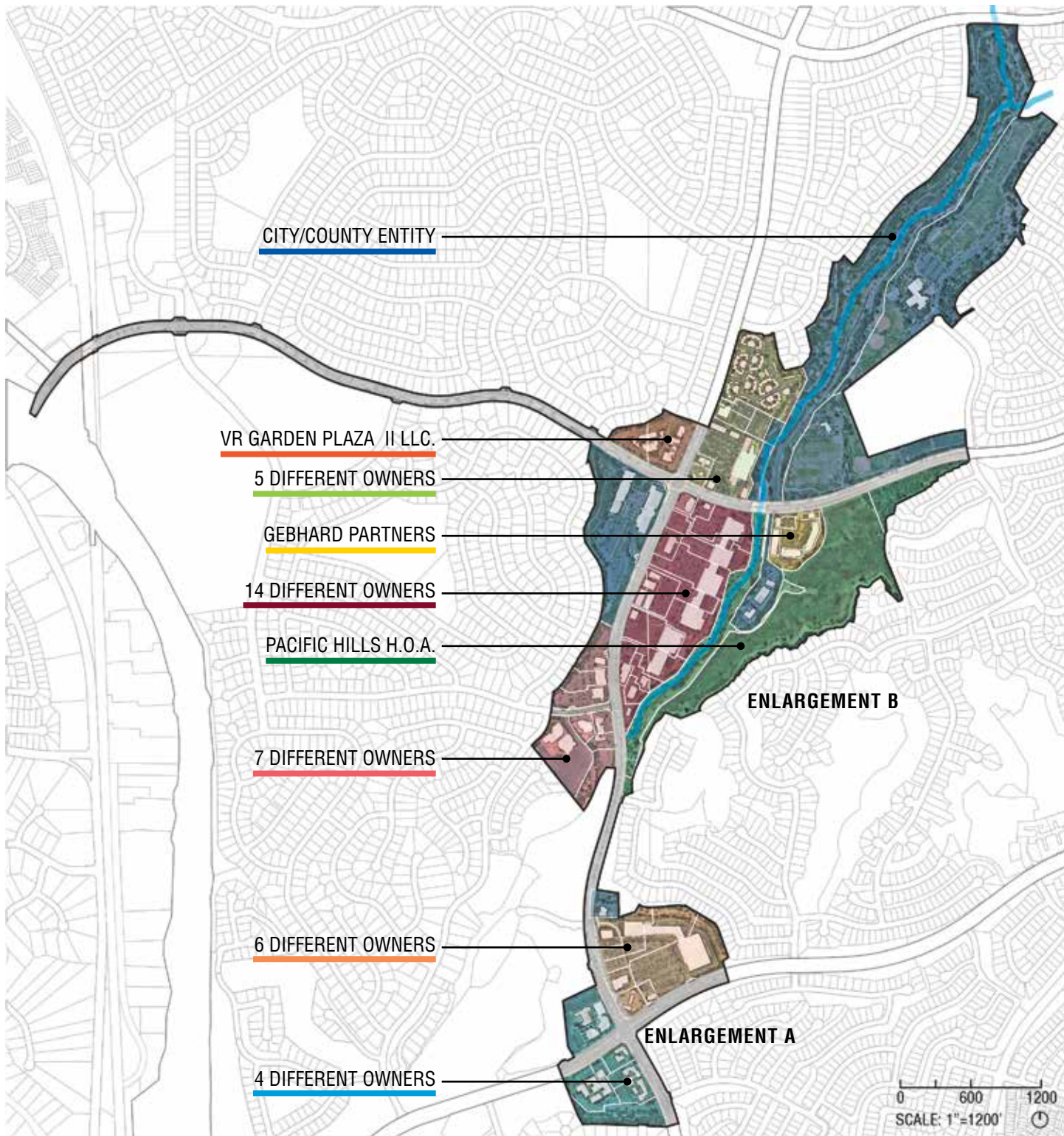


The northern portion of the Core Area consists of open green spaces and recreational areas with sports fields and a community center. The Oso Creek waterway carves through its center, with pedestrian and bike trails lining its banks. The central core district consists primarily of commercial uses and associated surface parking as well as the civic center, along with a smaller portion of

office and residential spaces and an open hillside to the east. To the west, the Core Area extends along La Paz Road - the historic entrance to the city. To the South, the retail and professional centers flanking the intersection of Marguerite Parkway and Oso Parkway forms a southern gateway to the Core Area.



# Ownership

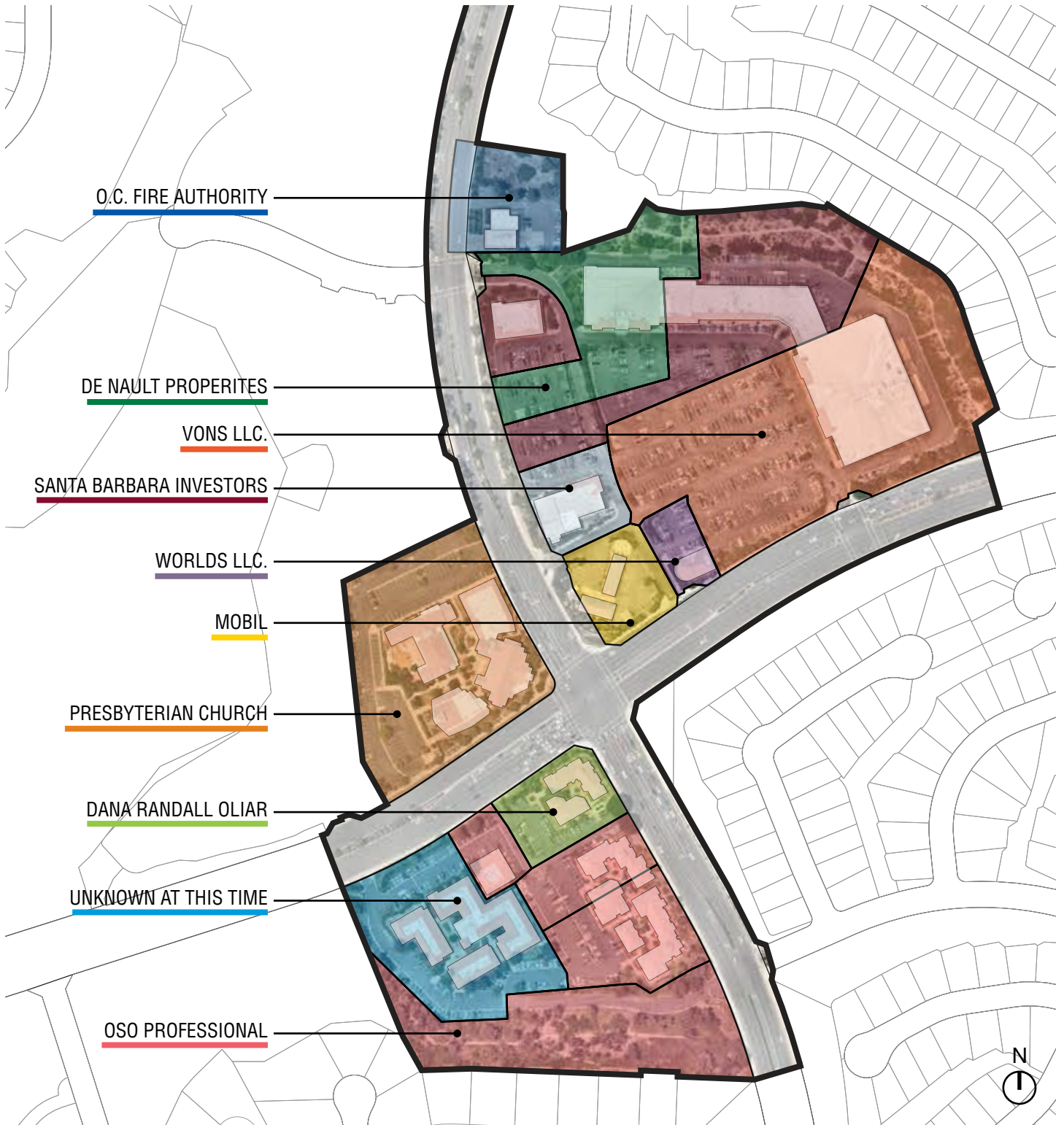


The Core Area is divided between many different land owners, including the City of Mission Viejo, the Santa Margarita Water District, and a multitude of private property owners. The diversity of land ownership increases the complexity of potential future redevelopment. While the Vision Plan recognizes and respects the rights and relative autonomy of individual property owners,

coordination between various owners and interests will be imperative to successfully envision and implement redevelopment strategies that stretch across property lines. Existing private property agreements, such as covenants, conditions and restrictions (CC&Rs) on commercial areas within the Core Area create additional challenges for redevelopment.



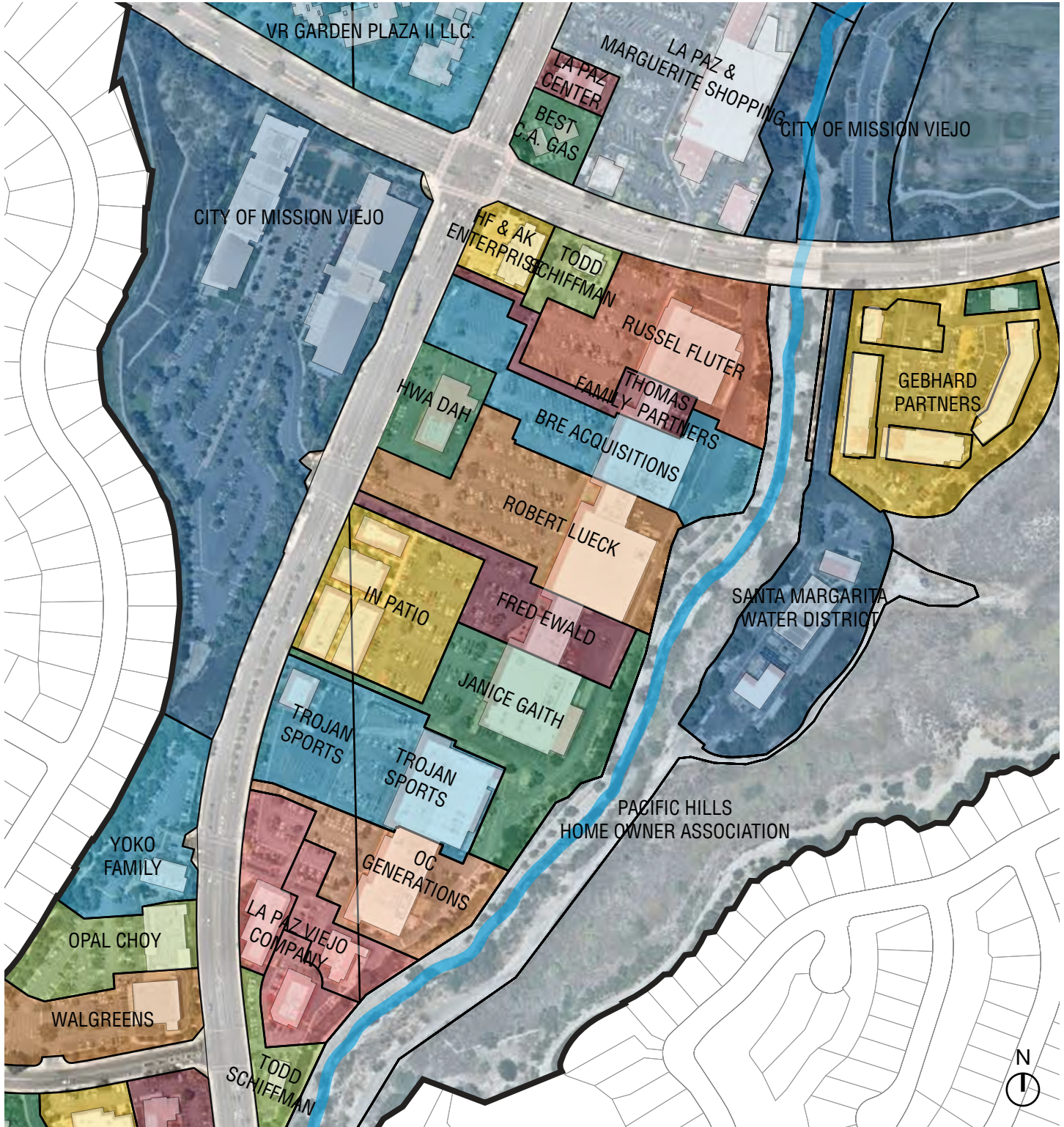
# Ownership Enlargement A



Within the Marguerite Gateway District all parcels are privately owned with the exception of the fire station at the northernmost point of the area. The private property owners include several commercial retail and office properties and the Presbyterian Church.



# Ownership Enlargement B



The central portion of the Core Area is divided between both private and public property owners, offering opportunities for public-private partnerships in development. The City owns a large portion of land in this area including the Civic Center and

the recreation area along Oso Creek. Private property ownership is varied with many small land ownerships and complex parcel shapes to accommodate frontages along Marguerite Parkway.



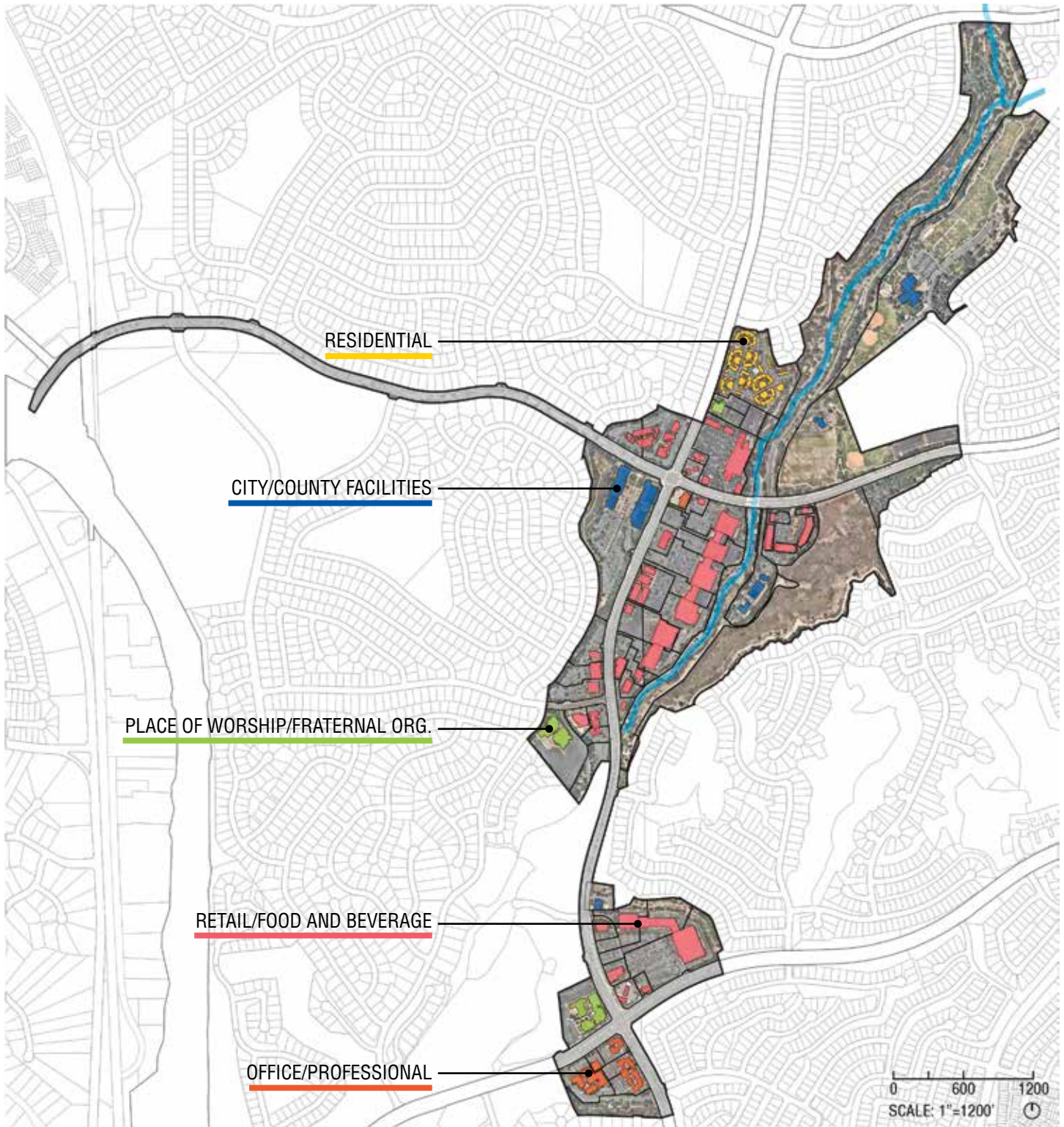


MISSION  
VIEJO





# Building Use

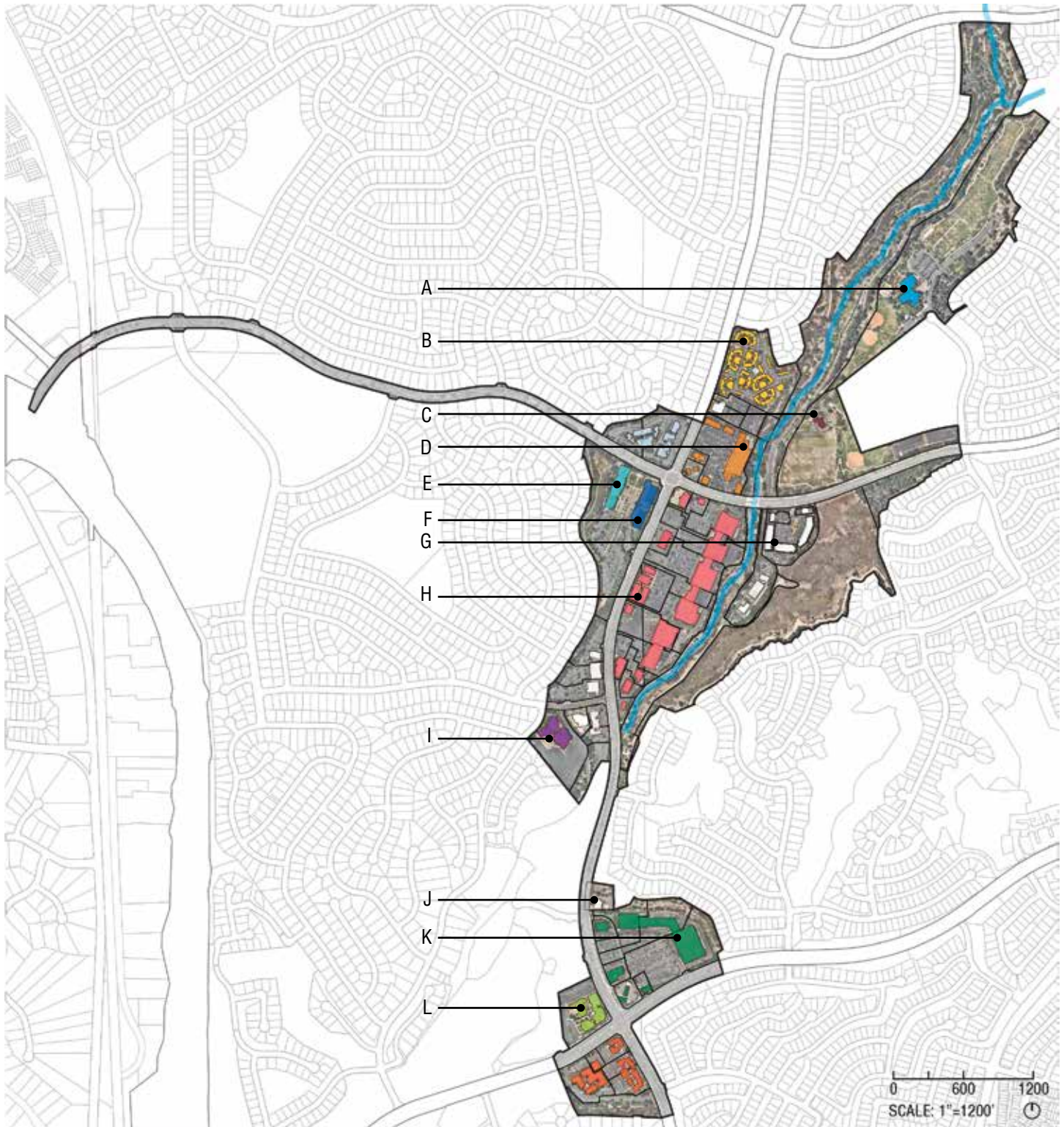


The built environment within the Core Area consists of a mix of different uses. Retail and restaurants are the most dominant with much of the Core Area being grouped into different retail centers, but civic facilities, offices, places of worship, and residential

uses are all represented. Of the retail centers, most consist of a series of big box anchors complimented by many smaller shops and restaurants. A bowling alley serves as the only current entertainment use.



# Buildings & Complexes



Civic, commercial, and religious uses dominate the prominent complexes within the Core Area. The images on the following page presents a range of these complexes, and gives a sense of

the typical architectural character within the Core Area. Several building styles exist, most notably the Spanish Andalusian and a contemporary rustic ranch style.



# Buildings & Complexes

## A. NORMAN P. MURRAY CENTER

24932 VETERANS WAY COMMUNITY CENTER



## B. EAVES MISSION VIEJO

24950 VIA FLORECER APARTMENTS



## C. WORLD CUP CENTER

27301 LA PAZ ROAD COMMUNITY CENTER



## D. LA PAZ CENTER

25098-25108 LA PAZ ROAD SHOPPING COMPLEX



## E. MISSION VIEJO CITY HALL

200 CIVIC CENTER CITY HALL



## F. MISSION VIEJO PUBLIC LIBRARY

100 CIVIC CENTER CITY LIBRARY



## G. MISSION VIEJO COMMERCE CENTER

27220 LA PAZ ROAD SHOPPING COMPLEX



## H. VILLAGE CENTER

LA PAZ & MARGUERITE SHOPPING COMPLEX



## I. ST. KILIAN CATHOLIC CHURCH

26872 ESTANCIERO DR. PLACE OF WORSHIP



## J. ORANGE COUNTY FIRE STATION #24

25862 MARGUERITE PKWY. COUNTY SERVICES



## K. MISSION VIEJO MARKETPLACE

26002-52 MARGUERITE PKWY. SHOPPING COMPLEX



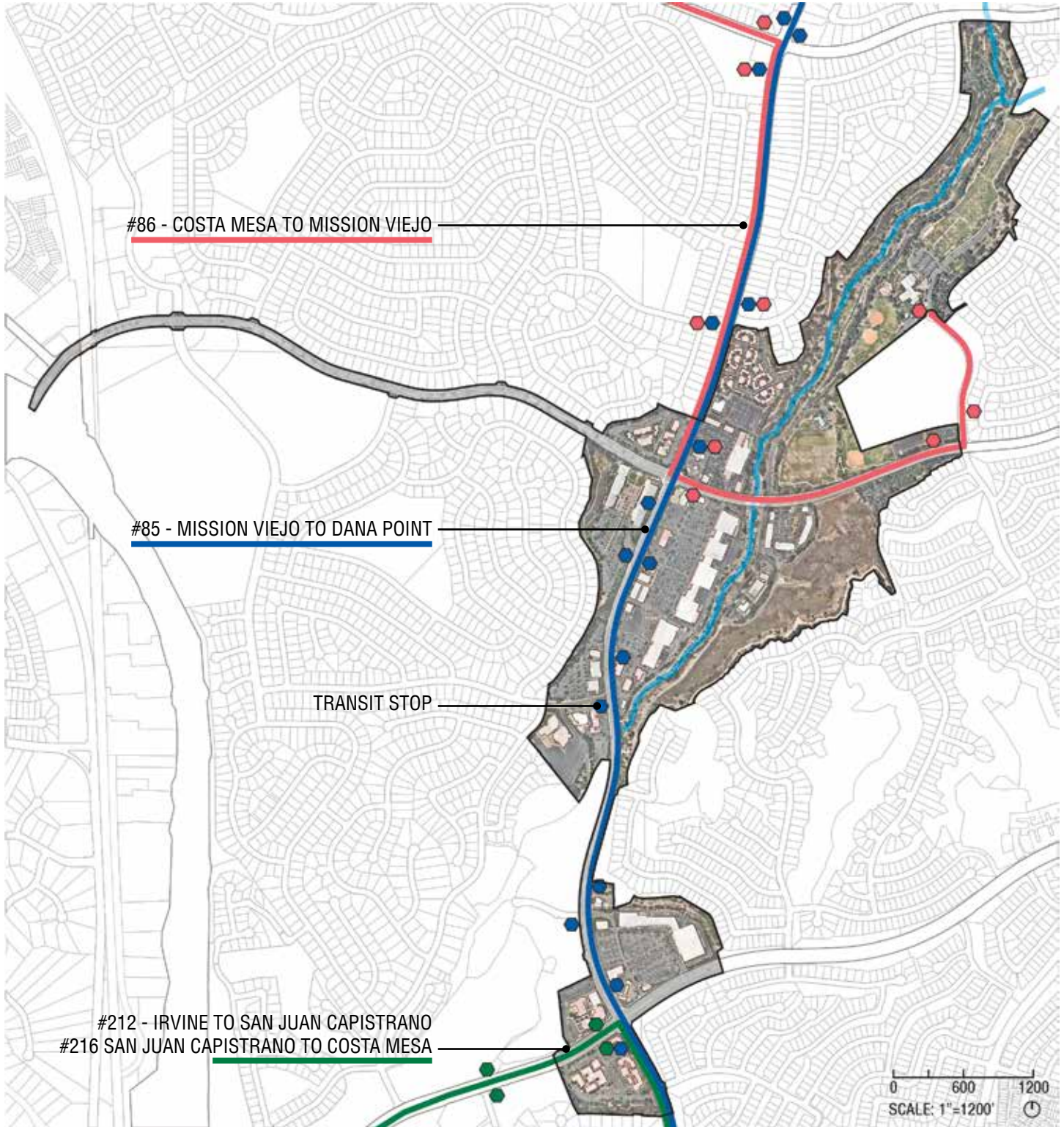
## L. CHURCH OF THE MASTER

26051 MARGUERITE PKWY. PLACE OF WORSHIP





# Public Transit

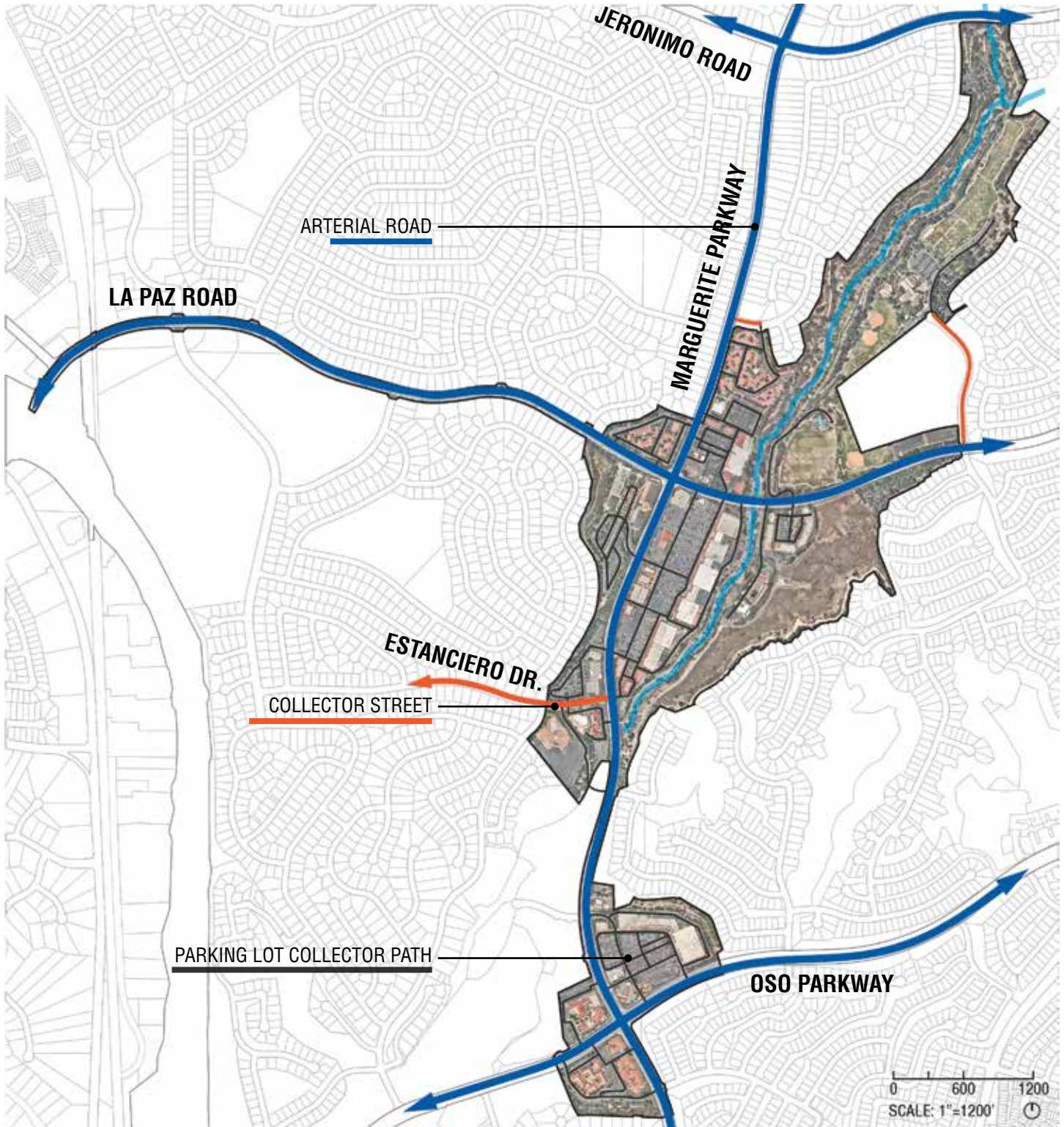


The Core Area is served by four different bus lines with a combined total of 22 transit stops. The intersections of Marguerite Parkway / La Paz Road and Marguerite Parkway / Oso Parkway offer opportunities to transfer between different bus lines. Bus lines 85 and 86 connect to the Mission Viejo / Laguna Niguel and

the Irvine rail stations respectively, where riders can transfer to the Metrolink trains with services to south Orange County, Los Angeles, Riverside, and the Inland Empire, as well as to Amtrak trains with national rail services.



# Circulation



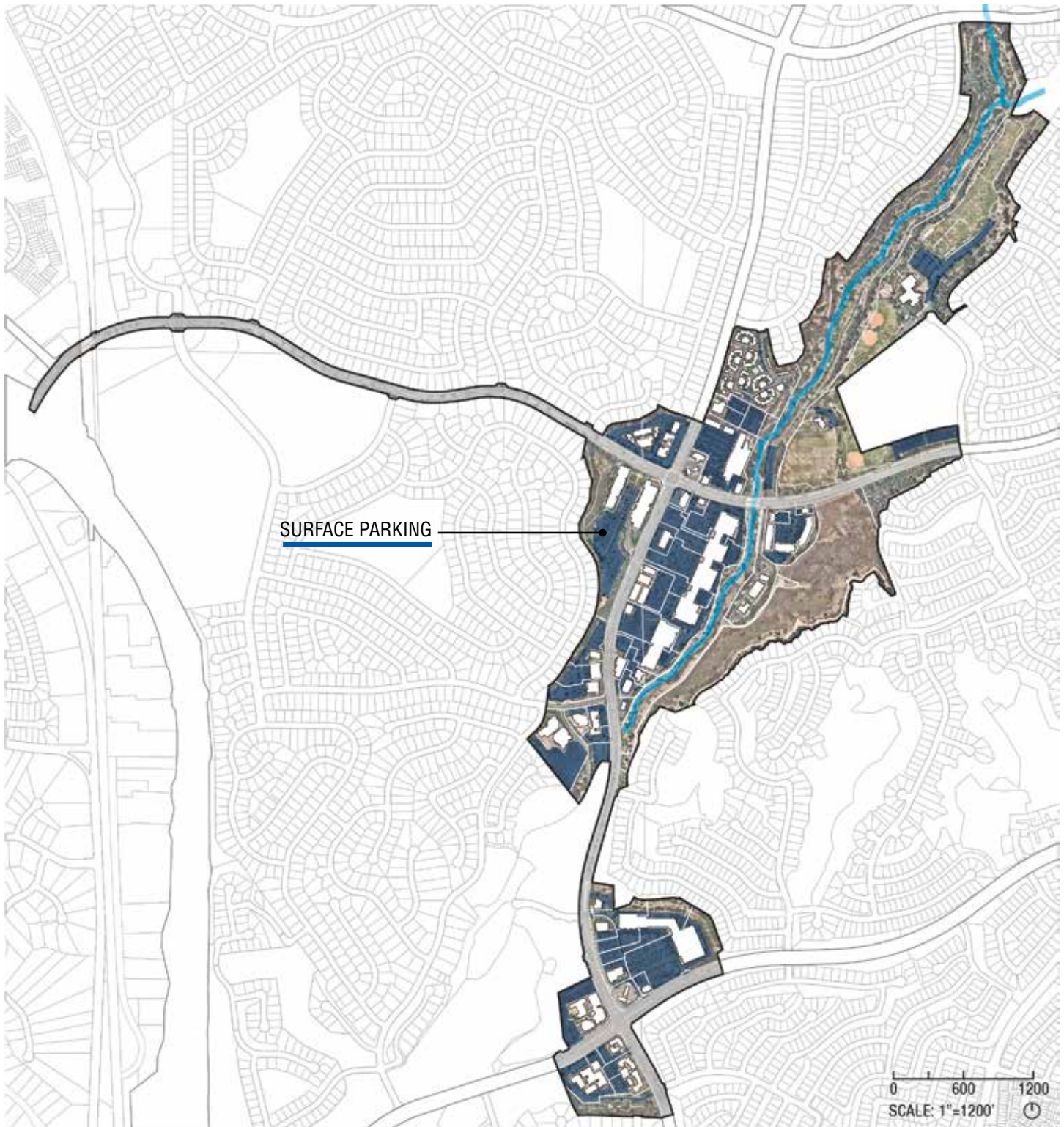
Three arterial roads cut through the Core Area – Marguerite Parkway running north-south and La Paz Road and Oso Parkway running east-west. The Core Area lacks a finer-grain network of streets catering to local and non-vehicular traffic, with all other roads being directed towards internal parking areas or toward

housing developments outside of the Core Area. The arterial roads are all 4 lane roads, widening at intersections for turn lanes. The Core Area is currently auto oriented with poor pedestrian connections and developments set back from street frontages.





# Surface Parking

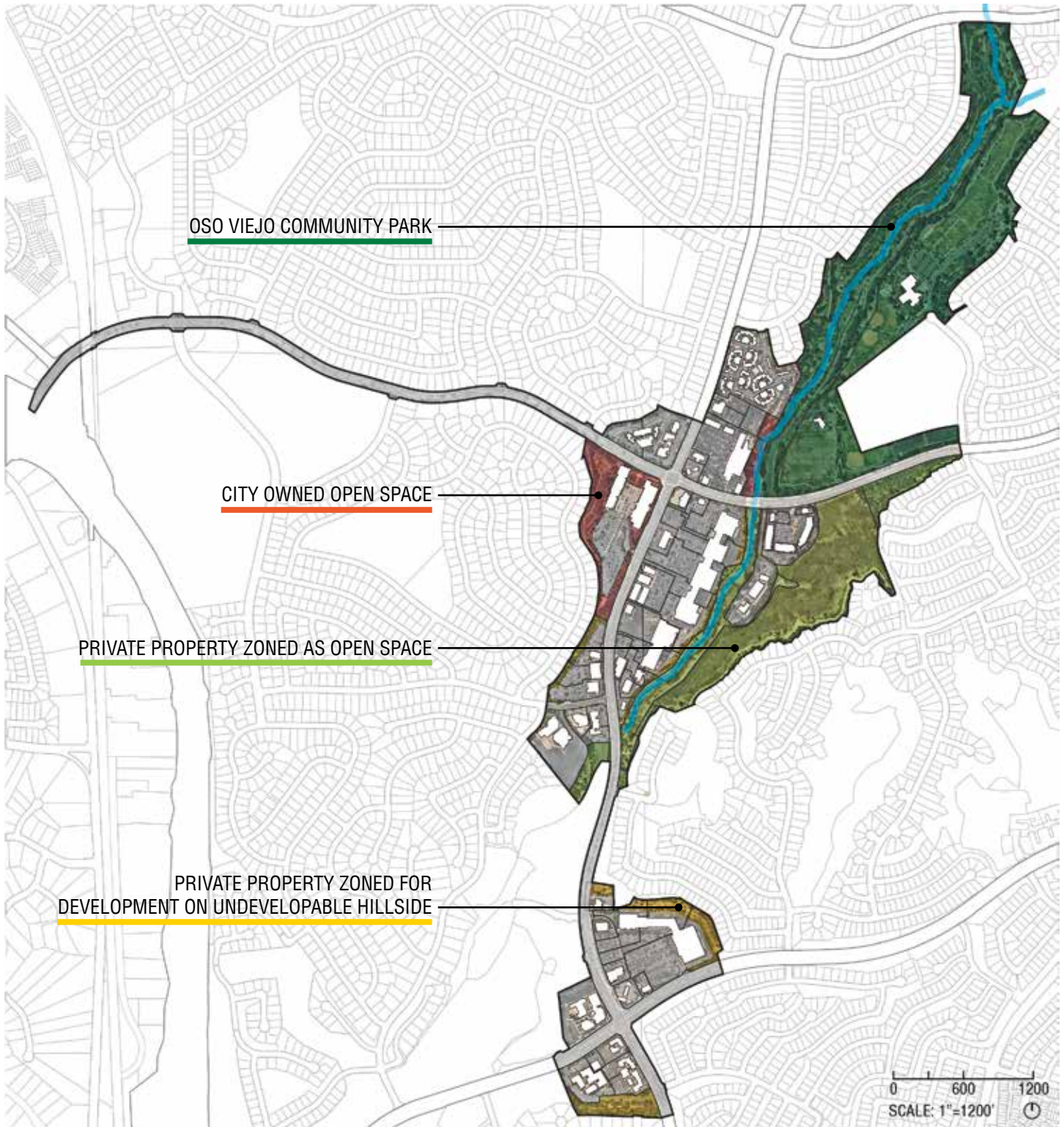


A large proportion of the Core Area is taken up by parking spaces. Almost all parking within the core is surface parking, with the exception of a small tuck-under parking garage serving an office building at the corner of Marguerite Parkway and La Paz Road. The

extensive parking areas have a big impact on the visual character of the Core Area, and the large expanses of asphalt surface also create heat island effects, increasing air temperatures.



# Open Space



Most of the open space offered within the Core Area extends along Oso Creek, with expansive recreation fields at the northern portion of the area. Flanking the central portion of the Core Area to the east is also an open hillside, which is privately owned but zoned

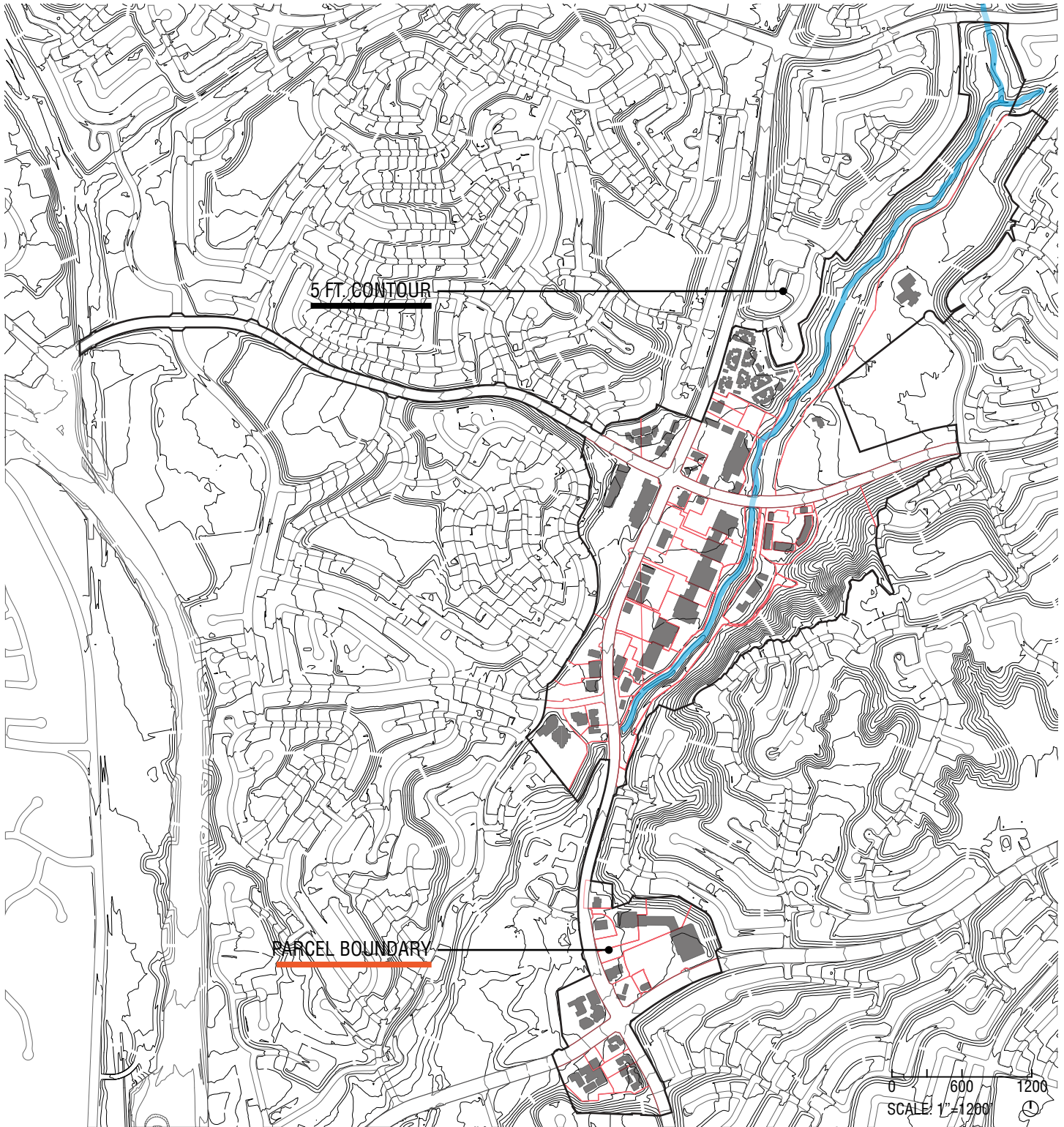
as open space. Within the urban fabric there is little open space offered, with the exception of a small space within the Civic Center at the western edge of the Core Area.







# Topography

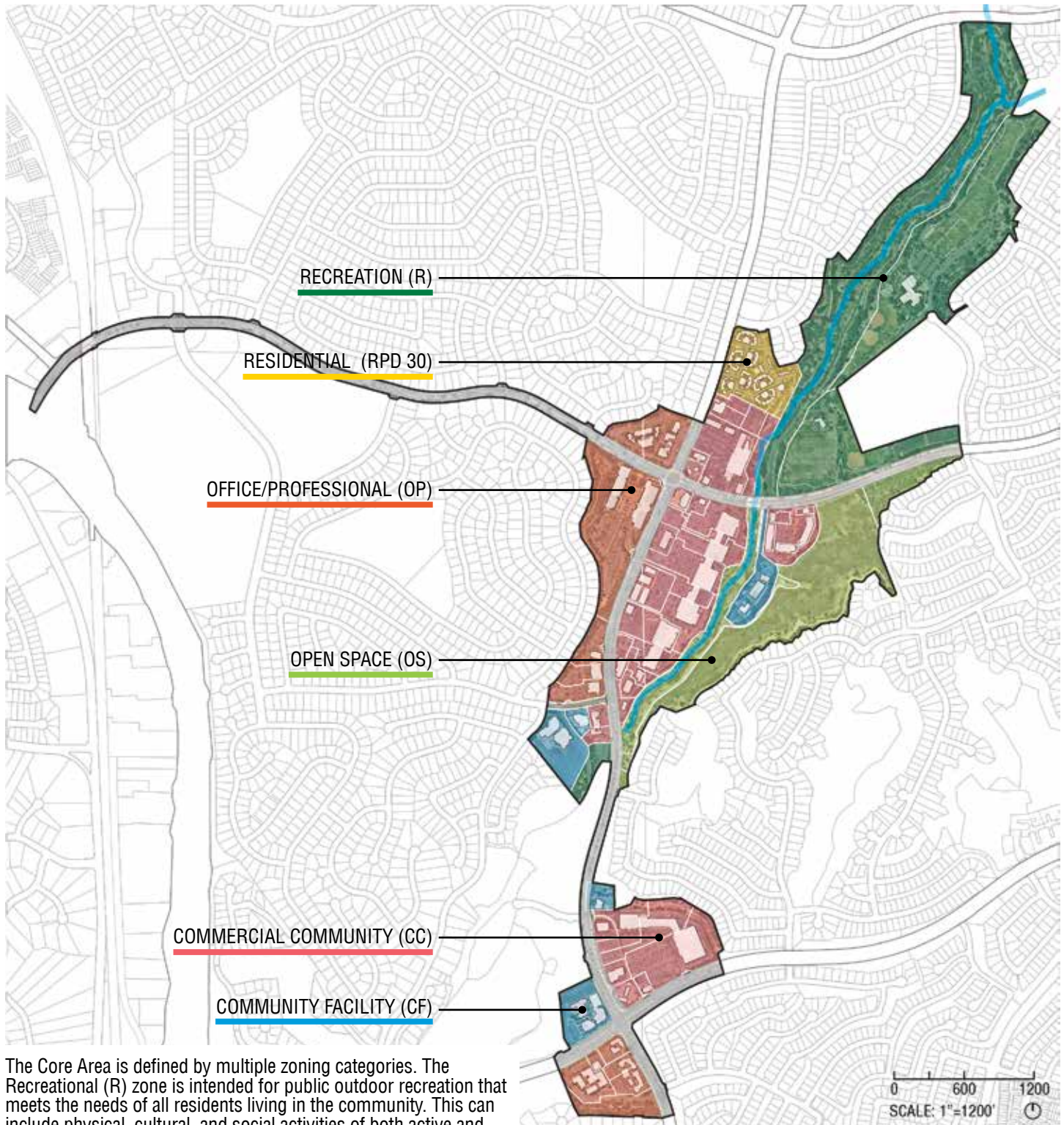


Mission Viejo is characterized by its hilly landscape. The Core Area is situated in a valley with Oso Creek as a low point, and hills rising up on its sides. The topography is at its steepest to the

east of the area, with an open landscape hillside forming a visual backdrop. The Marguerite Gateway District to the south is situated at a slightly higher elevation than the central portion of the core.



# Zoning



The Core Area is defined by multiple zoning categories. The Recreational (R) zone is intended for public outdoor recreation that meets the needs of all residents living in the community. This can include physical, cultural, and social activities of both active and passive nature, and even indoor recreation when compatible and harmonious with its environs. The open space (OS) zone allows only passive land uses that will have a minimal impact, as it is intended to protect and preserve natural resources and important geographic features and landforms of the area. The Community Facilities (CF) zone allows for a wide range of public, quasipublic, and private land use activities serving the residents of the city, including cultural, civic, and public facilities. The Community Commercial (CC) zone is intended for retail, professional office, and service-oriented business uses serving a community-wide need under design standards

which ensure compatibility and harmony with adjoining residential neighborhoods. The Office/Professional (OP) zone is intended for office, professional and/or administrative services. Limited small-scale retail/service commercial uses may be allowed when designed to meet the needs of the immediate employment population. The residential zone within the Core Area (RPD 30) is intended to provide for high density single-family attached and multifamily dwellings at a density range of 14.1 to 30 units per gross acre. Additional land uses may be allowed when compatible to and in harmony with a high density residential neighborhood.







# *Market* Analysis

Evaluating economic and market conditions affecting future (re-) development opportunities in the City of Mission Viejo's Civic Core Area is imperative for a realistic and attainable Visioning process. This chapter provides a summarized market and economic analysis, and the full document and all its associated sources is included in the appendix.

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# General Context



Mission Viejo is a mid-size and relatively affluent City in the Eastern foothills of Orange County. With a population of nearly 97,000 and a median household income of \$98,157 the City possesses demographic attributes that are appealing to a cross section of real estate investors and tenants. The demographic profile of Mission Viejo's residents suggest a strong consumer base for retail and other land uses in the City. The City's median household income of \$98,000 is 30 percent above the County average. Meanwhile, the City has relatively equally distributed income levels relative to the County, with 50 percent of residents included in the upper middle-class segment earning over \$100,000 per year and less than ten percent earning below \$25,000.

While Mission Viejo is relatively affluent, recent trends suggest only modest population growth. As shown in the figure on the right, the City has experienced slow population growth in recent years, and projections indicate an impending plateau. This trend is similar to other predominantly single family communities that are mostly built out and now seeing slower population growth as compared to cities with higher shares of multifamily and high-density development.



**9th largest city in Orange County**



**96,700 residents**

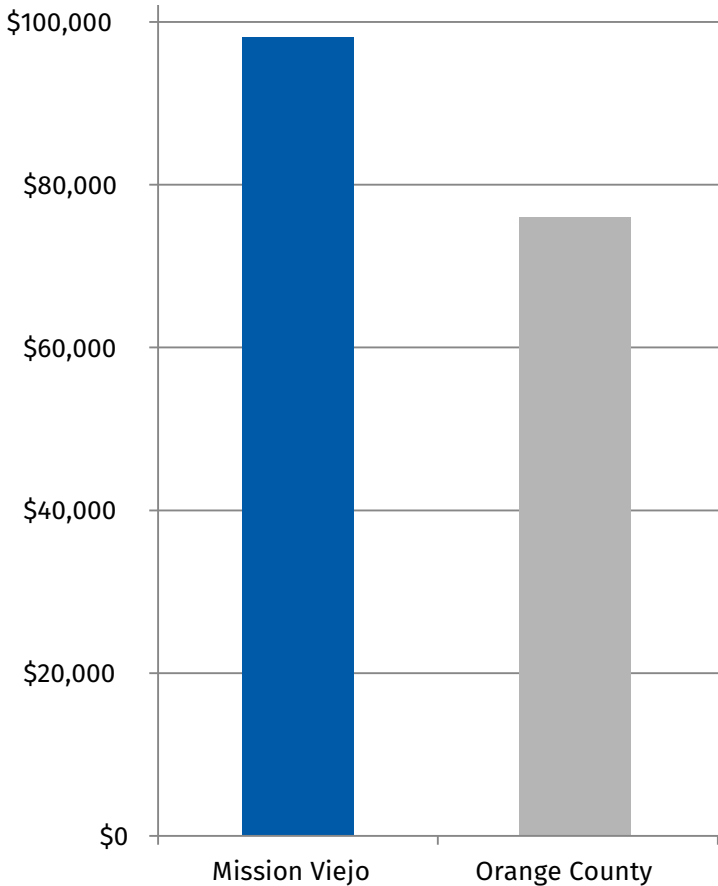


**Great Community Amenities**

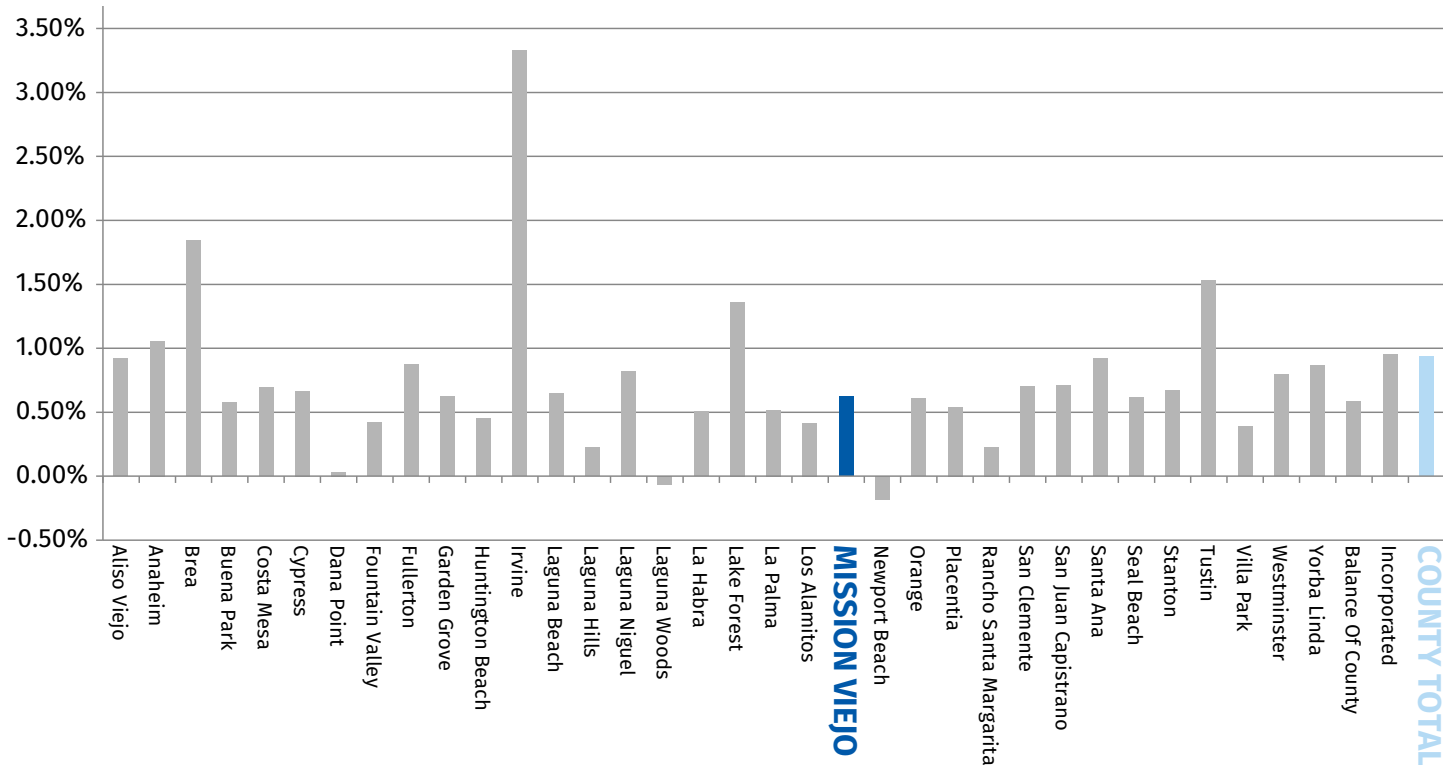


**Above average** median household income

>50% of households earn **\$100,000+**



Average annual **population growth** relatively slow (2010-2016)



# Employment and Commute Patterns

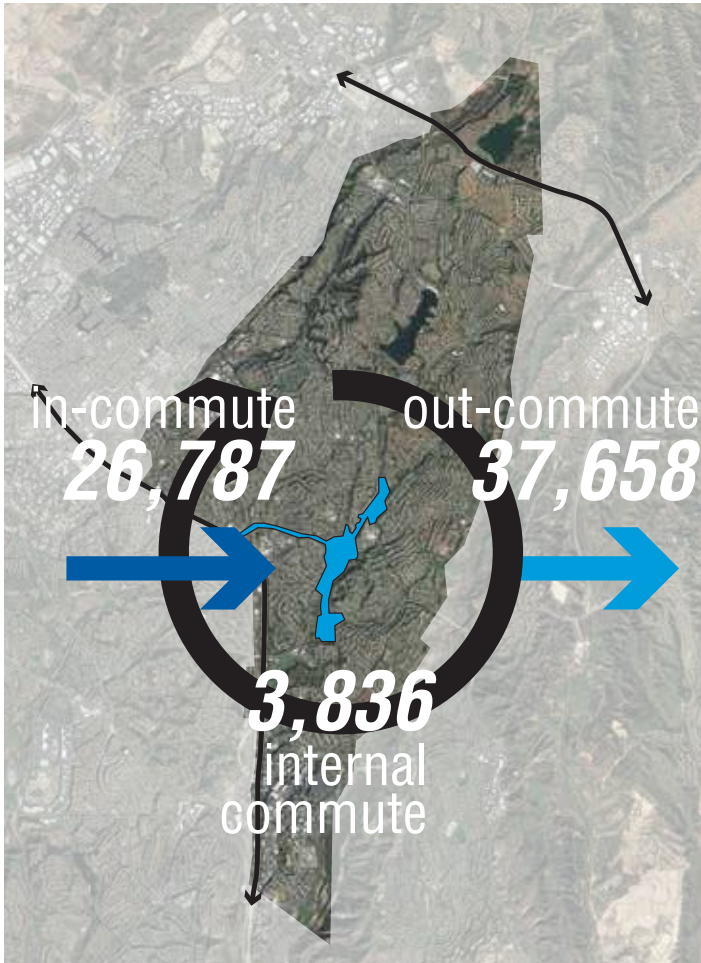


Employment and commute patterns in Mission Viejo reflect a bedroom community with local job opportunities focused on population-based sectors such as retail, healthcare, and public services. Over 90 percent of the employed residents of Mission Viejo commute outside the City for work. Irvine is the most common destination, capturing over 15 percent of the City's employed residents.

Overall, Mission Viejo has substantially fewer jobs than employed residents. In addition, most of the jobs in Mission Viejo are held by residents of other jurisdictions (87 percent). This is likely due in part to the large portion of the City jobs concentrated in sectors that are often part-time and/or low-wage. Services sectors account for 30 percent of Mission Viejo jobs with healthcare jobs accounting for another 30 percent. This demographic profile suggests a notable difference between the City's permanent and daytime populations.

## Mission Viejo - a bedroom community





Only **9%** of Mission Viejo residents work in the **City**

Item	2014	
	Number	Share
<b>Employed in Mission Viejo</b>		
Living In City	3,836	13%
Living Outside of City	<u>26,787</u>	<u>87%</u>
<b>Total</b>	<b>30,623</b>	<b>100%</b>
<b>Employed Residents of Mission Viejo</b>		
Working In City	3,836	9%
Working Outside of City	<u>37,568</u>	<u>91%</u>
<b>Total</b>	<b>41,404</b>	<b>100%</b>



# Retail Market



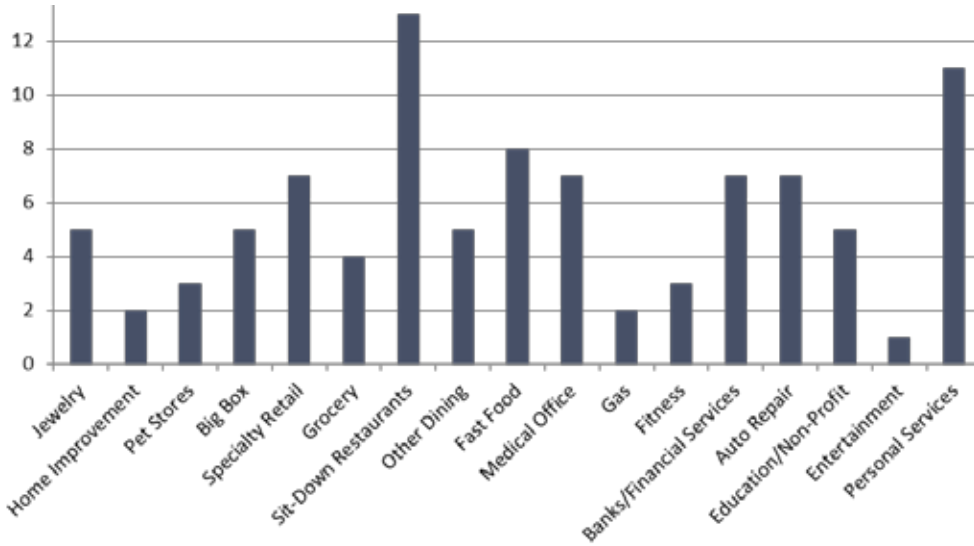
While Mission Viejo has an ample supply of retail space, the market performance is about average for the County and well below high-performing cities. For example, City-wide occupancy rates are below the County average while average lease rates are about equal at \$27 per square foot. The nearby cities of Newport Beach and Lake Forest have substantially higher lease and occupancy rates. Given the City's relatively high level amount of retail square feet per capital (58 compared to the County average of 45), it would appear that the less than stellar performance of City's retail sector is more related to quality than quantity.

The economic performance of the Core Area retail appears to be relatively strong based on lease and occupancy rates relative to the City as a whole. Tenants in the Core Area pay, on average, 40 percent more than the citywide average while experiencing vacancy rates of just 1 percent. The majority of retail in the Core Area is contained in several centers that cluster along La Paz Road and Marguerite Parkway. Four (4) separately owned but proximate

shopping centers make up about 90 percent of the space with one, Mission Viejo Village Center, accounting for about 56 percent of the total. Meanwhile, standalone retail tenants account for about 5 percent of the space. As a whole, the Core Area accounts for 11% of Mission Viejo's retail inventory.

In terms of orientation, the Core Area retail consists mostly of community-serving tenants anchored by grocery stores. The mix of tenants is tailored toward meeting the daily commercial needs of the surrounding residential neighborhoods rather than a regional destination. There is just one entertainment venue, a bowling alley, and the restaurants are predominantly chains with an emphasis on convenience and value rather than fine dining.

**The Core Area holds 11%  
of Mission Viejo retail**

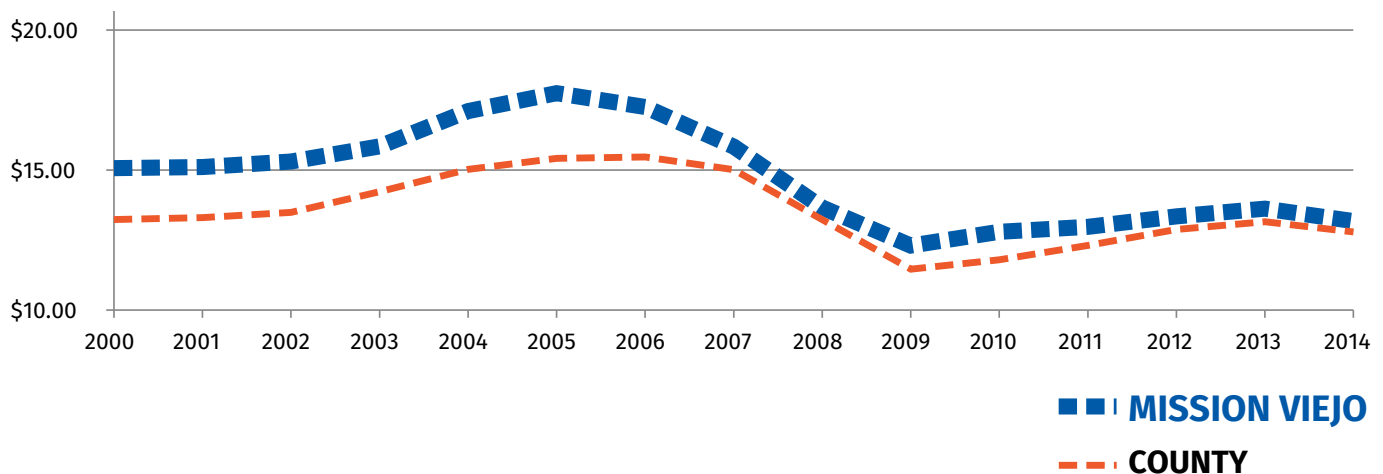


Retail catering to **everyday needs**, not destinations

**5%** Standalone retail tenants

Shopping Center	Approximate Rentable Space	Share of Core Area Retail
Commerce Center	43,000	7%
La Paz Marguerite Center	62,000	10%
Mission Viejo Garden Plaza	67,000	11%
Mission Viejo Village Center	175,000	28%
Villa Marguerite (1)	60,000	10%
Plaza Viejo	18,000	3%
Mission Viejo MarketPlace	123,000	20%
Other	77,000	12%
<b>Total</b>	<b>625,000</b>	<b>100%</b>

City-wide, retail sales are **declining** compared to County average





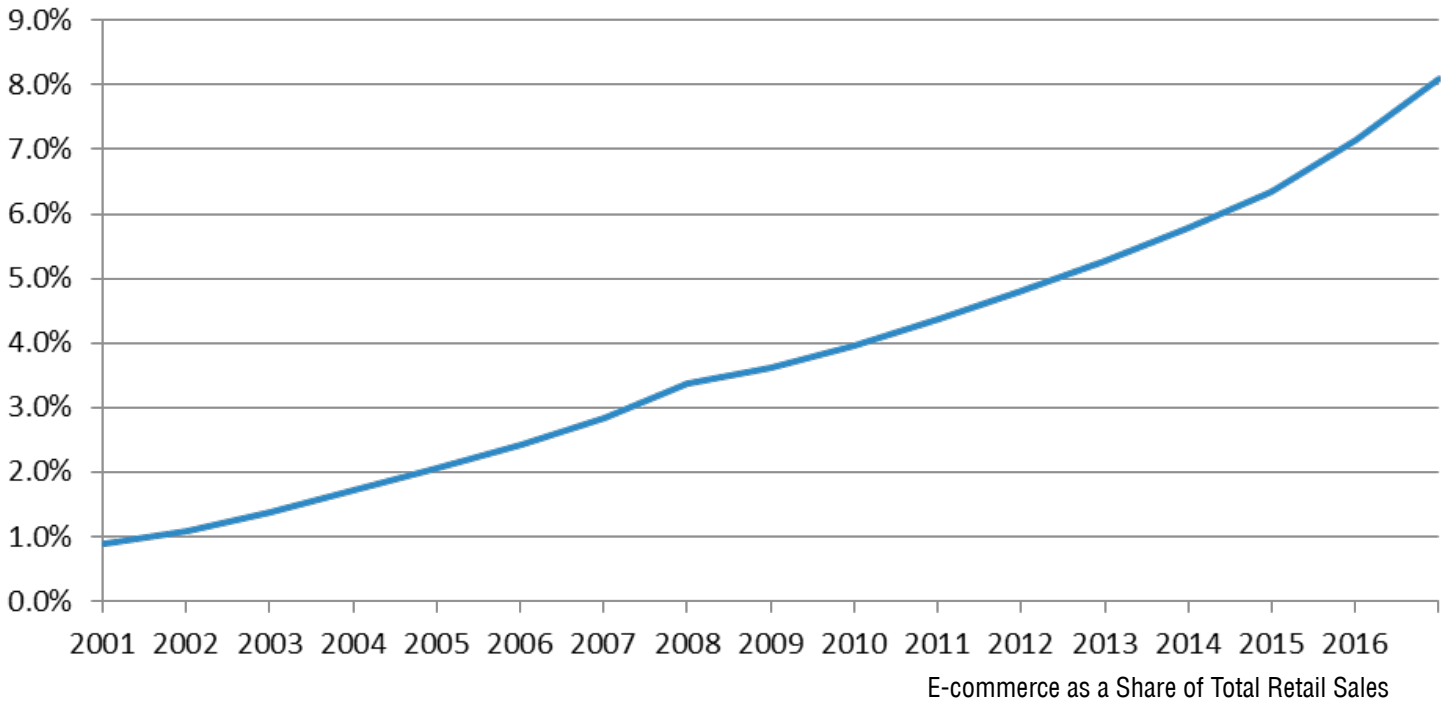
# National Retail Trends



In order to understand how the Core Area can be envisioned for a prosperous future, it is important to look at the local analysis through the lens of prominent trends in retail overall. Retail shopping centers and malls in many communities are facing significant pressures to re-invest and modernize in response to changing consumer preferences and technology. The rise of e-commerce as a more efficient alternative to traditional in-person shopping for many consumer items is forcing retail property owners and tenants to update their commercial spaces and marketing tactics. In addition, the consumer preferences of millennials and Baby Boomers, the two largest retail demographic cohorts, are increasingly focused on “experiential” retail environments and less on traditional goods. These inter-related trends are leading to a number of adaptation strategies by retail operators and owners, including the following:

- Retail centers are incorporating stronger “place-making” features to attract customers and to enhance the shopping experience, including complimentary entertainment, recreational, and cultural features; and improved public spaces (such as fountains, play areas, plazas, paseos, and public art).
- Many retail centers are incorporating mixed-use development in order to enhance vitality, create a 24-hour feel, and improve real estate yield and value.
- Individual retail tenants are trending towards smaller format spaces that complement their on-line presence with a higher emphasis on “touch and feel” rather than inventory, including “display centers” and “pop-ups”.
- The food and dining segment is becoming a growing share of sales and space within the “brick and mortar” retail.

The increasing importance of dining in the success of retail centers may be particularly relevant to the Core Area as it seeks to attract more patrons at night and during non-peak retail times. Dining can also provide significant cross over effects on surrounding commercial businesses. While the Core Area does meet many demographic requirements for upscale dining, a couple traits that are lacking include high foot traffic, a significant employment base, and nearby entertainment uses.



Increasing **online** sales

**Smaller** retail spaces

Growing food and dining segment



Blending **different** uses

Focus on experiences and **place-making**



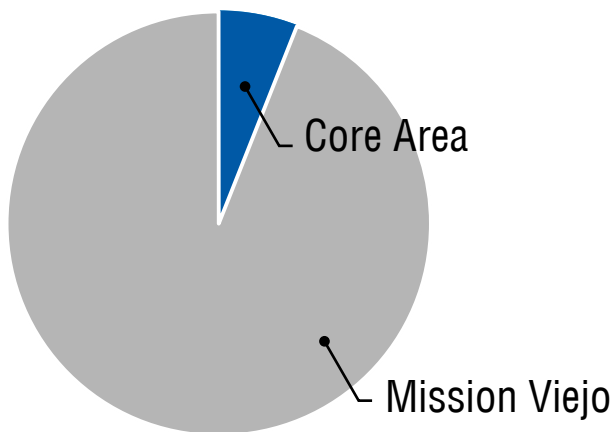
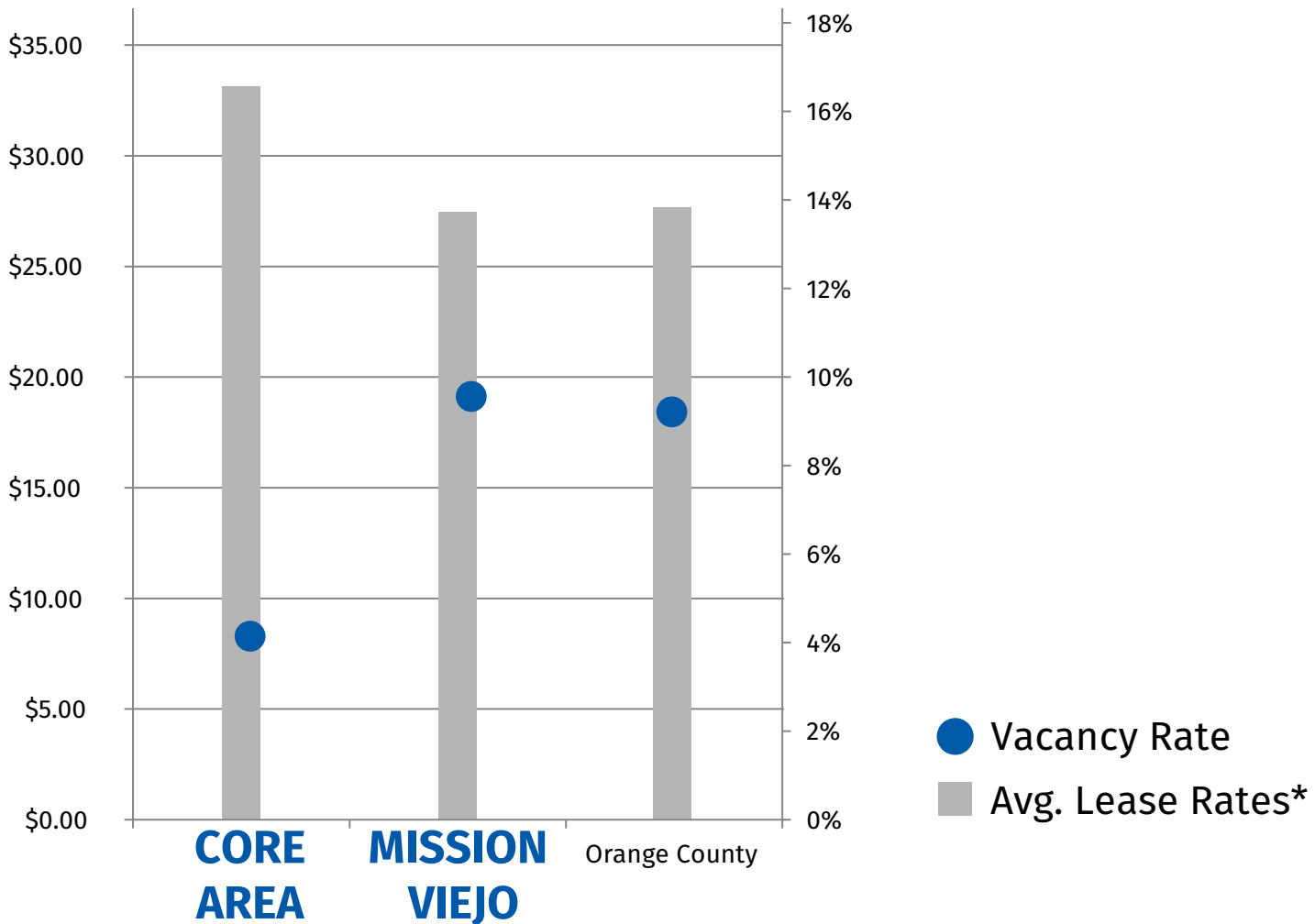
# Office Market



As a predominantly residential City with a net outflow of workers, Mission Viejo has a relatively modest office market, especially compared to the major employment centers in the County such as Irvine and Santa Ana). Overall, Mission Viejo has seen remarkably little recent office development in the past decade. However, the City does have healthy medical office sector with new real estate deliveries in the pipeline, anchored by Mission Hospital which is the City's biggest employer.

The Mission Viejo office inventory of just less than 2.6 million square feet is well below that of Irvine, Santa Ana, and Newport Beach and represents less than 2 percent of the County total. While the Core Area shows strong office rents and low vacancy rates, it only accounts for about 6 percent of the City's office inventory.

**More office  
could improve  
jobs-housing  
balance**



Competitive Core Area lease and vacancy rates...

... but the Core Area only accounts for **6% of total office inventory**



# Residential Market



Consistent with its role as a bedroom community, Mission Viejo's housing stock is dominated by single family units that are largely owner-occupied. Mission Viejo's housing stock is made up of 84 percent single family dwellings, well above the County average of 63 percent. In addition, approximately 77 percent of the housing stock is owner occupied, compared to 57 for the County as a whole.

The Orange County residential market was deeply impacted by the recent recession, with many cities still experiencing high vacancy rates and depressed home prices. While Mission Viejo's residential market has seen large fluctuations, current home values indicate strong recovery to pre-recession highs. However, Mission Viejo has not experienced significant new development over the last decade. Since new housing generally sells at a price premium relative to older homes, the lack of new supply has likely suppressed median home values.

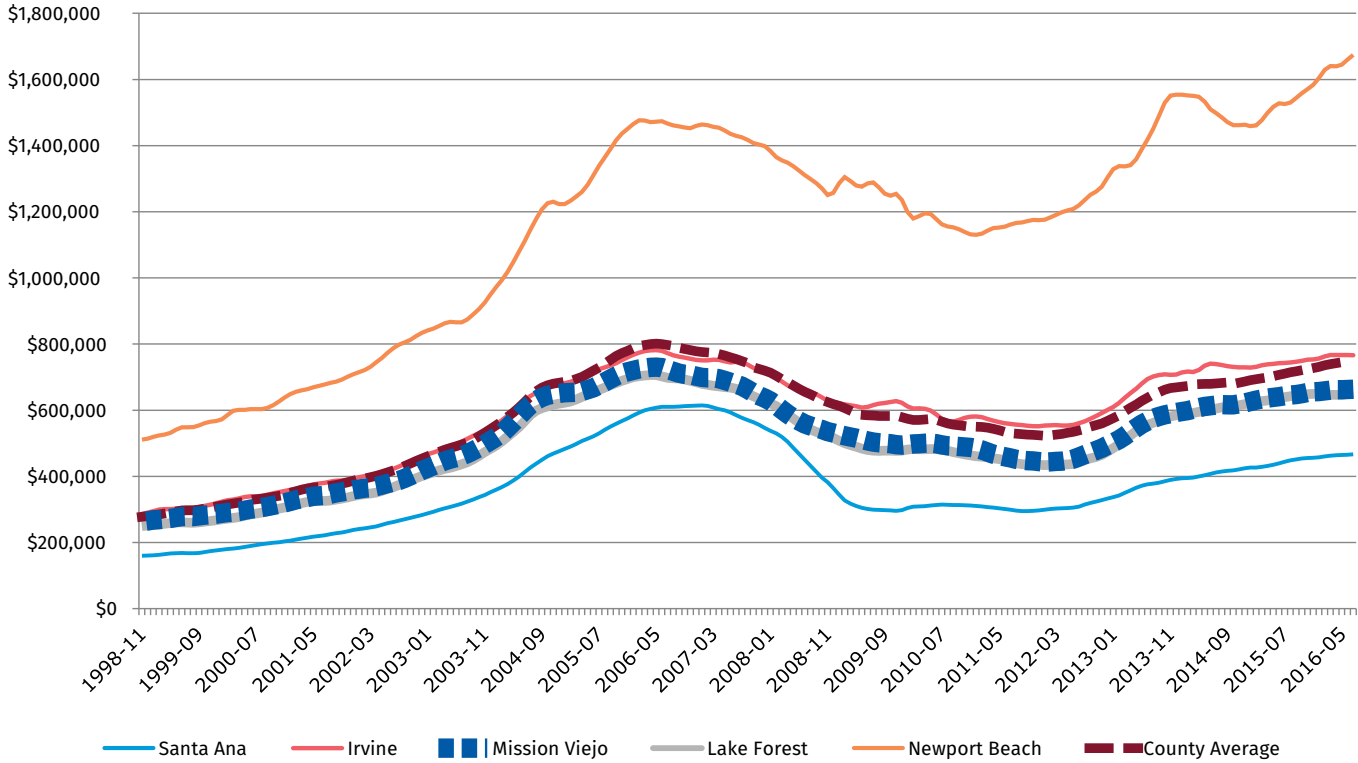
While Mission Viejo Home Values are below the County average, the huge range in home prices, many due to coastal premiums, obscure a true outlook. When comparing trends in home value to neighboring jurisdictions like Lake Forest, Mission Viejo has exhibited very normal fluctuations in Home Value. The Core Area houses less than 1 percent of the City's total units, with median home values and rents slightly below the City average. The lag in home values in the Core Area is likely a result of the high share of multifamily units (57 percent Core Area compared to 84 percent city-wide).

**<1% of housing  
stock in Core Area**

**84% Single family  
residential housing**

# Home values below County average

## Occupancy rates = 97%



# Constrained supply has created pent-up housing demand

	# of Units				Single Family as Share of Total	Occupancy
	Single Family	Multi-Family	Other (1)	Total		
<b>Core Area</b>	199	146	5	350	57%	99%
<b>Mission Viejo</b>	28,992	5,455	50	34,498	84%	97%
<b>Irvine</b>	47,615	31,850	1,140	80,607	59%	95%
<b>Santa Ana</b>	39,803	32,374	3,815	75,992	52%	96%
<b>Lake Forest</b>	19,060	7,513	1,200	27,774	69%	96%
<b>Newport Beach</b>	27,664	15,180	804	43,648	63%	88%

(1) Refers to Mobile Homes, Boats, RVs, Vans, etc.





# *Visioning* Process

The Visioning process is a compilation of community-driven needs, goals, ideas and feedback. With community outreach, market analysis, design explorations and public hearings, the groundwork will be laid to forge a common heritage for the future.

3



# Creating the Vision Plan

Together with the community, a group of designers, planners, economic advisors, and public outreach strategists worked to reinforce our community center and connect our common history toward the future.

May - June 2016

## A FOUNDATION FOR A VISION

### ***Community Outreach***

The outreach efforts solicited public input regarding opportunities for the future of the studied area. Areas of study include experiential desires, physical form and character, scale of development, circulation and infrastructure improvements, among others. Public input was a major component in the success of the Vision Plan.

### ***Market Analysis***

Our expert economic advisors conducted a study to identify current market trends including unmet demands and excess supply, as well as recommended strategies to improve the economic function of the project area.

## B PLAN FOR A VISION

### ***Vision Plan and Illustrations***

Based on meetings and activities with the community, the Vision Plan sets forth guiding principles, goals, and objectives that synthesize steps 1 through 4 in the visioning process. The Vision Plan articulates the Core Area's future development potential - including physical use, form and character, public spaces, mobility, and relationships to natural features. Graphic exhibits were created as a visual for the community vision.

### ***Public Hearings***

Members of the team participated in public hearings with the Planning and Transportation Commission and City Council. Decision-maker input was incorporated into a final Vision Plan.

*“The Vision Plan synthesizes the potential of the heart of Mission Viejo, rooted from the community itself.”*

## 1 LAUNCH

### ***Initial research and preparation for public involvement***

- Web page and notification sign-up function
- Public involvement plan
- Property owner's meeting
- Committee of Character Youth Subcommittee meeting
- Social media outreach

## 2 EXPLORE

June 2016

### ***Ideas, assets and opportunities***

- Pop-up Outreach @ DAWG Walk and Artisan Craft Fair
- EXPLORE - Community Workshop #1
- Citywide survey
- Social media outreach, workshop summary postings

## 3 CREATE

July-October 2016

### ***Vision brainstorming and mapping***

- Youth Outreach Program
- Pop-up Outreach - Prelude in the Park
- CREATE - Community Workshop #2
- Property owner's meeting
- Planning-Transportation Commission briefing
- Social media outreach, workshop summary postings

## 4 EVALUATE

Fall 2016

### ***Alternative vision concepts***

- Property owner's meeting
- EVALUATE - Community Workshop #3
- Social media outreach, workshop summary postings

## 5 SYNTHESIZE

Winter 2017

### ***Drafting and fine-tuning Vision Plan***

- Property owner's meeting
- Community input on draft Vision Plan
- City Council and Planning-Transportation Commission briefings
- Social media outreach, post Vision Plan







# Pop-Up #1

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## **Purpose**

On June 18, 2016, the City of Mission Viejo conducted a pop-up outreach event. The purpose was to inform the community about the 'Envision the Heart of Mission Viejo' project and opportunities to participate, encourage attendance at the first community workshop, and solicit input about the unique qualities of Mission Viejo. This summary provides information about the pop-up format, attendance, and themes from participant input. Attached are the results of the photo activity, as well as copies of the comment cards that were submitted at the event.

## **Where And When**

The pop-up was held on Saturday, June 18, 2016 in two different locations to increase reach. The morning session was held during the DAWG Walk and Pet Faire, at the Oso Viejo Community Park, from 8 am to 11 am. The afternoon session was held during the Artisan Faire, at the Mission Viejo Village Center, from 11 am to 1 pm.

## **Notifications**

Because pop-up outreach targets activity areas and engages bystanders, notifications and advertisements were not needed.

## **Attendance**

Approximately 60 people participated.

## **Format**

Each pop-up session was set up in booth space at one of the community events, and the project team worked to engage event attendees to participate, either as they passed by or as they approached the booth. Participants were encouraged to ask questions, participate in a photo activity, leave comments, and to attend the July 30 community workshop. The booth included:

- Three large display boards, showing a project overview and maps of the project area.
- Informational materials, including the project fact sheet, announcements about the first community workshop and upcoming youth vision workshop, and comment cards.
- Input activity using small white boards, where participants wrote down their answers to the question, "What is at the Heart of Mission Viejo?" and then had their pictures taken with the board. See Attachment A for results of this activity.

## **Major Themes**

Participants had the opportunity to give input through both the photo activity and comment cards. A number of major themes emerged from this input, and are summarized below.

### **Community, Family, and People**

Many participants commented that they felt Mission Viejo was people-, family-, and community-oriented, and that these were important elements of the 'heart of Mission Viejo.'

### **Environment, Recreation, and Entertainment**

Many participants commented that Mission Viejo was nature friendly, and that they enjoyed outdoor activities including parks, hiking trails, playgrounds, and Lake Mission Viejo. Some commented that they would like to see more activities for high school and college students, as well as more pet-friendly outdoor activities, including dog parks.

### **Restaurants and Shopping**

Participants commented that they like to shop and eat in Mission Viejo, and many prefer small businesses and independent restaurants over chains. Some would like to see more pet-friendly restaurants and shopping areas. Others would like to see organic foods available.

### **Housing**

Some participants commented that they do not want to see apartments built in the area, citing concerns about density and safety. Some felt that high density housing would have a negative impact on safety, traffic, and cleanliness.

### **Cleanliness and Safety**

Many participants felt that Mission Viejo was safe and clean, and want any future development to maintain safe and clean conditions.

### **Civic and Educational Resources**

Participants commented that they valued the library and schools.





# Pop-Up #2

## **Purpose**

On Saturday, July 30, 2016 at the “Prelude in the Park” event at the Oso Viejo Community Park at the Village Green, the City of Mission Viejo conducted the second pop-up event to promote the civic core visioning process. The purpose of the event was to continue to inform residents about the project, continue to engage Mission Viejo Youth, and publicize the second public workshop in order to expand involvement in the visioning process.

## **Where And When**

The workshop was held at Oso Viejo Community Park, in conjunction with the 2016 Prelude in the Park, and took place from 4 p.m. to 7 p.m. on July 30, 2016.

## **Notifications**

Because pop-up outreach targets activity areas and engages bystanders, prior notifications and advertising are not generally needed.

## **Format**

The pop-up booth consisted of three stations each under a canopy. It was located near the entrance to the Prelude in the Park event, for increased visibility to all attendees of the event. One station provided an opportunity for people to quickly meet project team members, learn who/what/why/when about the Heart of Mission Viejo Vision Plan process, sign-up for project announcements and updates, and get information about the second community workshop on September 8. A second station allowed visitors to participate in the Giant Heart activity; and a third station hosted a hands on youth activity that allowed kids to create their vision of the Core Area.

## **Station 1: Meet/Greet Heart of Mission Viejo Vision Project**

This station provided general information about the project to visitors, and gave them an opportunity to engage staff and ask questions. Boards displaying general project facts and project area map were displayed, and information about the project and about the September 8, 2016 community workshop were available for visitors to take with them. People expressed an interest in the project, expressed understanding about the need, and took note of the upcoming workshop date. About 150 people visited this station and talked with project team members.

## **Station 2: Giant Heart of Mission Viejo**

This station gave families a chance to express their vision for the Mission Viejo Core Area, and see it side by-side with visions from other local families. Participating families were given a large puzzle piece on which to write their vision--creating word clouds, drawings, or other artwork. As people complete their pieces, the station staff started assembling the giant heart puzzle on a pre-made frame which stretched approximately 6 feet in diameter. The finished product will be displayed at the second community workshop. Approximately 25 people took part in this activity.

## **Station 3: Create-Your-Mission-Viejo Vision Youth Art Station**

Building on the Visions from Our Future Generation youth workshop hosted on July 17th, young visitors had the opportunity to build their vision for Mission Viejo, using various craft items to create something they would like to see in the Core Area. This station engaged kids, introduced them to principles and tools used to plan healthy, livable communities. Two copies of “Bear About Town” were available as a resource to the kids; intended to provide ideas and inspiration, while facilitators helped to link concepts in the book with individual projects and the Mission Viejo visioning process.

Kids were then asked to describe their projects, and were photographed with their piece. Because the attendance of the July 17th workshop was unexpectedly low; we were able to directly reflect these results in this summary. They will also be displayed alongside results from the July 30 activity at the September 8 public workshop.

Approximately 90 kids took part in the activity, including 6 kids from the July 17 workshop.

## **Major Themes**

Outdoor Activities and Nature – Many kids built a vision of outdoor activities including parks, beaches, playgrounds, swimming pools, horse stables, various sports, and gardens. Many simply made trees, ponds, or lakes, and some created Lake Mission Viejo.

Entertainment – Many kids create entertainment spaces, including movies theatres, the Saddleback lanes, an aquarium, and zoos.

Community Activity Centers – A few kids created community oriented spaces, such as libraries, farmers markets and entertainment events such as fireworks and community gatherings.



# City-Wide Survey

A Vision Plan opinion survey was conducted by True North Research, designed to provide the City of Mission Viejo with statistically reliable information regarding residents' opinions on issues related to the City's Core Area Vision Plan. Topics included land use, economic development, revitalization, and the types of businesses and amenities desired for the area.

## ***What do residents most value about Mission Viejo that the City should seek to preserve?***

A clear theme of the survey results is that residents are focused on maintaining—rather than changing—the character of Mission Viejo. Nearly every resident surveyed held a positive opinion regarding the quality of life in the city, with 97% rating it as excellent or good, 3% stating it is fair, and not a single respondent using poor or very poor to describe the quality of life in Mission Viejo. The City's appearance and general cleanliness, quality landscaping, open spaces, lake and greenery were mentioned most frequently when asked what the City should make sure to preserve in the future, along with the City's low crime rate and community parks.

### **What do you like most about Mission Viejo and want to see preserved?**

**(64%)** *The open spaces / parks / greenery*

**(45%)** *The city's appearance and quality / landscaping / cleanliness*

**(21%)** *The public safety / low crime rate*

## ***What changes do residents seek to improve the quality of life in Mission Viejo?***

Consistent with the aforementioned theme of maintaining the city's character, most of the changes that residents desire could more appropriately be described as efforts to preserve or enhance existing qualities of the City. When asked what they would most like to change about the City, the most common responses to this question was that they could not think of any desired changes (37%) or that no changes should be made (1%), both of which are indicative of a respondent who does not perceive any pressing issues or problems in the City that can be addressed by local government.

Among specific changes that were desired, the most common were reducing traffic congestion (9%), repairing/improving streets (4%), synchronizing traffic signals (4%), limiting growth/development (4%), improving parks/recreation facilities (4%), and improving landscaping/upkeep of landscaping (3%). It is worth noting that reducing traffic congestion, repairing/improving streets, and limiting growth/development were also among the top five responses in the 2011 community survey

## ***Do residents see a need to revitalize outdated neighborhood shopping areas?***

Although the theme of preserving the City's character, appearance and natural amenities was prominent in the survey, it should also be noted that Mission Viejo residents are generally quite forward-thinking and recognize that some types of change would be good for the City. With respect to neighborhood shopping areas in general, there has been a statistically significant decline in the appearance of these shopping areas since 2008 according to residents, and most residents (62%) agreed that there are some shopping areas in the City that are outdated and in need of revitalization. As the perceived need to revitalize neighborhood shopping areas has increased, so too has public support for the City playing an active role in helping to improve older, outdated shopping areas.

Approximately three-in-four respondents (74%) stated that they support the City playing an active role in the revitalization process for these areas, which is a statistically significant increase of 9% when compared to the 2008 survey findings.

### **Do you think the City should play an active role in improving outdated shopping areas?**

**(74%)** *YES, the City should be involved (2016)*

**(65%)** *YES, the City should be involved (2008)*

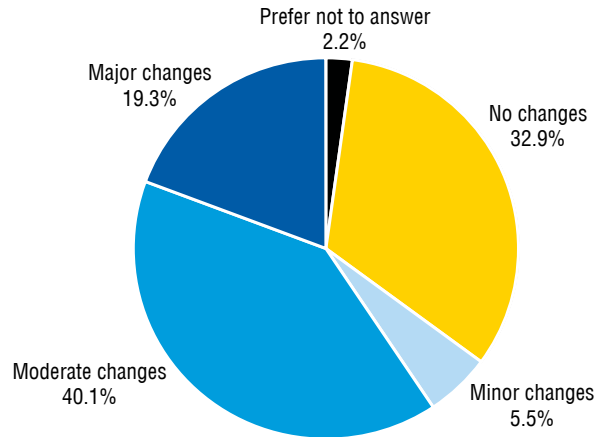
***Do residents support revitalizing the City’s Core Area, and to what degree?***

In addition to measuring residents’ opinions about neighborhood shopping areas in general (see above), the survey also gauged their opinions about Mission Viejo’s Core Area—which was defined as shopping centers and other properties along Marguerite Parkway between La Paz Road and Oso Parkway. Specifically, the survey measured the extent to which residents perceive a need for revitalizing properties in the Core Area, the types of land uses, businesses, and amenities they desire for the area, and their opinions of how revitalizing the Core Area may impact the quality of life and economic health of Mission Viejo.

Consistent with their support for revitalizing neighborhood shopping areas in general, nearly two-thirds (63%) of Mission Viejo residents were of the opinion that shopping centers in the Core Area should be revitalized. Although a majority of residents in every subgroup favored revitalizing shopping centers in the Core Area, the desire for revitalization was strongest among those 50 to 64 years of age, respondents who have children in their home, longtime residents (15+ years), home owners, and males.

Recognizing that respondents may have different opinions regarding the degree to which the shopping centers in the Core Area should be updated, the survey followed up with those who favored revitalization to ask if they preferred minor changes (described as including new paint and improvements to parking lots), moderate changes (including upgrading the appearance of the front of the buildings and improvements to parking lots), or major changes (including demolishing older buildings and constructing new buildings). Among the two-thirds that favored revitalizing shopping centers in the area, most favored making moderate changes to the centers (40%), 19% favored major changes, whereas just 6% preferred making minor changes.

**Changes For Shopping Centers In Core Area**



As to what types of businesses and amenities should be part of a revitalized Core Area, Mission Viejo residents proved to have nuanced opinions on this matter. Two-thirds (68%) of residents indicated that there is currently too little entertainment uses such as movie houses, music and arts in the Core Area, compared with 30% who said the amount is about right, and 1% who said there is too much. Many also viewed a deficiency in the amount of eating and drinking establishments (53%), areas to sit and relax (48%), smaller boutique retail stores (41%), and clothing stores (35%), although for all but the first of these business types/amenities the predominant opinion was that the current amount is about right.



Similarly, although approximately one-quarter of Mission Viejo residents felt there are currently not enough home improvement and hardware stores (26%), big box retail stores (25%), and grocery stores/food markets (23%) in the Core Area, more than two-thirds perceived that the current amount of these businesses in the Core Area is about right. Overall, less than one-in-five Mission Viejo residents perceived a need for additional housing (7%), pharmacies/medical supplies (8%), commercial office space (14%), and auto supply stores (20%) in the Core Area.

Finally, it is clear that in addition to improved shopping and dining opportunities, Mission Viejo residents recognize the benefits a revitalized Core Area can bring with respect to attracting businesses and jobs, improving the City's tax base, and ultimately improving the quality of life in Mission Viejo. More than three-in-four respondents agreed that Making improvements to properties in this area will help attract businesses and jobs to the City (78%) and Revitalizing outdated shopping centers will help improve the local economy and generate more revenue for city services (76%). More than two-thirds also agreed that Making improvements to properties in this area will help improve the overall quality of life in the city (71%), and a majority (58%) indicated I will do more of my shopping in Mission Viejo if the local shopping centers are improved.

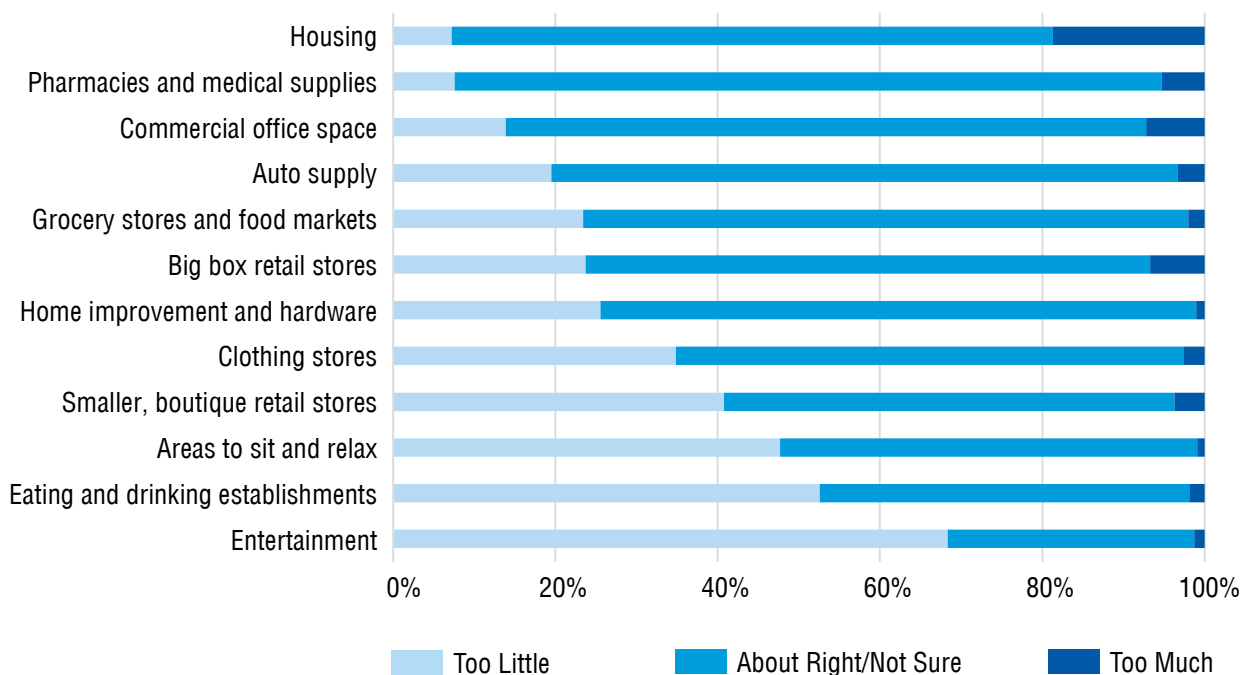
**How do you feel about the amount of business and amenities in Mission Viejo?**

- (68%)** *Too few entertainment venues*
- (53%)** *Not enough eating and drinking establishments*
- (48%)** *Would like more places to sit and relax*

**Which additional stores do you want in Mission Viejo?**

- (66%)** *Restaurants / Family-Style, Fast Food, Specialty & Cultural*
- (34%)** *Retail Stores / Department Stores, Grocery, Clothing*

**Opinion Of Amount Of Businesses & Amenities in City**









# Workshop #1

## **Purpose**

On Thursday, June 30, 2016, the City of Mission Viejo conducted the first community workshop for the Mission Viejo Core Area Vision Plan. The purpose of the workshop was to inform the community about the project and opportunities to participate, solicit input on Mission Viejo's unique qualities and needs related to the Core Area, and to encourage discussion and collaboration among Mission Viejo residents on big picture vision ideas. Importantly, an overarching goal was to provide multiple opportunities to provide input in ways that felt comfortable for all attendees. This summary provides information about the workshop format, attendance, and themes from participant input.

## **Notifications**

Hearing input from as many people as possible with varying perspectives in Mission Viejo is essential for the visioning process. Getting the word out about the project was accomplished using a number of communication channels, including the City's website and blog, email blasts to Mission Viejo residents and businesses, newspaper advertisement, and announcements at City Council meetings. The City also conducted Pop-Up outreach at the DAWG Walk and Artisans Faire on Saturday, June 18, 2016 to get the word out about the upcoming workshop to those who might not see the announcements through traditional channels.

## **Attendance**

Approximately 85 people participated.



## **Format**

The workshop was held in the Saddleback Room, at Mission Viejo City Hall, from 6:30 to 8:30 p.m. The format was designed to give residents an equal voice in the visioning process, and to encourage participation from as many attendees as possible. This was done through interactive activities conducted individually and in small groups. Attendees participated in a variety of ways, including: (1) writing; (2) small group discussion; and (3) visual response activities. This allowed them to provide input in formats that are comfortable with people's varying communication styles. All input was carefully recorded and documented for use in guiding the visioning process.

The workshop was facilitated by multiple members of the project team. Joan Isaacson from the consultant team provided overall facilitation, giving a brief introduction on the purpose of the workshop and leading the activities. Andrew Watkins and Sean O'Malley, also with the consultant team, gave an overview on the purpose of the Core Area visioning process, highlighting that the effort would be centered heavily on ideas and input from community residents.

## **Activities**

Attendees were randomly placed in small groups of 8-10 people at registration, which allowed for each group to have a mix of more active participants and those who do not normally speak up helping to ensure that all voices were heard equally. Attendees participated in three different activities:

- A pop quiz about experiences in Mission Viejo
- Experience boards where participants expressed preferences of uses they would like to see in the Core Area.
- Facilitated small group discussions centered on ideal experiences in the Core Area.

The three activities are described in more detail below.

### **Activity 1: Pop Quiz**

Attendees were asked to respond to a series of 10 questions, recording each answer on a sticky note and posting each answer in wall exhibits. For several questions, similar answers were then grouped and reported back to the entire group by facilitators.

### **Activity 2: Experience Boards**

Experience boards were placed around the room, each displaying images of one of eight different activities, or "experiences" that could exist in the Core Area. These "experiences" were Eat, Play, Relax, Shop, Learn, Entertain, Gather, and Explore. Facilitators explained the boards, and attendees were given a set of eight dots and asked to place them on the experiences that most appealed to them, or that they would like to see happen in the Core Area. The instructions including spreading the dots over eight separate images or using multiple dots on single images that seemed particularly important.

### **Activity 3 – Small Group Discussion**

Attendees participated in facilitated small group discussions which centered on their responses to the question “What would be an ideal experience for you and your family, or you and your friends, in the heart of Mission Viejo?” First, attendees worked individually and wrote their answers on large index cards. Then, they read them aloud to the group as the facilitator recorded experience ideas on a flip chart. Each group was then asked to place a series of 8 sticky dots on the experiences they felt were most important, with freedom to spread the dots over eight separate images or group them all on one. The concluding step was for a volunteer from each group to report back on the top five ideas with the greatest numbers of dots to the broader group.

### **Major Themes**

The following are major themes from the workshop activities that highlight features and activities that attendees thought were a valuable part of, or should be part of, the Core Area experience. The themes represent ideas and input that was repeated multiple times.

#### **Restaurants, Bars, and Coffee Shops**

Restaurants, bars, coffee shops and other eating experiences were some of the most common themes. Attendees commented that they would like to see more choices and more quality in restaurants in the Core Area. Specifically they mentioned local (non chain), casual to high end, sit down restaurants with good food and outdoor or elevated seating. Some mentioned breweries and restaurants that offer craft beer. Others mentioned pubs and bars that stay open later and have outdoor seating or some connection to Oso creek. Some attendees mentioned coffee shops or cafes that provide a gathering place for youth and families and offer outdoor space.

#### **Shopping**

Similar to restaurants, many attendees commented that they would like more choices when shopping, including high end stores, boutique type shops, and independent business. Some suggested having storefronts that face the street rather than just the parking lot. Some suggested including more family friendly and youth oriented shops.

#### **Overall Experience / Feel / Aesthetics**

Many attendees felt that the look of the center should be updated, and that it should be better maintained. Open, outdoor, and green space, as well as trees and greenery were a common theme. A few commented that they would like to see the Core Area become similar to Irvine Spectrum, walkable with shopping and dining, as well as gathering spaces and places to sit down. Some suggested a “Main Street,” “downtown,” or “Hallmark” feel, with a variety of uses in one place. Opposition to residential space was registered by some attendees; although, some mentioned that mixed use would be desirable.

#### **Parks and Recreation**

Attendees commented that they value Mission Viejo for its recreational resources, such as the Norman P. Murray center and the Oso Creek Trail. Attendees commented that the Trail provides good connections within the community and is a good place to





walk, jog, take a pet, and enjoy nature. Some commented that the trail could be improved, and that they would like to see it better connected to the Core Area. Many attendees also enjoy using Lake Mission Viejo. Some would like to see kid friendly play areas as well as dog parks included in the Core Area.

**Entertainment and Art**

Attendees commented that they would like to see more high quality entertainment, such as live music, theatre, and movies. Outdoor events was a common theme. Attendees also suggested more Arts and crafts events and facilities, as well as museums and art galleries.

**Social / Gathering Space**

Many attendees commented that they value or would like to see more outdoor social gathering space, including fountains, benches, and green spaces. Some commented that this would be beneficial for young people, providing a safe social gathering space.

**Connections and Walkability**

Attendees commented that parking in the center should be made more efficient, and that reducing potential pedestrian vehicle conflicts would improve safety. Improved walkability and access to the Core Area by pedestrians and bikes was also a common topic, and some suggested connecting the civic center with the Core Area through either a pedestrian bridge or through improved pedestrian facilities (crosswalks, hardscape, light timing, etc.). Some attendees suggested moving surface parking to parking

structures located at the outer limits and restricting cars from entering the Core Area. It was also suggested that increasing connections along Oso Creek trail and between the trail and shopping center would provide safe, improved connections away from streets and traffic.

**Community and Family Activities**

Attendees commented that they feel a sense of community in Mission Viejo; and they value events such as the 4th of July fireworks and Memorial Day events.

**Library and Schools**

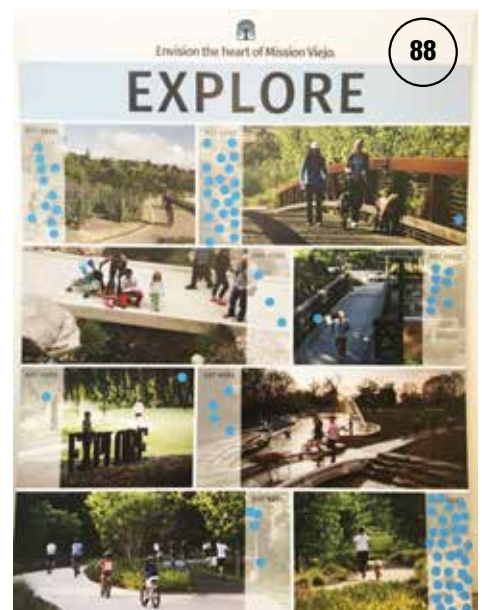
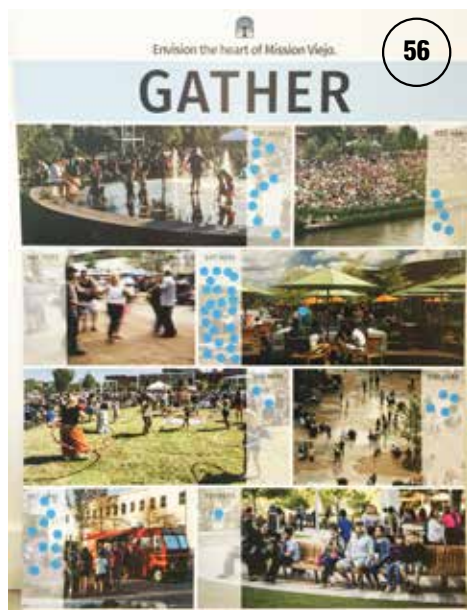
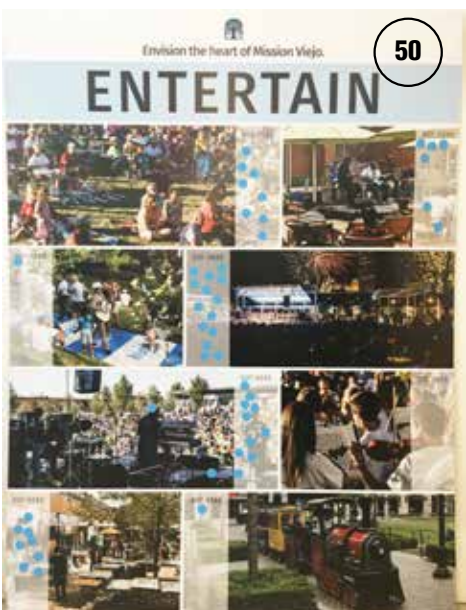
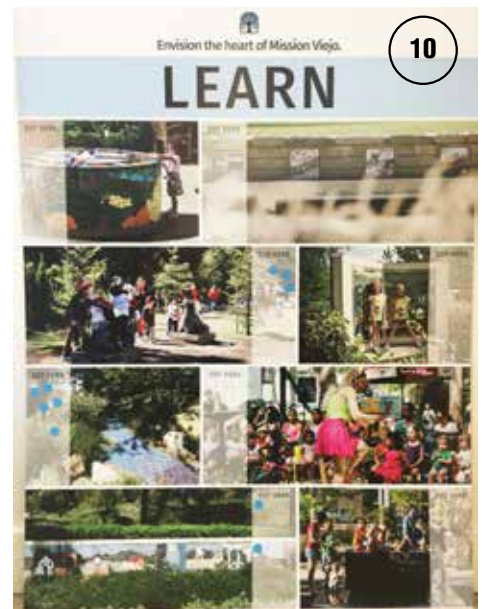
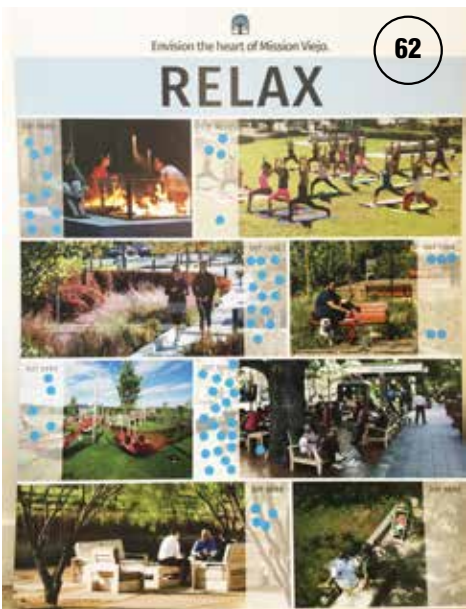
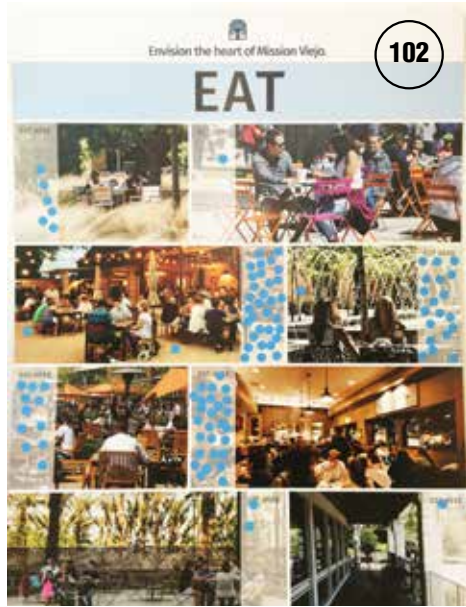
Many attendees commented that they enjoyed the library and the city schools; and many view these as places to go to connect with the community.

**Safety and Cleanliness**

Attendees noted that Mission Viejo was safe and well maintained. Some commented that the Core Area is not as maintained as it could be, and that simply cleaning it up would be an improvement.









# Workshop #2

## **Purpose**

On Thursday, September 8, 2016, the City of Mission Viejo conducted the second community workshop for the Mission Viejo Core Area Vision Plan. The purpose of the workshop was to inform the community about the project and opportunities to participate, present case studies illustrating change in the centers of other cities whose goals were similar to the ideas expressed in themes from the first workshop, and to involve community members in hands-on design activities to generate planning concepts for consideration in the future alternatives study. This summary provides information about the workshop format, attendance, and themes from participant input.

## **Notifications**

Hearing input from as many people as possible with varying perspectives in Mission Viejo is essential for the visioning process. Getting the word out about the project was accomplished using a number of communication channels, including the City's website and blog, email blasts to Mission Viejo residents and businesses, newspaper advertisement, and announcements at City Council meetings. The City also conducted Pop-Up outreach at the Prelude in the Park on Saturday, July 30, 2016, and engaged attendees at the July 17, 2016 youth visioning workshop, to get the word out about the upcoming community workshop to those who might not see the announcements through traditional channels.

## **Attendance**

Approximately 75 people participated.

## **Format**

The workshop was held in the Saddleback Room, at Mission Viejo City Hall, from 6:30 to 8:30 p.m., and was hosted by the Mission Viejo Economic Development Committee. The format was designed to give residents an equal voice in the visioning process, and to encourage participation from as many attendees as possible. This was done through interactive activities conducted individually and in small groups. Attendees were given the opportunity to (1) learn about comparable projects in other cities and express their preferences through dot polling, and to (2) work as a team in creating a design for the Core Area. All input was carefully recorded and documented for use in guiding the visioning process.

The workshop was facilitated by multiple members of the project team. Joan Isaacson from the consultant team provided overall facilitation, giving a brief introduction on the purpose of the workshop and leading the activities. Sean O'Malley, also with the consultant team, gave an overview on the purpose of the Core Area visioning process, highlighting that the effort would be centered heavily on ideas and input from community



residents. Jason Moody with Economic & Planning Systems gave a presentation on trends affecting long-term market prospects for retail, office, residential, hotel and related land uses in the Mission Viejo core. The goal of this presentation was to help the community better understand local market opportunities and constraints and provide an economic context for the visioning process.

## **Activities**

Attendees were randomly placed in small groups of 8-10 people at registration, which allowed for each group to have a mix of more active participants and those who do not normally speak up – helping to ensure that all voices were heard equally. Attendees participated in two different activities:

- Comparable Studies: Attendees were introduced to 5 different comparable projects in cities all over the country, and asked to indicate preference for aspects of those projects that they liked.
  - Design Activity: Attendees worked in small groups to design their vision of the Core Area using a large printed map and a variety of materials.
  - Comment Card: Each attendee was provided with a comment card at check in, to give input on the project and to submit their email address for future project updates. Input from comment cards has been included in Major Themes below.
- The three activities are described in more detail below.

**Activity 1: Comparable Studies**

This activity presented attendees with examples of change accomplished in cities whose environment or goals for the project were similar to that of Mission Viejo's. The boards highlighted certain themes or uses in each city's project, and attendees were asked to indicate their preferences using a total of 7 dots provided to them.

### ESTES PARK

- Creekside Retail** (24 dots)
- Creekside Parks** (12 dots)
- Leafy & Low Scale Environment** (36 dots)

### WALNUT CREEK

- Main Street Retail** (24 dots)
- Integrated Parking** (11 dots)
- Intimate Spaces & Alleys** (36 dots)

### VICTORIA GARDENS

- Village Green** (24 dots)
- Garden Streetscape** (12 dots)
- Pedestrian Scale Streets** (10 dots)

### MASHPEE COMMONS

- Office/Res. above Retail** (24 dots)
- Main Street Retail** (12 dots)
- Parallel Parking** (01 dots)

### THE ORCHARD

- Decorated Big Box** (09 dots)
- Large Parking Lots** (06 dots)
- Small Improvements** (06 dots)





### ***Activity 2: Design Activity***

Attendees were randomly placed at one of twelve tables, each with a large gridded map of the project area, and given a set of materials to design their version of the Core Area. The materials included 3D plastic shapes and colors to represent buildings of different sizes and uses, as well as tracing paper, and markers of different colors. The goal was to use these materials to explore changes in the Heart of Mission Viejo that address the themes from the first workshop and incorporate ideas from the comparable studies and market information. Each table selected a representative to be a scribe, and the group recorded their design's "big ideas" on a flip chart.

### ***Activity 3 – Comment Cards***

Input from comment cards has been included in Major Themes, described below.

### ***Major Themes***

The following are major themes summarized from each groups "big ideas" and from comment cards that were submitted. The themes represent ideas and input that was repeated multiple times, and their order does not represent priority or frequency. The complete set of input in Appendices C and D should be reviewed for a complete understanding of the diversity of ideas and perspectives shared by participants.

### ***Excited about Change***

All groups indicated that they would make some change in the project area, and most changes reflected more than aesthetics. Most changes were centered on the shopping center at the heart of the project, but some groups placed development at the edges of the project.

### ***Mixed Uses***

Many groups commented that they would like to see a mix of uses in the Core Area, some specifying a "downtown" type feel. There were suggestions of office over retail, and some commented that they would like to see retail facing Marguerite Parkway. Some suggested boutique type retail. Some, but very few, suggested putting housing over retail in the Core Area. One group suggested that building heights stay low enough so as not to block views of the creek.

### ***Housing***

There was a mix of perspectives on introducing new housing to the Core Area. Some groups included minimal housing, either stand-alone or built over retail space, some did not include it or did not address it, while others commented that they did not want it. A few groups suggested that housing be built at the outer edges of the project area.

### ***Creek, Green Space, and Gathering Space***

Many groups, as well as attendee comments, suggested creating more green space, as well as engaging the creek either with outside dining or improving walking trails. Some groups suggested including a large central green space, while others suggested including greenery placed throughout the site. Some suggested isolating the creek away from site activity, to preserve it. Many groups mentioned creating some kind of gathering space, whether it be green space or a plaza-like space.



### ***Culture, Entertainment, and Recreation***

Some groups commented that the site should include various culture and entertainment options, such as theatres, performing arts centers, and movie theatres. Some groups also commented that they would like to continue to see uses such as the bowling alley, while others suggested improving recreational opportunities such as the Oso Creek Trail.

### ***Community Feel and Aesthetics***

Some comments submitted by attendees reflected a desire to keep the small scale, community feel of Mission Viejo, as well as a desire to create a space that works well for the community but does not necessarily draw in visitors from other communities. Group ideas and attendee comments also reflected the “keep Mission Viejo beautiful” theme, suggesting improvements to aesthetics.

### ***Pedestrian Scale and Safety***

Many groups suggested making the Core Area more pedestrian friendly and human scale, increasing the safety of pedestrians who are coming into the Core Area, as well as navigating within it. Many groups suggested a pedestrian bridge connecting the Civic Center with the commercial center across Marguerite Parkway. Some suggested making the area pedestrian-only,

keeping cars around the outside or off-site. Input from comment cards suggested improving connectivity and accessibility for pedestrians and bicycles.

### ***Traffic and Parking***

Group ideas and attendee comment cards reflected concern over increased traffic in the area. Many group designs placed parking around the outsides, underground, or in structures.

### ***Restaurants***

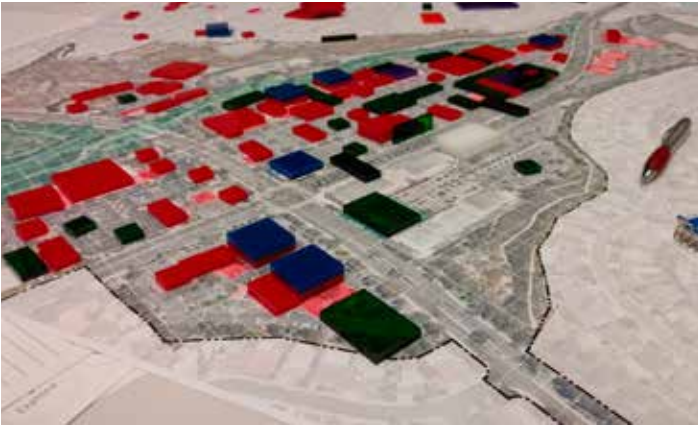
Similar to input from the first workshop, restaurants was one of the most common themes. Attendees expressed that they wanted to see fresh, local, and healthy restaurants, with outdoor or rooftop seating, some specifying high-end. Many commented that seating should be provided along the creek. Some groups suggested a hall-type format, with many different restaurants under one roof.

### ***Hotels***

Several groups discussed hotels. The comments varied, including the potential for siting new hotels at the edges of the Core Area, as well as siting them outside of the core. A few groups specifically said that new hotels shouldn't be added to the Core Area.

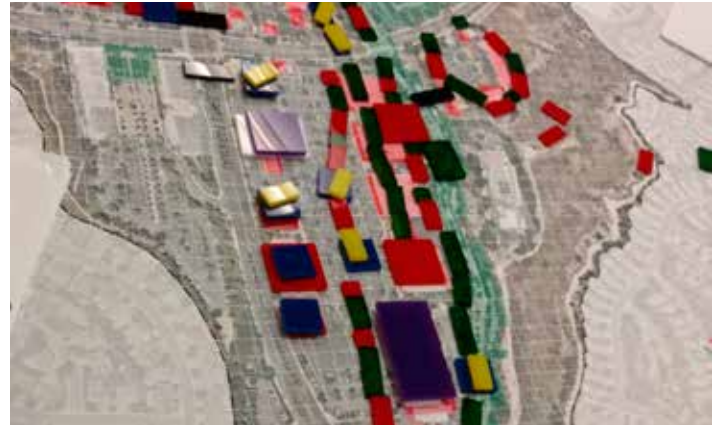






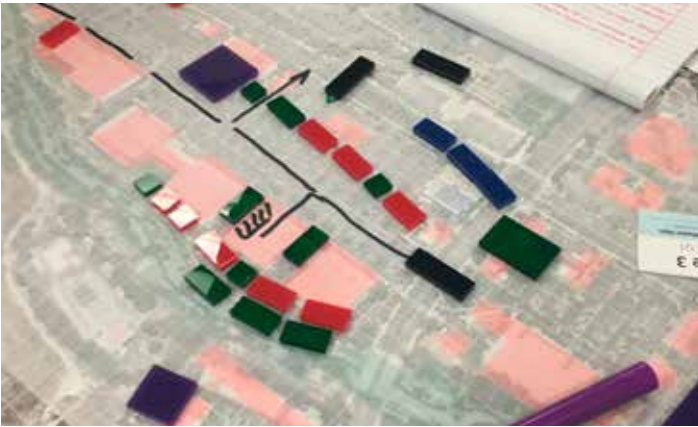
**Table 1 Big Ideas**

Mixed-use retail; a mix of high-end and family friendly restaurants that offer fresh, healthy food and outdoor seating; connecting the civic center to the Core Area with a pedestrian bridge; and minimal housing and no hotels.



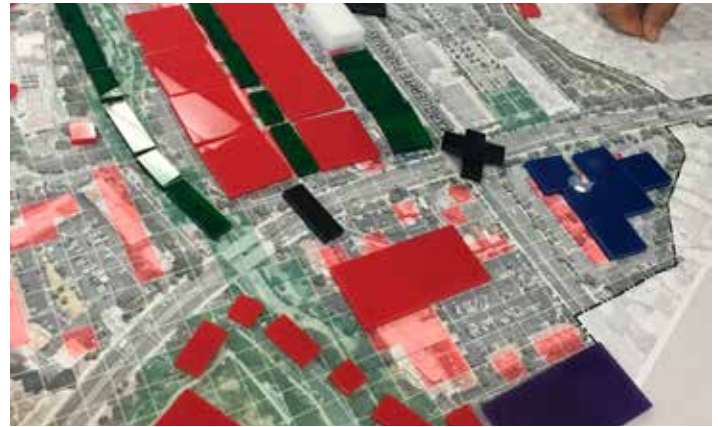
**Table 2 Big Ideas**

Pedestrian-friendly Core Area with spaces for concerts and gatherings; creek-front uses; high-end office over retail along a widened Marguerite Pkwy; underground parking; pedestrian bridge across Marguerite Pkwy; and linking Oso Creek to child-friendly areas.



**Table 3 Big Ideas**

Core Area as a destination for local residents; a “Hometown Downtown” for community gatherings; riverside feel with patios along Oso Creek; improved pedestrian connections across roads and walkways adjacent to storefronts.



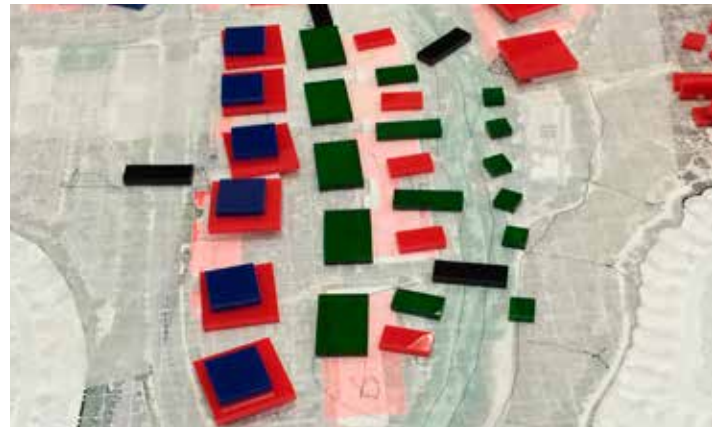
**Table 4 Big Ideas**

Walkable neighborhood; parking structure in strategic location; loading/unloading zones for senior citizens; artfully designed pedestrian bridges with escalators/elevators across both Marguerite Pkwy and La Paz Rd; creek-facing retail.



**Table 5 Big Ideas**

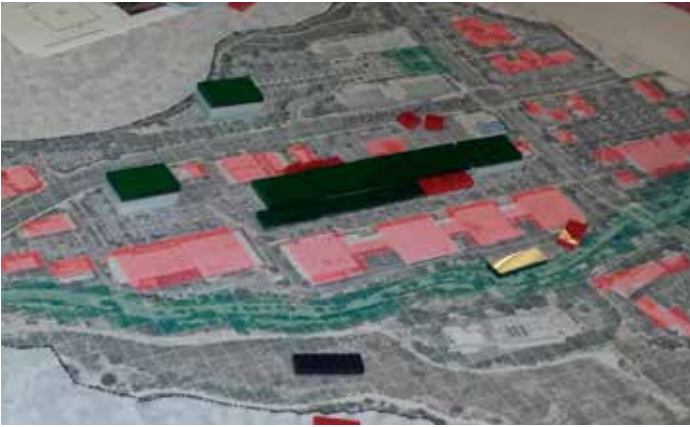
Performing arts center and movie theaters; underground parking; retail at street level with office above; manicured landscaping along Oso creek, village green; pedestrian bridge from library, multi-family housing; walkable office to dining.



**Table 6 Big Ideas**

Linear mall; beautification of Oso Creek with addition of retail, dining and coffee shops; walkable village with peripheral parking; car-free core; central park with fountain; increased greenery; street-facing retail; hotel near medical facilities; theatre, bowling alley to the south.





**Table 7 Big Ideas**

Keep creek trail secluded and non-commercialized; no high-density apartments or hotels; underground parking; easy lunch access for MVHS students; community garden spaces; increased City Hall / library parking; performing art's center; gathering space and patios outside food venues; mixed-use office / retail / restaurants.



**Table 8 Big Ideas**

Pedestrian bridges across Marguerite Pkwy; green spaces integrated with creek walking paths; underground parking with retail on top; multiple dining venues under one roof; boutique retail; no tall buildings obscuring creek views; community art gallery; bike rental; space for farmers market; no housing or condos.



**Table 9 Big Ideas**

Keeping community's aesthetics when developing its picturesque canvas – model the core after Plaza Mayor in Madrid, Spain; preserve safety and foster community; large bridge connecting across Marguerite Pkwy and to the "plaza"; street-facing retail.



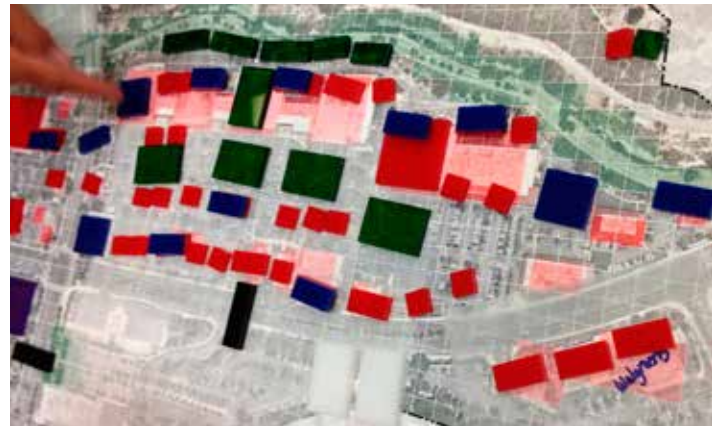
**Table 10 Big Ideas**

Parking structures; linking downtown areas with shuttles, biking and walking; city-wide wifi; bridges to cross over major streets, additional office space for daytime retail; more green areas and roof-top dining overlooking creek; movie theatres and bowling alley; teen area and concert area; Potoki Park.



**Table 11 Big Ideas**

Performing arts center and movie theaters; underground parking; retail at street level with office above; manicured landscaping along Oso creek, village green; pedestrian bridge from library, multi-family housing; walkable office to dining.



**Table 12 Big Ideas**

Movie theatre; no new housing; retail and dining with office space above, facing the creek; lots of green space and fountains; two bridges connecting to City Hall and movie theatre; shops and restaurant along the creek; concentrated underground parking; outdoor performing arts theatre where soccer fields are.



# Workshop #3

## **Purpose**

On Thursday, November 10, 2016, the City of Mission Viejo conducted the third community workshop for the Mission Viejo Core Area Vision Plan. The purpose of the workshop was to inform the community about the project, present the draft vision concepts (Rediscovering the Creek, Main Street, and Next Gen Village) – demonstrating how community input has shaped them – and facilitate community discussions on the options in order to obtain feedback. This summary provides information about the workshop format, attendance, and themes from participant input.

## **Notifications**

Hearing input from as many people as possible with varying perspectives in Mission Viejo is essential for the visioning process. Getting the word out about the project was accomplished using a number of communication channels, including the City's website and blog, email blasts to Mission Viejo residents and businesses, newspaper advertisement, and announcements at City Council meetings. Pop-up outreach conducted before the first two workshops to involve was also used to involve community members in all three workshops.

## **Attendance**

Approximately 90-100 people participated.

## **Format**

The workshop was held in the Saddleback Room at Mission Viejo City Hall from 6:30 to 8:30 p.m. and was hosted by the Mission Viejo Economic Development Committee. Similar to the first two workshops, the format consisted of a presentation and small discussion groups, facilitated by members of the project team. This type of format encourages participation from as many attendees as possible.

The presentations at the beginning of the workshop focused on the purpose of the vision plan, the public involvement process and input that is informing the visioning plan, and the draft visioning principles and concepts.

## **Activities**

Following the presentations, attendees participated in discussions in small groups, which were randomly assigned at registration for a mix of perspectives. The majority of the discussion time was spent on the advantages and drawbacks of each vision concept. The groups also addressed what big ideas were left out of the concepts but should be considered. After the small group discussions concluded, representatives from each group reported back on components of the vision concepts that received the most positive reactions. Participants could also provide additional input using comment cards, of which a total of 18 were submitted.

## **Major Themes**

In contrast to the first two workshops, fewer major themes resulted from the workshop discussion groups and comment cards. Major themes represent ideas and input that was repeated multiple times in multiple discussions. Importantly, the input from the third workshops is diverse, and the team will consider the mix of input in entirety, especially as it relates to the individual vision concepts.

## **Yes to Change, but Mixed Input on How Much**

As heard in the first two workshops, participants continue to express excitement about change and new opportunities in the civic Core Area. However, opinions varied on the extent of change represented in the options. Some expressed that Option 1, Rediscovering the Creek, is not visionary enough and/or doesn't provide for a big enough change. At the same time, there were others who expressed that Option 3, Next Gen Village, was too much change (too dense, too tall, too much new activity, and too different than the Mission Viejo community character).



### ***Strong Support for New Public Amenities and Landscape Enhancements***

There was strong support for specific features integrated into all three concepts: bridges to surrounding activity areas (especially the library and city hall), improvement of the creek trail and orientation of restaurants towards the creek, new parks and gathering spaces, new pedestrian connections and walkability, and enhanced trees and other landscaping in parking areas and elsewhere. The possibility of an amphitheater and performing arts center also received some positive interest.

### ***Questions***

Workshop attendees provided input on issues for further study and exploration, including (not listed in any order or priority):

- Coordination of multiple property owners to implement vision concepts
- Funding for improvements and changes
- Potential increases in traffic from new activity
- Potential noise impacts on nearby residents and increased parking needs generated by an amphitheater
- Market demand for significant new retail and restaurant uses in the project area
- Integration of local shuttle stops
- Unpleasant odors in creek area that could affect restaurant activity

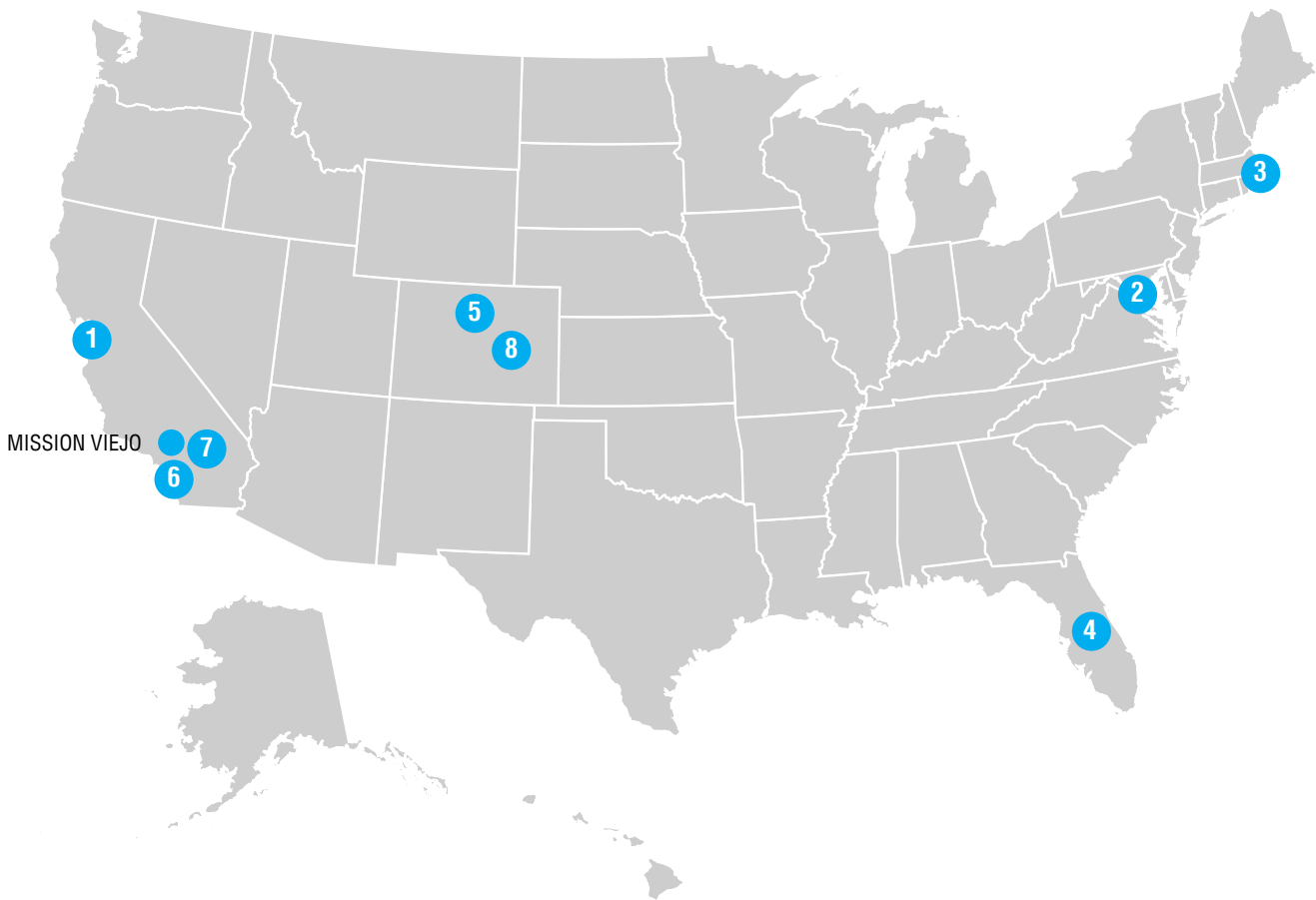






# Comparable Studies

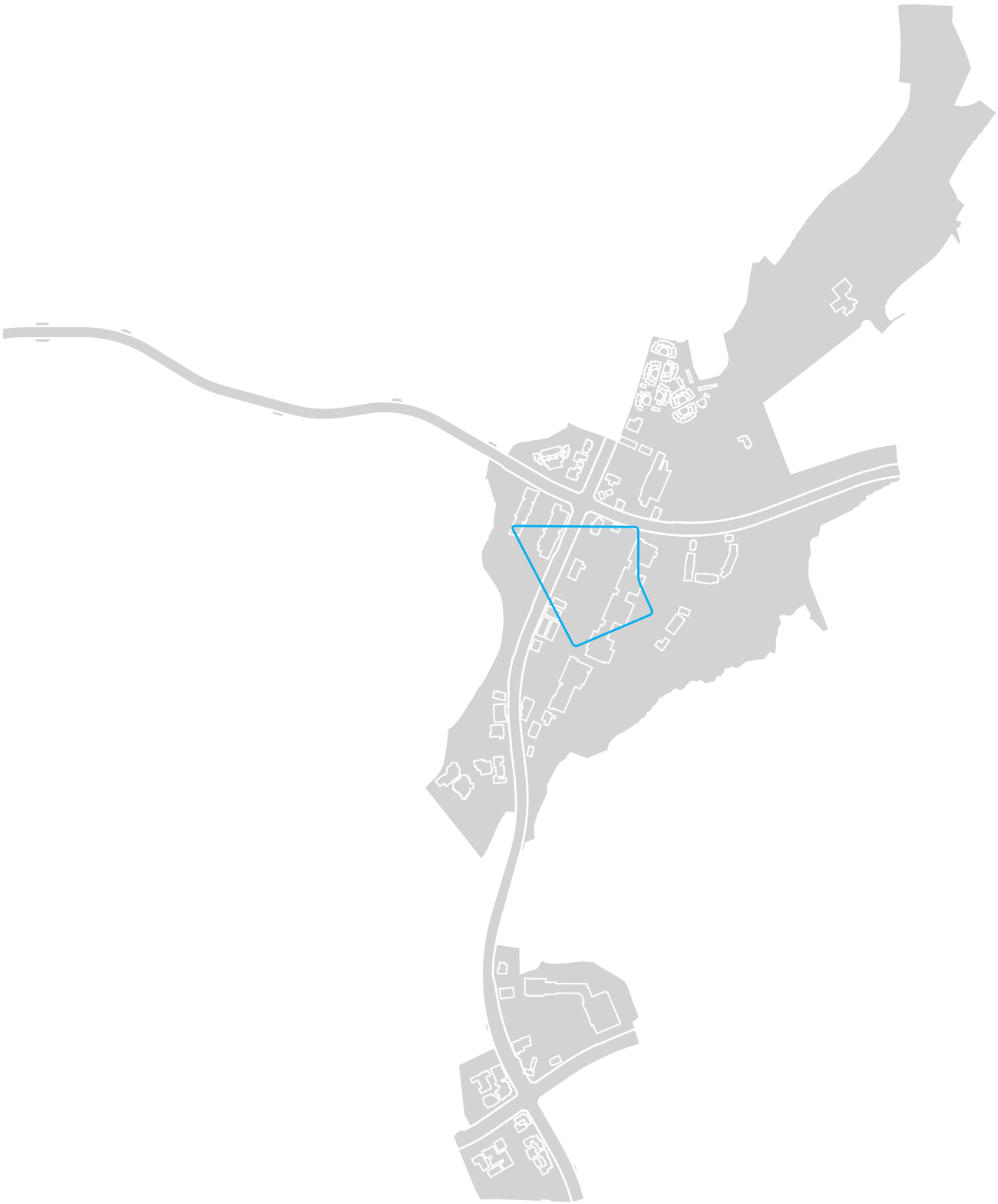
Mission Viejo is not alone in the types of challenges it faces as technological and generational trends upheave the status quo. A thorough analysis of how other cities across the nation have dealt with similar issues provides useful lessons in how Mission Viejo can be vibrant and successful in the future.



## CONTENTS

- 1 Walnut Creek - Walnut Creek, CA
- 2 Rockville Town Center - Rockville, MD
- 3 Mashpee Commons - Mashpee, MA
- 4 Winter Park Village - Orlando, FL
- 5 Estes Park - Estes Park, CO
- 6 The Orchard at Saddleback - Lake Forest, CA
- 7 Victoria Gardens - Rancho Cucamonga, CA
- 8 Belmar - Lakewood, CO





**Scale Comparison**  
Mission Viejo Core vs. Walnut Creek

# Walnut Creek



**Key Fact**

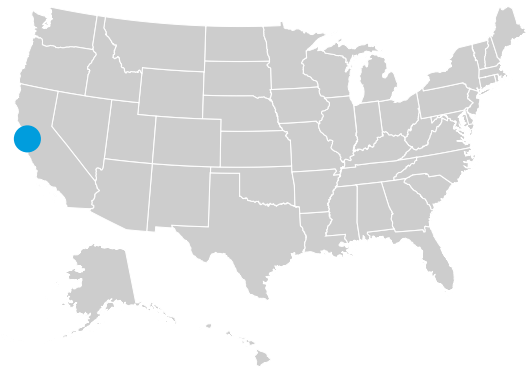
Built upon the principles of neighboring Broadway Plaza, Olympia Place and Escuela Plaza create a successful pedestrian-friendly open air mall concept. Innovative parking places parking structures in the core of the block and parking on the rooftop extends over retail.

**Proximity**

25 miles east of San Francisco

**Developer**

Blake Hunt Ventures





# “Integrated parking and intimate spaces compliment a Main Street”



## **Project Description**

With modest beginnings, Broadway Plaza has evolved into one of the premier shopping destinations in the Bay Area. The neighboring Olympia Place & Escuela Plaza have achieved similar success by building upon the methods of integrating with downtown Walnut Creek, updating architecture facades as needed and investing in high quality outdoor spaces.

## **Total Project Area**

30 acres

## **Development Product Mix / Program**

- Over 50 restaurants/shops
- Department stores
- Movie theatre

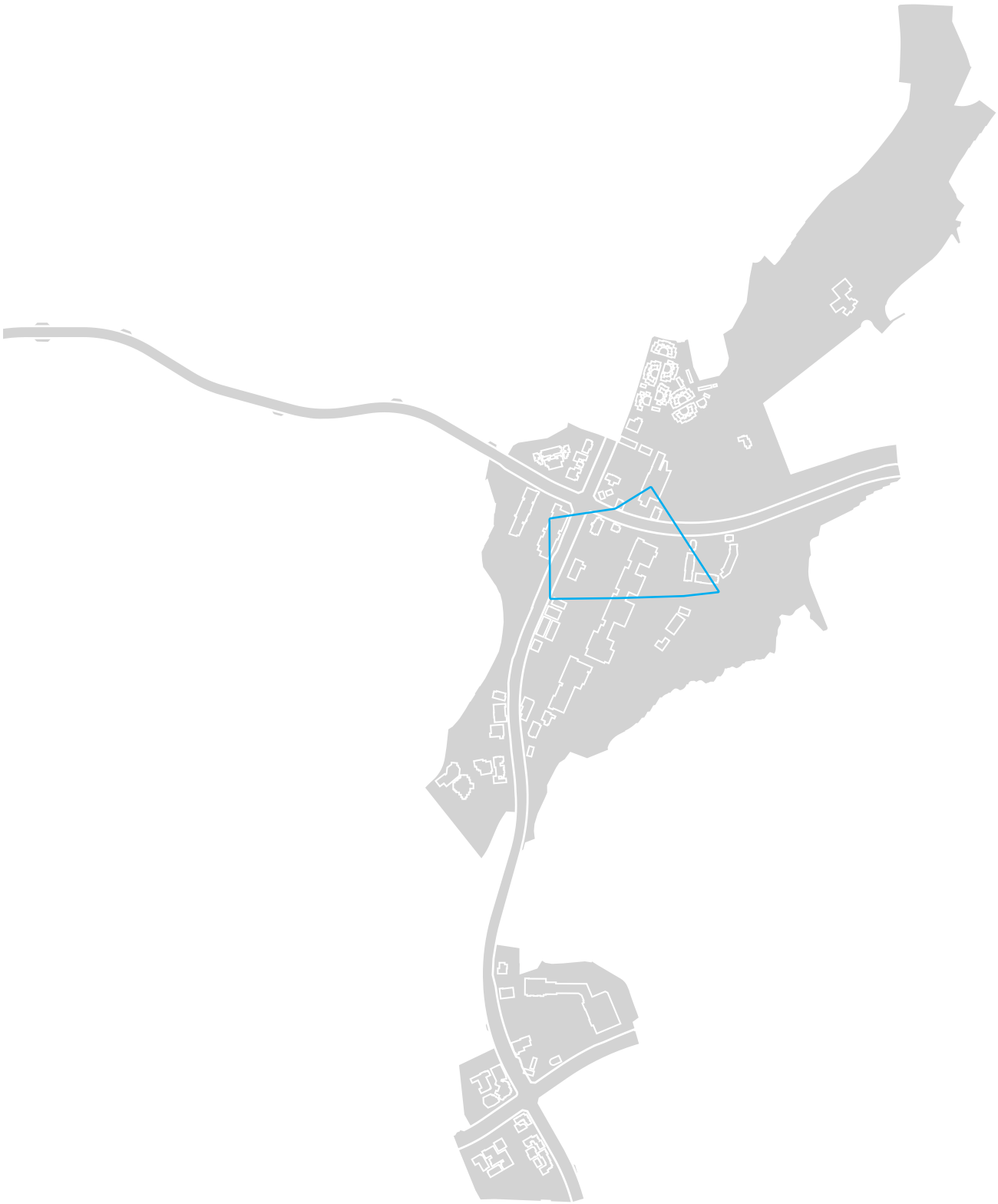
## **Lessons Learned**

- High quality pedestrian realm linking to downtown Walnut Creek.
- Extend city streets through site.
- Parking structures located in core of the block with parking extending directly on top of the retail buildings.









***Scale Comparison***

Mission Viejo Core vs. Rockville Town Square

# Rockville Town Square



**Key Fact**

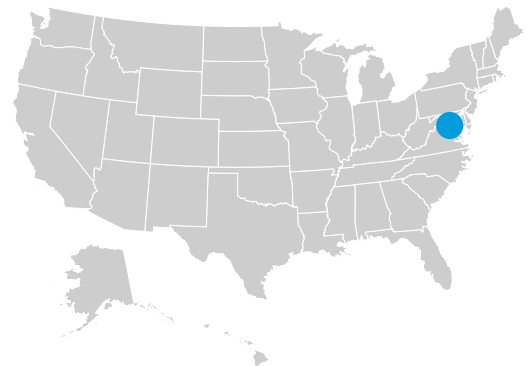
Rockville Town Square created a downtown for the city through integrating highly developed public open spaces with mixed use development.

**Proximity**

18 mi. from Washington D.C.

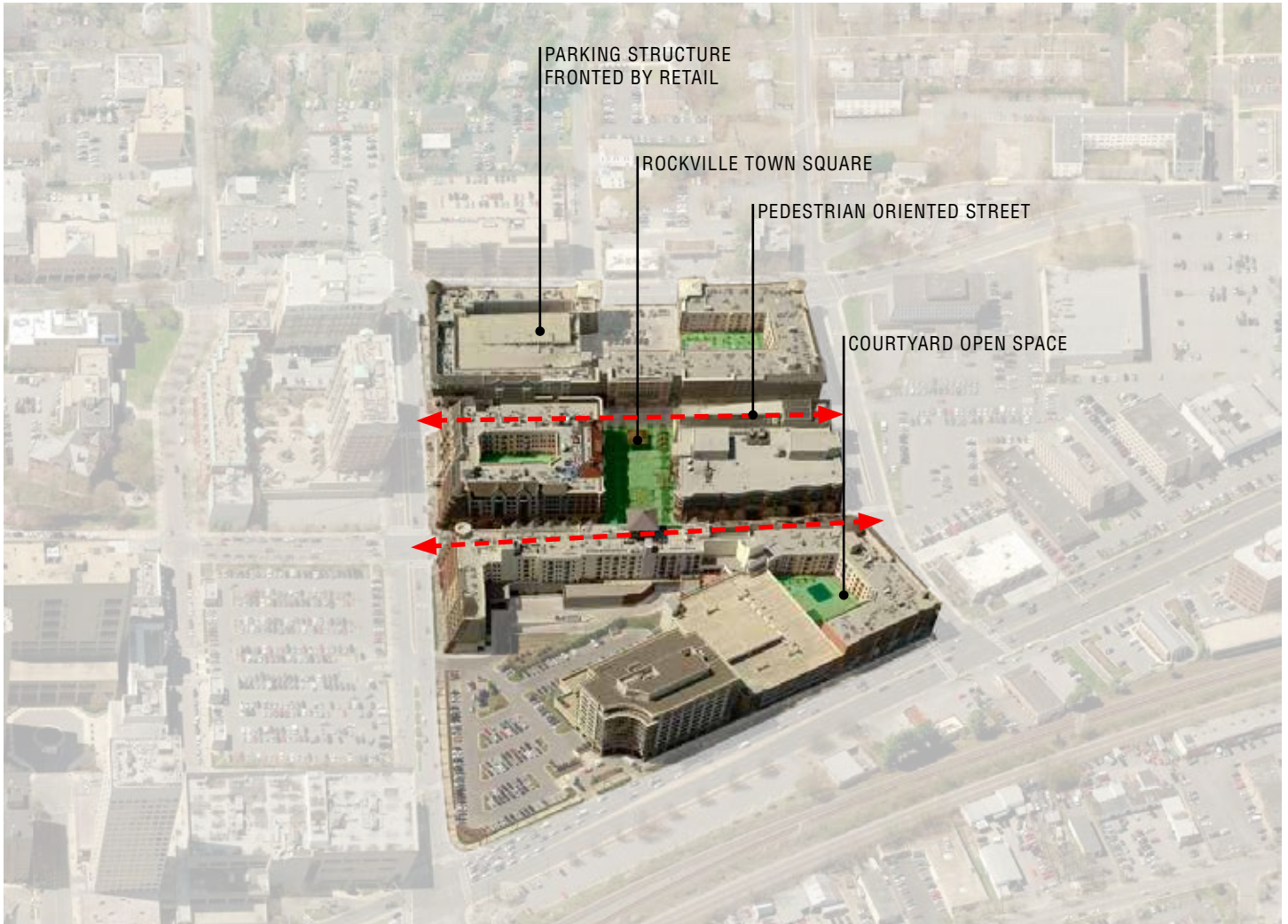
**Developer**

Duball LLC





*“Village green with public programming framed by mixed-use.”*



***Project Description***

Suburban Rockville creates the downtown it never had through redevelopment of a failed mall and parking lot into a grid of development with mixed use and civic buildings organized around public spaces

***Total Project Area***

18 acres

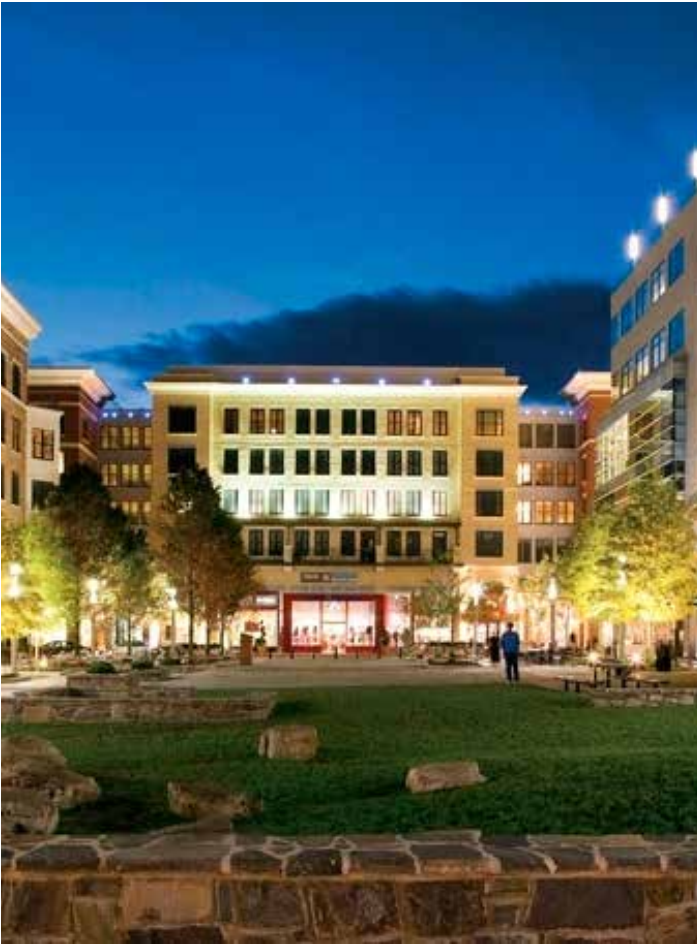
***Development Product Mix / Program***

- Over 50 shops & restaurants
- Grocery store
- Bank
- Library

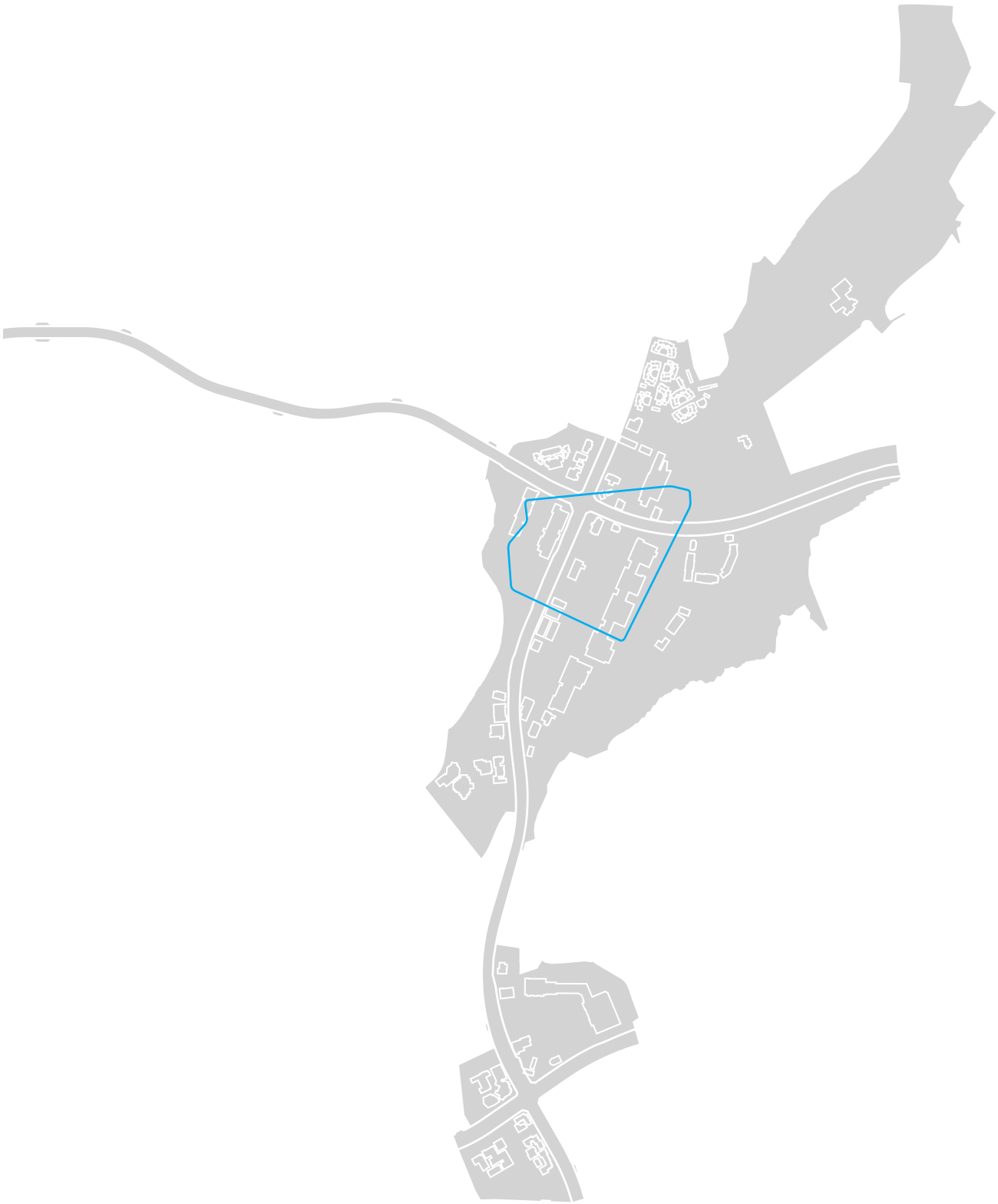
***Lessons Learned***

- Countered high density with highly developed open spaces.
- Development built upon a grid









**Scale Comparison**  
Mission Viejo Core vs. Mashpee Commons

# Mashpee Commons



**Key Fact**

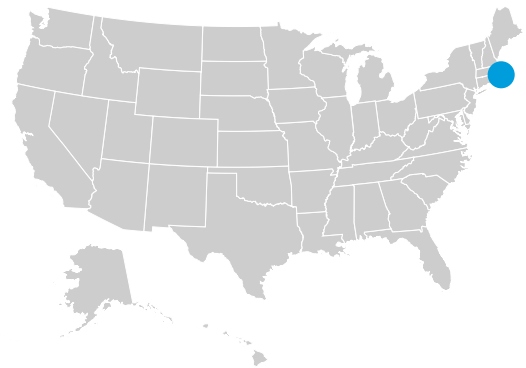
Mashpee Commons was the nation's first retrofit of a strip shopping center into a mixed-use, pedestrian-friendly town center.

**Proximity**

60 miles south of Boston

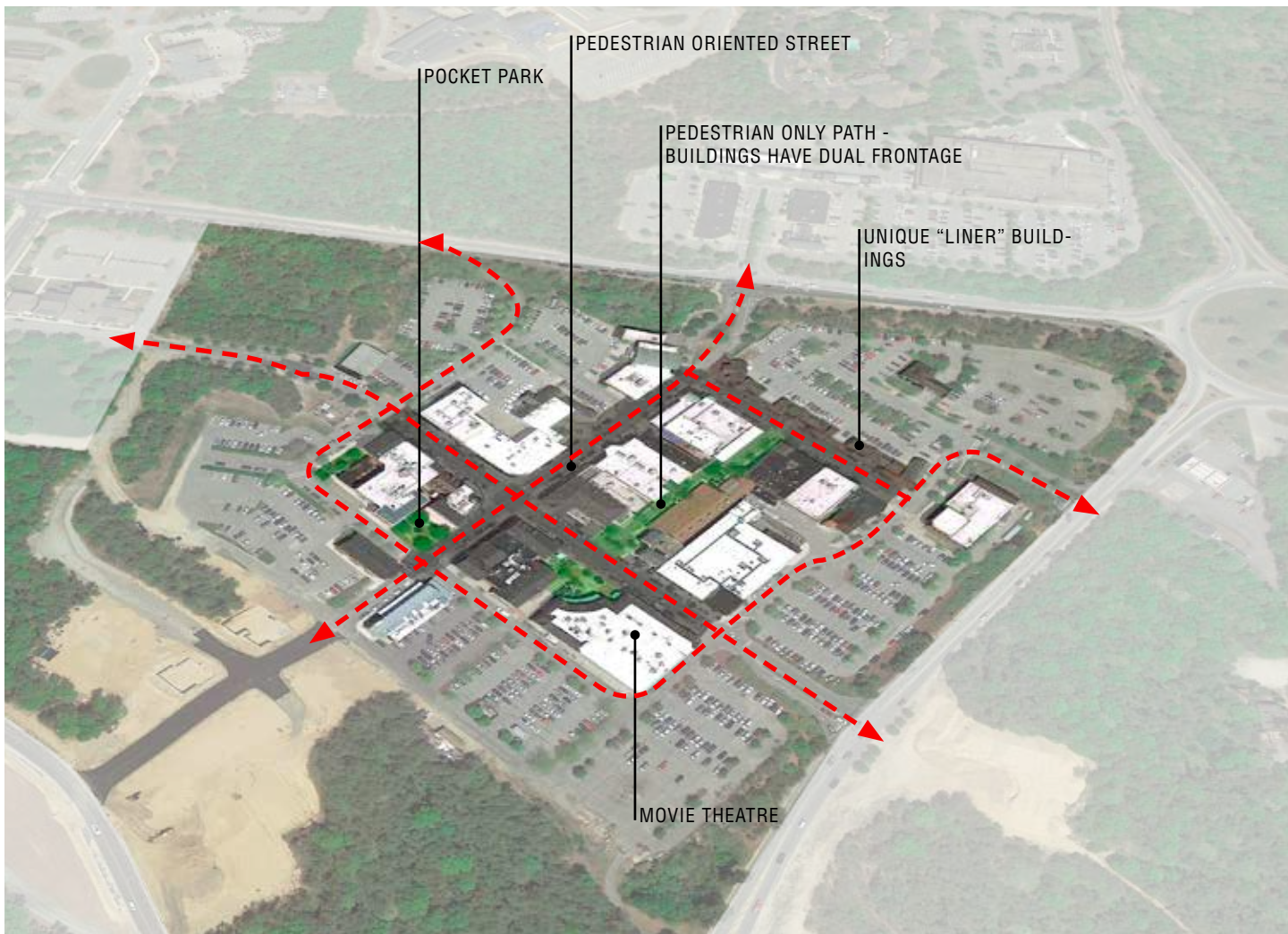
**Developer**

Cornish Associates (original owner)





*“A small town layout with office & housing over retail.”*



**Project Description**

Formerly a 1960's strip center, the unpopular mall was replaced by a retail and office oriented town center that embraced the historical architecture and functionality of nearby historic towns in Cape Cod.

**Total Project Area**

33 acres (village center)

**Development Product Mix / Program**

- Over 100 shops and restaurants
- Cinema
- Library
- Church
- Post office
- Senior center
- Office
- Housing

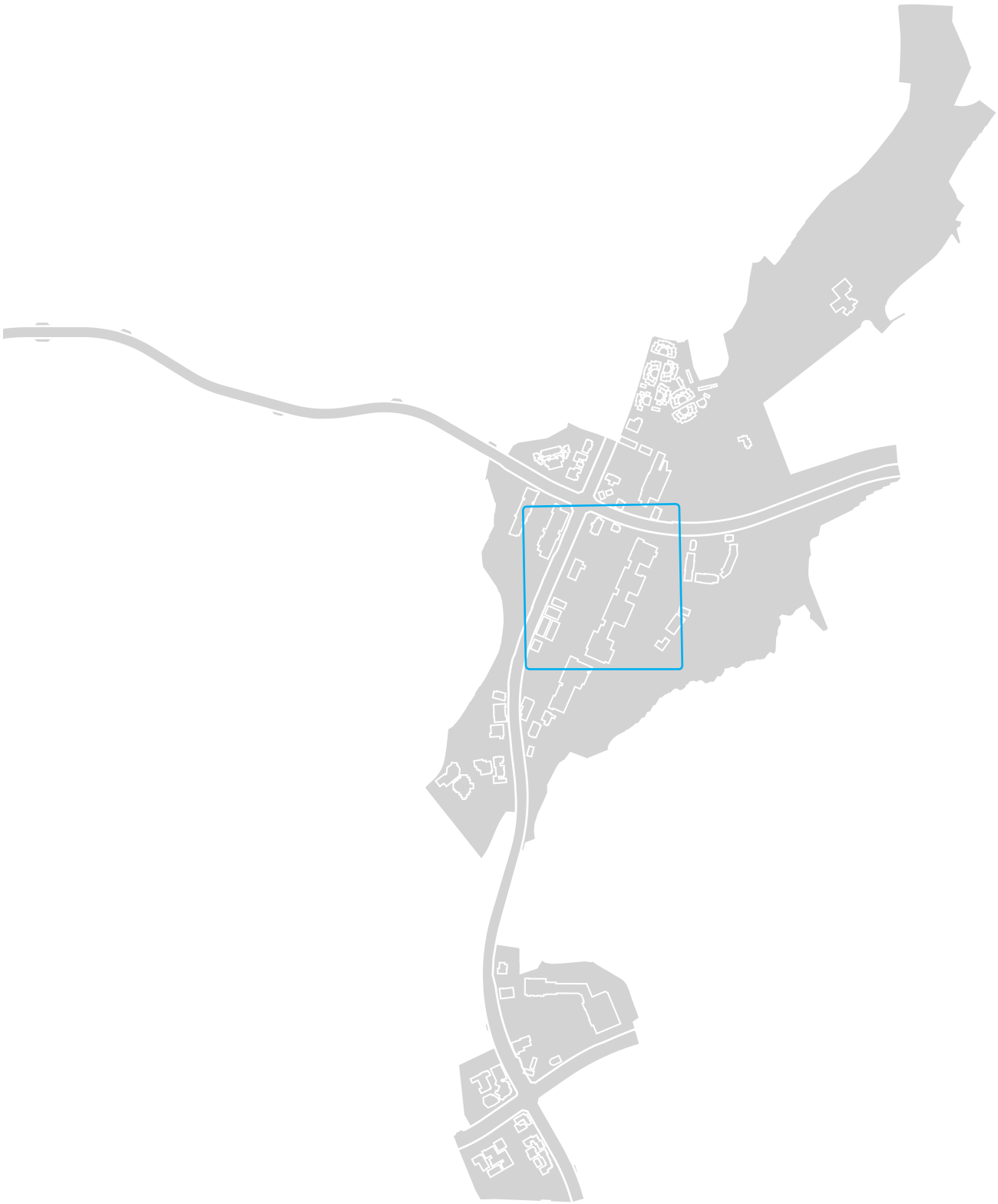
**Lessons Learned**

- Civic infrastructure embedded within.
- Commercial core developed first with compact housing coming after commercial success.
- Innovative use of small shallow buildings (20-24' deep, equivalent to one row of parking) to mask parking and provide affordable retail spaces for local vendors (business incubators).









**Scale Comparison**  
Mission Viejo Core vs. Winter Park Village

# Winter Park Village



**Key Fact**

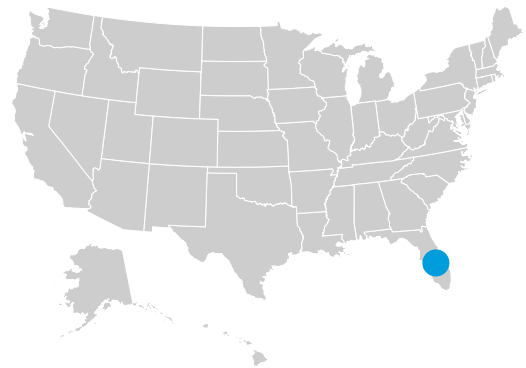
Winter Park Village is a unique multi-phase, long term, mixed use development that will gradually evolve over time.

**Proximity**

8 miles from Downtown Orlando

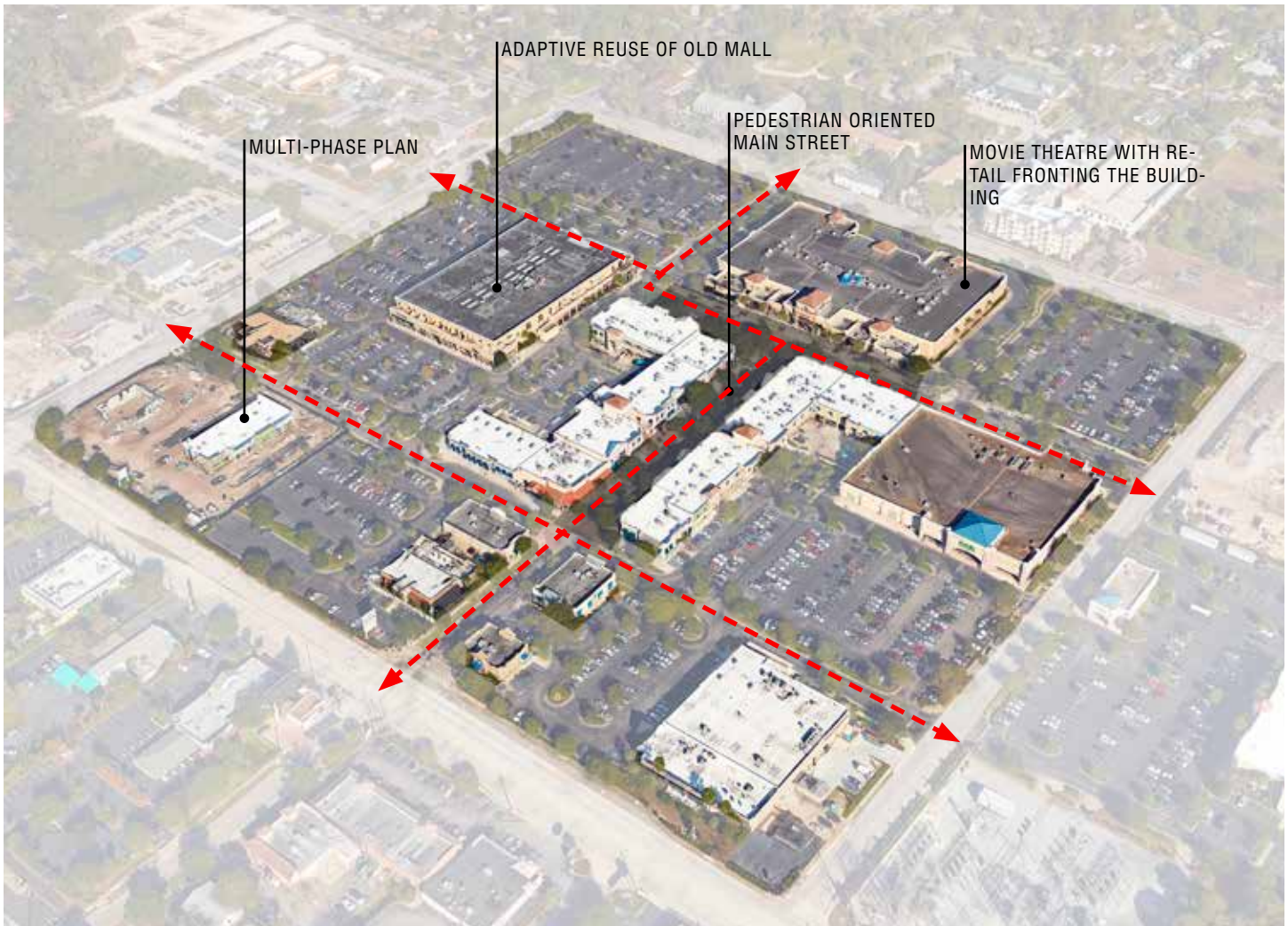
**Developer**

Casto Lifestyle Properties





*“Small scale retail with highly textured facades on complete streets.”*



**Project Description**

The failed Winter Park Mall was replaced by a mixed used development that gradually phases infill development around an initial main street development with retail on the ground floor and offices above.

**Total Project Area**

40 acres

**Development Product Mix / Program**

- Office
- Retail
- Restaurants
- Entertainment venues
- Supermarkets
- Cinema
- Housing
- Office

**Lessons Learned**

- Engaged community through charrettes.
- Long term multi-phase plan.
- Breaks site into blocks and introduces a gradual increase in density and new uses.
- Street grid integrates with existing streets.
- Development stalled once profitably resumed and additional improvements to the pedestrian/civic realm hasn't appeared.
- Lack of private/public partnership resulted in a stunted phase 1 without redevelopment funds that could have gone to structured parking or residential units.
- Inability to acquire all the parcels, and concessions to tenants limited development.



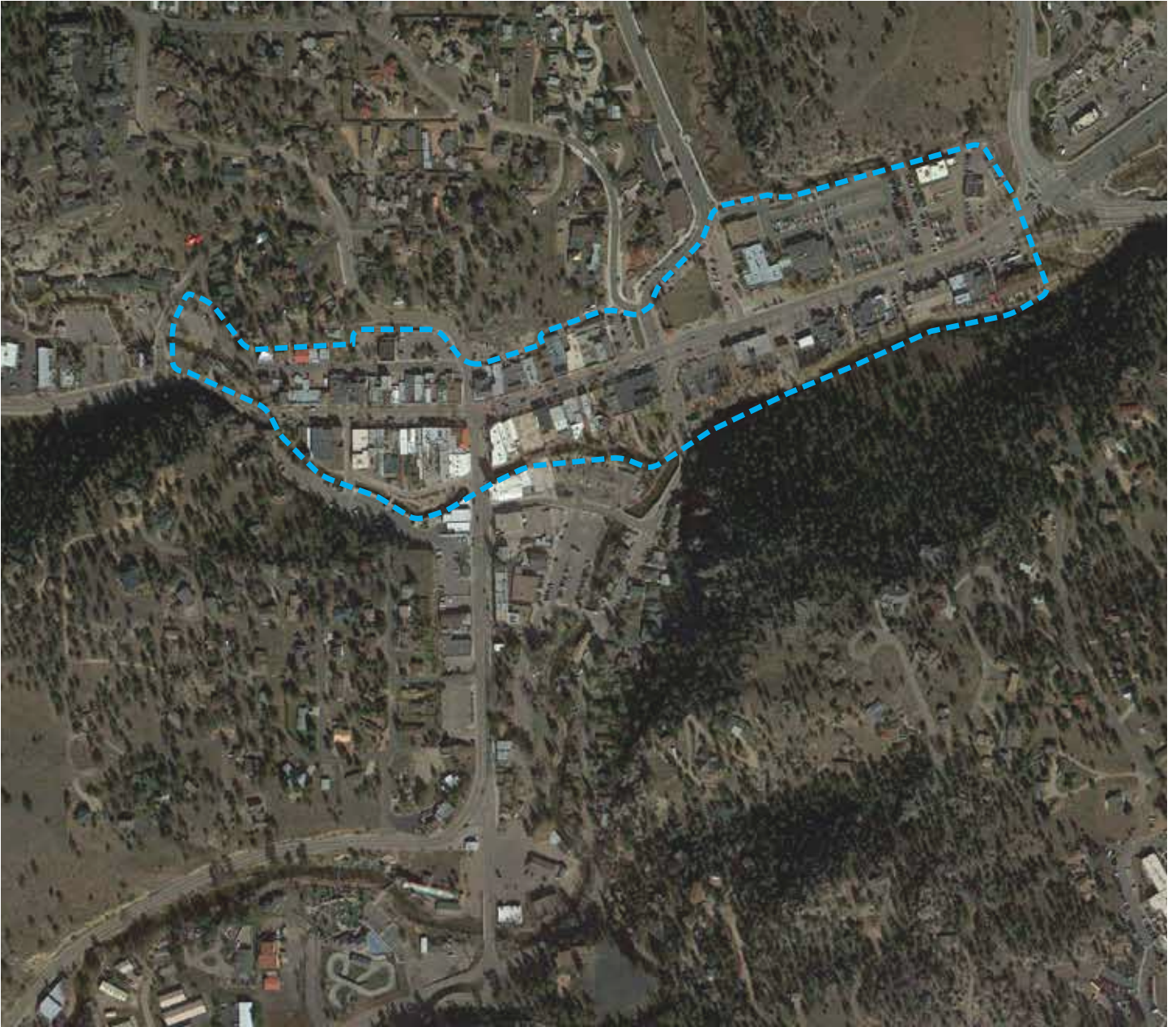






**Scale Comparison**  
Mission Viejo Core vs. Estes Park

# Estes Park



**Key Fact**

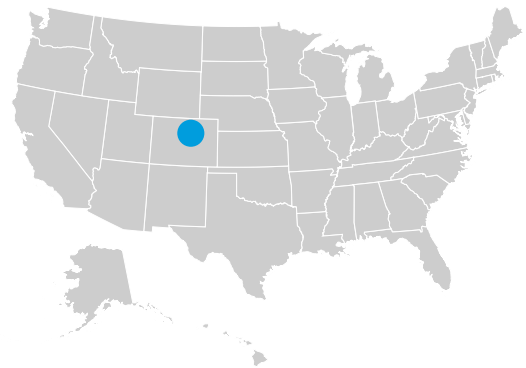
Lifestyle district organized around a main street and a creek to create a unique hybrid development.

**Proximity**

70 miles from Denver

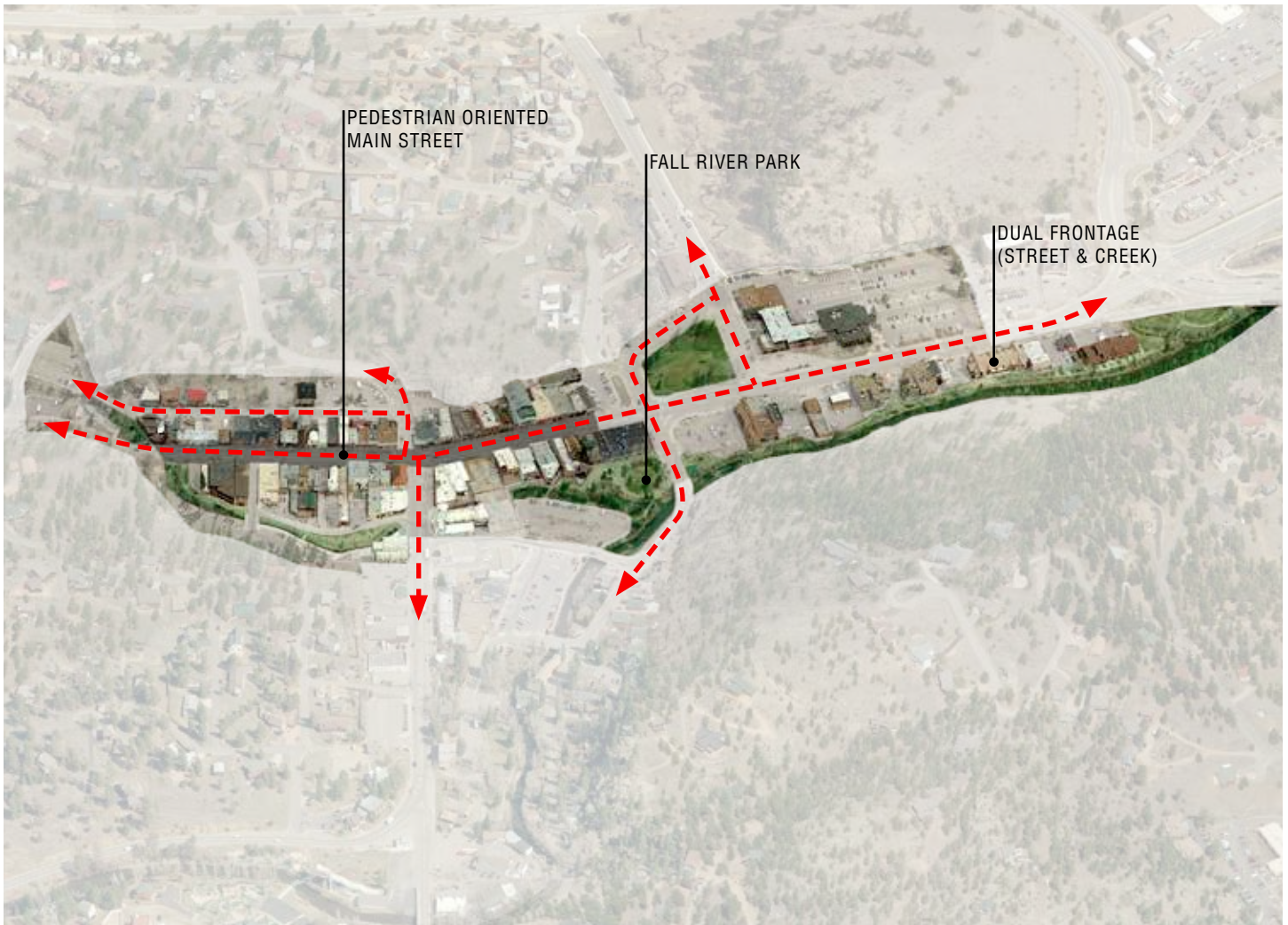
**Developer**

Multiple owners





*“A leafy, low-scale creekside promenade.”*



***Project Description***

Nestled within the Rocky Mountains, Estes Park has a small town ambiance centered around a main street and creek area. Filled with shops, galleries and boutiques, it's a popular destination for those seeking outdoor recreation and quaint urbanism.

Total Project Area  
27 acres

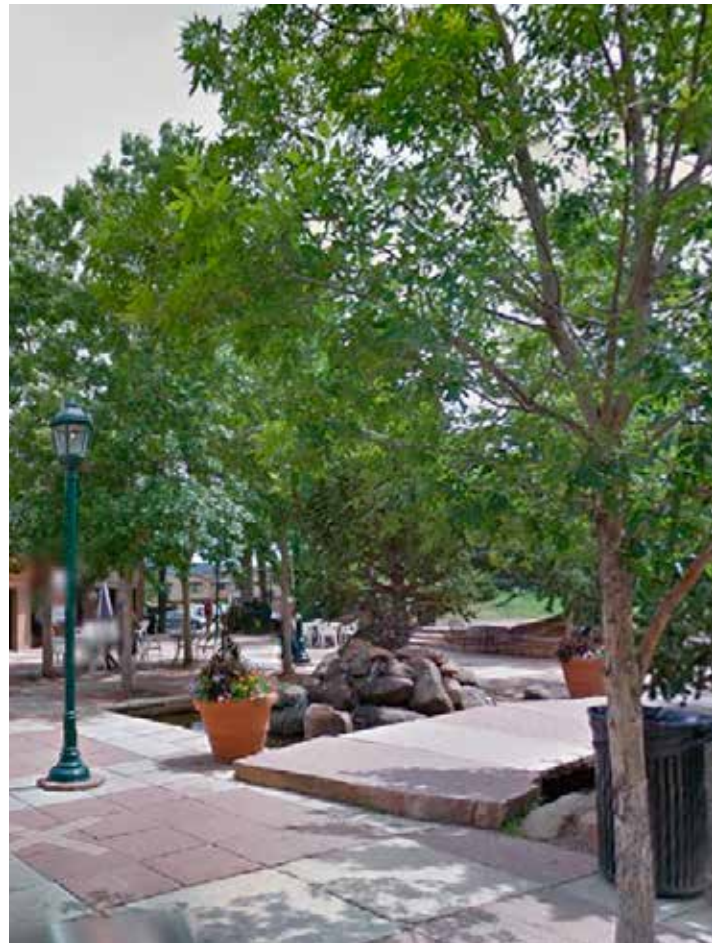
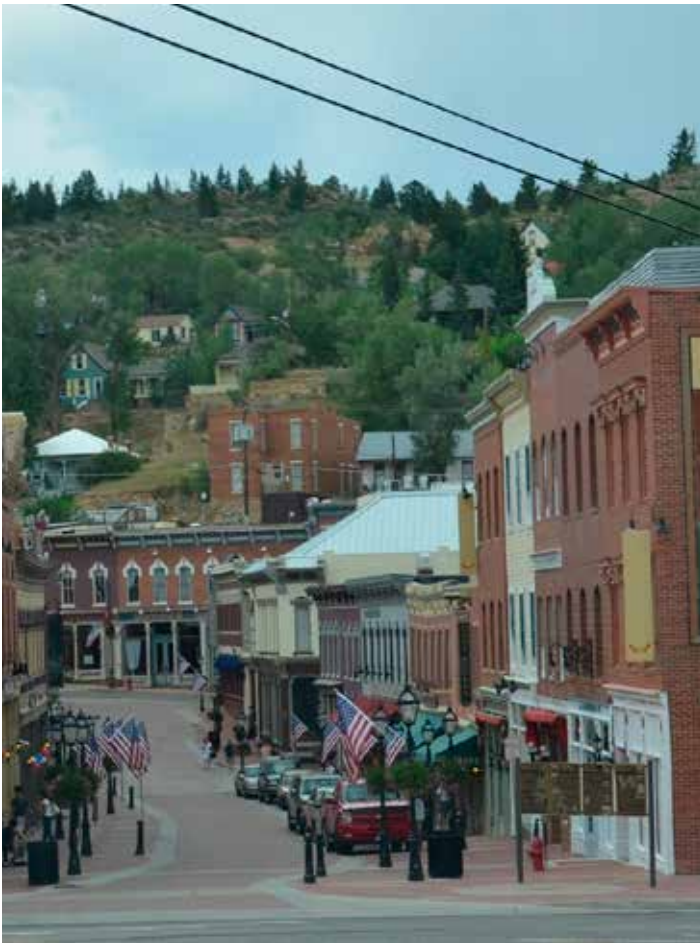
***Development Product Mix / Program***

- Restaurants/retail
- Parks/promenades
- Library
- Town hall

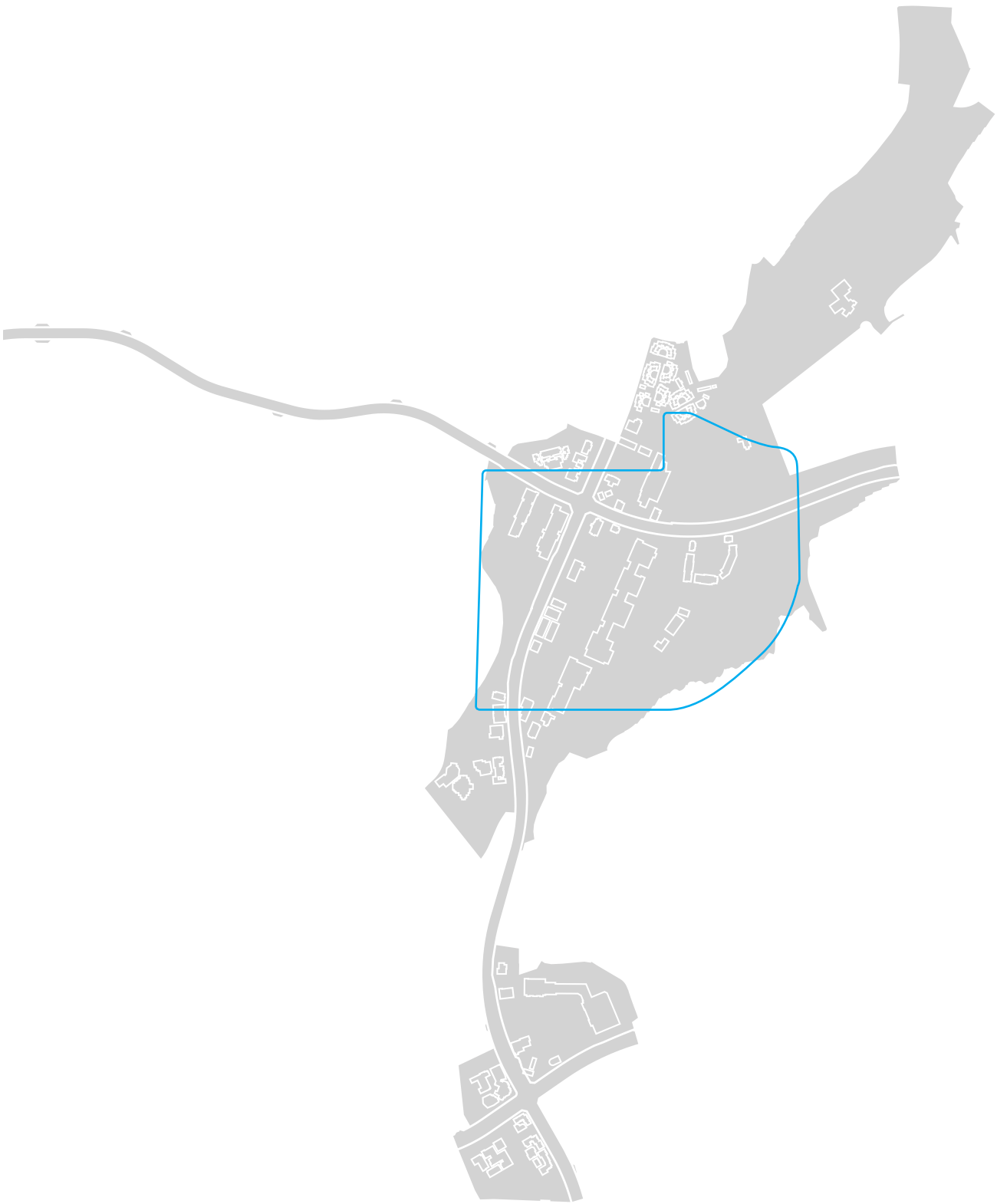
***Lessons Learned***

- Successful integration of the creek and retail uses.
- Popular promenade along creek with outdoor dining.









**Scale Comparison**  
Mission Viejo Core vs. Victoria Gardens

# Victoria Gardens



**Key Fact**

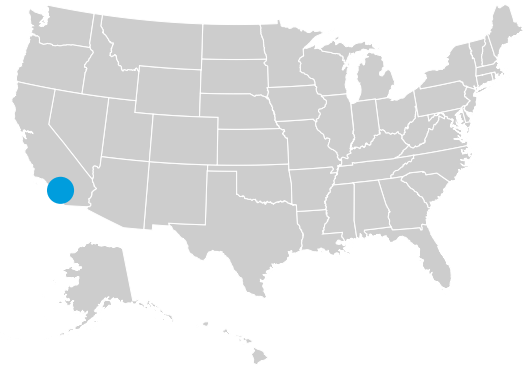
Victoria Gardens is a highly successful retail environment conceived as a downtown for the Inland Empire.

**Proximity**

50 miles from Mission Viejo

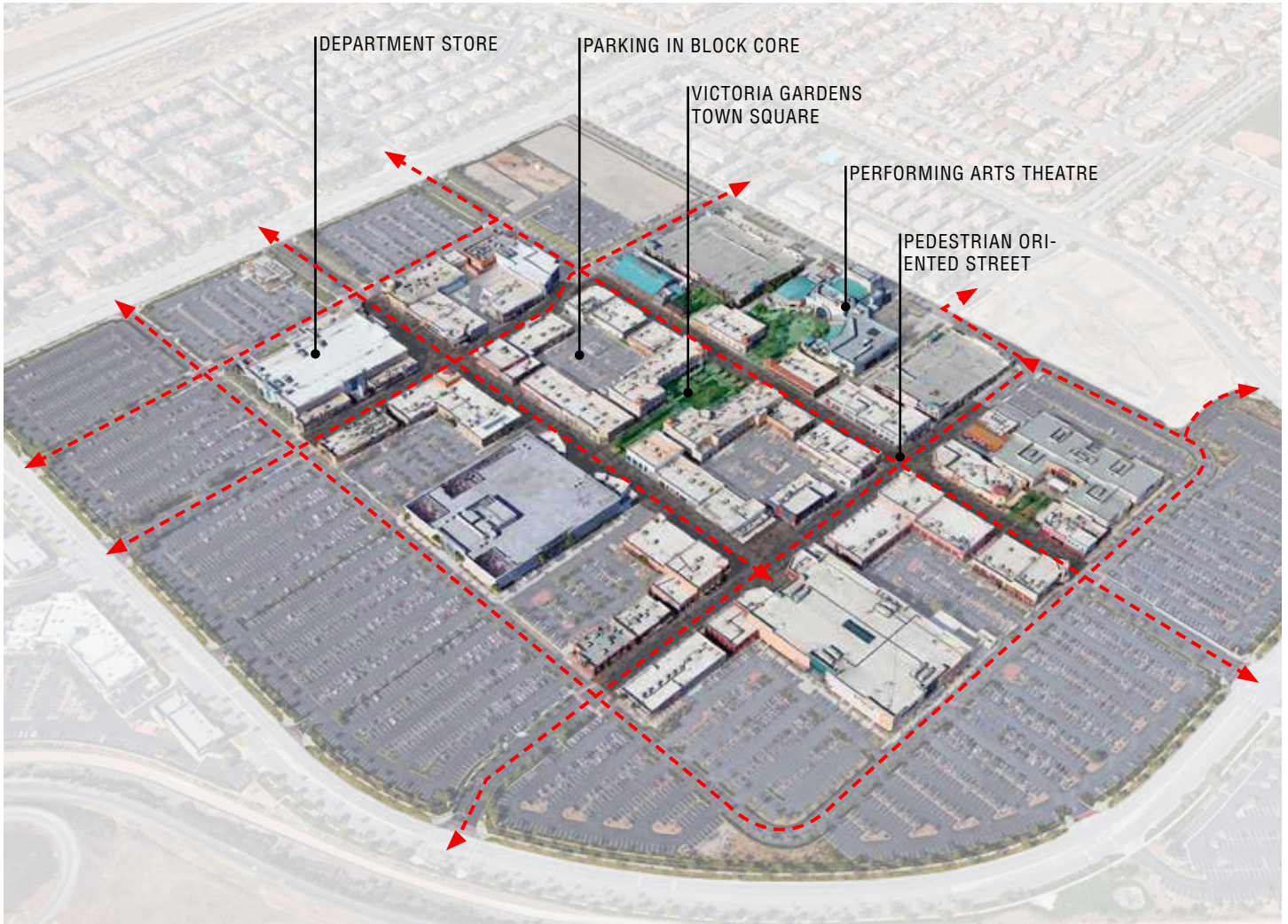
**Developer**

Lewis Group of Companies





*“Pedestrian scaled retail streets anchored by a village green.”*



**Project Description**

A greenfield development, the project consists of 12 orthogonal blocks that are integrated with civic uses and based around a town square creating a focal point for the community.

**Total Project Area**

127 acres

**Development Product Mix / Program**

- Over 100 restaurants & shops
- Movie theatre
- Offices
- Performing arts theatre
- Conference center
- Public library

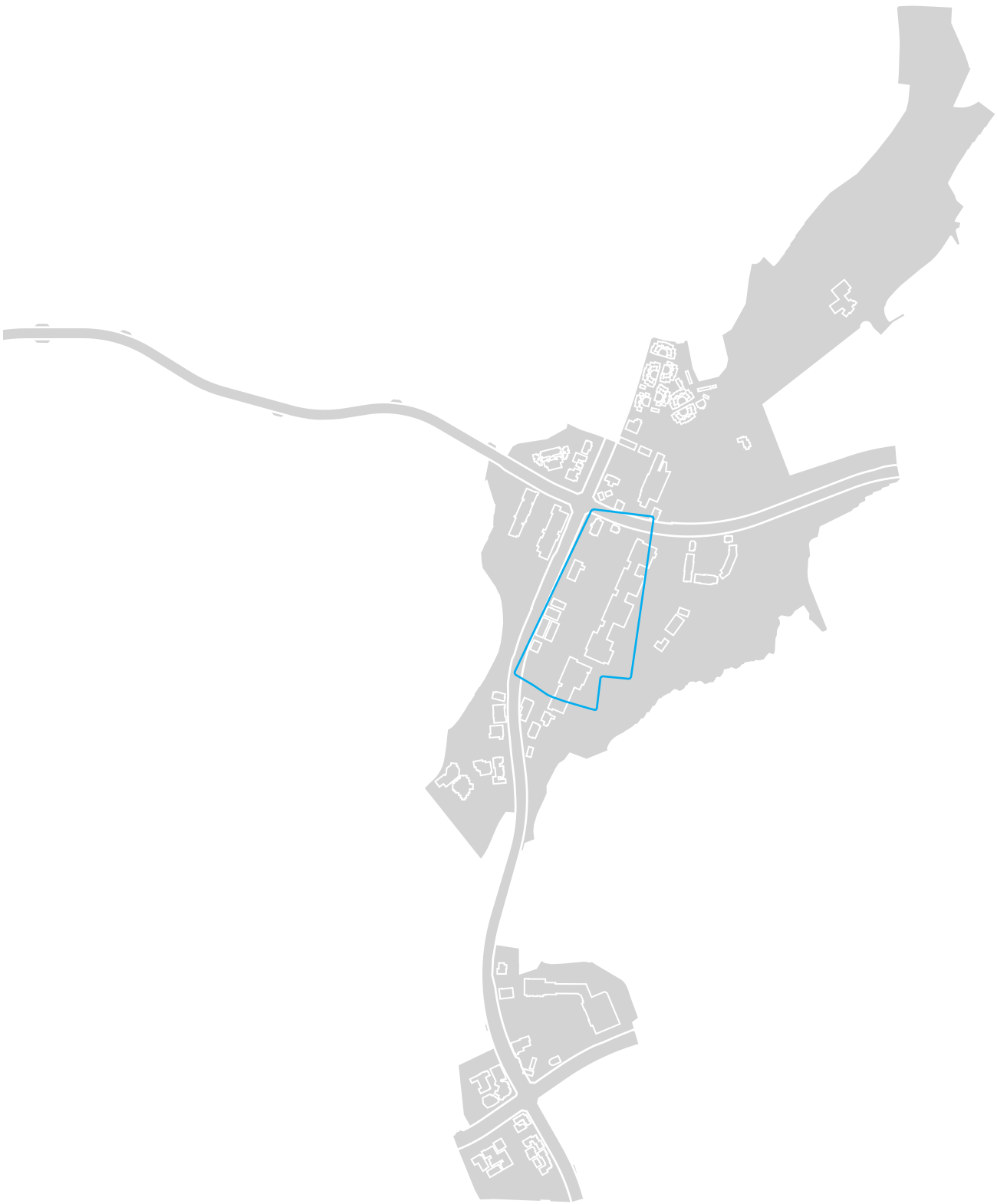
**Lessons Learned**

- Integrates civic and commercial.
- Mixture of building styles.
- Buildings kept to a “human scale”.
- Centrally located public open spaces integral to success.



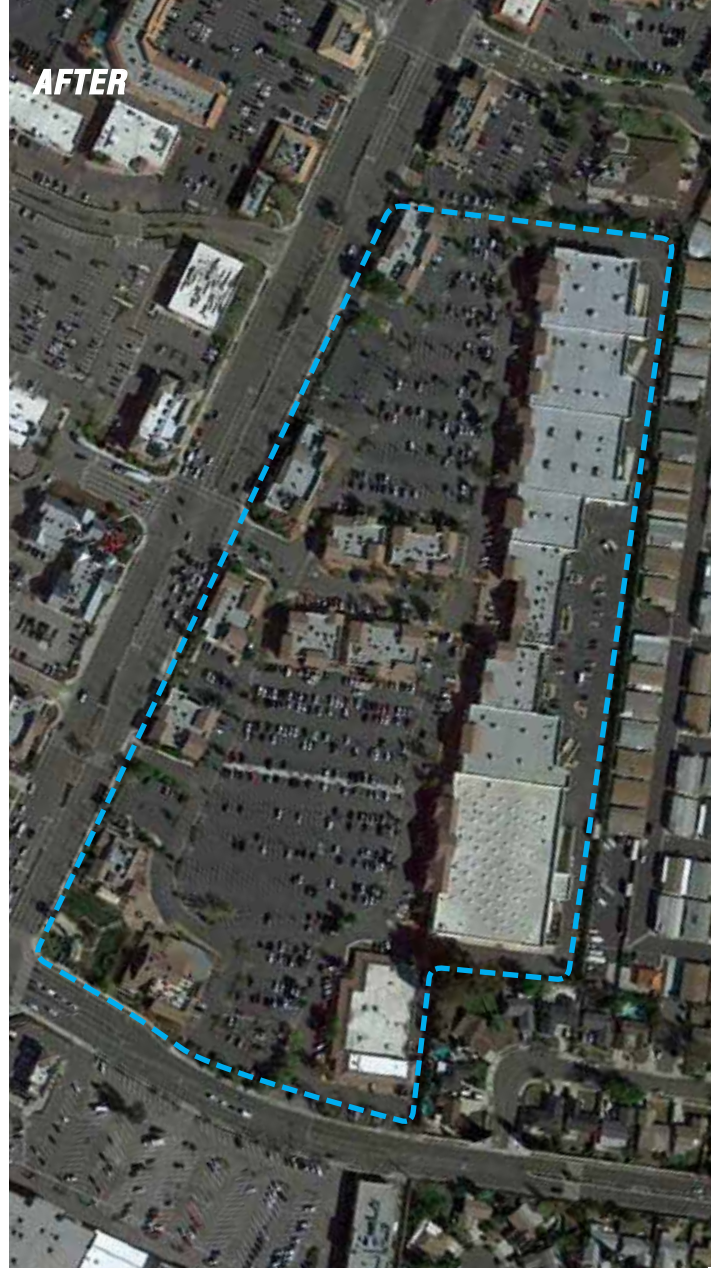






**Scale Comparison**  
Mission Viejo Core vs. The Orchard at Saddleback

# The Orchard at Saddleback



**Key Fact**

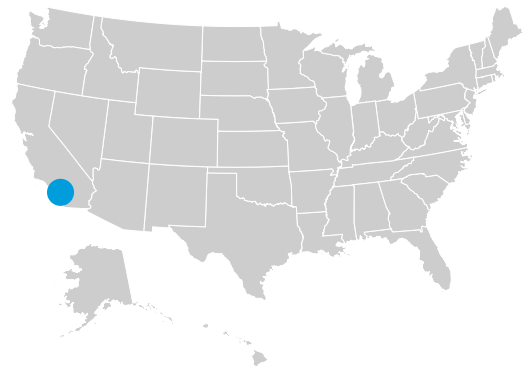
Remodeled as the Orchard, the introduction of a main street concept in tandem with drastic building renovations attempted to create the premier shopping destination of Lake Forest.

**Proximity**

3 miles from Mission Viejo

**Developer**

Westrust/Apollo Real Estate Advisors





*“Small improvements with strip mall window dressing.”*



**Project Description**

Replacing a flagging strip mall, the Orchard is an Arts & Crafts architectural themed retail development with an agricultural component that introduces a miniature main street concept to Lake Forest. Previous buildings were demolished or severely remodeled to create consistent architecture and modernize the site.

**Total Project Area**

25 acres

**Development Product Mix / Program**

- Over 50 restaurants & shops
- Super market
- Public library (adjacent)

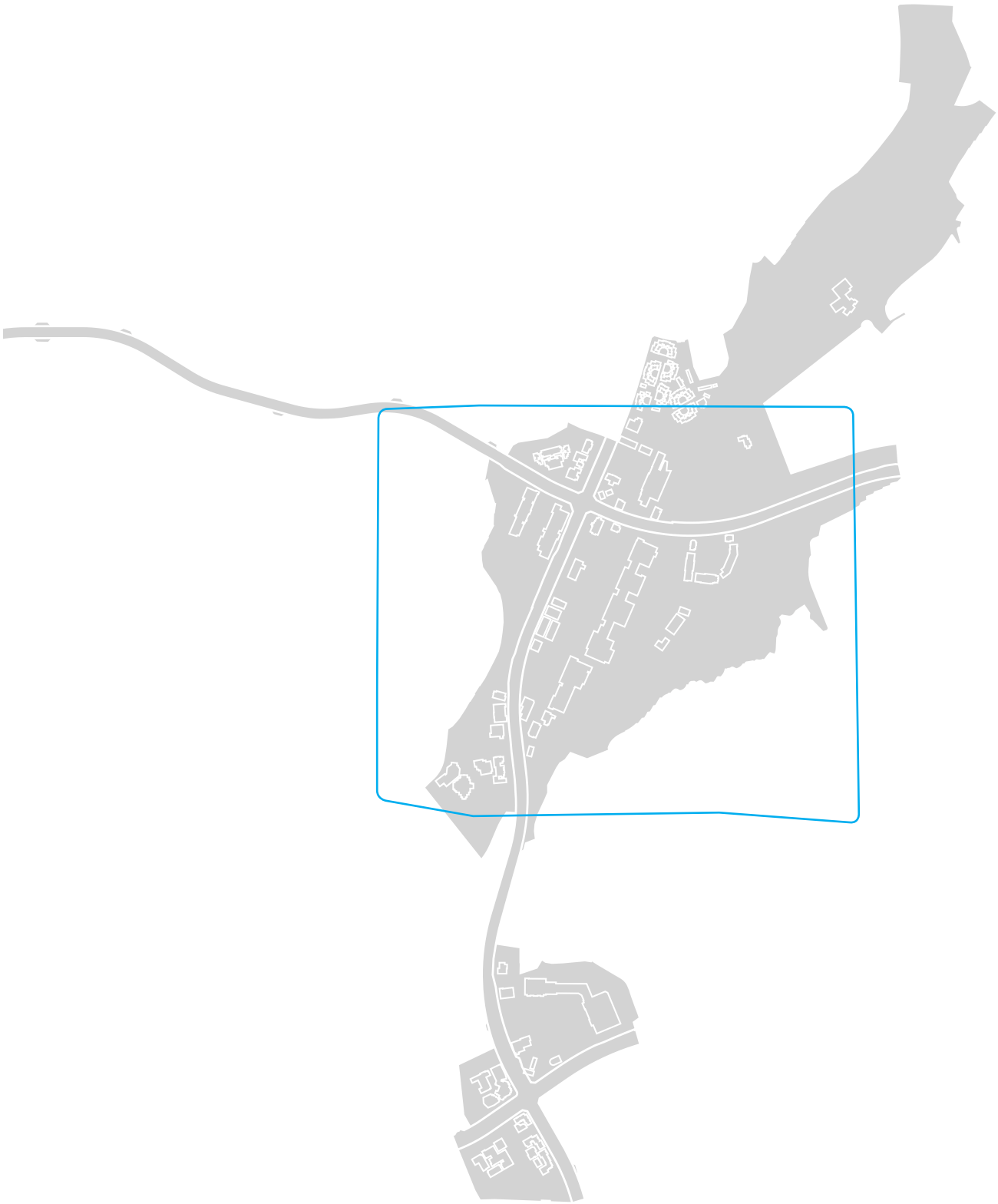
**Lessons Learned**

- Small scale main Street concept utilized to revive strip mall.
- Lacking strong public space.
- Lacking mix of uses or parking structure.









**Scale Comparison**  
Mission Viejo Core vs. Belmar

# Belmar

**BEFORE**



**AFTER**



**Key Fact**

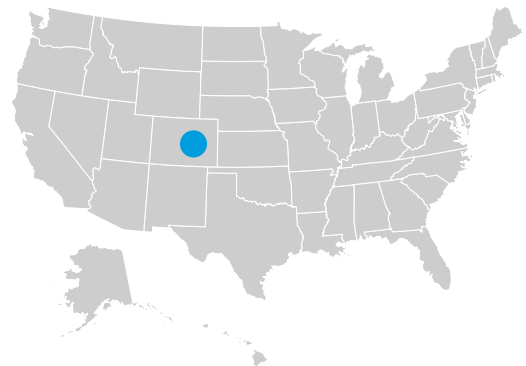
Belmar has increased the walkability, diversity, and attractiveness of the area, giving the suburban Lakewood the downtown it never had.

**Proximity**

8 miles west of Denver

**Developer**

public/private partnership between the City of Lakewood and Continuum Partners. Financed through private equity, a public improvement fee, and green bonds from the federal govt.





*“A downtown dressed in sustainability and urbanism.”*



#### **Project Description**

Mixed use development with retail, office, multi-family housing and condominiums replacing a historic but declining mall in suburban Denver.

#### **Total Project Area**

106 acres

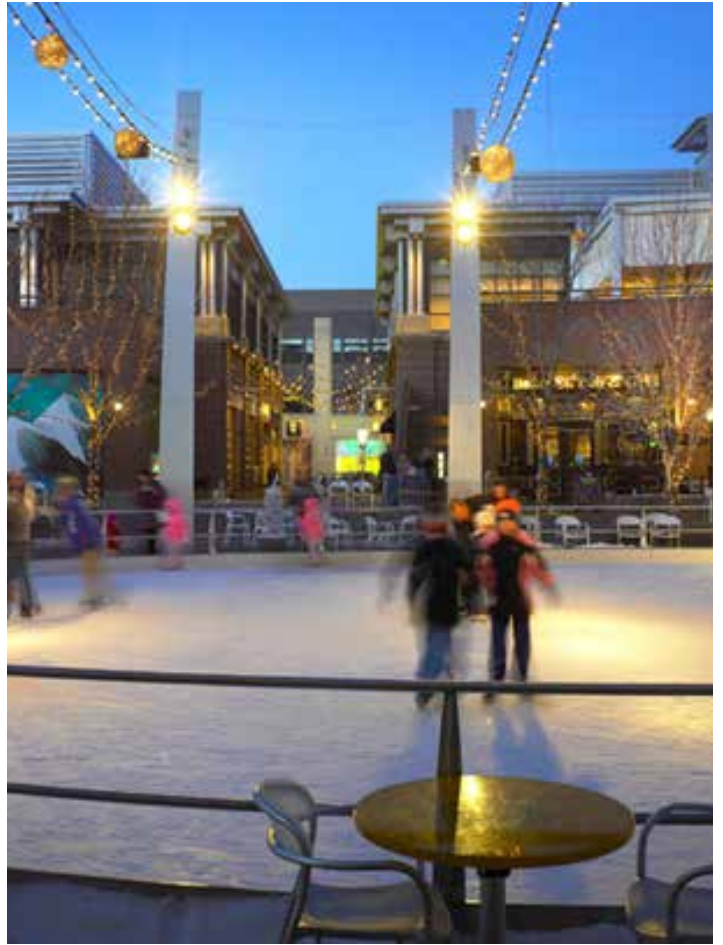
#### **Development Product Mix / Program**

- Retail/restaurants
- Residential
- Parks / pedestrian promenade

#### **Lessons Learned**

- Uniform building heights (No-high rises).
- Extended public streets through project.
- Link civic and cultural centers on site.
- Blocks developed in phases so mix of uses can adjust of over time while block size is fixed.
- Avant-garde arts programming to enliven the atmosphere.











# *Visioning* Framework

By synthesizing community input, economic parameters, spatial functionality and aesthetics, the Visioning Framework seeks to optimize the core's future. The strategies and tools laid out are the basis of the next steps forward.

4



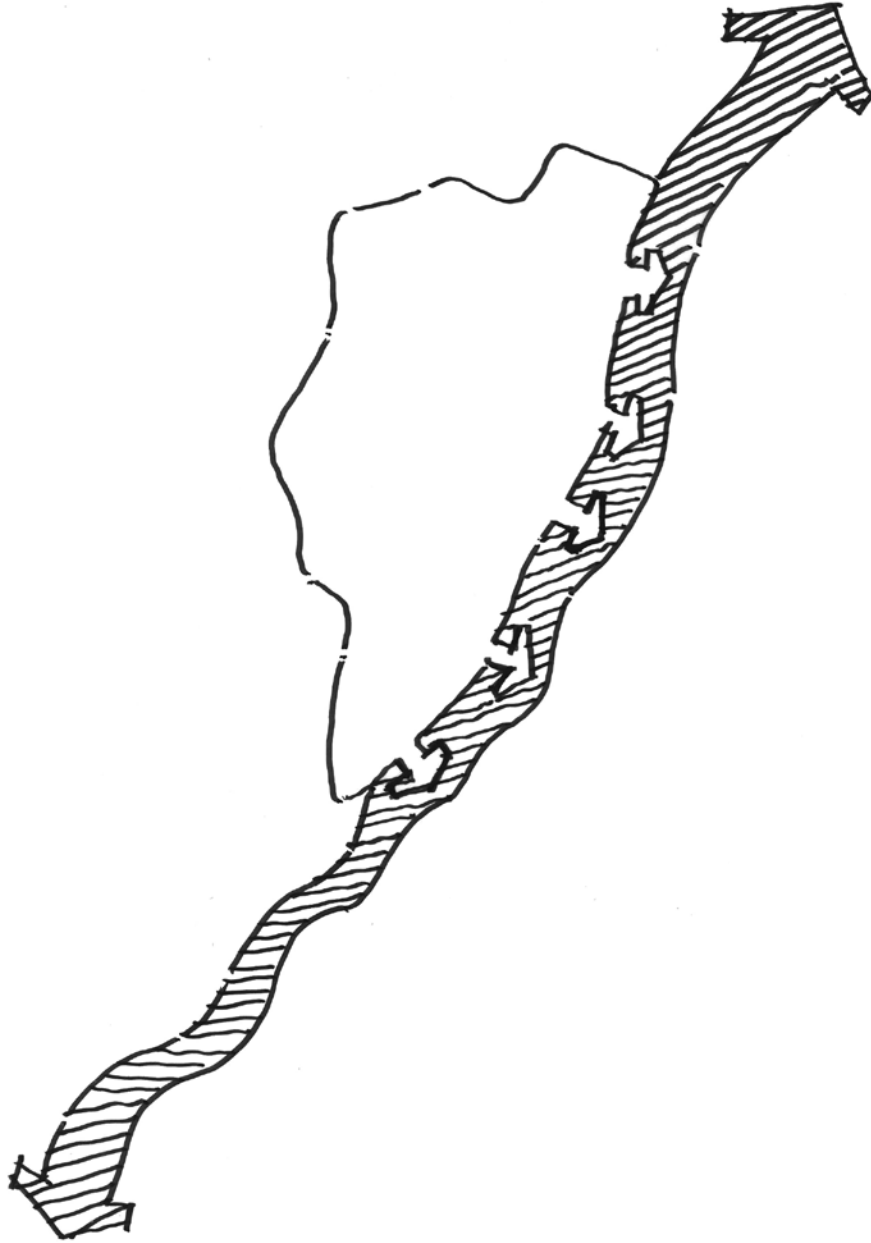


# Visioning Principles

- 1. Connect to the Creek*
- 2. Central Gathering Space*
- 3. Enhance Community Aesthetics*
- 4. Create a Walkable Village*
- 5. Connect Civic and Retail*
- 6. Healthy Blend of Uses*
- 7. Recognize Private Property*



# Connect to the Creek



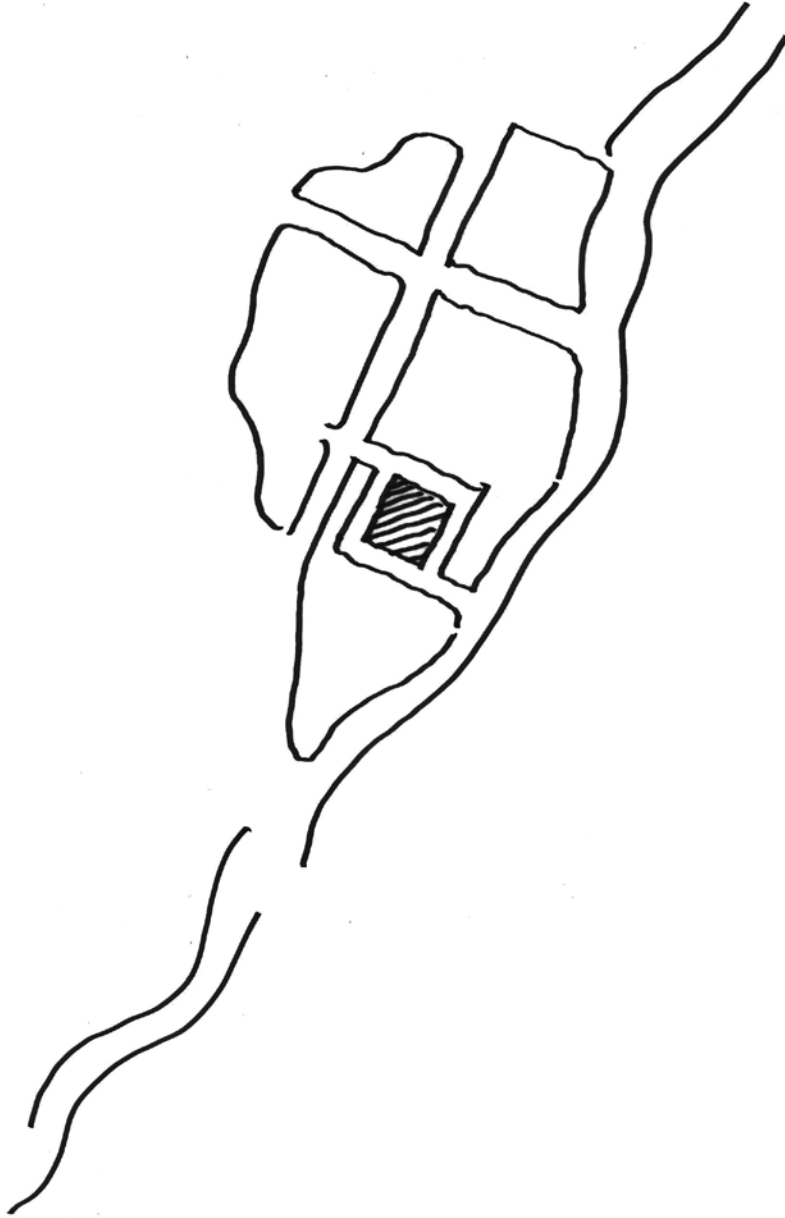


Oso Creek is the hidden gem within the Core Area, and holds the potential to serve as a catalyst for improvements to connectivity, recreation, and development opportunities. While there is a well-used path running along the creek, connections to the adjacent parts of the Core Area are weak and it is largely disconnected from the urban street network. A key principle to re-envision the

Core Area is to position Oso Creek both as a link – improving connections and walkability - and a destination – proposing new developments facing onto the creek, which will offer both diverse business opportunities and a range of new experiences for residents and visitors of the city.



# Central Gathering Space





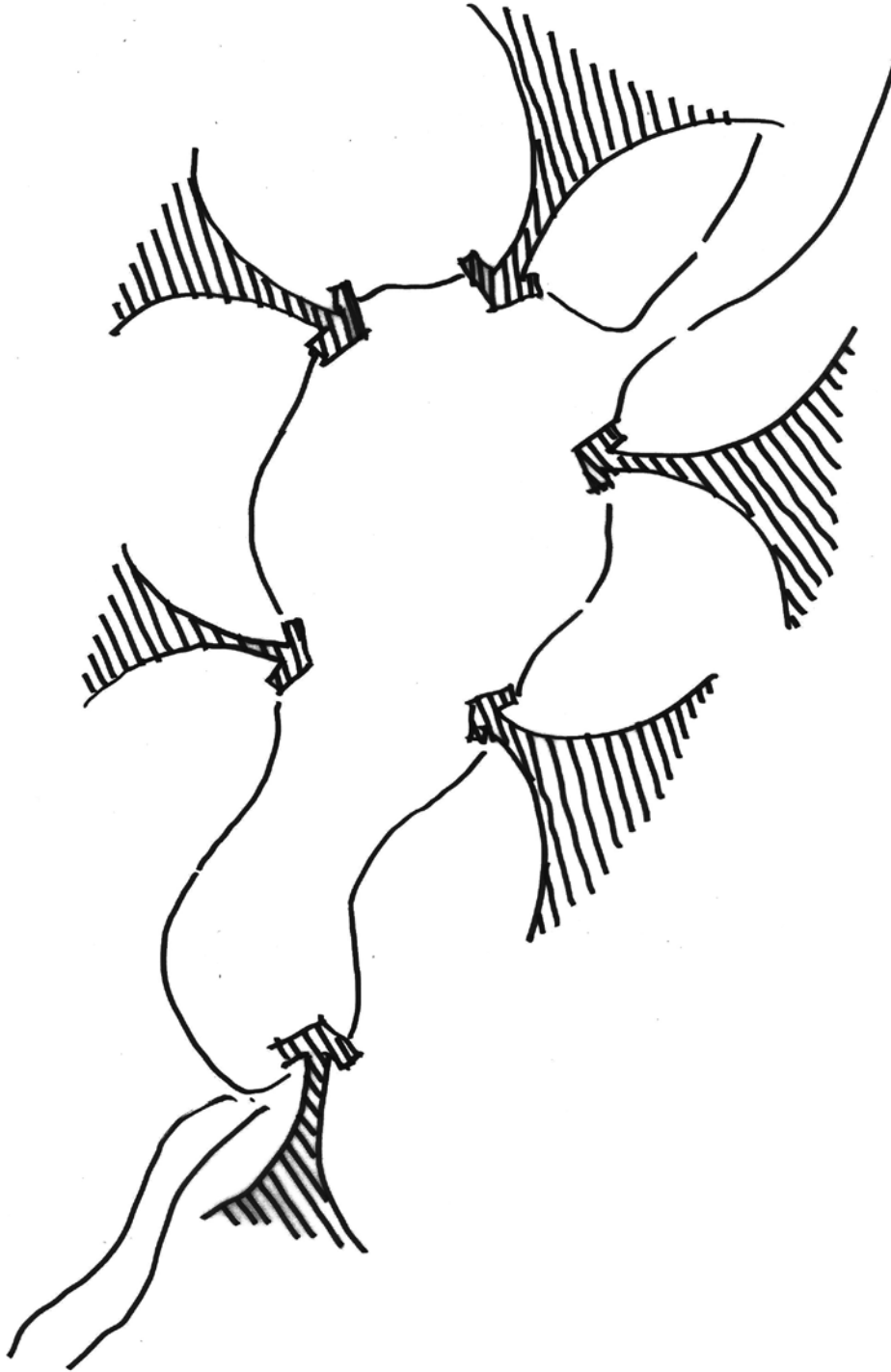
While the Core Area has ample recreational space around Oso Creek to the north, it is lacking in town-scaled gathering spaces that connect to the urban fabric and that can host medium to large-scale public events. There is a small space by City Hall, but no town square sized spaces. This deficiency is a prime

opportunity for new development visions – integrating a central gathering space that encourages everyday social interactions and community celebrations as well a flexible framework for temporary events.



# Enhance Community Aesthetics

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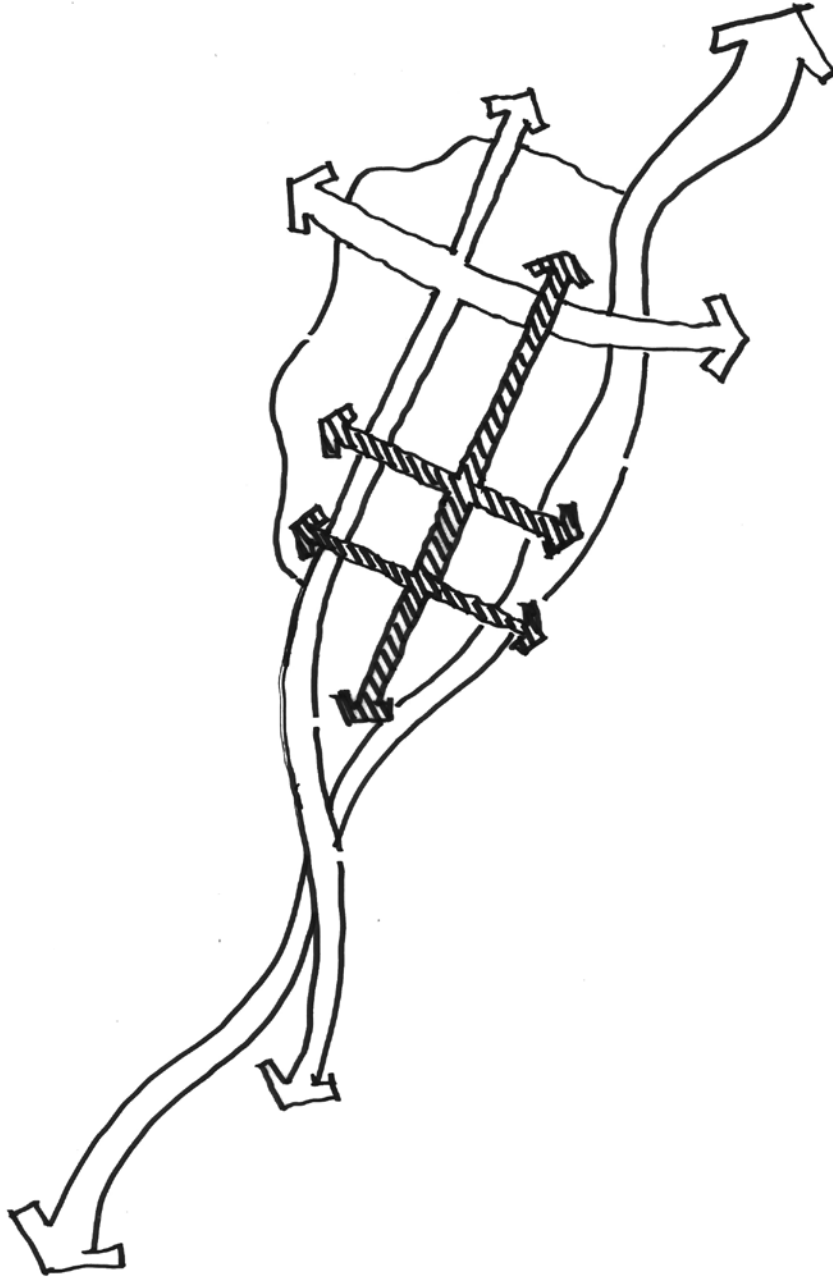


Mission Viejo has a distinct community aesthetic expressed through its architecture and its well-maintained landscaping. The vision for the future should seize upon existing characteristics, and propose new plans and designs that will create a harmonious dialogue with the area's heritage. Notable, however, is that the more articulate landscaping and design features in the Core Area

occur predominantly along vehicular thoroughfares and are of a larger scale. It is desirable for future visions to place more emphasis on the pedestrian experience and the smaller-scale experiential aspects of the public realm in order to create a more walkable environment.



# Create a Walkable Village



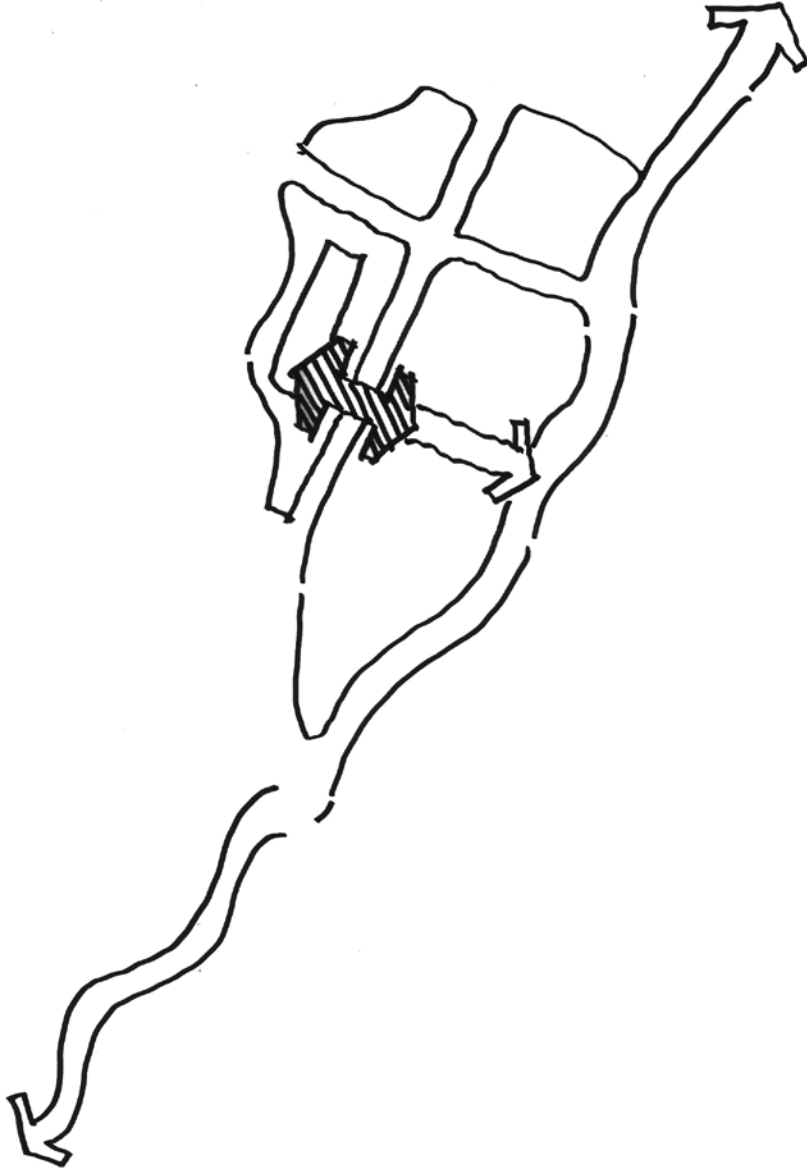


In order to increase the accessibility and appeal of the Core Area it is important to create a fine-grain, small scale street network that is friendly to pedestrians. Not only does this improve the efficiency and ease by which to reach destinations within the Core Area,

but a walkable village promotes experiential and social qualities. It invites strolling and exploration - encouraging residents and visitors to spend longer time in the area - and stimulates social interaction.



# Connect Civic and Retail



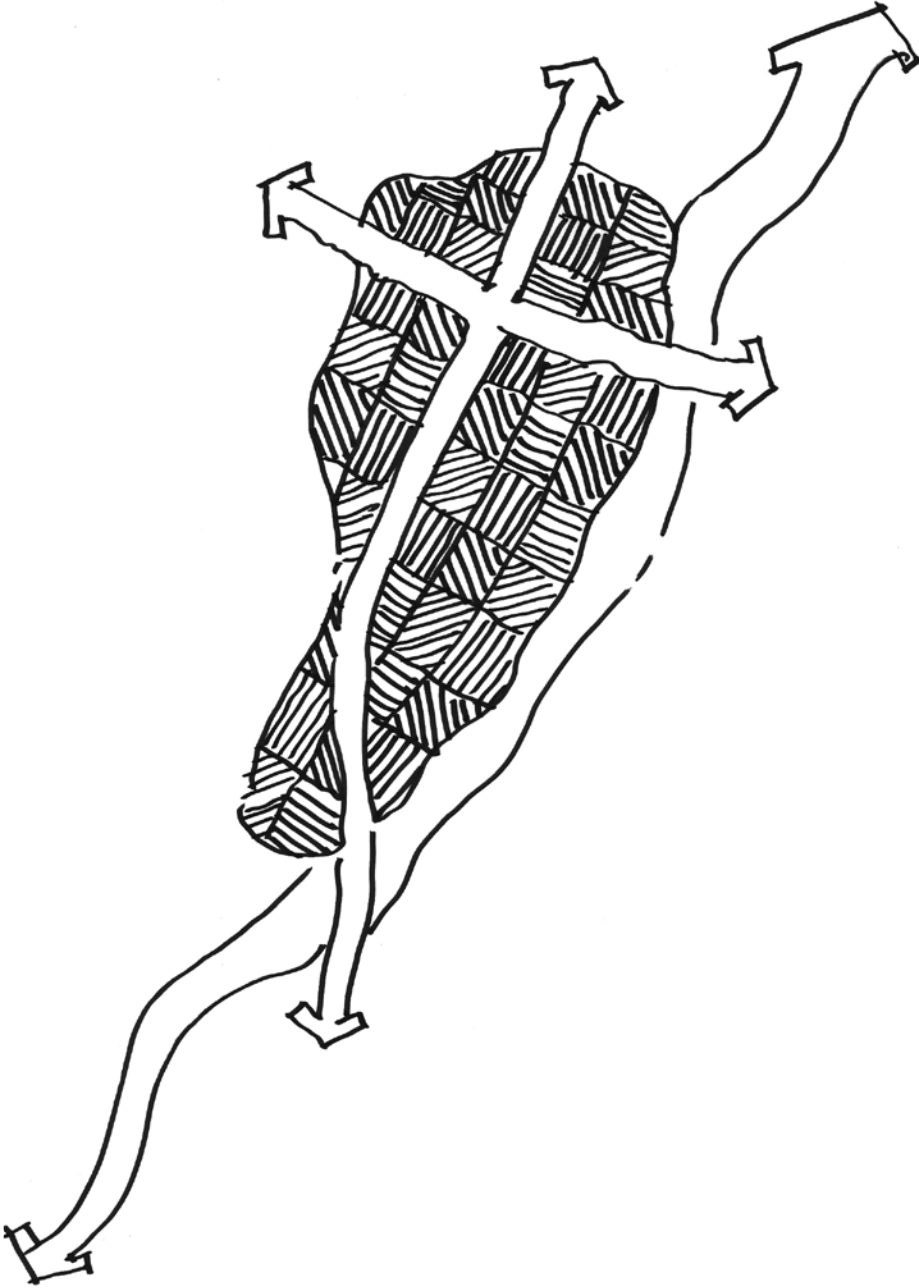


The vision to create a walkable village includes specific efforts to connect between existing civic and retail parts of the Core Area, with City Hall and the Library currently being separated from the Village Center by Marguerite Parkway. Creating a pedestrian overpass would be the preferred approach to ensure

an accessible and safe crossing. Linkages across Marguerite Parkway would not only improve accessibility to civic and retail facilities respectively, but could also extend towards Oso Creek to tie in with its recreational trail network and potential future creek-side developments.



# Healthy Blend of Uses



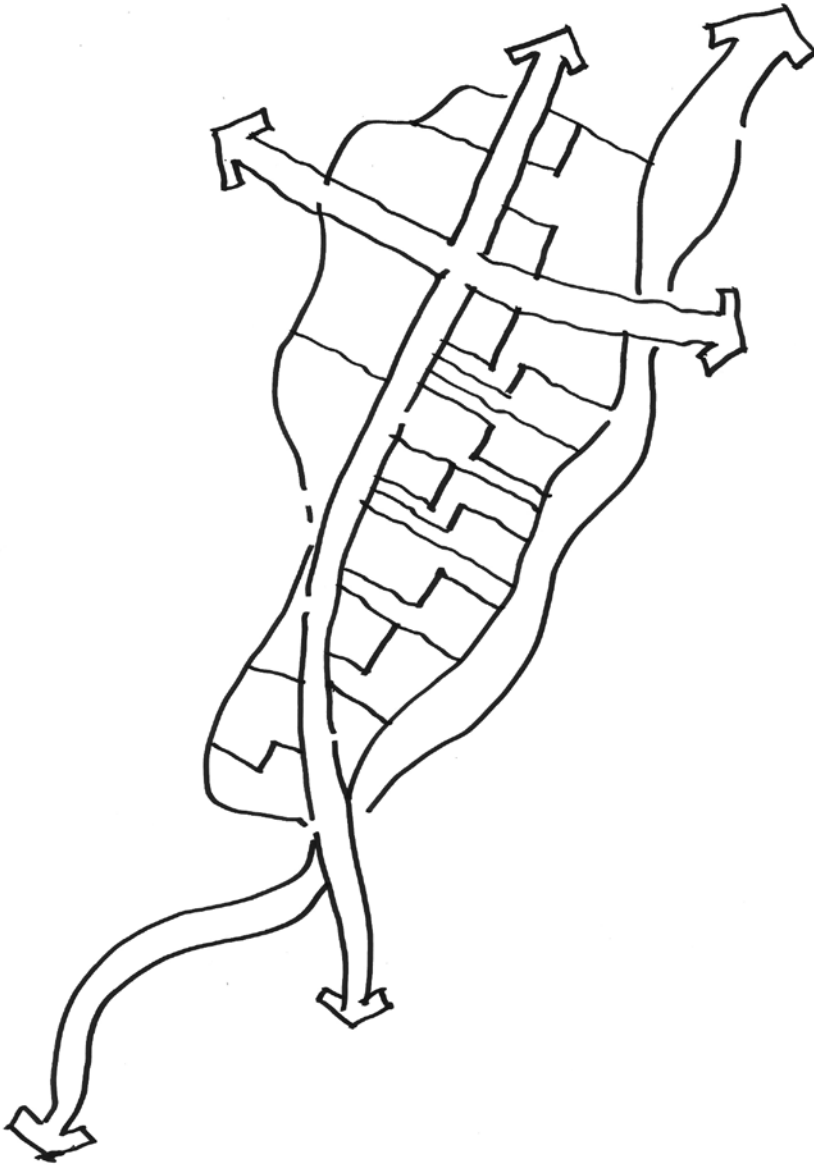


The future Core Area should include a well- balanced blend of co-located uses. Proximity between office spaces, retail, services and public amenities create synergies and can strengthen the core as a destination with a coherent overall identity. Hand in hand with a more fine-grained and pedestrian friendly circulation network

goes a more plentiful array of smaller-scale businesses, cultural uses and community services. A healthy diversity of uses and an increased frequency of destinations within the Core Area will drive foot traffic, retain patrons for longer periods of time, and promote activity and vibrancy at different times of the day.



# Recognize Private Property

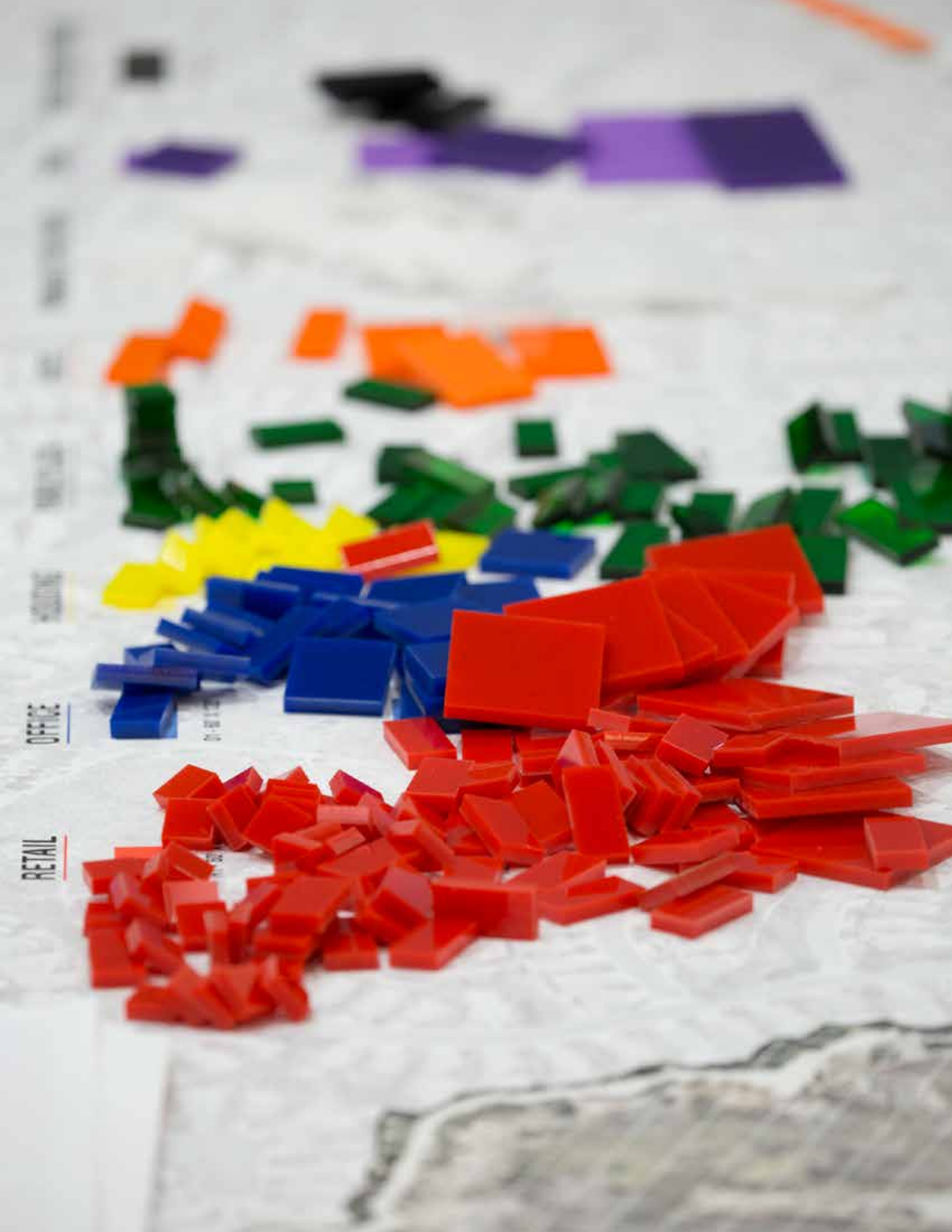




Although the different conceptual visions presented in this document suggest a variety of changes to the Core Area, they all recognize and respect the rights of private property owners and their interests. Rather than expecting property owners to accept a one-size-fits-all future idea, the Vision Plan should be seen as a framework for future change within which the decisions of

individual property owners will be an important part of shaping the Core Area's development over time. The visioning process, the resulting plan, and the subsequent implementation has the best chance of success if property owners participate with their ideas and work to coordinate goals and planning efforts.





OFFICE

RETAIL

WADING

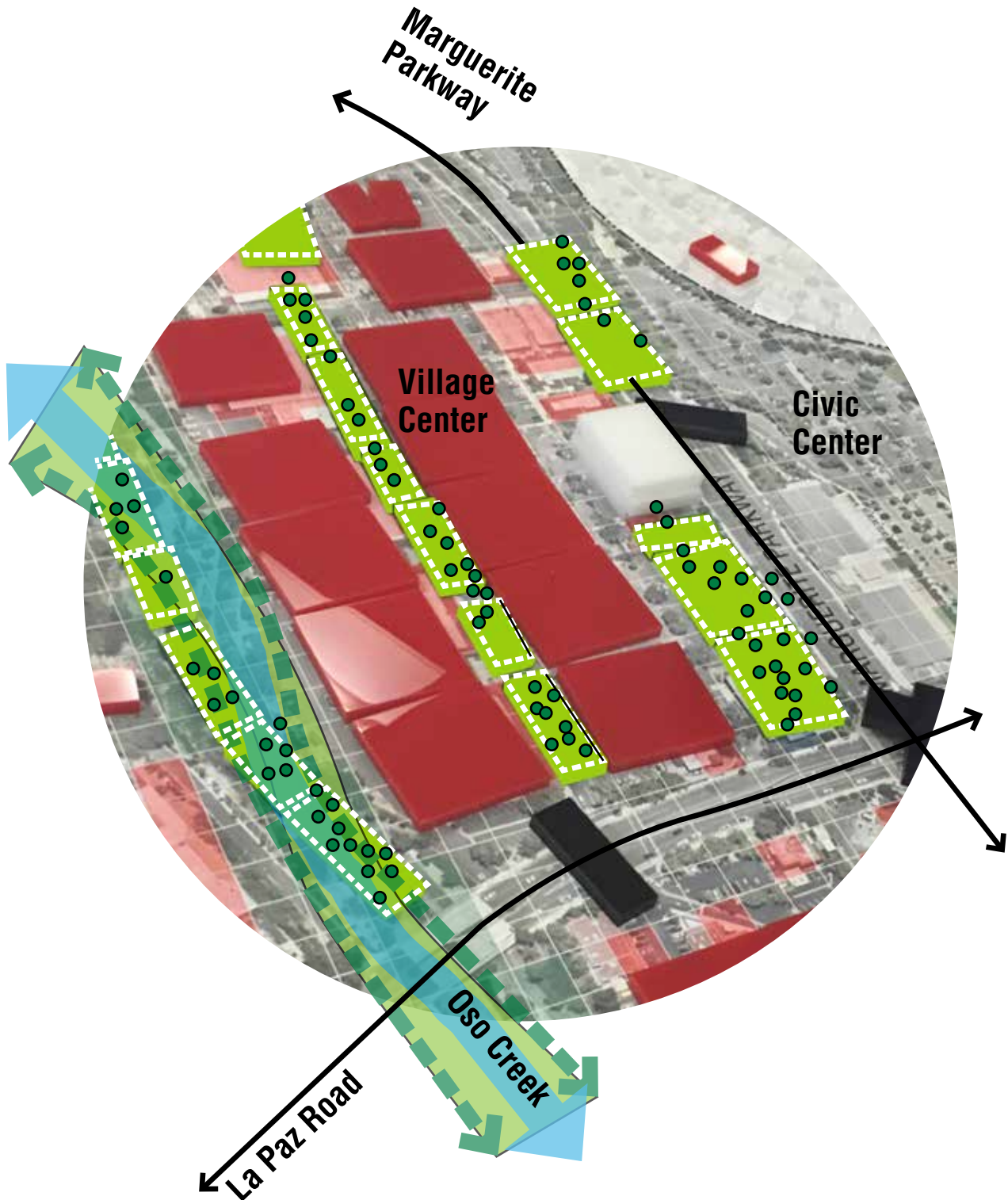
MOUNTAIN

# Framework Strategies

- 1. Landscape Enhancements*
- 2. Park on the Creek*
- 3. Town Green*
- 4. Pedestrian Connections*
- 5. Restaurants on the Creek*
- 6. Walkable Environments*
- 7. Concentrated Parking*
- 8. Office over Retail*
- 9. Parkway Frontage*
- 10. Cultural Uses*



# Landscape Enhancements



The community members provided input on several Landscape Enhancements including improving the creek, adding trees, additional park space and enhancing parkways. Landscape Enhancements focused on improving the pedestrian experience,

creating gathering spaces and softening auto-oriented parking lots and roads. This concept above illustrates a series of new or improved green areas that soften the parking lots and enhance the creek.



### ***Objective***

Landscape Enhancements can soften infrastructure-heavy spaces and provide a more beautiful and pedestrian scaled experience. Improved parkways can buffer busy roads or utilitarian areas and trees provide shade and scale to large parking lots.

### ***Physical Configuration***

Landscape Enhancements vary greatly in extent and scale, from small planters to green walls to a new canopy of trees throughout a parking lot. Landscape enhancements should be designed to improve pedestrian connections and help shift the scale of auto-oriented spaces to pedestrian-oriented spaces.

### ***Regulatory Considerations***

There are no anticipated regulatory challenges for Landscape Enhancements.

### ***Ownership Considerations***

The commercial parcels within the Core Area belong to a variety of different land owners. While some Landscape Enhancements can be effectively done on a per property basis, larger Enhancements would benefit from coordination between property owners to create a cohesive strategy for contiguous properties.

### ***Market Considerations***

Attractive and well-maintained landscapes are helping to transform the public realm into the new anchor for retail environments. Along with dining and entertainment, a strong public realm has become a defining characteristic of successful shopping experiences. The ability to effectively integrate landscape enhancements in the Core Area will strengthen its economic future.

### ***Cost***

Landscape Enhancements may range in cost from \$10-\$30 per square foot, though smaller projects may have a higher average cost.

### ***Financing***

Financing of landscape enhancements could be accomplished through a variety of public private partnership initiated with participation from City, property owners, and tenants. For example, the provision and maintenance of these types of improvements are often financed through a Community Facilities District CFDs and/or (Property) Business Improvement District (PBID).

### ***Leadership***

Landscape Enhancements may be led by property owners or through public private partnerships such as a CFD or PBID. Smaller projects may be led directly by tenants.

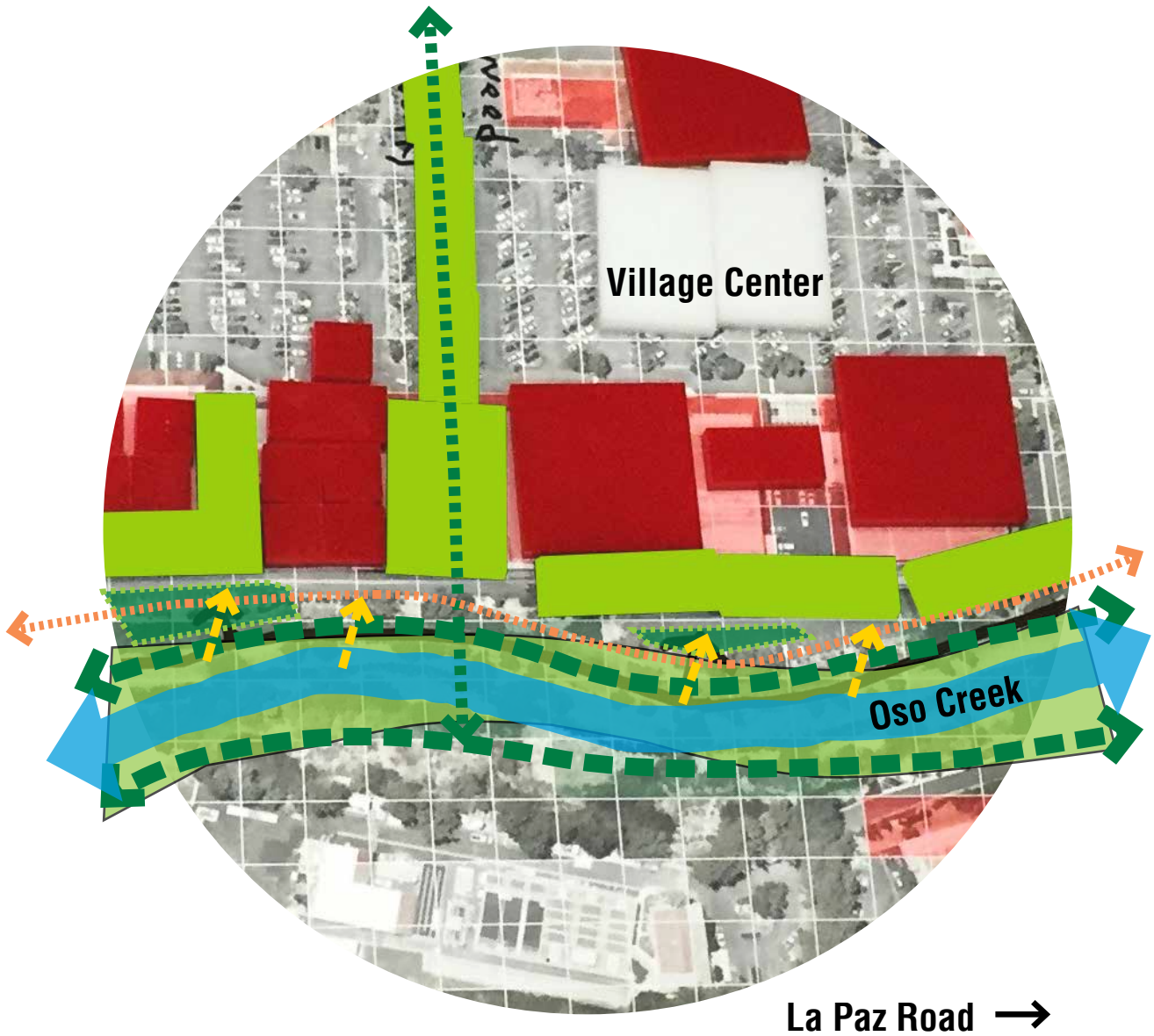
### ***Next Steps***

Property owners and tenants may currently initiate some Landscape Enhancements. The City can explore options of forming a CFD or PBID for more complex enhancements.



# Park on the Creek

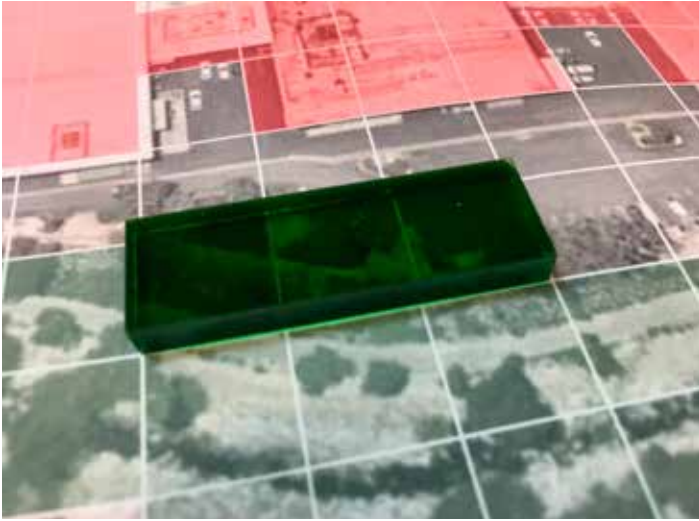
↑ Marguerite Parkway



La Paz Road →

Many concepts created by the community created additional open space at the top of Oso Creek. The above concept shows the open space of the creek including the Oso Creek Trail with additional access points through new open space connections to the

shopping center. As this concept illustrates, the open space may be oriented along the creek or perpendicular to it. The concept creates increased public access to both the retail and open space uses through a better physical interface.



### ***Objective***

Oso Creek is a great asset to the Core Area of Mission Viejo yet does not currently connect with its bordering uses. Creating additional connections from the creek to commercial uses can create new experiences that are lacking in the Core Area. Additional open space can help make these connections as well as provide places for the community to gather and recreate along the edge of the creek.

### ***Physical Configuration***

Open spaces along the creek may vary greatly in size and configuration though should all provide pedestrian connections and gathering spaces. At a pedestrian scale, these open spaces may be as small as twenty feet or as large as two hundred. Currently, much of the areas at the top of the slope of Oso Creek are used as buffer spaces, service drives or ancillary parking and could be fully or partially converted to open space.

### ***Regulatory Considerations***

Most of the developable land along Oso Creek within the Core Area is zoned as Commercial Community (CC) which requires a minimum of 50% of the lot to be unbuilt. Open spaces may contribute to this unbuilt area requirement.

### ***Ownership Considerations***

The parcels along Oso Creek within the Core Area belong to 16 different owners including the City, Santa Margarita Water District, a housing development and 13 different commercial property owners. New open spaces on commercial land could be privately owned and publically accessible, providing an amenity to the public and increasing the value of commercial property.

### ***Market Considerations***

The public realm is the new anchor of retail environments. Along with dining and entertainment, a strong public realm has become a defining characteristic of successful shopping experiences and centers. The ability to incorporate new open spaces and connectivity to natural environments such as the creek will

strengthen the economic future of the Core Area by creating a more appealing environment for customers and tenants.

### ***Cost***

Open Spaces may range in cost from \$10-\$30 per square foot, excluding land costs or park buildings. The construction of a half-acre park could range from \$200,000 to \$600,000 or more.

### ***Financing***

Financing of a park on the creek could be accomplished through a variety of public private partnership initiated with participation from City, property owners, and tenants. For example, the provision and maintenance of these types of improvements are often financed through a Community Facilities District CFDs and/or (Property) Business Improvement District (PBID). Impact fees and/or an EIFD might also be considered, depending on the nature and size of the park.

### ***Leadership***

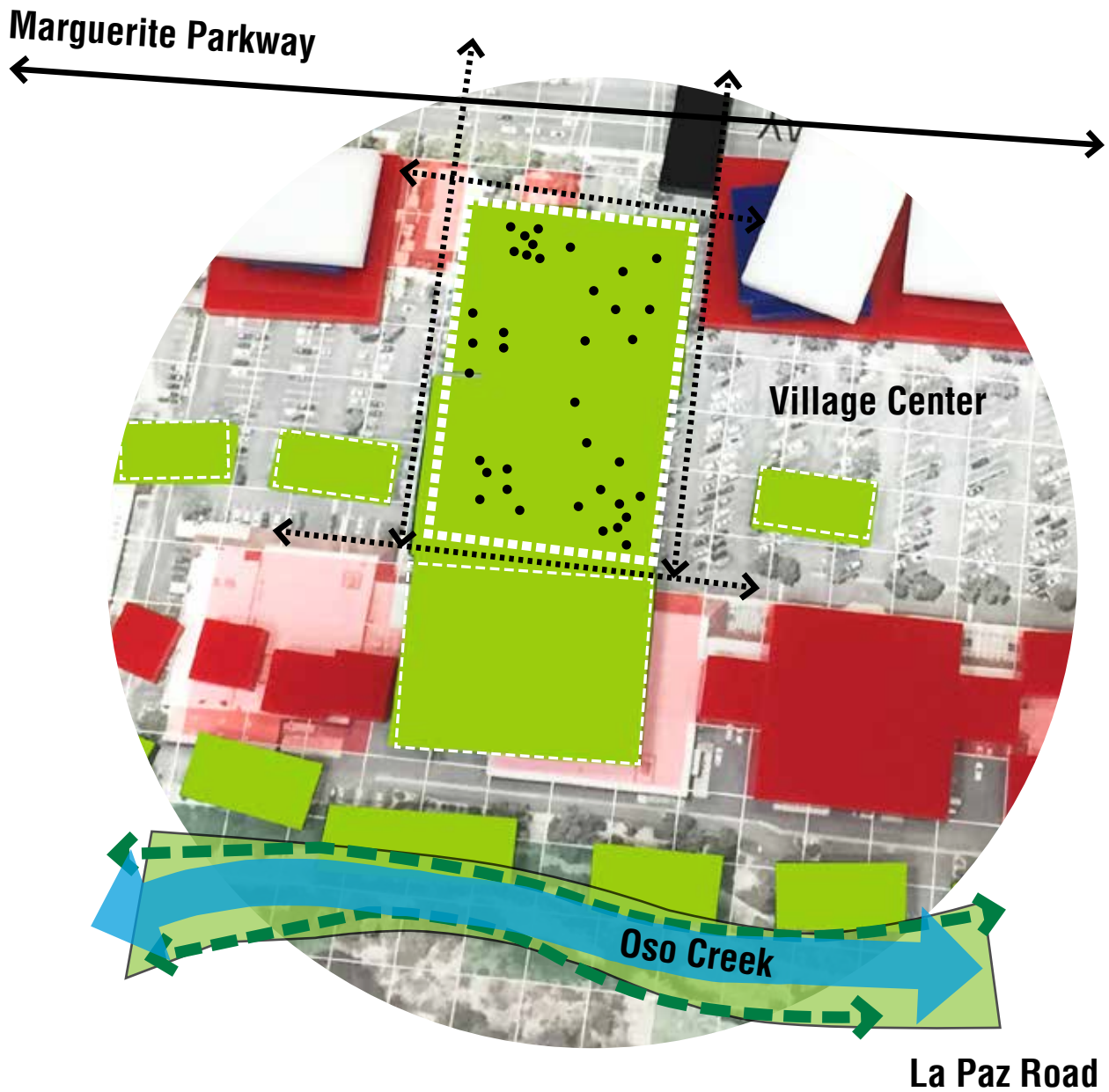
A park on the creek may be led by the City on their land or through a public private partnership such as a CFD or PBID.

### ***Next Steps***

The City can explore options of forming a CFD or PBID for in conjunction with exploring other funding opportunities to improve and expand the park space around Oso Creek.

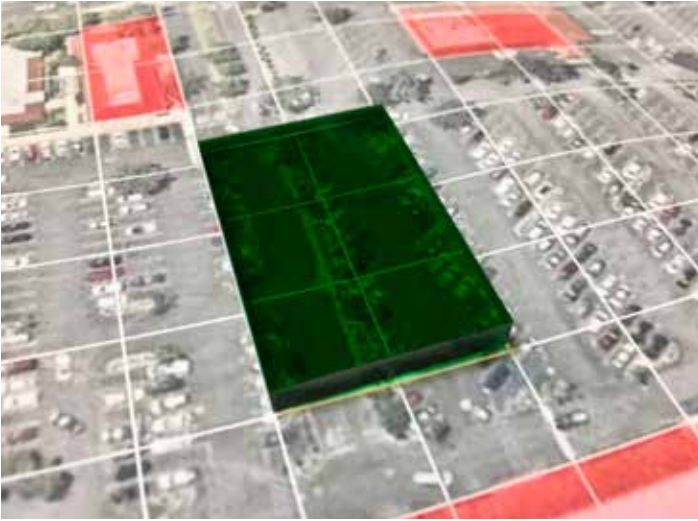


# Town Green



A central gathering space or Town Green was a common theme for concepts explored by the community. The above concept shows a large open space connecting the Civic Center, Marguerite Parkway, the Village Center and Oso Creek together. The Town Green may

take on a variety of sizes as other concepts explored but should remain a central element that can tie a variety of uses together.



### **Objective**

As a new heart for the community, the Town Green can provide a common space that serves the commercial uses as well as the public functions of the Core Area. The Town Green has the potential to become the prime gathering space of the city, the identifiable center of Mission Viejo and will bring prominence to the uses around it. The green should be flexible and able to contain a variety of programs throughout the year – from farmer’s market to festivals to celebrations.

### **Physical Configuration**

The Town Green may vary greatly in size and configuration though should have an identifiable form and edges. The green should be large enough to handle public gatherings but small enough to not feel empty when not actively programmed. A slightly undersized space will allow the entire area to be activated when a large event occurs. The edges of the green should be actively programmed with building frontages and outdoor programming whether restaurant patios, exterior retailing or kiosks.

### **Regulatory Considerations**

Most of the land suitable for a Town Green within the Core Area is zoned as Commercial Community (CC) which requires a minimum of 50% of the lot to be unbuilt. Open spaces may contribute to this unbuilt area requirement.

### **Ownership Considerations**

The commercial parcels within the Core Area belong to a variety of different land owners. New open spaces on commercial land could be privately owned and publically accessible, providing an amenity to the public and increasing the value of commercial property.

### **Market Considerations**

The public realm is the new anchor of retail environments. Along with dining and entertainment, a strong public realm has become a defining characteristic of successful shopping experiences and centers. The ability to include new open spaces and common area amenities will strengthen the economic future of the Core Area by creating a more appealing environment for customers and tenants.

### **Cost**

Open Spaces may range in cost from \$10-\$30 per square foot, excluding land costs or park buildings. As a prominent space the Town Green should be on the higher end of this budget. The construction of a half-acre Town Green could range from \$400,000 to \$600,000 or more.

### **Financing**

Financing of a Town Green could be accomplished through a variety of public private partnership initiated with participation from City, property owners, and tenants. For example, the provision and maintenance of these types of improvements are often financed through a Community Facilities District CFDs and/or (Property) Business Improvement District (PBID).

### **Leadership**

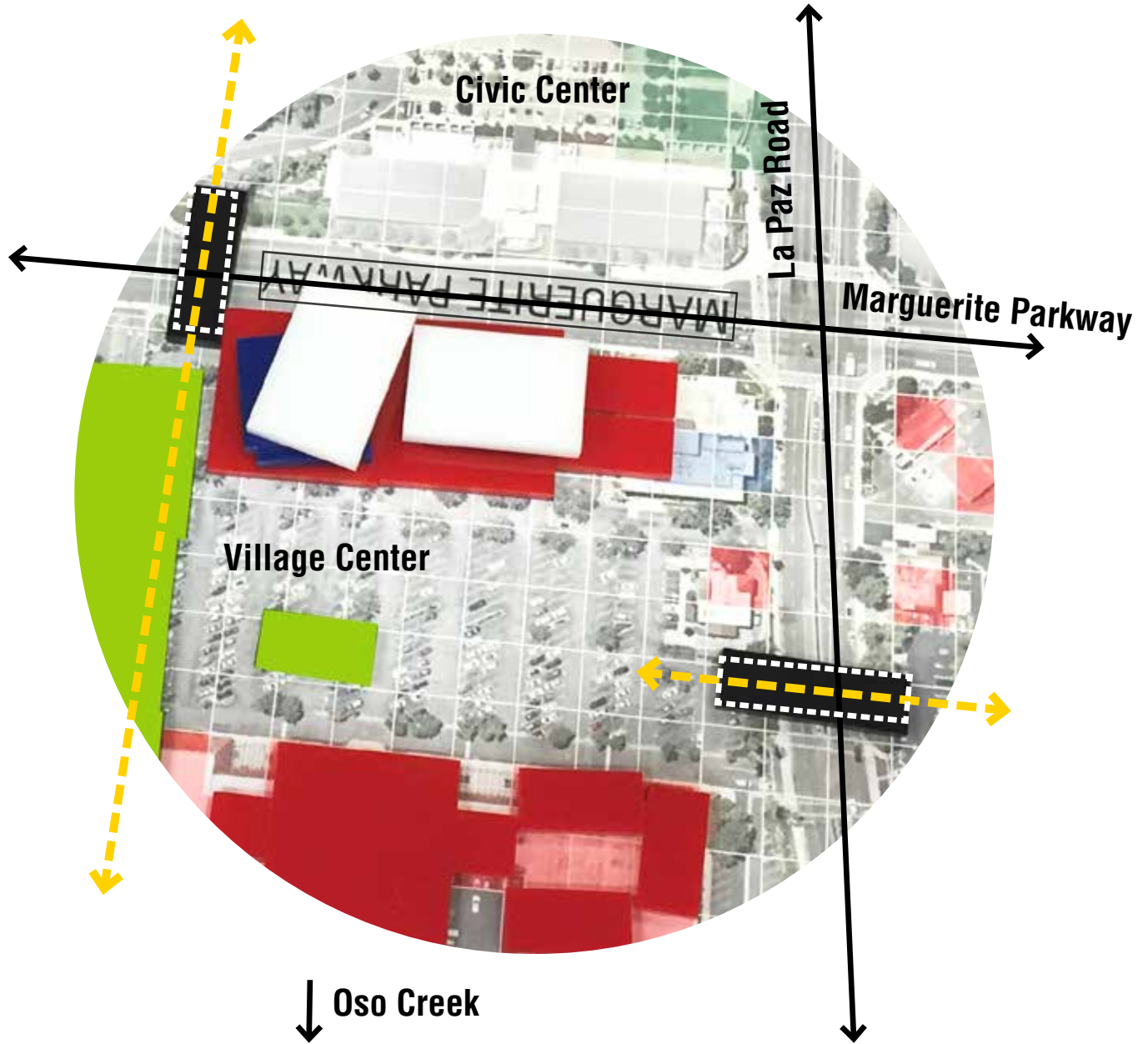
A Town Green would need to be led by a public private partnership such as a CFD or PBID.

### **Next Steps**

The City can explore options of forming a CFD or PBID to aid in the creation of a Town Green.



# Pedestrian Connections



The community members proposed several key areas that could use better pedestrian connections, both across the major arterials of Marguerite Parkway and La Paz Road but also across the creek. The above concept shows bridge connections from the Civic

Center to the Village Center and from the Village Center across La Paz. The community expressed interested in creating easier access for pedestrians and improving trail connections to and from the creek.



### **Objective**

Improved pedestrian connections will make it more efficient and easy to move throughout the Core Area, increasing the accessibility to present and future destinations while also enhancing the experience and increasing the safety of walking. Improved connections encourage people to walk rather than drive for local errands, which has positive health benefits for individuals, reduces vehicular traffic within the core, and also increases the direct exposure to potential customers for local businesses.

### **Physical Configuration**

Pedestrian connection improvements can range broadly in scale and scope. From the creation of new linkages and access points where none currently exists, such as new overpasses or alleyways, to additions and upgrades of existing infrastructure, such as widened sidewalks and increased frequency of crosswalks along roads.

### **Regulatory Considerations**

There are no anticipated regulatory challenges for Pedestrian Connections.

### **Ownership Considerations**

Many pedestrian connection improvements can be made within the public right-of-way while others may involve access across private property and would require the participation of land owners and potentially involve public-private partnerships.

### **Market Considerations**

Improved pedestrian connectivity will increase foot traffic to and within the Core Area and could compliment more centralized parking solutions (see below) that free up space for other uses, including marketable development opportunities.

### **Cost**

Pedestrian connections vary in cost widely depending on the intensity of the project. Improved at grade connections may range from \$4,000-\$10,000 each, while bridge connection would have a higher cost in the range of \$150,000-\$250,000 each.

### **Financing**

Financing of pedestrian connections could be accomplished through a variety of public private partnerships initiated with participation from City, property owners, and tenants. For example, a pedestrian bridge across Marguerite Parkway could be financed by a combination of impact fees, bond revenues secured by and EIFD, and State or federal transportation program such as Safe Routes to Schools.

### **Leadership**

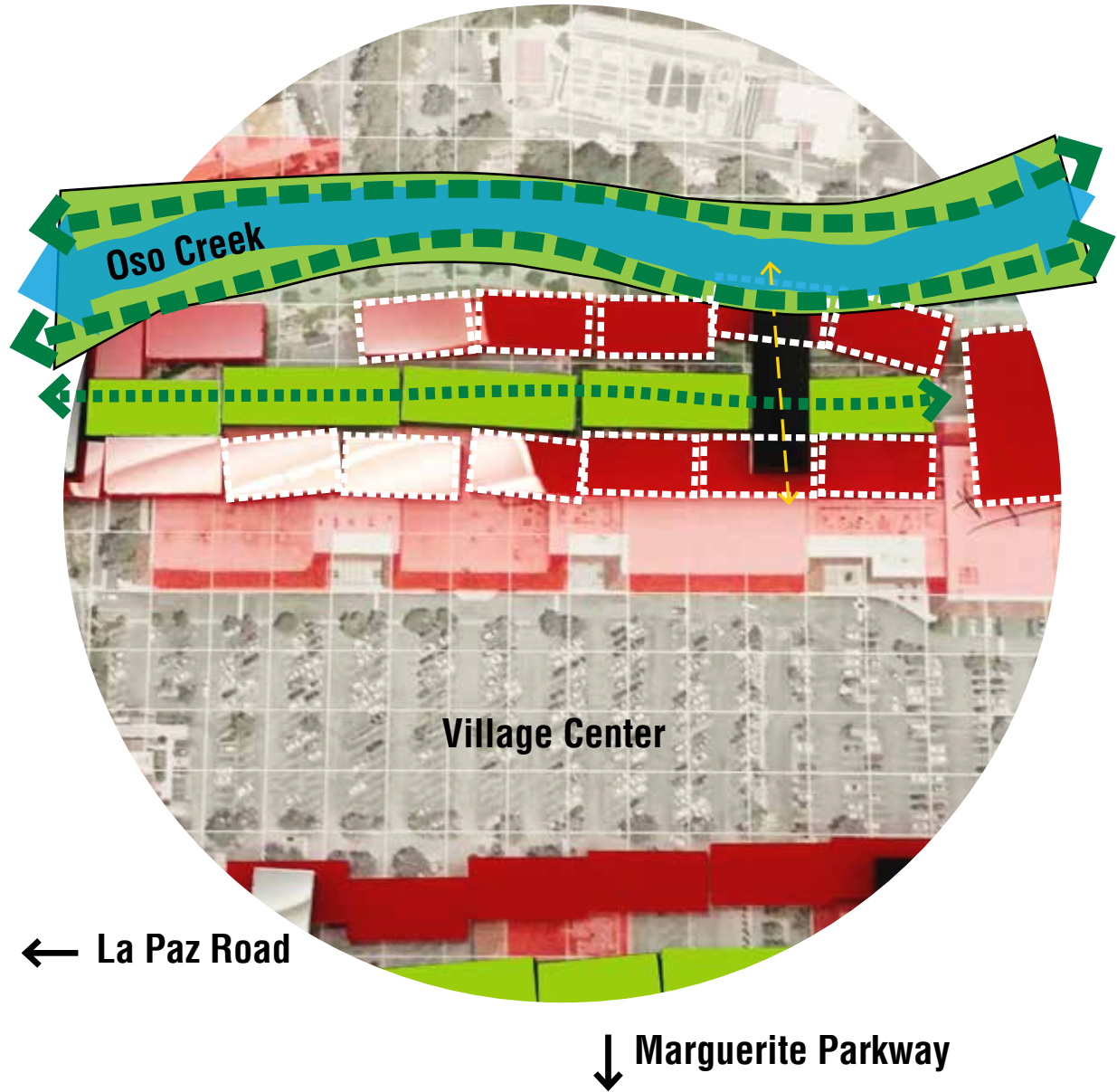
Property owners should lead Pedestrian Connections on private property with the City taking leadership for connections within the public right-of-way. Connections that cross property lines or bring significant benefits to multiple owners could make use of public private partnerships such as a CFD or PBID

### **Next Steps**

The City can explore options of forming a CFD or PBID to aid in the creation of a Pedestrian Connections.



# Restaurants on the Creek



Many concepts created by the community oriented restaurants, retail or other commercial space to the creek. This was often accompanied by additional open space, pedestrian bridges, housing or other community space. The above concept shows the open space of the creek, restaurants or retail on the creek,

additional open space and another layer of restaurants or retail before reaching the parking lot. The concept creates a variety of frontages and additional public space to support restaurant and retail uses.



### ***Objective***

Oso Creek is a great asset to the Core Area of Mission Viejo yet does not currently connect with its bordering uses. Turning development to the creek and particularly uses that can take advantage of the creek setting can create new experiences that are lacking in the Core Area. Dining patios, verandas, rooftop terraces or beer gardens facing the creek can establish a new identity for the Oso Creek edge through the Core Area.

### ***Physical Configuration***

Restaurants in this location may vary greatly in size and configuration though should all provide outdoor seating that faces onto the creek. Additionally, enough room should be maintained at the top of the creek slope for a continuous pedestrian path, connecting creek, restaurants and retail uses.

### ***Regulatory Considerations***

Most of the developable land along Oso Creek within the Core Area is zoned as Commercial Community (CC) which permits restaurants up to 4,000 sf in size as of right and over 4,000 sf by conditional use. The Commercial Community zoning designation has physical development restrictions including a 35 ft or three story height limit as well as floor area ratio, lot area and setback requirements. Additionally, off-street parking requirements include 1 space for each 100 sf of public seating area, up to 4000 sf plus 1 space for each 80 sf over 4000 sf, with a minimum of 10 spaces.

### ***Ownership Considerations***

The parcels along Oso Creek within the Core Area belong to 16 different owners including the City, Santa Margarita Water District, a housing development and 13 different commercial property owners. Restaurants are highly flexible spaces and can be accommodated on any individual property.

### ***Market Considerations***

Dining and entertainment are strong factors in the current success of retail environments and have become an important anchor for many shopping centers. Additionally, dining venues that are well

integrated with public open space and recreational amenities can garner additional market support. The ability to support successful restaurant spaces in the Core Area will strengthen its economic future.

### ***Cost***

Restaurants may range in cost from \$150-\$300 per square foot, excluding land costs. The construction of a 2,000 square foot restaurant could range from \$300,000 to \$600,000 or more.

### ***Financing***

New development would be funded by private sector with potential for City land use incentives provided to improve financial feasibility. For example, a Development Opportunity Reserve program that offered a limited amount of additional development density could incentivize property owners and future tenants to invest in new projects along the Creek.

### ***Leadership***

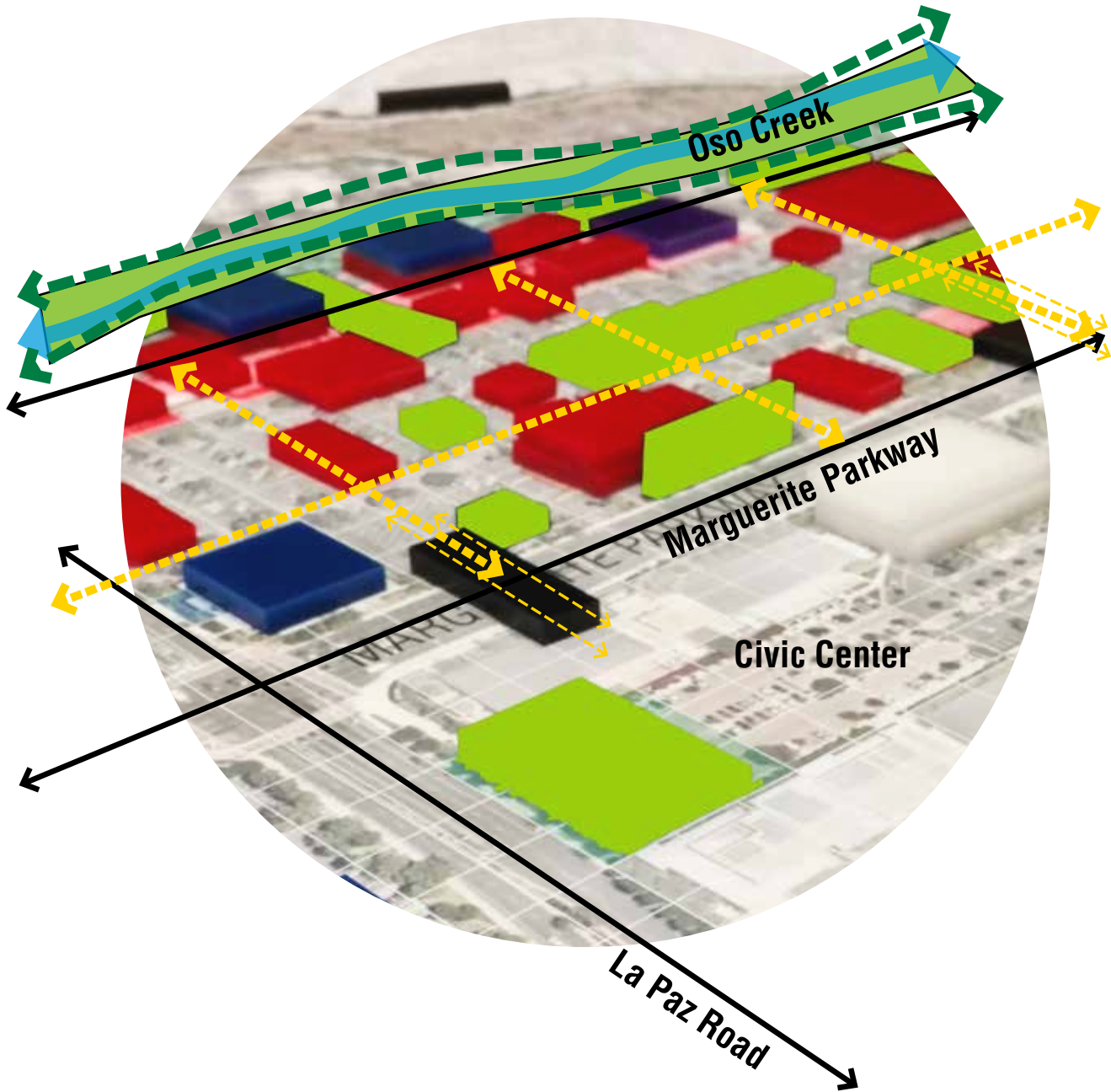
Property owners should lead the creation of Restaurants on the Creek, working with the City on any needed land use incentives.

### ***Next Steps***

Property owners and tenants may currently initiate the creation of Restaurants on the Creek. The City can explore land use incentives that can help spur private redevelopment.

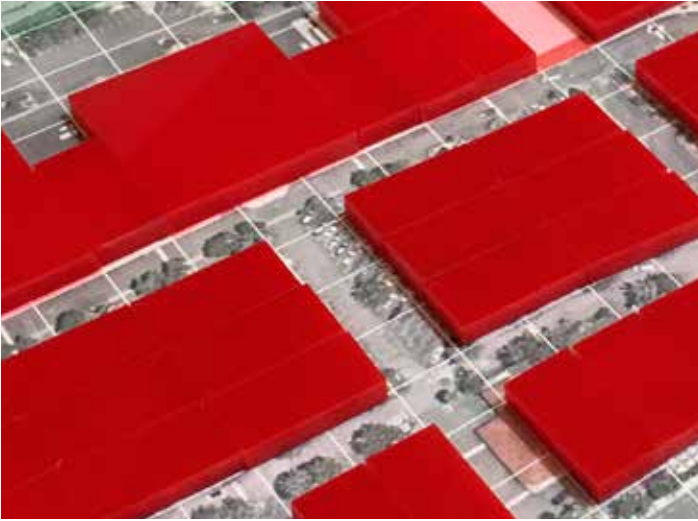


# Walkable Environments



The community members explored many concepts that included highly pedestrian friendly and walkable environments including an emphasis on park spaces and small blocks. The diagram above shows a fine grain mix of uses organized to allow frequent

pedestrian connections within small blocks. Additionally, pedestrian bridges and increased frontages along the parkway increase walkability.



### ***Objective***

Increased walkability will improve access to and within the Core Area, while enhancing the experience for pedestrians. Encouraging walking for local errands entails positive health benefits for individuals, reduces vehicular traffic within the core, and increases the direct exposure to potential customers for local businesses. Walkable environments encourage patrons to spend more time in one retail area, increasing revenue potential amongst businesses.

### ***Physical Configuration***

Improved walkability can be achieved both by increasing the number of pedestrian connections throughout the Core Area – reducing the size of the urban grain network – and improving upon existing pedestrian amenities through measures such as widened sidewalks, increased frequency of crosswalks, introduction of shared-space street zones, and improved street furnishings and landscape.

### ***Regulatory Considerations***

There are no anticipated direct regulatory challenges for Walkable Environments though parking standard regulations should be shaped to encourage walkability. The City may look for ways to encourage walkability within new developments by setting new design standards for block sizes, streetscape requirements and form of building frontages.

### ***Ownership Considerations***

Creating a walkable environment within the Core Area will require pedestrian friendly connections across private property. As development changes occur, these networks may be public or private in ownership but should be public in use.

### ***Market Considerations***

Creating a walkable environment will increase foot traffic and support more centralized parking solutions (see next page) that free up space for other uses, including marketable development opportunities.

### ***Cost***

Walkable environments are most importantly created through good planning and design at the urban framework level. Improvements can be made at the pedestrian and streetscape scale to provide safer and better-scaled environments through Landscape Enhancements and Pedestrian Connections.

### ***Financing***

Financing of pedestrian improvements and maintenance could be accomplished through a variety of public private partnership initiated with participation from the City, property owners, and tenants. For example, the provision and maintenance of these types of improvements are often financed through a Community Facilities District CFDs and/or (Property) Business Improvement District (PBID).

### ***Leadership***

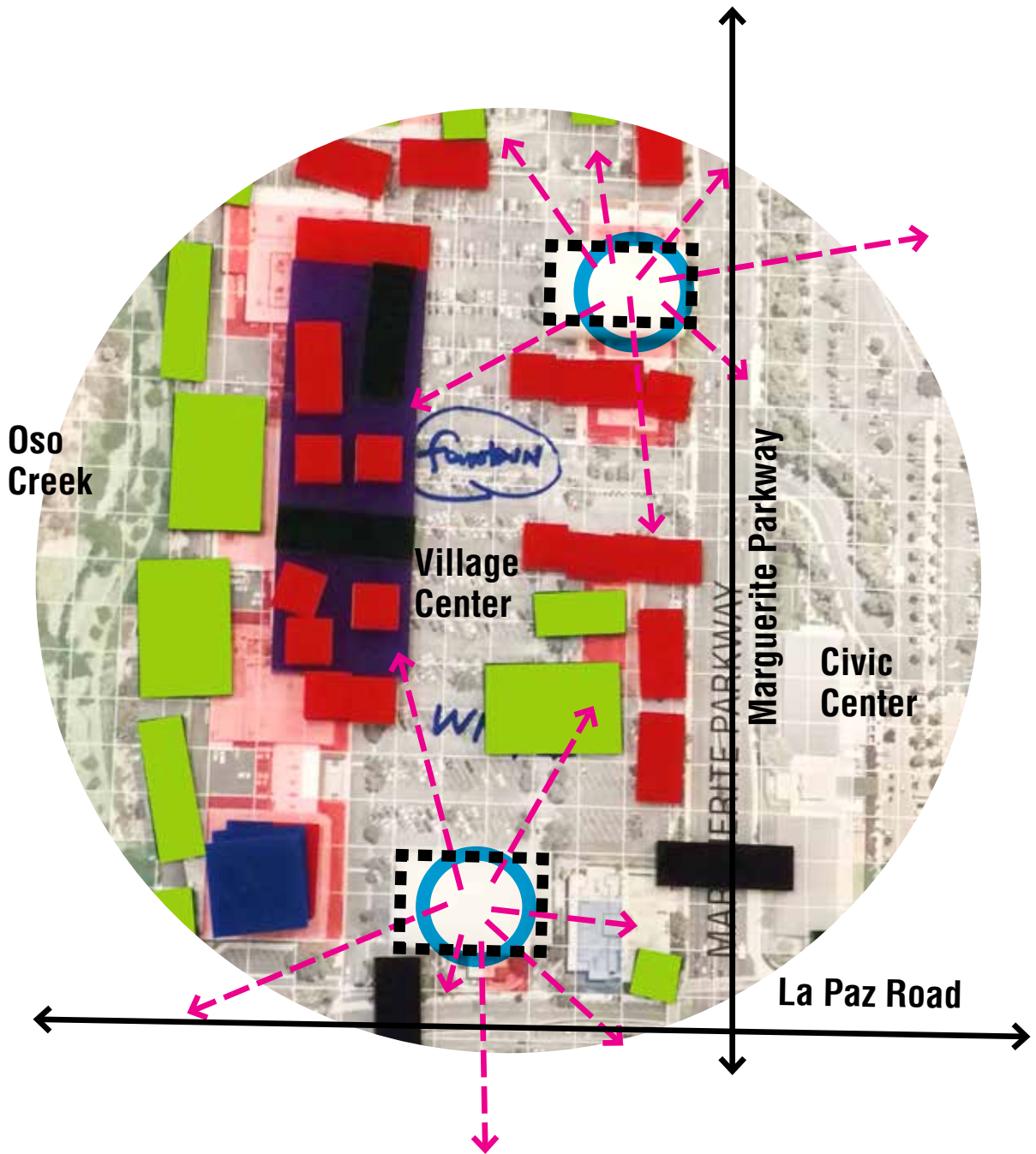
Property owners should lead the effort to increase walkability within their properties. The City should look to encourage walkability within new developments by setting new design standards.

### ***Next Steps***

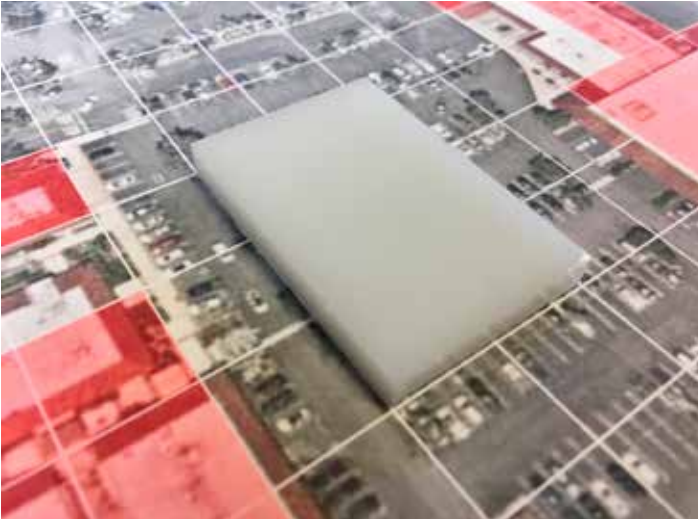
The City can explore options of forming a CFD or PBID as well as enacting design standards that encourage the creation of a Walkable Environments.



# Concentrated Parking



The community members explored several design concepts that included concentrating parking into structures. The parking structures above are distributed through the retail area to serve various parts of the site, providing convenient parking while allowing more development.



### ***Objective***

Concentrating parking into structures or creating shared parking strategies can reduce the areas needed for surface parking and increase development potentials within the Core Area. Park Once strategies can encourage walkability within key commercial nodes, decreasing traffic and enlivening the public realm.

### ***Physical Configuration***

The aim of concentrating parking is to free up more developable real estate while also lessening the impact of surface parking on the development. As land values increase and the public realm takes on more prominence, concentrated parking solutions become viable financially and necessary to create a quality environment.

### ***Regulatory Considerations***

Concentrated parking solutions may challenge existing parking standards. A Core Area parking management study or individual project studies may need to be completed to test the viability of alternative standards. Changing the existing standards may become necessary in some locations to preference walkable environments over automobile oriented environments.

### ***Ownership Considerations***

New parking structures or shared parking strategies will require cooperation amongst many landowners and likely involve support from the City.

### ***Market Considerations***

Concentrated parking solutions, combined with improved walkability and other place-making enhancements, will encourage visitors and potential retail customers to stay longer and explore the Core area, providing increased market exposure for retail tenants.

### ***Cost***

Concentrated Parking strategies vary in cost depending on whether they entail just a parking study, improvements to a surface parking lot or the construction of a parking structure. A parking study may cost \$20,000 to \$75,000 depending on size of the study area; improvements to surface parking \$15-\$25 per square foot; while a parking structure can cost in the range of \$50 per square foot or approximately \$15,000 per parking space.

### ***Financing***

Financing of concentrated parking solutions could be accomplished through a variety of public private partnership with participation from City, property owners, and tenants. For example, a new parking facility could potentially be financed through a combination of impact fees and bond revenue secured by an Enhanced Infrastructure Financing District (EIFD) or similar sources.

### ***Leadership***

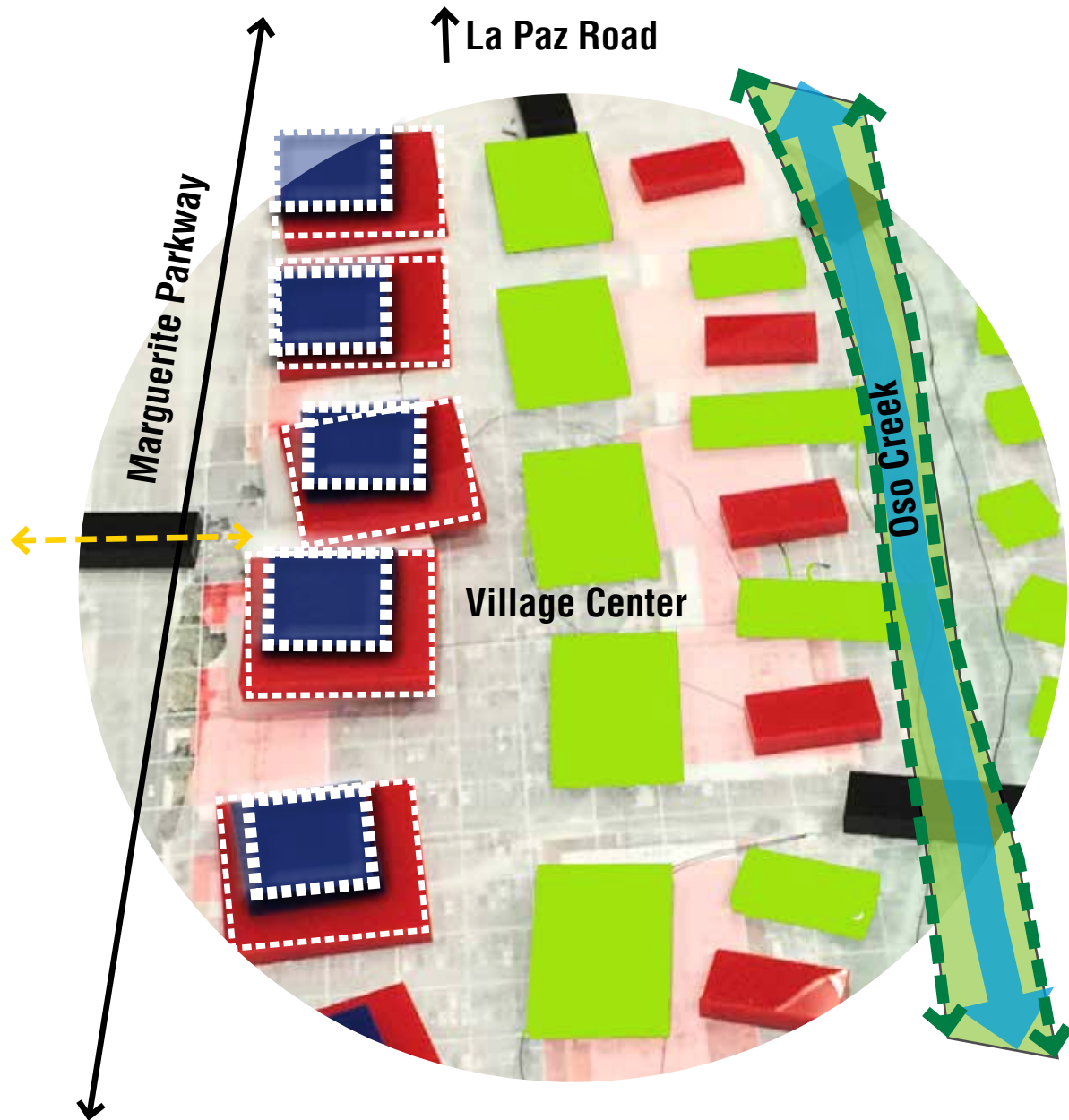
Concentrated Parking may be privately led though a City initiated Parking Study may provide an incentive for private investment. A new structure on City property could be completely led by the City.

### ***Next Steps***

The City can initiate a parking study to improve parking conditions within the Core Area and revisit parking standards for better parking practices within new developments.

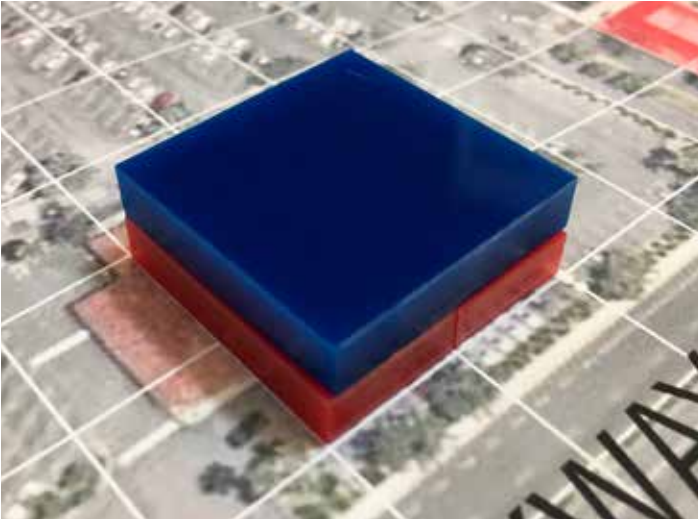


# Office over Retail



Incorporating office uses within a retail-centered environment was a popular theme that many groups were interested in. The design activity above shows that the community is interested in office above retail shops and restaurants. Several community members

mentioned the lack of office space within the City, and that the Core Area would be a great place to begin building a live/work environment where different uses and experiences exist.



### ***Objective***

The incorporation of flexible office space can increase the amount of activity within the Core Area. Office space will help create a unique identity for the Core of Mission Viejo, supporting the retail and dining experience that will benefit the entire community as well as providing a diversity of use that allows people to live and work within walking distance.

### ***Physical Configuration***

New office space can be created in conjunction with new development or introduced by retrofitting existing buildings. Both approaches offer broad opportunities to develop designs that explore the relationship between the existing character of the City of Mission Viejo, and visions for the future of its built environment and its uses.

### ***Regulatory Considerations***

Most of the land suitable for Office over Retail within the Core Area is zoned as either Commercial Community (CC) or Community Facility (CF) which allow for most office and retail uses and have zoning limitations of a Floor Area Ratio of 1 and a maximum height of 35 feet or 3 stories.

### ***Ownership Considerations***

The commercial parcels within the Core Area belong to a variety of different land owners. Development of new office space can be accommodated on a per parcel basis but may have some advantages including configuration of footprints or parking solutions that require collaboration between multiple owners.

### ***Market Considerations***

A modest amount of new office over retail development in the Core Area may have market support over the medium to long-term (five to ten years), enhancing economic activity in the core and new development opportunities.

### ***Cost***

Office may range in cost from \$100-\$150 per square foot with medical offices ranging slightly higher from \$150-\$225 per square foot, excluding land costs. The construction of a 10,000 square foot office space could range from \$1 million to \$1.5 million.

### ***Financing***

New office over retail development would be funded by private sector with potential for City land use incentives provided to improve financial feasibility. For example, a Development Opportunity Reserve program that offered a limited amount of additional development density could incentivize property owners to pursue mixed-use projects of this nature.

### ***Leadership***

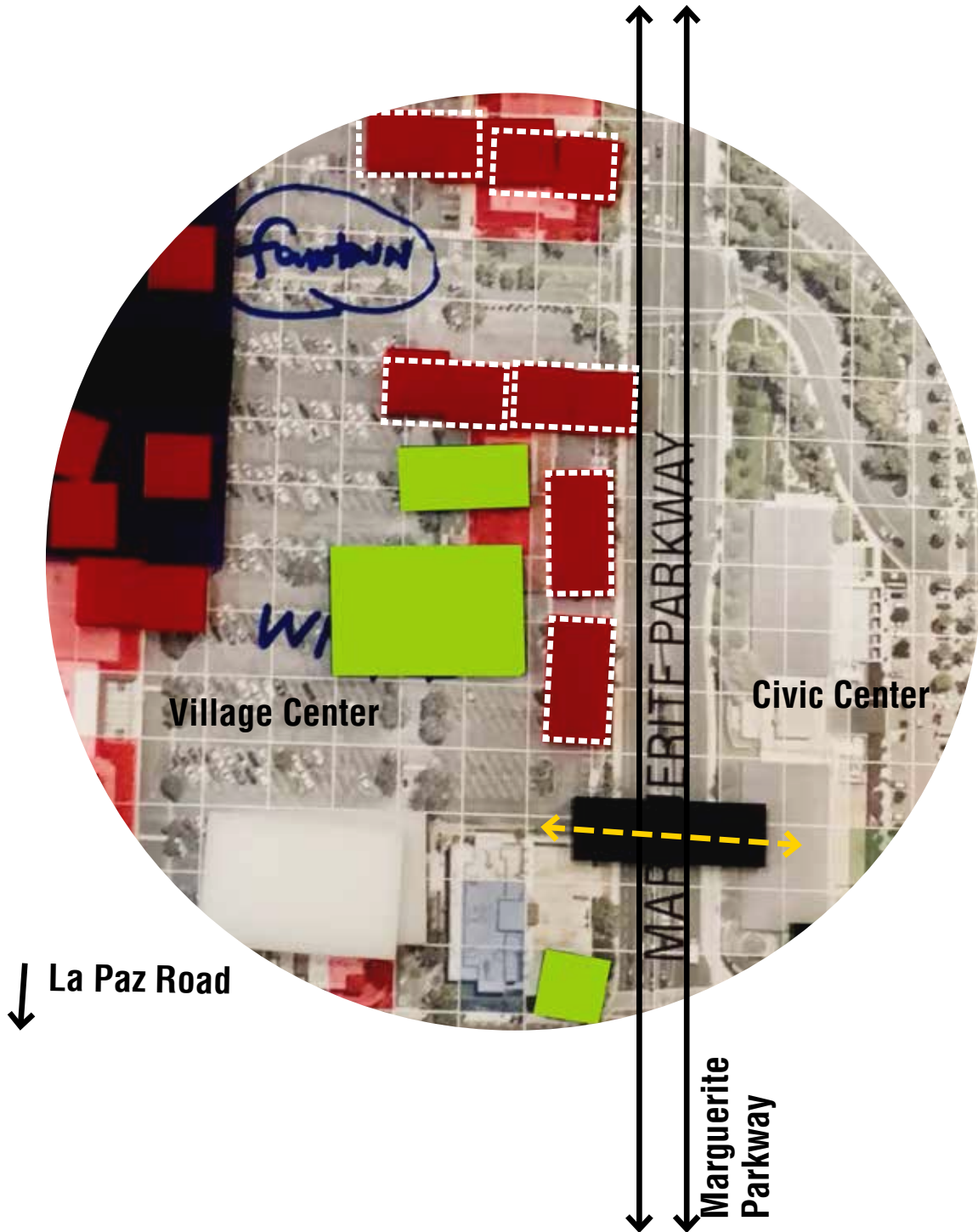
Property owners should lead the creation of Offices over Retail, working with the City on any needed land use incentives.

### ***Next Steps***

Property owners may currently create Office over Retail. The City can explore land use incentives that can help spur private redevelopment.

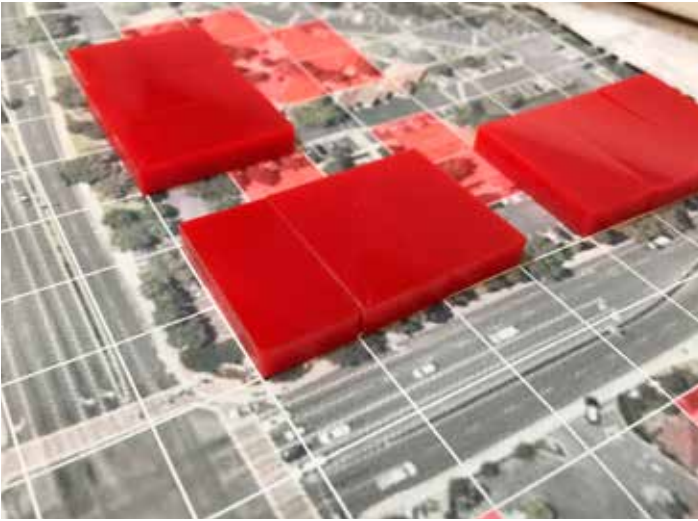


# Parkway Frontage



The community members often oriented buildings along the parkways, providing direct street presence to new developments and reducing the view of large unsightly parking lots from the parkway. The diagram above shows several buildings fronting to

the parkway while still allowing easy access to the interior of the block. At the entry, buildings wrap to maintain a street presence through the entry experience. Parking and other open spaces are oriented to the interior of the block.



### ***Objective***

A parkway frontage along Marguerite Parkway would act as a lively spine through the Core Area, offering new development and business opportunities while also enhancing the experience and aiding in orientation for vehicular and pedestrian traffic alike. Appropriately planned and designed, a parkway frontage can strengthen the identity of the Mission Viejo core, and along with Oso Creek it would serve as a backbone for a walkable and destination-driven street network.

### ***Physical Configuration***

The parkway frontage would entail street-facing businesses along the sidewalk, with generally transparent interfaces to generate visual interest and ample business exposure to both vehicular and foot traffic. Set-backs would be kept to a minimum and “strip mall configurations” would be avoided in order to maintain a continuous frontage. Variation in the architectural articulation is however desired, along with improved landscaping and street amenities.

### ***Regulatory Considerations***

Most of the land fronting the parkways of Marguerite, La Paz and Oso within the Core Area is zoned as Commercial Community (CC) which requires a minimum setback of 20 feet. These setback requirements do not encourage a strong building edge or spatial definition of the street. Narrower or zero setbacks should be considered to bring buildings closer to the street edge.

### ***Ownership Considerations***

The commercial parcels within the Core Area belong to a variety of different land owners. Development of new buildings that front the parkway can be accommodated on a per parcel basis but may have some advantages including configuration of footprints or parking solutions that require collaboration between multiple owners.

### ***Market Considerations***

If effectively designed, parkway frontage can create a more inviting commercial environment to travelers along Marguerite Parkway

and enhance the overall sense of place in the Core area. Parkway frontage would result in additional development opportunities.

### ***Cost***

New buildings may range in cost from \$100-\$300 per square foot depending on use and type of construction. The construction of a 10,000 square foot building could range from 1 million to 3 million dollars.

### ***Financing***

New development would be funded by private sector with potential for City land use incentives provided to improve financial feasibility. For example, a Development Opportunity Reserve program that offered a limited amount of additional development density could incentivize property owners to invest in projects along the Parkway.

### ***Leadership***

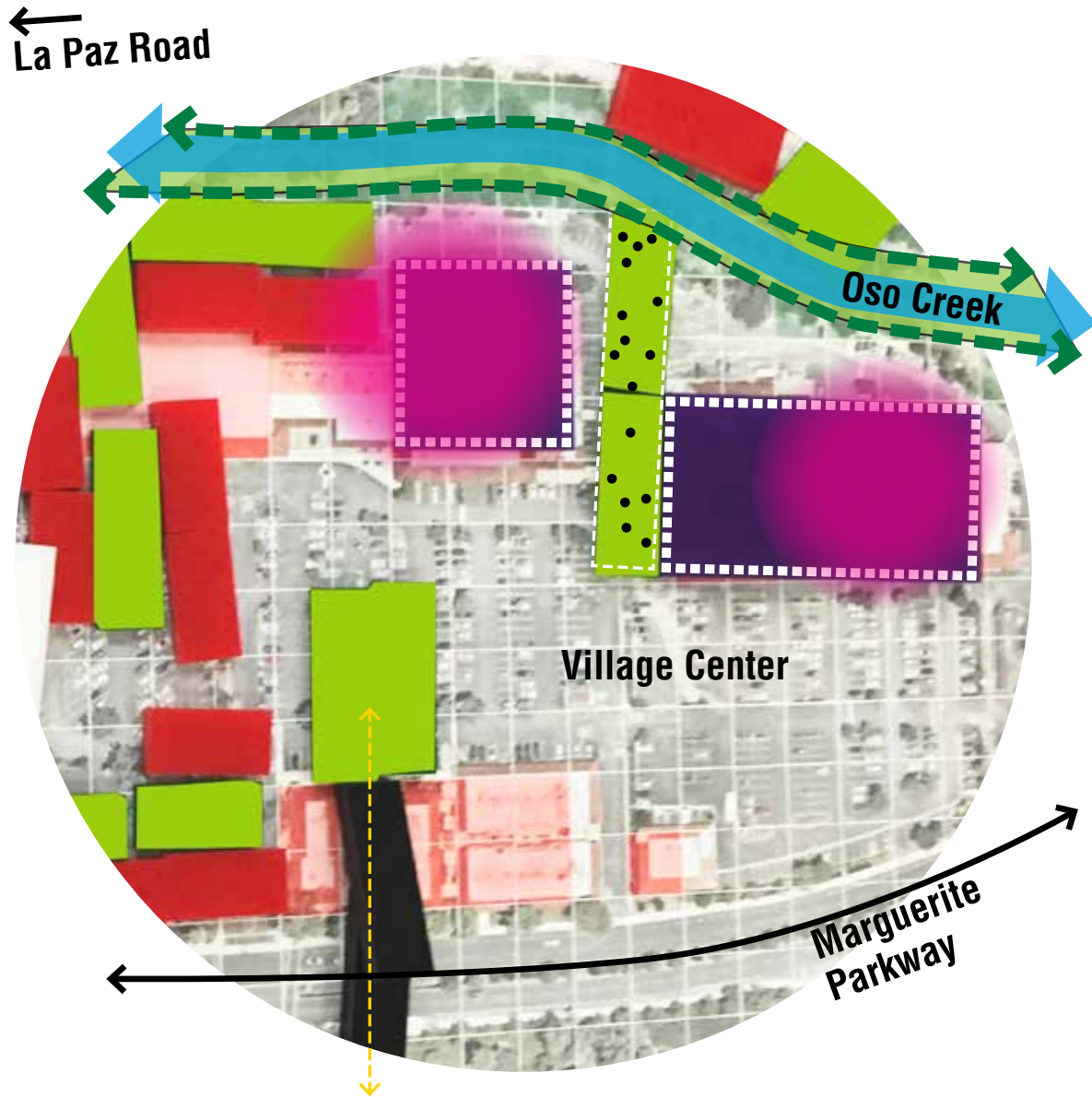
Property owners should lead the creation of Parkway Frontage, working with the City on any needed land use incentives.

### ***Next Steps***

Property owners may currently create new development that increases the Parkway Frontage. The City can explore land use incentives that can help spur private redevelopment.

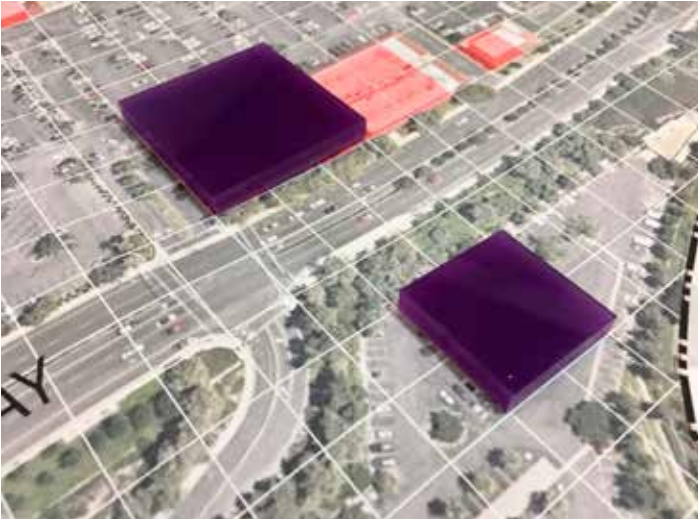


# Cultural Uses



The community members placed new Cultural Uses within the Core Area as a way to create destinations within the Core Area that drive visitation, providing a key amenity for the community and helping the sustainability of local businesses. The above diagram shows

two cultural uses positioned on the creek and sharing a common open space. The uses anchor one end of the retail area and serve to provide public access to Oso Creek.



### ***Objective***

Cultural uses – both in the form of site-specific destinations and temporary programs – encourage community interaction, enliven local streets and places, and creates a range of direct and indirect business opportunities. Cultural uses can make the Core Area more attractive for residents as well as create new tourism drivers.

### ***Physical Configuration***

Cultural uses often have very specific building size requirements based on the type of venue. While museums may have some flexibility, performance venues often have distinct requirements related to staging, seating and circulation requirements. Temporary programs such as festivals and markets can be facilitated by creating spaces for large gatherings in parks and/or other public spaces, and providing infrastructure and hookups for temporary structures to be installed and used. Even a centralized parking garage could be a suitable venue for a community-driven event such as a flea market.

### ***Regulatory Considerations***

Most of the land suitable for Cultural Uses within the Core Area is zoned as either Commercial Community (CC) or Community Facility (CF) which allow for most cultural uses and have zoning limitations of a Floor Area Ratio of 1 and a maximum height of 35 feet or 3 stories. Cultural Uses with specific building requirements that do not fit standard zoning codes are apt to get variances.

### ***Ownership Considerations***

The commercial parcels within the Core Area belong to a variety of different land owners. New open spaces Cultural Uses on commercial land could be privately owned and and publically accessible operated or given to a public or non-profit entity, providing an amenity to the public and increasing the value of commercial property.

### ***Market Considerations***

Cultural uses can serve as important community attractors that create “spill-over” economic benefits to adjacent commercial businesses before or after events.

### ***Cost***

Cultural buildings are often very expensive to build due to unique building systems and special construction requirements as well as the high level of construction quality demanded from public buildings. Construction costs can easily be in the \$500 per square foot range. A performance venue of 50,000 sf could cost \$25 million.

### ***Financing***

Cultural uses are usually financed by public and nonprofit entities with the potential for partial cost-recovery from admissions and private donations or sponsorships.

### ***Leadership***

The City should lead the effort in identifying potential Cultural Uses for the Core Area. Ultimately, a cultural organization needs to lead the process in close coordination with the City.

### ***Next Steps***

The City can explore the feasibility of new cultural uses including identifying specific public or non-profit funding sources. Additionally, the City can explore forming a CFD or PBID that may help support the Cultural Use.





# *Core Framework*

The Core Framework describes a common vision for the Concept Plans. The big moves made in this framework are all represented in some form within each Concept Plan. This Core Framework ensures that each Concept Plan contributes to creating an exceptional Core Area for the City of Mission Viejo.

4



# Core Framework



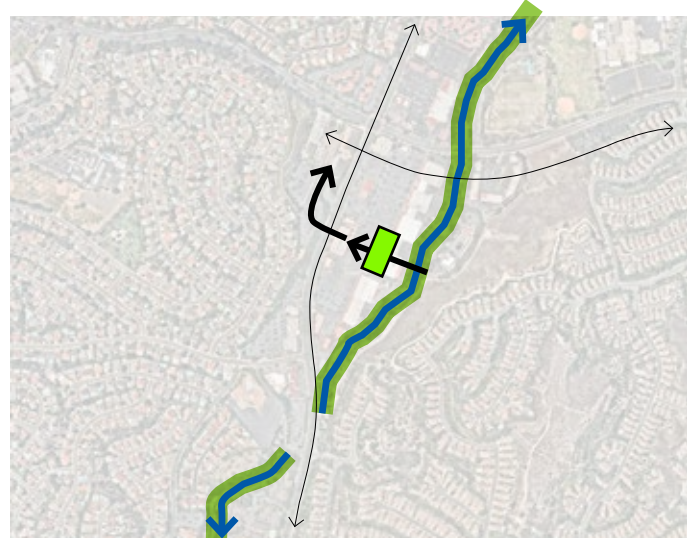
**1. Enhance Community Aesthetics**



**2. Connect to the Creek**

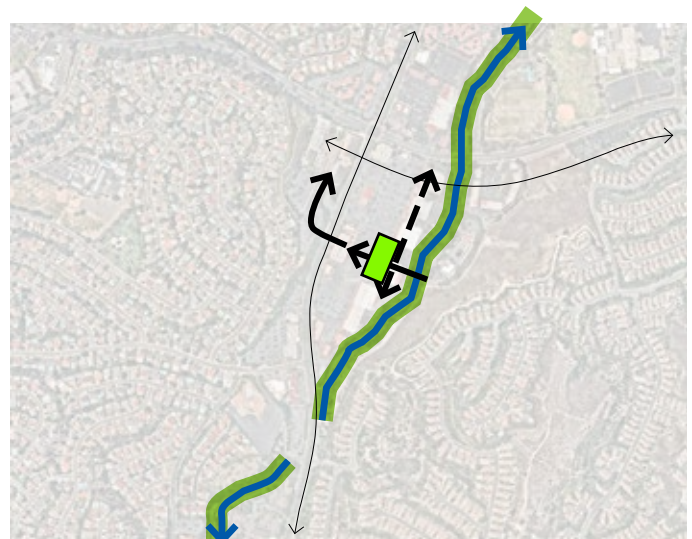


**3. Connect Civic and Retail**



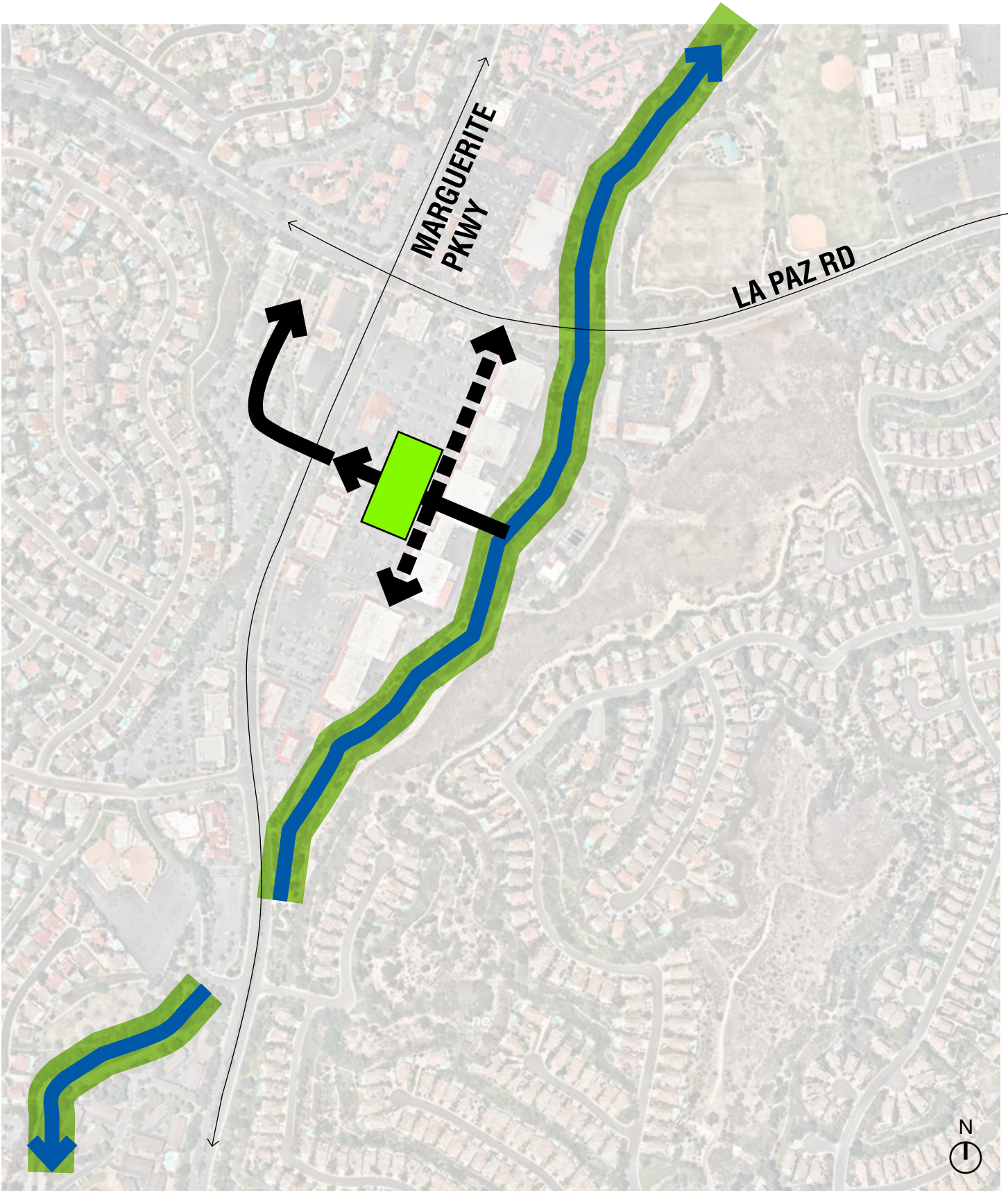
**4. Central Gathering Space**

Based on the site analysis, input from the community, and design strategies explored, a common core framework was established from which later concepts were developed. The framework is flexible in that the exact form of implementation outcome can take on a variety of forms, however a few key big ideas remain consistent within five common strategies: Enhance Community Aesthetics, Connect to the Creek, Connect Civic and Retail, Create a Central Gathering Space and Create a Walkable Village. These five strategies, diagrammed above, should be implemented to form the foundation from which other developments may take place. Depending on the exact vision chosen, the shape and form of how these strategies are implemented may change to best support the goals of the vision. The next three concepts will explore alternatives to how this framework can be built upon.



**5. Create a Walkable Village**









# *Concept Plans*

The following Concept Plans pull together the Vision Plan Strategies in a series of combinations that represent minor, medium and major changes within the Core Area. The Concept Plans each create new opportunities for the Core of Mission Viejo.

4



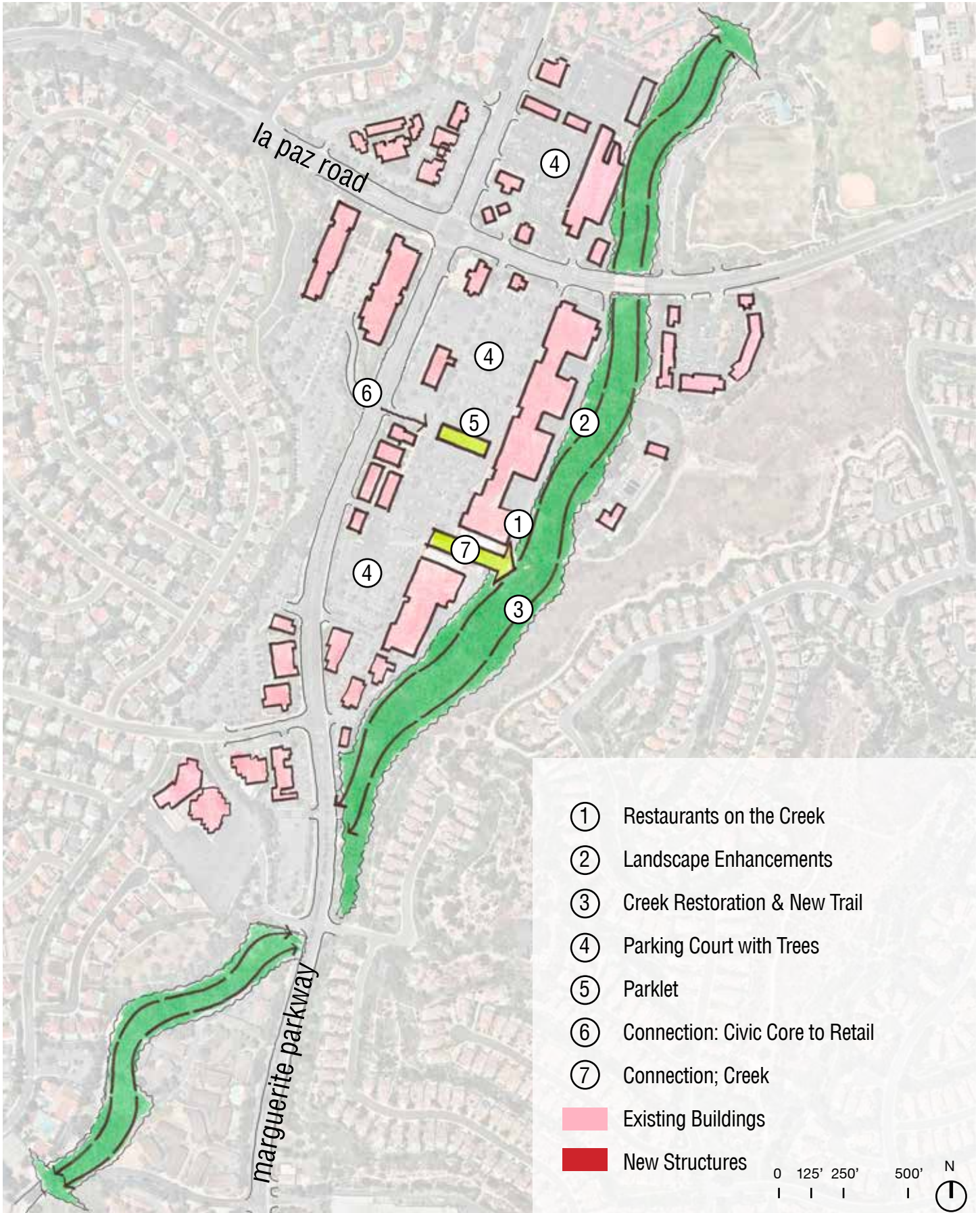
## Re-Discovering the Creek



Oso Creek is the gem of Mission Viejo. The Re-Discovering the Creek concept focuses on engaging the creek into the Core Area of Mission Viejo. The concept looks to improve the quality of the creek space and create additional connections to the creek through circulation and the repositioning of existing developments. Key components of this concept include a creekside park and trail system, village parklets (small open

spaces) within the commercial centers, and additional and improved pedestrian connections including bridges and general landscape enhancements to the commercial properties. Improvements within this concept are minimal and strategic, aiming to re-enforce the vision framework without disrupting any existing businesses, but still providing the opportunity to engage the creek in a meaningful way.







# Re-Discovering the Creek

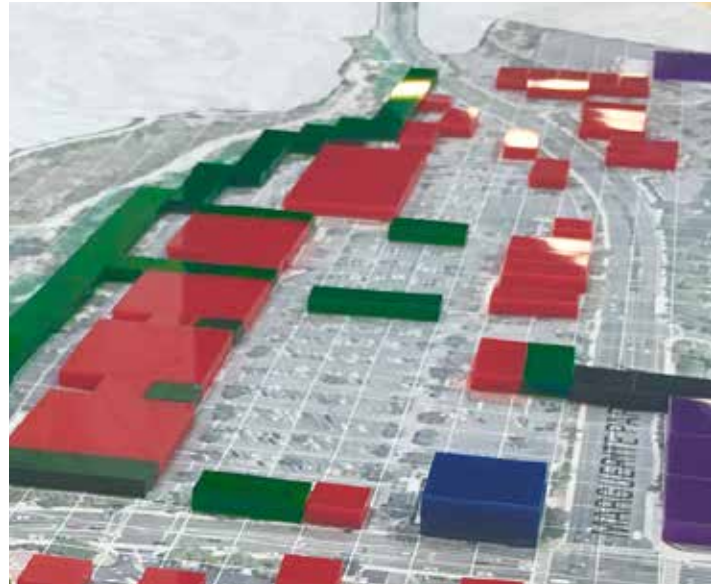
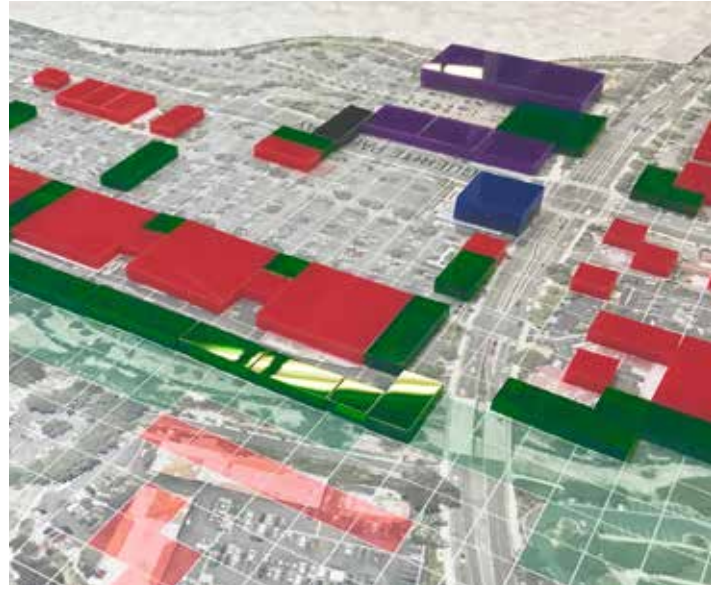


Rediscovering the Creek block study

## ***Core Principles***

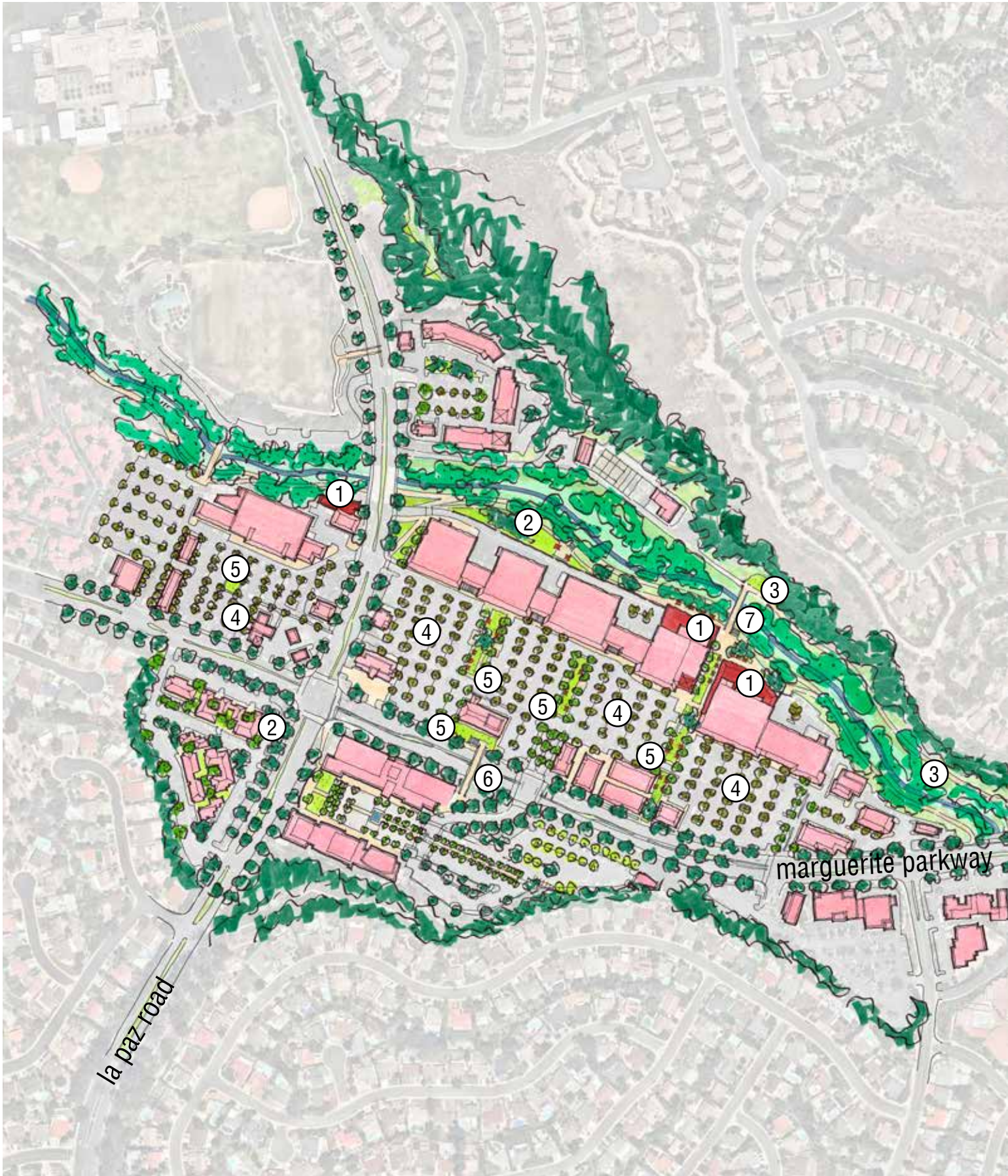
- ☀ *Creekside park & trail system*
- ☀ *Village parklets*
- ☀ *Pedestrian bridge connections*
- ☀ *Landscape enhancements*







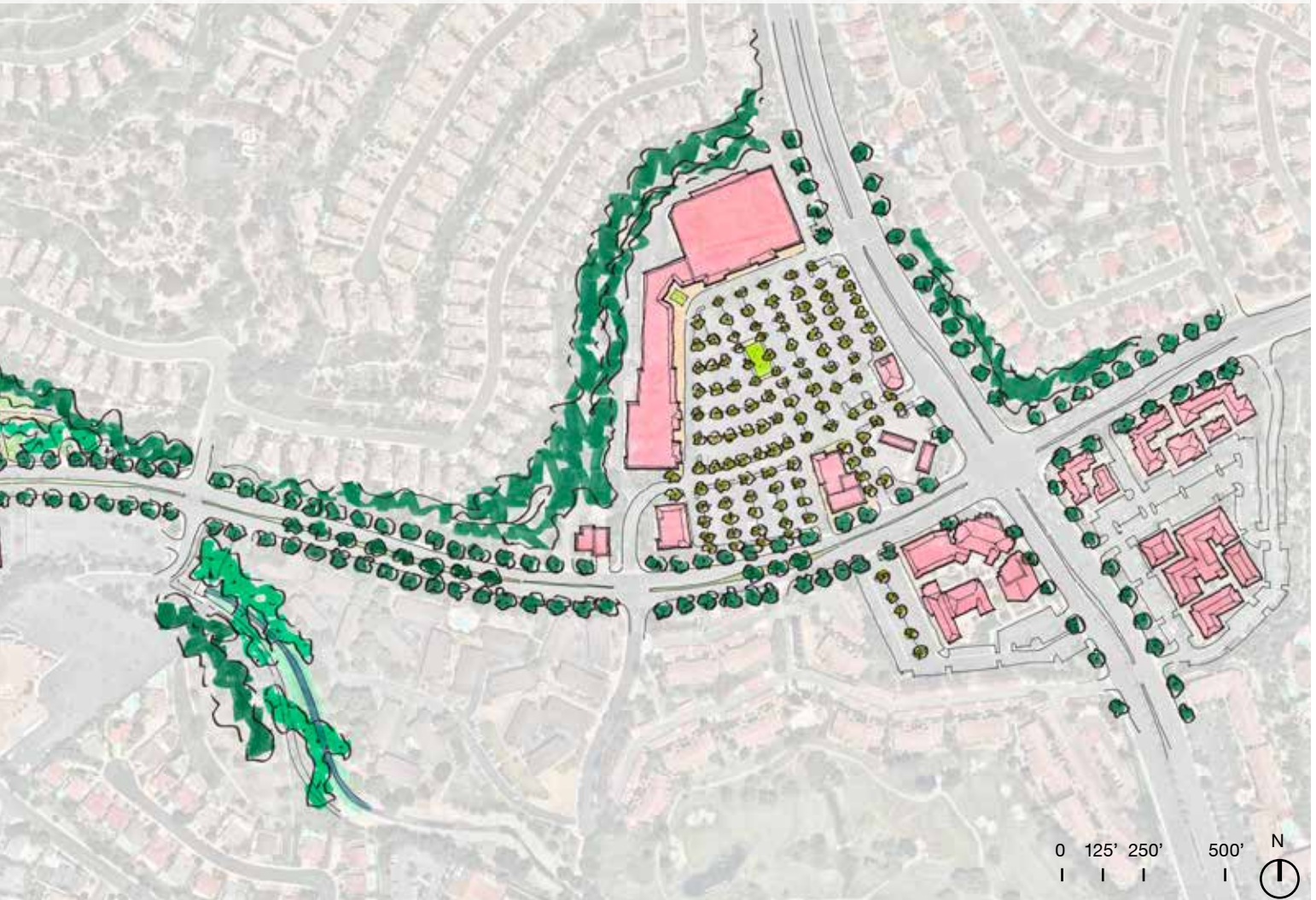
# Re-Discovering the Creek





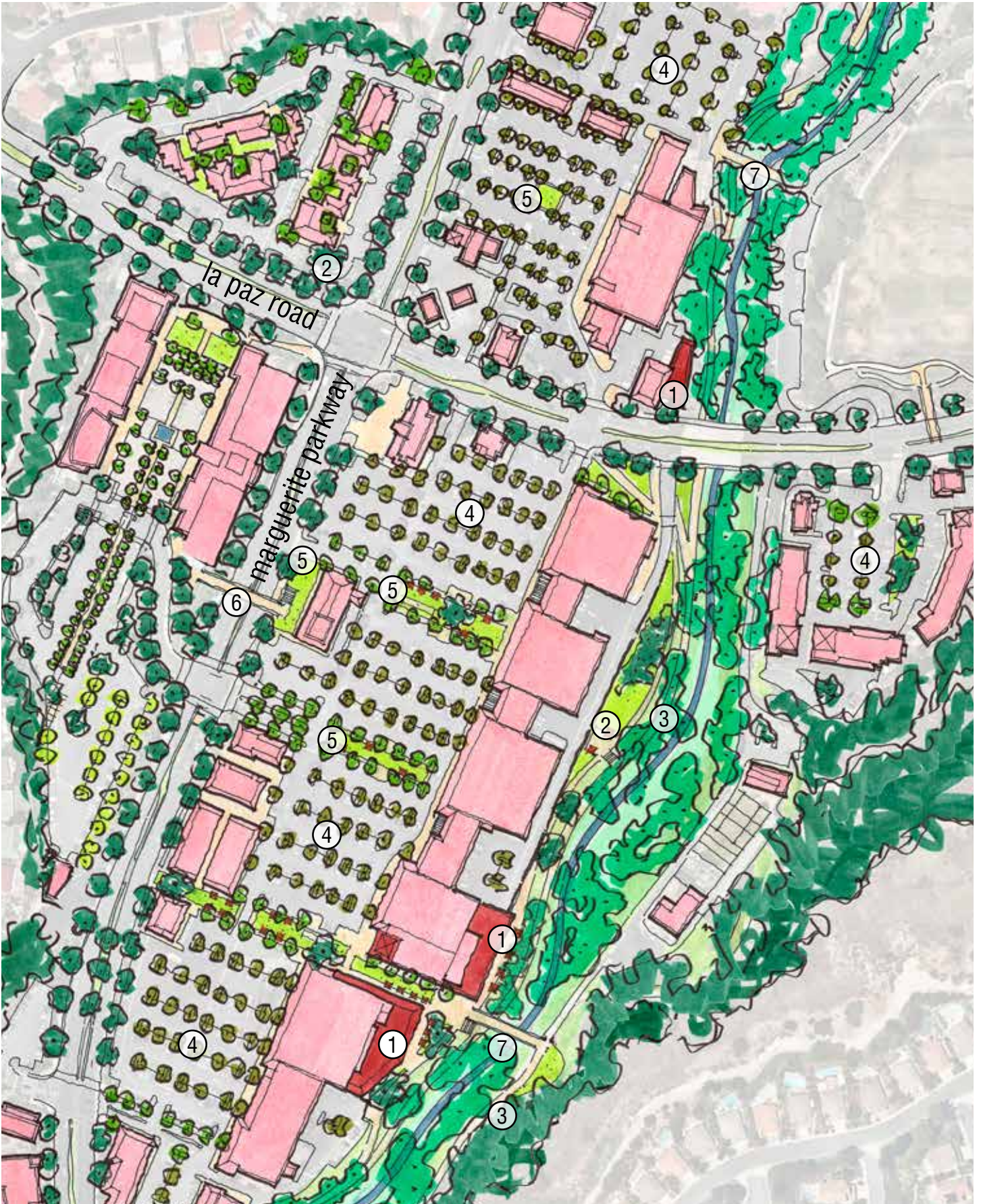
*Oso Creek is the gem of Mission Viejo. The Re-Discovering the Creek concept include a Creekside park and trail system, village parklets within the commercial centers, and additional and improved pedestrian connections including bridges and general landscape enhancements to commercial properties.*

- ① Restaurants on the Creek
- ② Landscape Enhancements
- ③ Creek Restoration & New Trail
- ④ Parking Court with Trees
- ⑤ Parklet
- ⑥ Connection: Civic Core to Retail
- ⑦ Connection; Creek
- Existing Buildings
- New Structures





# Re-Discovering the Creek

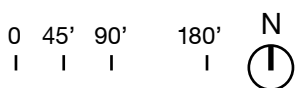






Additional retail is added along Oso Creek

- ① Restaurants on the Creek
- ② Landscape Enhancements
- ③ Creek Restoration & New Trail
- ④ Parking Court with Trees
- ⑤ Parklet
- ⑥ Connection: Civic Core to Retail
- ⑦ Connection; Creek
- Existing Buildings
- New Structures





# Re-Discovering the Creek

	Development Based						Property/Tenant Based	
	Private Funding	Development Opportunity Reserve	Impact Fees	Conditions of Approval	Development Agreements	Community Benefit Incentive	Community Facility District or Other Special Assessment	Business Improvement District
Landscape Enhancements	○	-	○	○	○	○	●	●
Park on the Creek	-	-	●	-	○	○	●	●
Village Green	-	-	-	-	-	-	-	-
Pedestrian Connections	-	-	●	○	○	○	-	-
Restaurants on the Creek	●	●	-	-	-	-	-	-
Walkable Environments	-	-	-	-	-	-	-	-
Concentrated Parking	-	-	-	-	-	-	-	-
Office over Retail	-	-	-	-	-	-	-	-
Parkway Frontage	-	-	-	-	-	-	-	-
Cultural Uses	-	-	-	-	-	-	-	-

With the Rediscovering the Creek concept there is minimal new private development (with exceptions of restaurants) so development based funding is less applicable. However, existing property owners and tenants will benefit from the proposed common area improvements and amenities and may be willing to make some commensurate financial contribution. However, a significant portion of the costs would like need to be provided from public sources, most likely the City. Consequently, an EIFD or similar tax revenue secured bond might be required since General Fund revenues are usually focused on City-wide public services. An additional option would be to allocate the additional sales tax revenue generated within the Core Area to cover the costs of improvements.

	City Based			State/Federal Based			
	Enhance Infrastructure Financing Districts	General Obligation or Tax Bonds	Sales Tax Increment	Transportation Grants	State Infrastructure Bank	Safe Routes to School	Environmental Clean-up/ Restoration
Landscape Enhancements	●	●	●	-	-	-	-
Park on the Creek	●	●	●	-	-	-	○
Village Green	-	-	-	-	-	-	-
Pedestrian Connections	●	●	●	◐	-	◐	-
Restaurants on the Creek	-	-	-	-	-	-	-
Walkable Environments	-	-	-	-	-	-	-
Concentrated Parking	-	-	-	-	-	-	-
Office over Retail	-	-	-	-	-	-	-
Parkway Frontage	-	-	-	-	-	-	-
Cultural Uses	-	-	-	-	-	-	-

- No Applicability
- Minimal Applicability
- ◐ Modest Applicability
- Highest Applicability



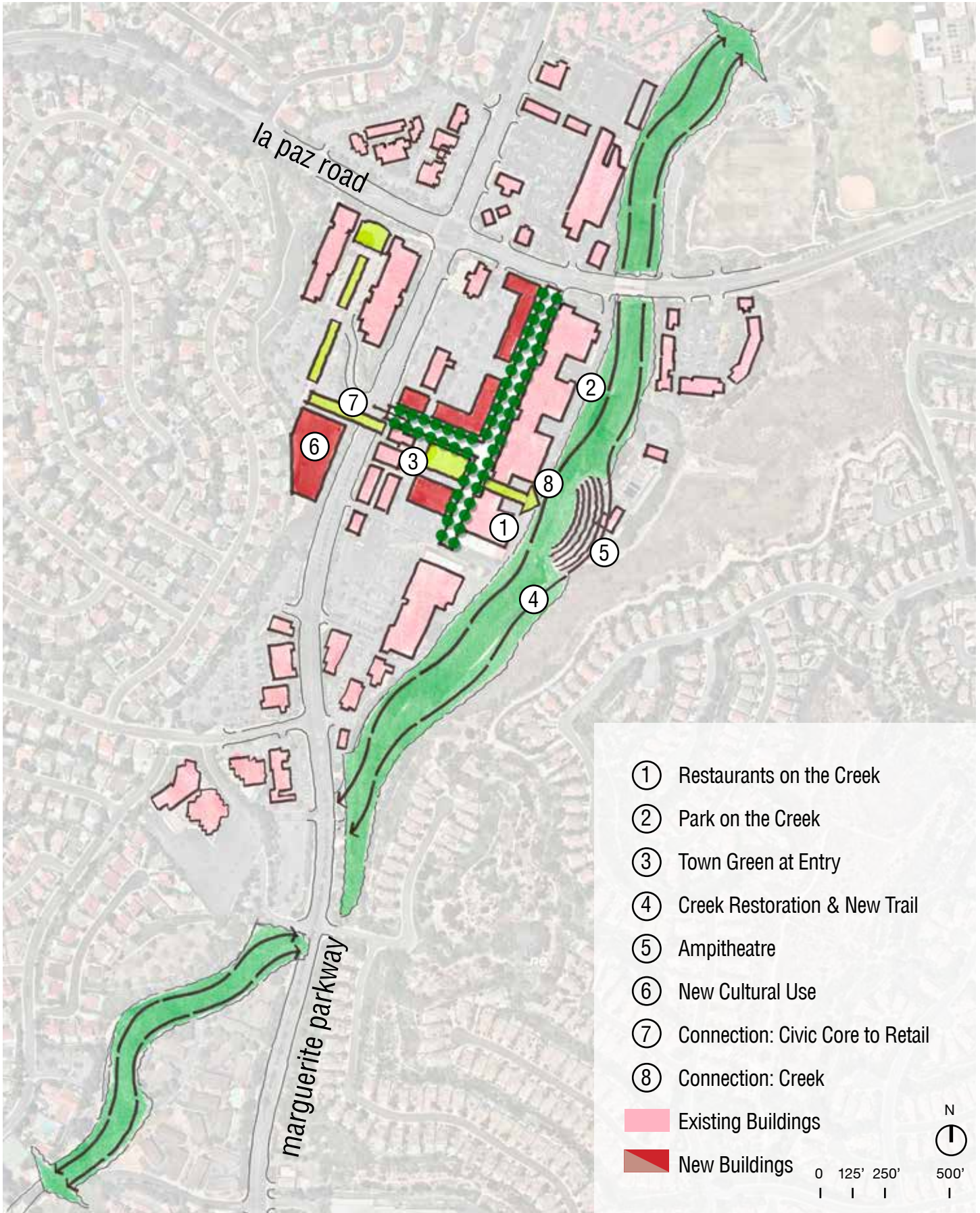
# Main Street



The Core Area needs a new, walkable, main street. The Main Street concept builds upon many of the strategies in Re-Discovering the Creek, including the importance of engaging Oso Creek into the Core Area. Additionally, some changes are made to the commercial centers to allow a stronger reinforcement of the vision framework and the introduction of new development opportunities. Key components of this concept include a strong direct connection from the Civic Center through the Village Center to Oso Creek, additional retail, restaurant and commercial

development, centralized parking garages, a small village green, and a new cultural use as part of the Civic Center. Improvements within this concept are modest; most of the major commercial properties remain while some strategic redevelopment is suggested. However, the vision framework is reinforced with strong connections between parts of the Core Area, as well as new development opportunities that can help support the creation of a true Main Street, a small central gathering space, and additional cultural facilities.







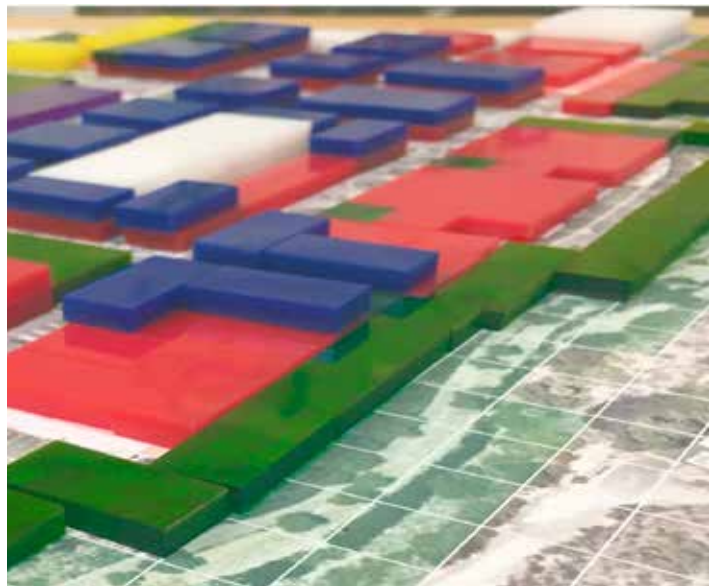
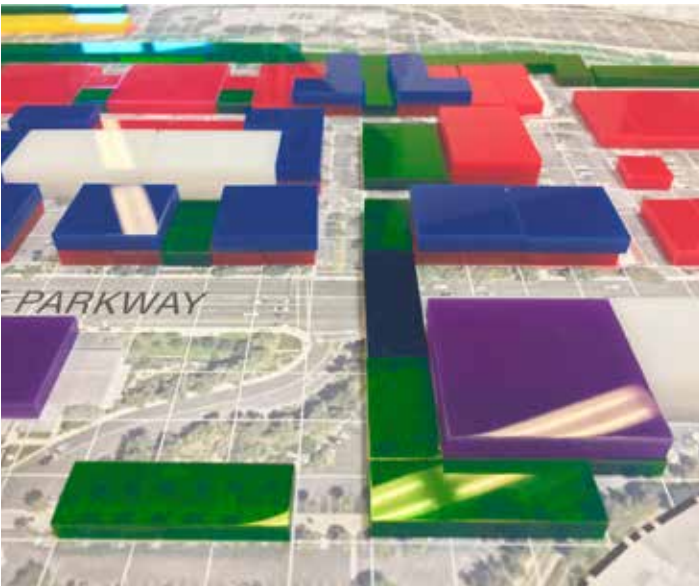
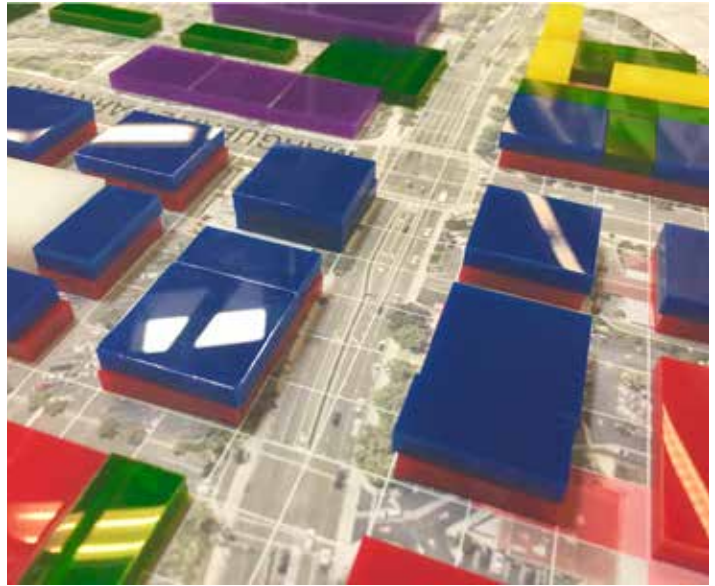
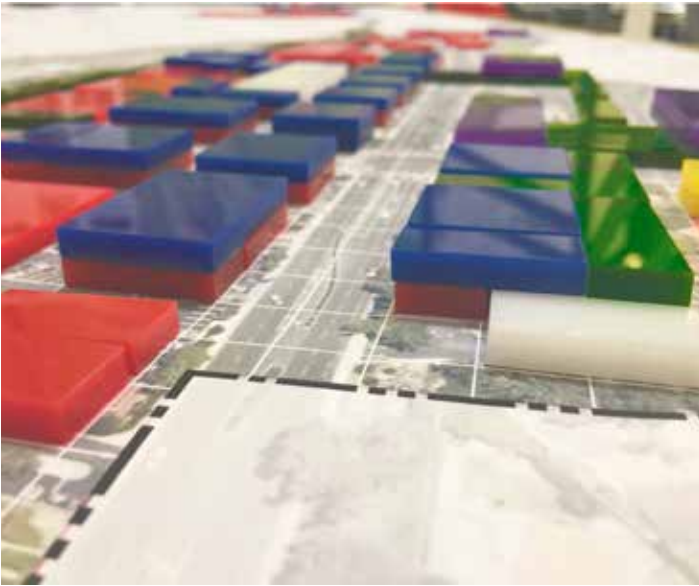
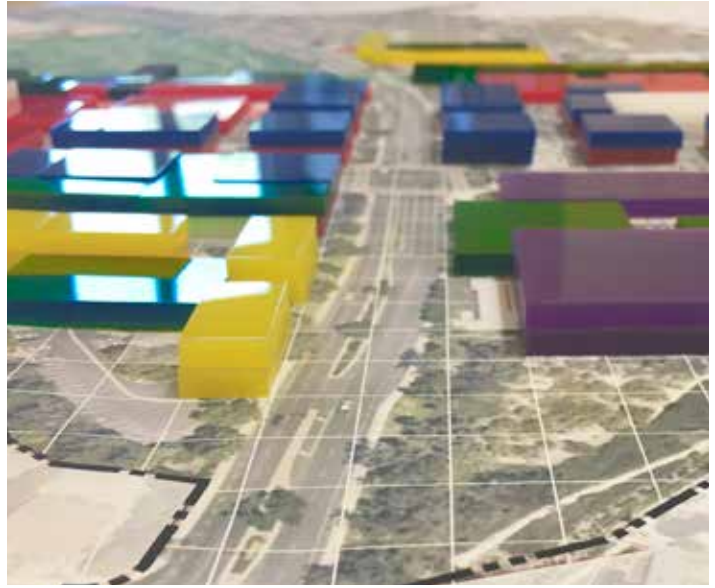
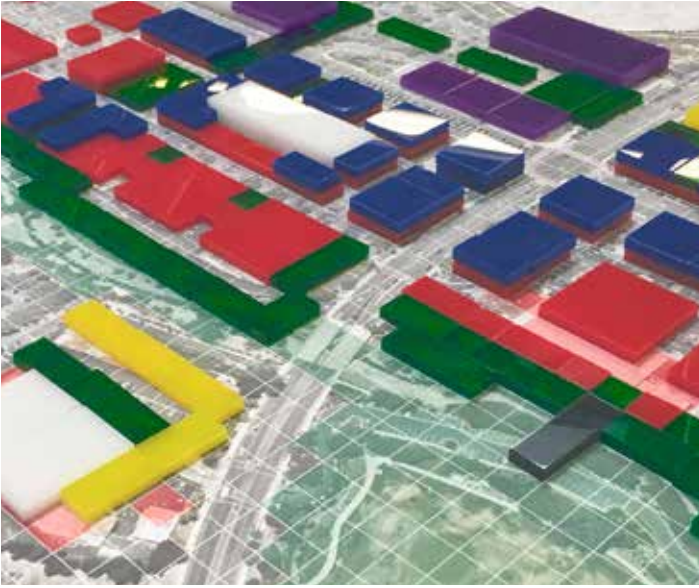
# Main Street



Main Street block study

## ***Core Principles***

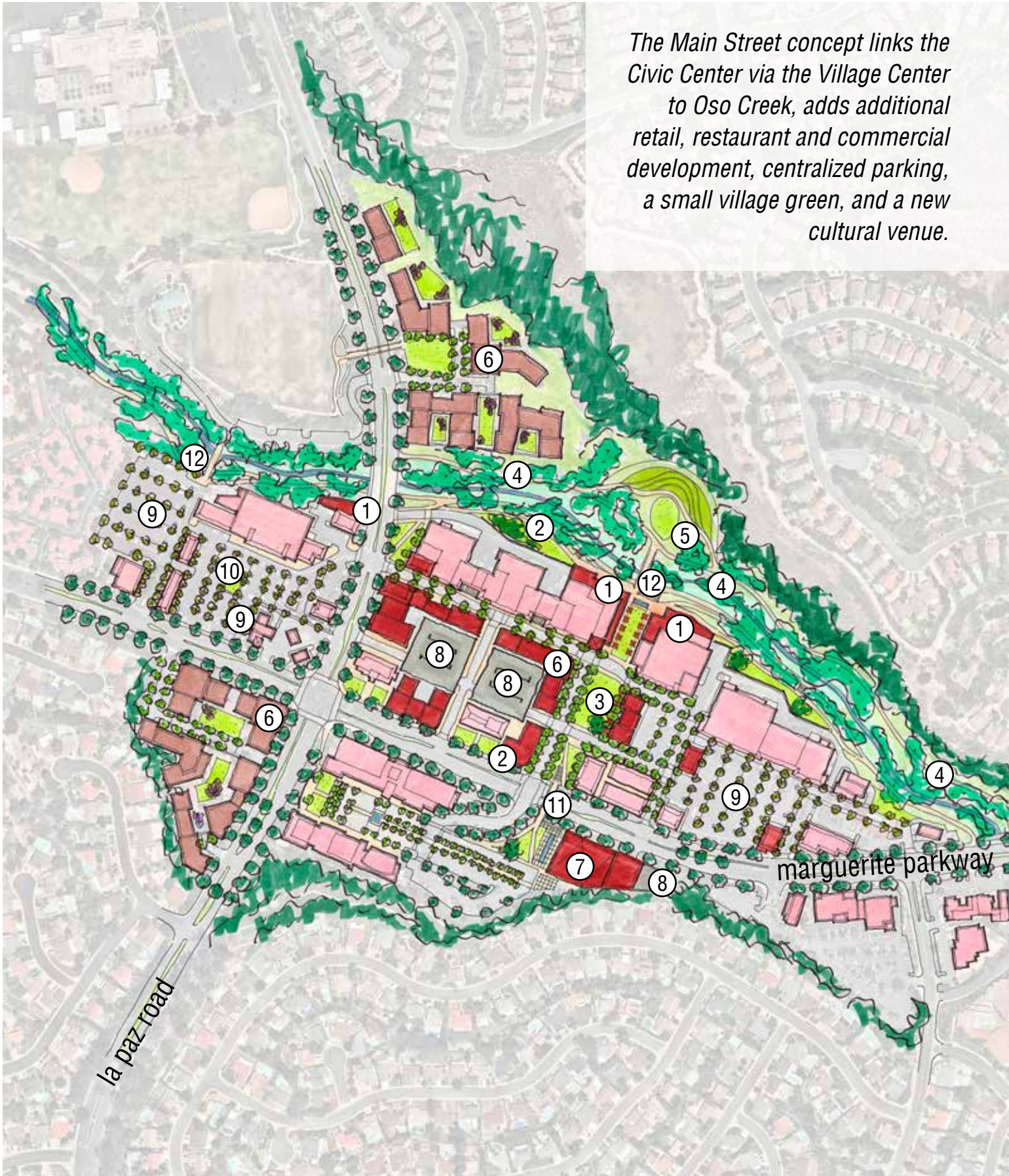
- ☀ *Civic Center connects to Oso Creek*
- ☀ *Additional retail & restaurants*
- ☀ *Centralized parking garage locations*
- ☀ *Village green & center gathering spaces*
- ☀ *Office and retail*
- ☀ *Cultural uses and programs*





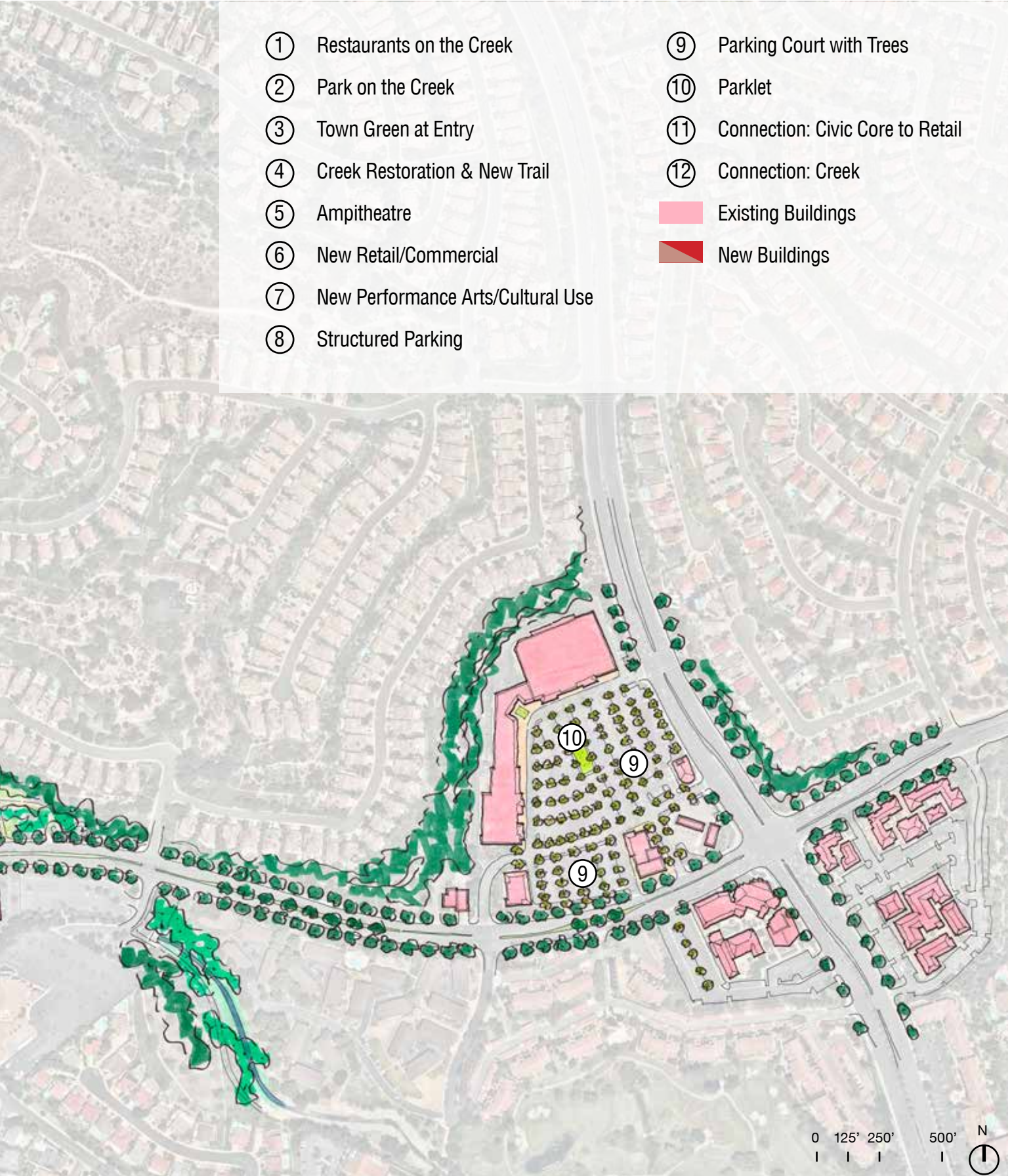
# Main Street

*The Main Street concept links the Civic Center via the Village Center to Oso Creek, adds additional retail, restaurant and commercial development, centralized parking, a small village green, and a new cultural venue.*



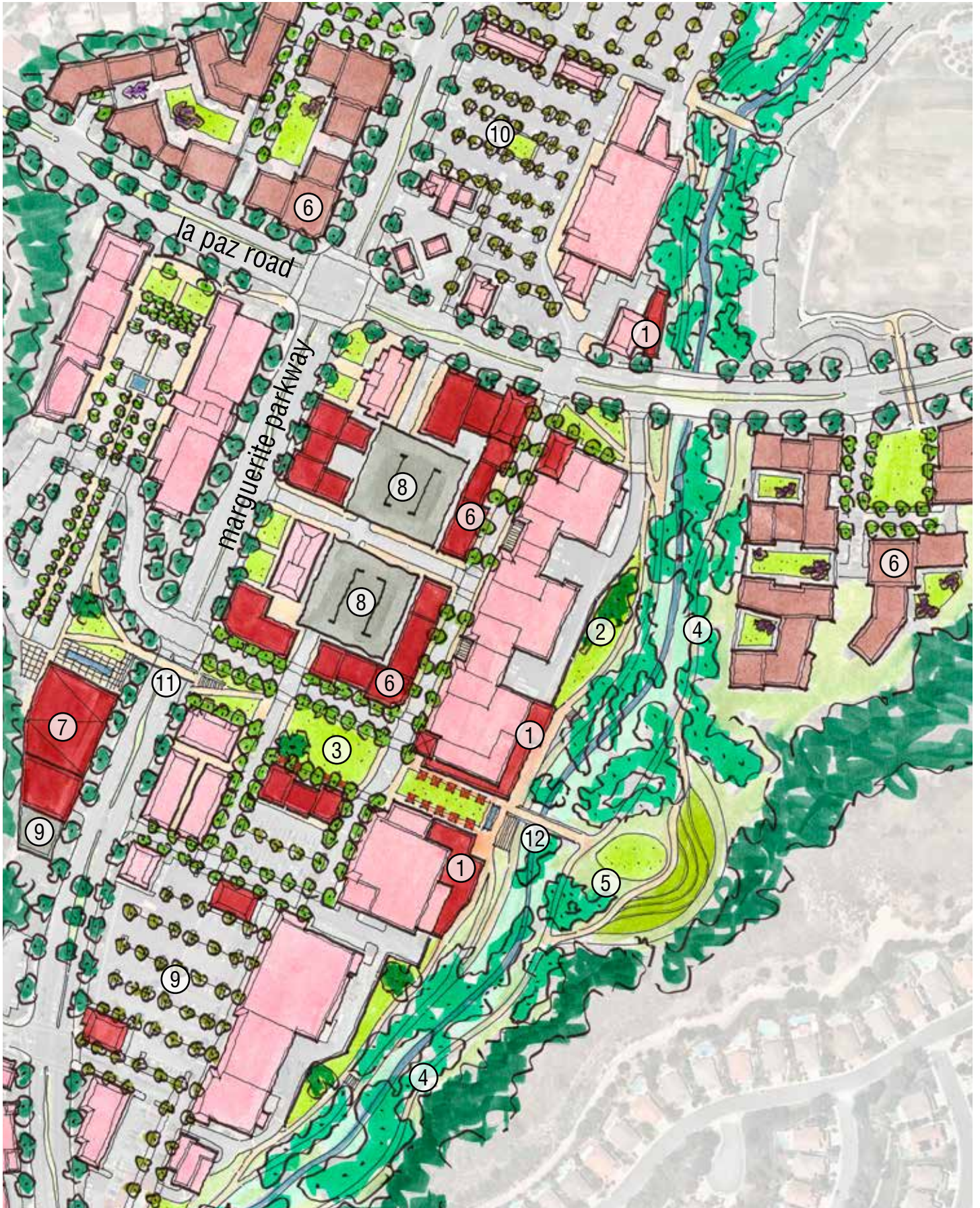


- ① Restaurants on the Creek
- ② Park on the Creek
- ③ Town Green at Entry
- ④ Creek Restoration & New Trail
- ⑤ Ampitheatre
- ⑥ New Retail/Commercial
- ⑦ New Performance Arts/Cultural Use
- ⑧ Structured Parking
- ⑨ Parking Court with Trees
- ⑩ Parklet
- ⑪ Connection: Civic Core to Retail
- ⑫ Connection: Creek
- Existing Buildings
- New Buildings







# Main Street

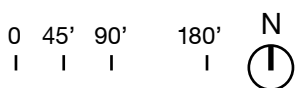






Village Green connects to Oso Creek

- |                                     |  |
|-------------------------------------|--|
| ① Restaurants on the Creek          | ⑨ Parking Court with Trees   |
| ② Park on the Creek                 | ⑩ Parklet  |
| ③ Town Green at Entry               | ⑪ Connection: Civic Core to Retail   |
| ④ Creek Restoration & New Trail     | ⑫ Connection: Creek  |
| ⑤ Ampitheatre                       |  Existing Buildings |
| ⑥ New Retail/Commercial             |  New Buildings      |
| ⑦ New Performance Arts/Cultural Use |  |
| ⑧ Structured Parking                |  |





# Main Street

	Development Based						Property/Tenant Based	
	Private Funding	Development Opportunity Reserve	Impact Fees	Conditions of Approval	Development Agreements	Community Benefit Incentive	Community Facility District or Other Special Assessment	Business Improvement District
Landscape Enhancements	●	○	○	○	○	○	●	●
Park on the Creek	○	○	●	○	○	○	●	●
Village Green	●	○	●	○	○	●	●	●
Pedestrian Connections	-	-	●	-	○	○	●	-
Restaurants on the Creek	●	●	-	○	○	○	-	-
Walkable Environments	○	○	●	●	●	●	●	●
Concentrated Parking	○	○	●	●	●	●	●	●
Office over Retail	●	●	-	●	●	●	-	-
Parkway Frontage	●	●	○	●	●	●	○	○
Cultural Uses	○	-	●	○	○	○	○	○

The modest amount of net new private development envisioned in the Main Street concept may provide value capture opportunities that could be leveraged to help finance new public or common area improvements and amenities. In addition to developers, property owners and tenants who benefit from the proposed common area improvements and amenities may be willing to make commensurate financial contributions. A portion of the costs would also likely be covered by public sources, most likely the City, especially in early phases. To this end, the City may consider pursuing an EIFD or similar tax revenue secured bond rather than rely on the General Fund, which are usually focused on City-wide public services. Another option would be to allocate the additional sales tax revenue generated within the Core Area to cover the costs of improvements.

	City Based			State/Federal Based			
	Enhance Infrastructure Financing Districts	General Obligation or Tax Bonds	Sales Tax Increment	Transportation Grants	State Infrastructure Bank	Safe Routes to School	Environmental Clean-up/ Restoration
Landscape Enhancements	●	●	●	-	-	-	-
Park on the Creek	●	●	●	-	-	-	○
Village Green	●	●	●	-	-	◐	-
Pedestrian Connections	●	●	●	○	-	-	-
Restaurants on the Creek	-	-	-	-	-	-	-
Walkable Environments	◐	◐	◐	○	-	○	-
Concentrated Parking	●	●	●	-	-	-	-
Office over Retail	-	-	-	-	-	-	-
Parkway Frontage	-	-	-	-	-	-	-
Cultural Uses	◐	◐	◐	-	-	-	-

- No Applicability
- Minimal Applicability
- ◐ Modest Applicability
- Highest Applicability



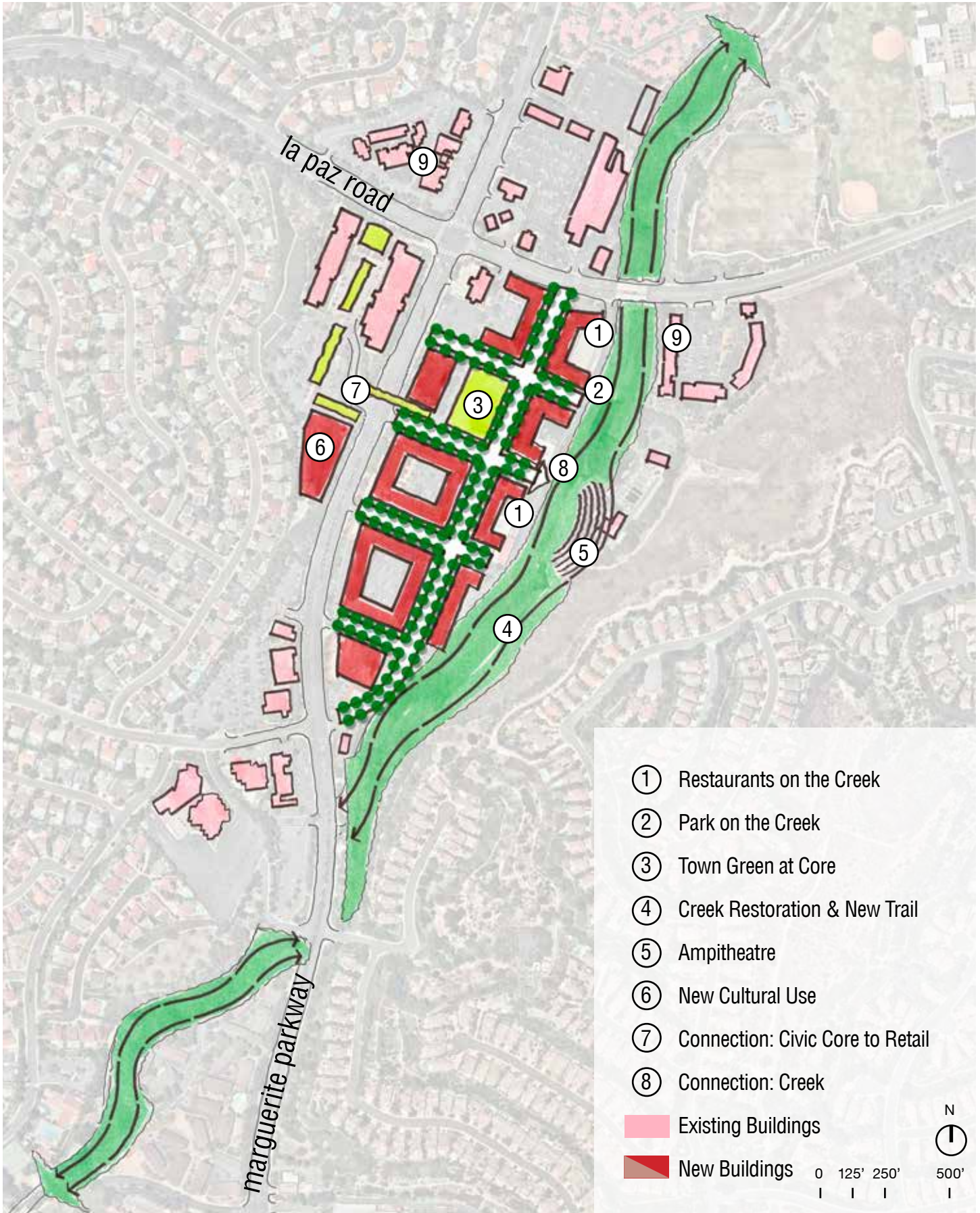
## Next Gen Village



The heart of Mission Viejo is transformed, building on its heritage and high quality of environment, and re-imagined to support new retail and commercial trends and the next generation of residents. The Next-Gen Village concept makes the most out of the vision framework, transforming the “strip-center” style commercial centers into a village of streets, blocks, large central gathering space and new frontages to the creek. Key components of this concept include a walkable village environment, variety of gathering spaces, mix of uses, concentrated retail experience and a collection of neighborhoods that define the Core Area: the Civic Center, Destination Retail, Central Office Space, Entertainment

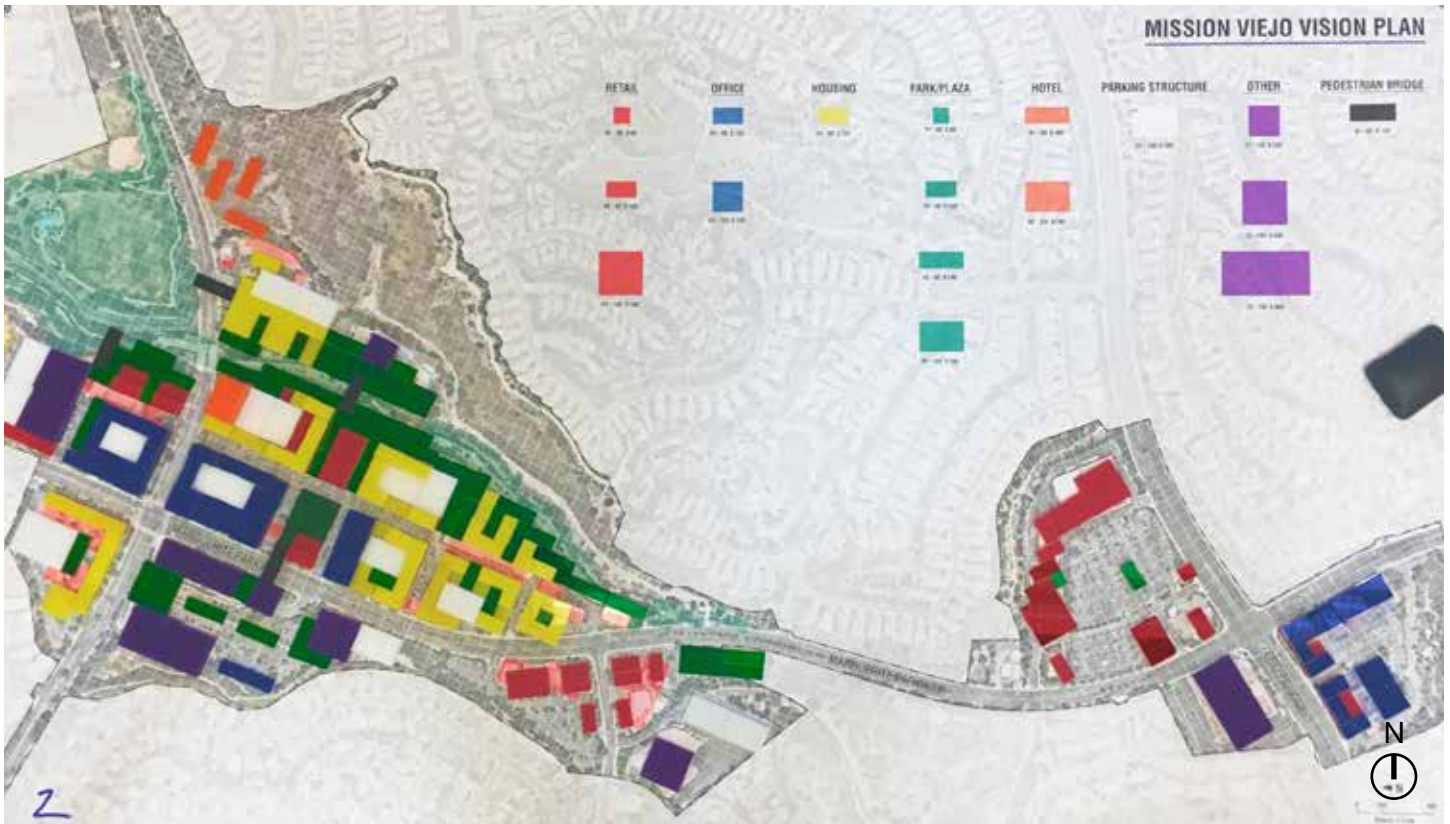
and Gathering. Improvements within this concept are major, with most existing buildings being redeveloped to capitalize on the new value created by this plan. The vision framework is re-enforced by a strong connection from the Civic Center through a redeveloped Village Center including a large gathering space, connecting to Oso Creek and across a pedestrian bridge to a new amphitheater. A new Main Street connects the Village Center across La Paz to a new retail and entertainment area including a movie theatre. The Core Area becomes defined by a series of small blocks, scaled for pedestrian walkability and a vibrant retail experience.







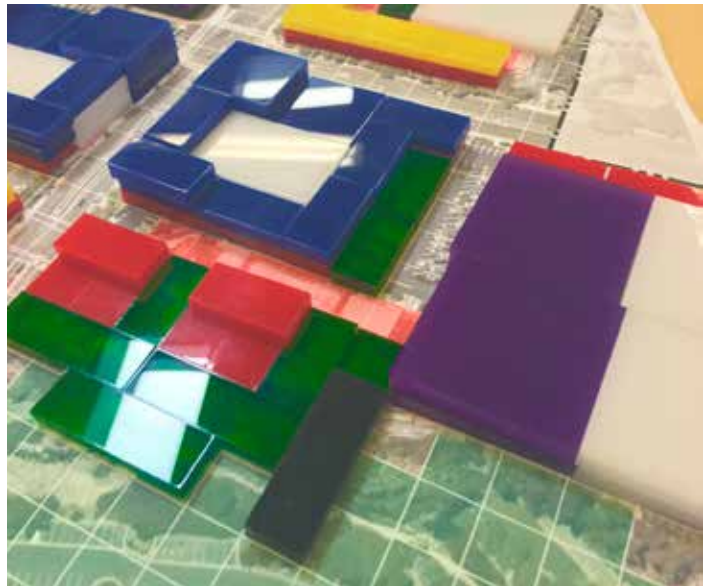
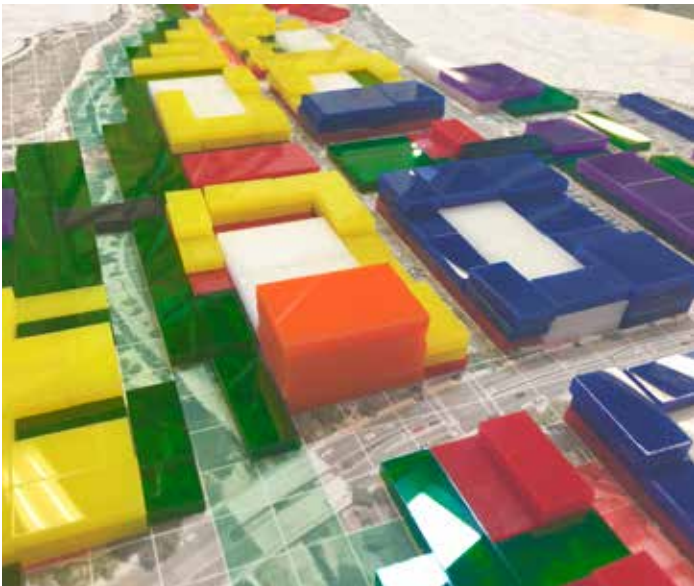
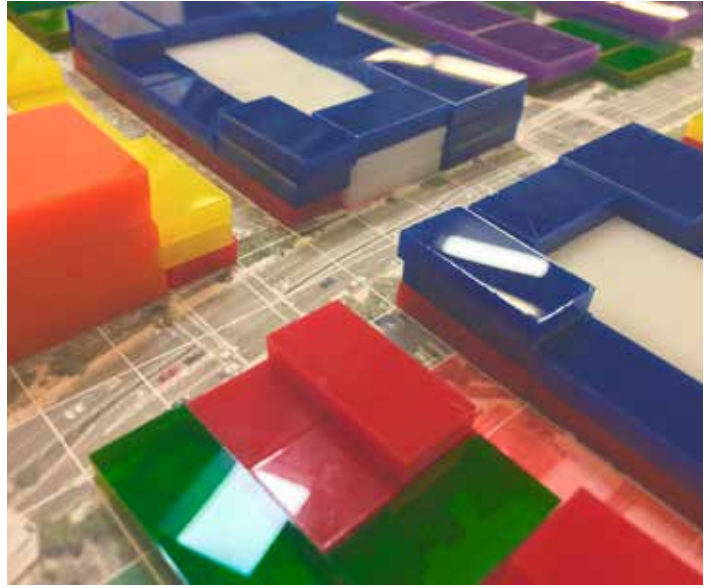
# Next Gen Village



Next Gen Village block study

## ***Core Principles***

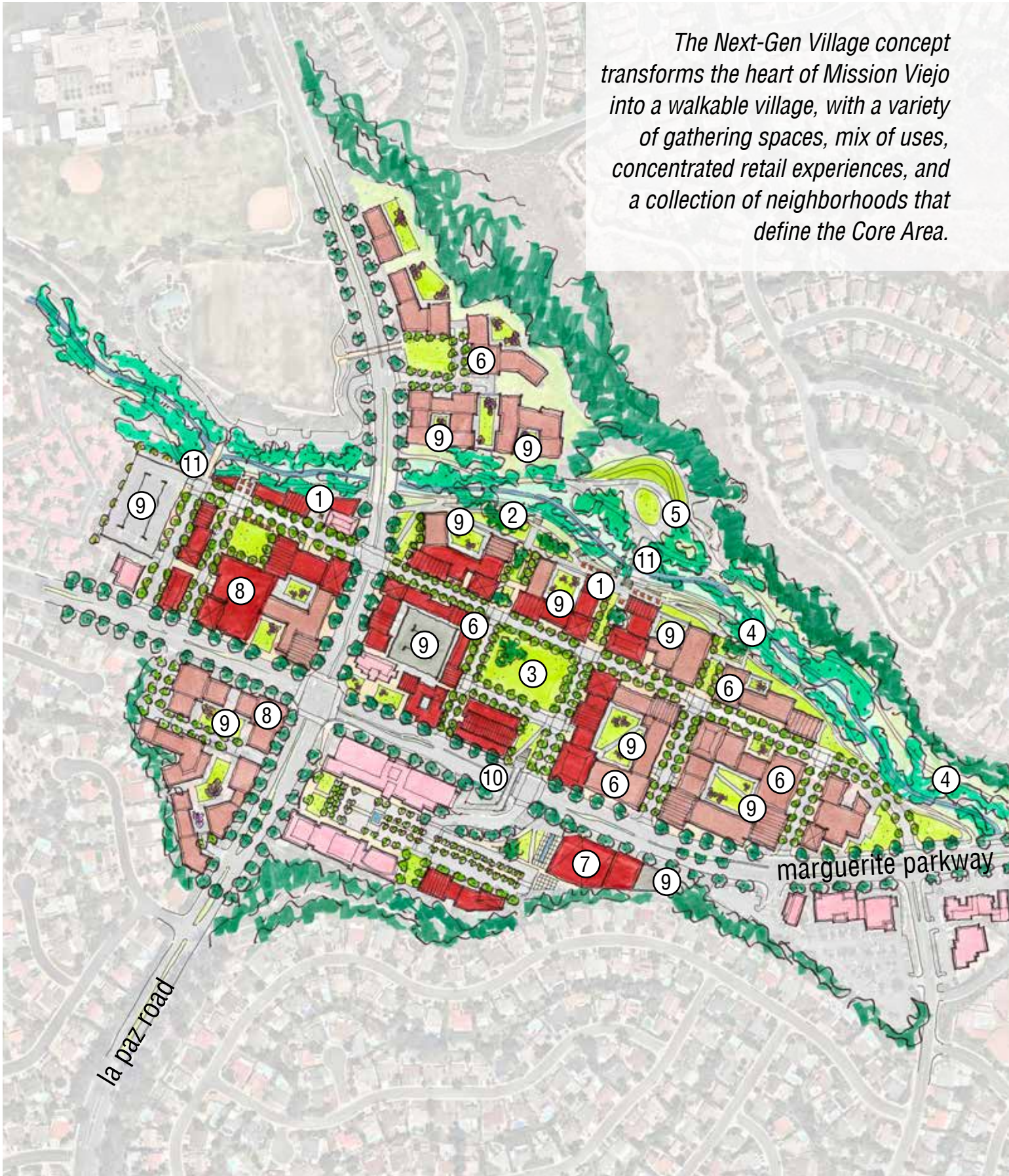
- ☀ *Walkable village environment*
- ☀ *Variety of gathering spaces - central and intimate*
- ☀ *Mix of uses: retail, office, entertainment*
- ☀ *Concentrated retail experience*
- ☀ *Collection of neighborhoods:*
  - 1 Civic Center
  - 2 Creekside Development
  - 3 Destination Retail
  - 4 Central Office Space
  - 5 Entertainment & Gathering







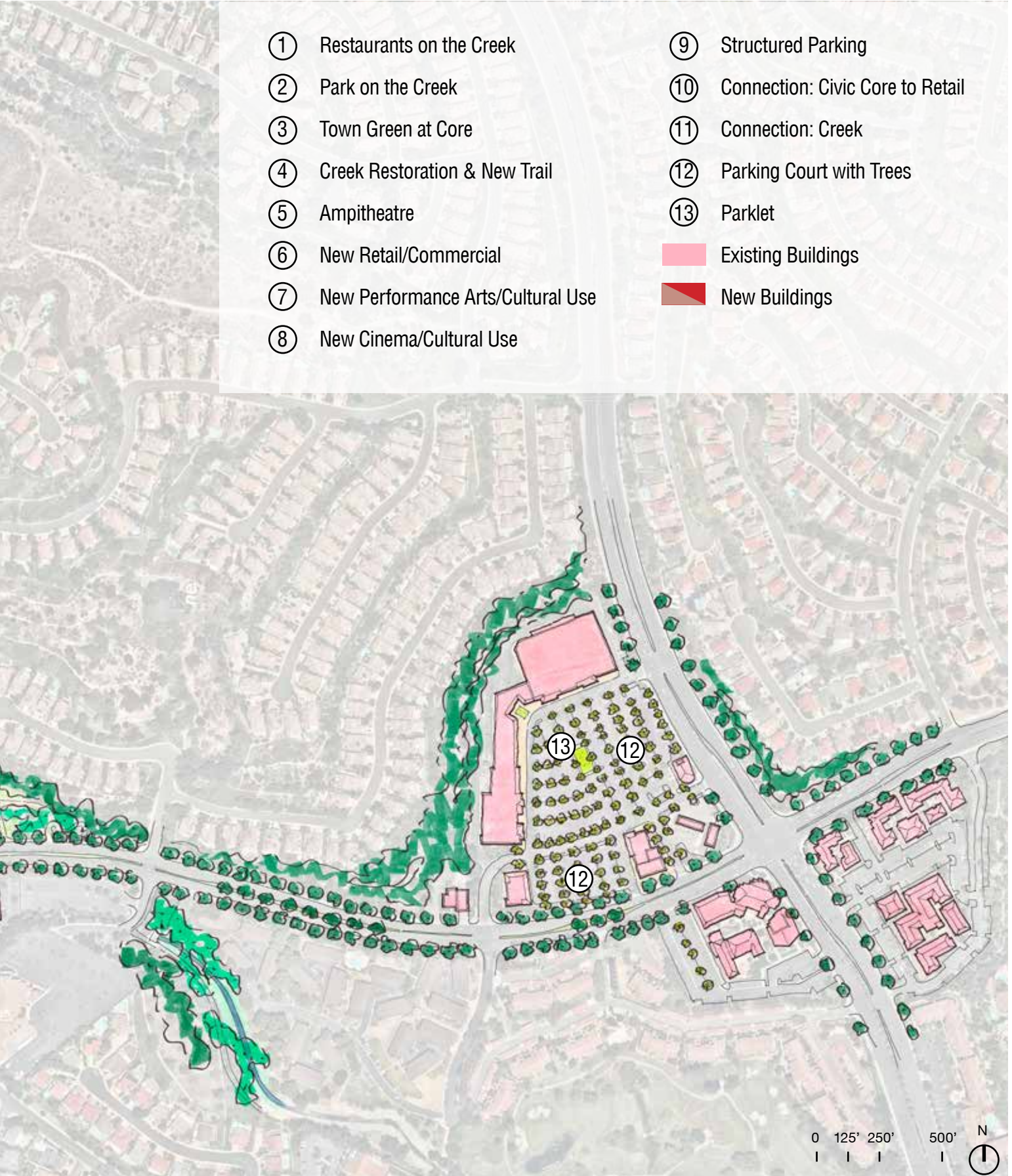
# Next Gen Village

*The Next-Gen Village concept transforms the heart of Mission Viejo into a walkable village, with a variety of gathering spaces, mix of uses, concentrated retail experiences, and a collection of neighborhoods that define the Core Area.*



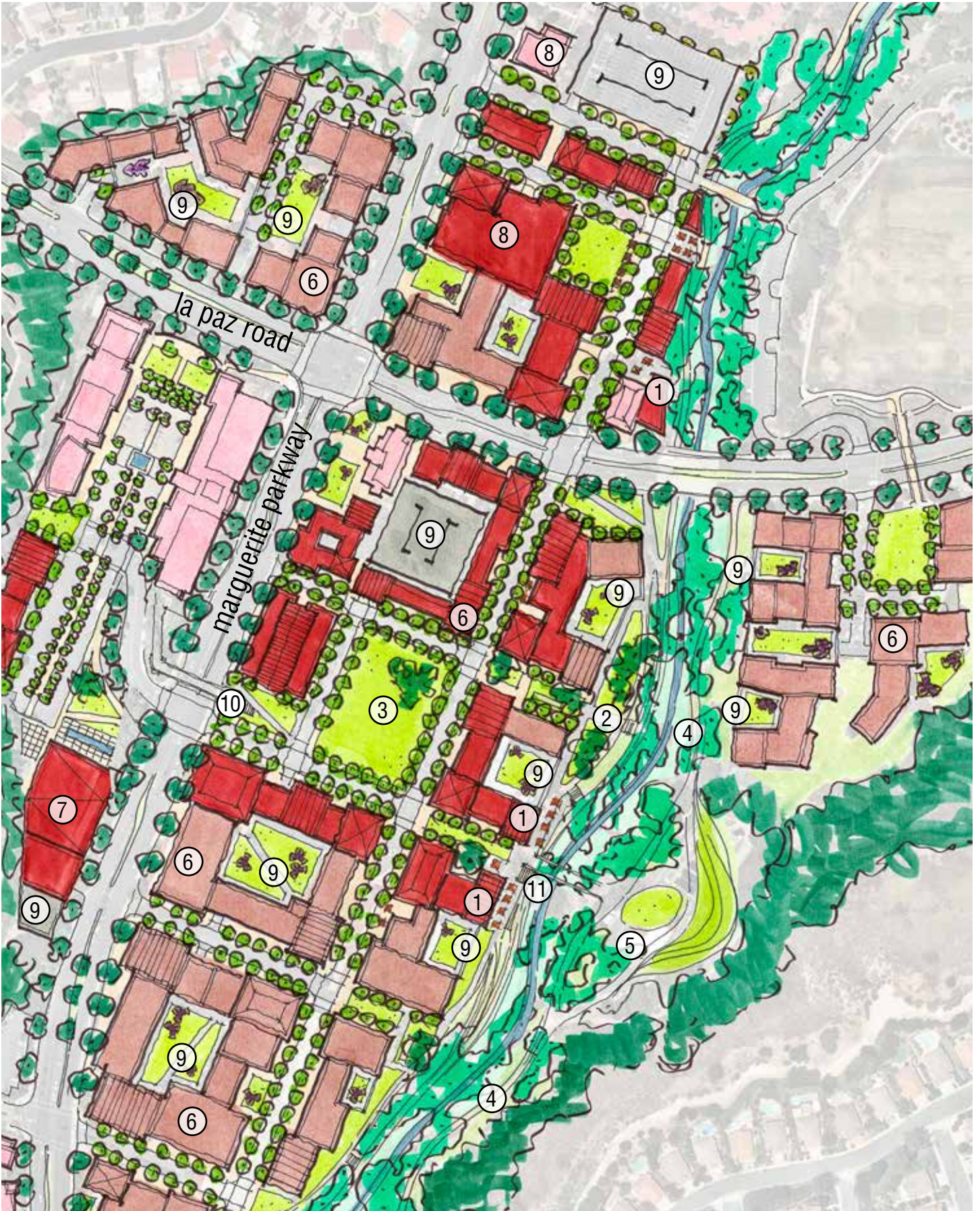


- ① Restaurants on the Creek
- ② Park on the Creek
- ③ Town Green at Core
- ④ Creek Restoration & New Trail
- ⑤ Ampitheatre
- ⑥ New Retail/Commercial
- ⑦ New Performance Arts/Cultural Use
- ⑧ New Cinema/Cultural Use
- ⑨ Structured Parking
- ⑩ Connection: Civic Core to Retail
- ⑪ Connection: Creek
- ⑫ Parking Court with Trees
- ⑬ Parklet
-  Existing Buildings
-  New Buildings







# Next Gen Village

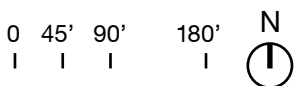






The Village at Oso Creek forms the heart of Mission Viejo

- |                                     |  |
|-------------------------------------|--|
| ① Restaurants on the Creek          | ⑨ Parking Court with Trees   |
| ② Park on the Creek                 | ⑩ Parklet  |
| ③ Town Green at Entry               | ⑪ Connection: Civic Core to Retail   |
| ④ Creek Restoration & New Trail     | ⑫ Connection: Creek  |
| ⑤ Ampitheatre                       |  Existing Buildings |
| ⑥ New Retail/Commercial             |  New Buildings      |
| ⑦ New Performance Arts/Cultural Use |  |
| ⑧ Structured Parking                |  |





# Next Gen Village

	Development Based						Property/Tenant Based	
	Private Funding	Development Opportunity Reserve	Impact Fees	Conditions of Approval	Development Agreements	Community Benefit Incentive	Community Facility District or Other Special Assessment	Business Improvement District
Landscape Enhancements	●	◐	◐	◐	◐	◐	●	●
Park on the Creek	◐	◐	●	◐	◐	◐	●	●
Village Green	●	◐	●	◐	◐	●	●	●
Pedestrian Connections	○	○	●	○	◐	◐	●	○
Restaurants on the Creek	●	●	-	○	○	○	-	-
Walkable Environments	◐	●	◐	●	●	●	●	●
Concentrated Parking	◐	◐	●	●	●	●	●	◐
Office over Retail	●	●	-	◐	◐	◐	-	-
Parkway Frontage	◐	●	○	◐	◐	◐	○	○
Cultural Uses	○	○	●	◐	◐	◐	○	○

With the largest amount of net new private development among the three concepts, the Next Generation Village would likely provide substantial value capture opportunities that could be leveraged to help finance new public and/or common area improvements and amenities. In addition to developers, property owners and tenants who benefit from the proposed improvements and amenities may be willing to make commensurate financial contributions. A portion of the costs would also likely be covered by public sources, most likely the City, especially in early phases. To this end, the City may consider pursuing an EIFD or similar tax revenue secured bond rather than rely on the General Fund, which are usually focused on City-wide public services. Another option would be to allocate the additional sales tax revenues generated within the Core Area to cover the costs of improvements.

	City Based			State/Federal Based			
	Enhance Infrastructure Financing Districts	General Obligation or Tax Bonds	Sales Tax Increment	Transportation Grants	State Infrastructure Bank	Safe Routes to School	Environmental Clean-up/ Restoration
Landscape Enhancements	●	●	●	-	-	-	-
Park on the Creek	●	●	●	-	-	-	○
Village Green	●	●	●	-	-	-	-
Pedestrian Connections	●	●	●	○	-	◐	-
Restaurants on the Creek	-	-	-	-	-	-	-
Walkable Environments	●	●	●	○	-	○	-
Concentrated Parking	●	●	●	-	-	-	-
Office over Retail	-	-	-	-	-	-	-
Parkway Frontage	-	-	-	-	-	-	-
Cultural Uses	●	●	●	-	-	-	-

- No Applicability
- Minimal Applicability
- ◐ Modest Applicability
- Highest Applicability





# *Conclusion* and Implementation

This chapter sums up the key takeaways from the Vision Plan, compares the different concept plans presented, and lays out considerations and steps forward towards implementation of a reimagined Core Area.

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# Concept Plan Comparison

## Rediscovering the Creek



- Creekside park & trail system
- Village parklets
- Pedestrian bridge connections
- Landscape enhancements

## Main Street



- Civic Center connects to Oso Creek
- Additional retail & restaurants
- Centralized parking garage locations
- Village green & center gathering spaces
- Office and retail
- Cultural uses and programs

## Next Gen Village



- Walkable village environment
- Variety of gathering spaces - central and intimate
- Mix of uses: retail, office, entertainment
- Concentrated retail experience
- Collection of neighborhoods

# Implementation

### Concept Plan Comparison

The three different concepts represent different levels of change to the Core Area, all derived from the same set of visioning principles and framework strategies that resulted from the community visioning process. On the left hand page the key components of each concept are laid out side by side, with Rediscovering the Creek entailing the least amount of change, and Next Gen Village proposing the most extensive changes and additions.

While the concepts each provide frameworks for change and guidance for decision-making, none of them serves as wholesale all-or-nothing packages. While a community-wide agreement to a preferred conceptual direction would be the best foundation for an efficient and successful implementation process, strategies from different plans could also be acted on independently.

### Implementation

Implementation of the Core Area Vision Plan will require flexible yet proactive engagement by City officials and other stakeholders as part of a process that is likely to occur incrementally in response to changes in both the economic and policy environments. The three critical and interrelated variables in the implementation process includes (1) land use regulatory context, (2) economics and financial conditions, and (3) stakeholder participation (e.g. tenants and property owners), as described below.

### Land Use Regulatory Context

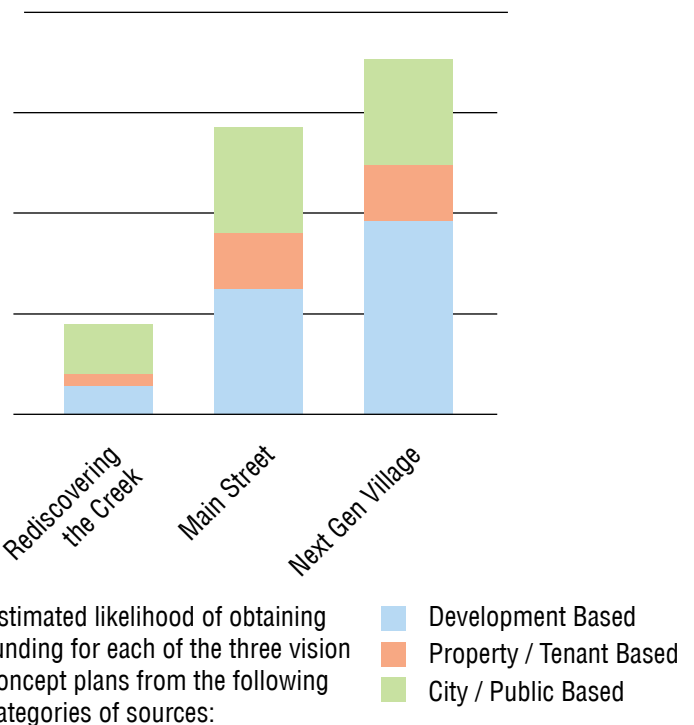
Some of the land use concepts embodied in the Core Area Vision Plan may require modification to existing land use regulations (e.g. allowable uses and density) governing the area. This may be accomplished on a case by case basis or as part of a broader policy program (e.g. Precise Plan, Specific Plan, etc).

### Economics and Financial Prospects

The market and financial feasibility of the Core Area Vision Plan will evolve over time as the City and private sector investors respond to business cycle trends and economic fundamentals. While approval of the Core Area Vision Plan and related policy initiatives efforts can send a positive signal that may spur interest and investment, full implementation is likely to be a gradual process. Some of the land use concepts may have immediate economic viability, others are less feasible and will most likely occur after some of the initial “place making” concepts have been successfully implemented.

The conceptual directions for future development have varying prospects in regards to funding opportunities. With the Rediscovering the Creek concept, a significant portion of the costs

would need to be provided from public sources, most likely the City, since it includes only minimal new private development (the exception being mainly restaurants). The Main Street concept includes a modest amount of new private development, which could be leveraged as value-capturing opportunities to account for a greater portion of the total cost. The Next Gen concept has the largest amount of net new private development among the three concepts, and would likely provide substantial value capture opportunities that could be leveraged to help finance new public and/or common area improvements and amenities.



The above graphic illustrates the relative funding potential of the three concepts. As noted, the more intensive development is associated with the highest funding potential from all sources and mechanisms. On the public side, additional investment and economic activity is positively correlated with increased tax revenues (e.g. property and sales tax) that can be leveraged and dedicated back to the Core Area. Likewise, on the private side, increased economic value provides opportunities and incentives for re-investment, including additional contributions to common area or project wide improvements and amenities.



***Stakeholder participation***

Clearly local stakeholders, most notably the property owners, tenants, and residents within the Core Area, will play a critical role in the implementation process. While the City may be able to take the lead in outreach and organization early on, as well as provide land use incentives and limited financial support, ultimately private sector investment will be critical to ensuring success. In this regard, it is important to recognize that the private sector participants will have varying levels of financial motivation, incentive, and wherewithal (e.g. resources, discretion, etc.) to undertake the level of investment or change envisioned. Consequently, initial implementation efforts will likely occur without universal participation, or even concurrence. In any case, an open, transparent and participatory planning process will be critical to achieving effective implementation in the long-term.

***Next steps***

Several strategies within the Vision Plan include next steps that begin now to set a foundation for the rest of the plan. These include landscape enhancements, park on the creek, town green, a parking management study, and revisions to land use regulations. Landscape enhancements can begin immediately and provide short term improvements to the aesthetic quality of the commercial areas. The City should seek to improve the creek trail through the Core Area, creating better connections to the commercial areas and places to gather along the creek edge as a way to incentivize commercial improvements that face restaurants and retail to the creek. A temporary Village Green should be constructed within the Village Center parking lot to mark the changes to come, provide a small gathering space and improve pedestrian connections through the parking lot. A parking management study would be key to determining the advantages of shared or structured parking to release development potential within the commercial sites. And finally, a comprehensive update to land use regulations would provide the necessary legal and development framework from which the right kind of new developments can take place.

***Conclusions***

What is abundantly clear from the community input shared during the visioning process is that Mission Viejo is a treasured place by just about all who live here. The visions of change presented in this plan seek to celebrate the heart of Mission Viejo as it exists, building on its great assets, strengthening its ability to serve current and future generations of residents and visitors, and improving its position in an increasingly competitive marketplace.

It is notable that community input and survey results largely align with market trends and economic analysis. Essentially, there is both a desire and market opportunity to create better destinations and more diverse experiences within the core, specifically in the segments of retail, dining, and entertainment. Additionally, by increasing the share of office space in the Core, new business opportunities can be created that also give more local residents the ability to live and work within the community.

The community vision represents great opportunities for mixed use, creating synergies between uses and user groups during different times of the day, and a stronger character of the Core Area as a unified heart of Mission Viejo. Using the existing qualities of the creek as leverage to create a unique destination that blends the natural environment with urban uses, the Mission Viejo Core Area creates a range of experiences for residents and visitors alike. Truly a place to call home.





