

# implementation

## 8.1 Implementation Concept

### Context

This chapter outlines the methods by which the Specific Plan will be implemented and includes a discussion of administrative procedures, the timing of development, and financing. California Government Code Section 65451 and Placer County Zoning Ordinance Section 17.58.200 require that specific plans include a program of implementation measures, including regulations, programs, public works projects, and financing measures needed to carry out the proposed land use, infrastructure, development standards, and criteria outlined in the Specific Plan.

The Plan Area is projected to be built-out over 12-15 years. Thus, the implementation policies are intended to ensure that implementation will be comprehensive, coordinated, and responsive to changing circumstances and market conditions. The objective of this section is to describe how infrastructure and public facilities will be constructed in a timely manner, concurrent with the provision of lodging and other land uses.

Section 8.3, "Administrative Procedures," identifies the procedural steps in implementing the Specific Plan and discusses the subsequent approvals necessary to begin construction of individual projects and subdivisions, as well as modifications and amendments to the Specific Plan. Section 8.4, "Timing of Development Infrastructure," describes the process and sequence

of implementing infrastructure and facilities to serve the Plan Area over time. Section 8.5, "Development Sequencing," describes the sequence of development of the Plan Area. Section 8.6, "Specific Plan Financing Strategy," describes the financing methods that will allow development to proceed in an orderly and fiscally responsible manner.

The following documents have been prepared in support of this Specific Plan and contain more detailed information on environmental conditions, infrastructure, and financing mechanisms.

- ▶ Tree Survey
- ▶ Geotechnical Report
- ▶ Avalanche Study
- ▶ Fault Study
- ▶ Groundwater Study

- ▶ Biological Resources Report
- ▶ Wetlands Delineations
- ▶ Rare Plant Survey
- ▶ Archeological Resources Studies
- ▶ Historic Resources Study
- ▶ Phase 1 Environmental Site Assessment
- ▶ Traffic Counts
- ▶ Parking Counts & Phasing Plans
- ▶ Traffic Surveys
- ▶ Master Drainage Study including 100-Year Floodplain study
- ▶ Water Master Plan
- ▶ Sanitary Sewer Master Plan
- ▶ Scaled Site and Area Models
- ▶ Visual Simulations
- ▶ Financial Analyses
- ▶ Phase 1 Peak Day Parking Management Plan
- ▶ Phased Parking Plan Supporting Spreadsheet
- ▶ Water Quality Investigation Report

## ***8.2 Implementation Goals & Policies***

Goal IM-1: Assure that requisite infrastructure is in place in a timely manner to support new development.

Goal IM-2: Properly and equitably align infrastructure obligations with progression of development.

Policy IM-1: Enhance development flexibility by providing a sensible phasing approach that seeks to reduce

upfront costs and allows for development in relatively small increments.

necessary amendments to the Placer County General Plan and Squaw Valley General Plan and Land Use Ordinance;

Policy IM-2: Incorporate incentives in the development standards that foster the utilization of green technologies and innovative designs to reduce resource consumption.

► Zoning: The County Board of Supervisors is also expected to approve the Specific Plan zoning designations (see Section 8.3.2 that follows); and

► Approval of the Development Agreement (DA). (TBD)

### 8.3 Administration Procedures

This section identifies the procedural steps in implementing the Specific Plan and discusses the subsequent approvals necessary to begin construction of individual projects and subdivisions, as well as modifications and amendments to the Specific Plan.

After the approval of the Specific Plan and before the first small lot final map is approved for recordation (or the approval of the first small lot tentative map for an entire property), the following actions will occur:

Approval of a Landscape Master Plan: This plan shall address the design of the streetscape, landscape corridors adjacent to streets, landscaped buffer areas, other open space areas, community entries, street lights, and other image features that help establish the landscape and streetscape character of the community;

#### 8.3.1 Specific Plan Approvals

The following actions are anticipated to be taken concurrently with the adoption of this Specific Plan.

► Approval of a Water Master Plan: The Water Master Plan shall include information on existing water infrastructure which includes wells, pipelines and storage. The proposed project water demands, transmission, distribution and storage based on the project Land Use plan will also be included. The Master Plan shall be coordinated with, reviewed and approved by the PSD.

► Village at Squaw Valley Specific Plan and Development Standards: The County Board of Supervisors will adopt the Village at Squaw Valley Specific Plan by resolution and adopt the Village at Squaw Valley Development Standards and Design Guidelines attached to this Specific Plan as Appendix B, by ordinance (see Section 8.3.3 that follows);

► Final Environmental Impact Report (FEIR): The County Board of Supervisors will certify the FEIR and will make any

- ▶ Approval of a Sewer Master Plan: The Sewer Master Plan shall be an update to a similar plan prepared in support of the Specific Plan. The Sewer Master Plan shall include information on the sizing of facilities, the mapping of sewer systems, and updated cost estimates. The Sewer Master Plan shall be used to establish the means and methods by which the project will finance the cost of these facilities;
- ▶ Approval of a Drainage Master Plan: The Drainage Master Plan shall be an update to a similar plan prepared in support of the Specific Plan. The Drainage Master Plan shall include information on the size of and location of drainage facilities, the mapping of drainage systems, and updated cost estimates. The Drainage Master Plan shall be used to establish the means and methods by which the project will finance the cost of these facilities;
- ▶ Implementation Policies and Procedures Manual. This manual shall provide the County a comprehensive approach for processing approvals and issuing permits for development within the Plan Area, including developing forms and checklists to assist County staff in tracking and accounting for credits and reimbursements, and processing approvals consistent with the procedures set forth in the Development Agreement and in the Specific Plan; and
- ▶ Parking Master Plan. This document will identify the parking requirements of the various Specific Plan land uses, as well as the project's responsibilities to accommodate parking for ski area and other recreation visitors as well as other

nearby land uses. It will identify the on-site parking supply, management strategies for the on-site parking supply, and the requirement for off-site parking supply.

### 8.3.2 Specific Plan Area Zoning

The County has put in place a new zoning classification, known as a "Specific Plan" (SPL) zone district that is to be applied to all Specific Plan projects. The SPL district is to be combined with the Specific Plan to function as the zoning text and map for the urban portion of the Specific Plan Area. The rezoning will identify the new SPL zone district (with the prefix SPL-), then the descriptor used in the Specific Plan (-VSVSP), resulting in the new SPL-VSVSP zoning classification.

### 8.3.3 Development Standards and Design Guidelines

The Development Standards and Design Guidelines (Development Standards) shall be adopted by ordinance as Appendix B to the Specific Plan. The Development Standards supplement the Placer County Zoning Ordinance and will serve as the zoning regulations governing development, improvements, and construction within the Plan Area. Where a standard is not provided in this document, the standards contained in the Placer County Zoning Ordinance, Placer County Code, and/or Land Development Manual shall apply. The standards in this document supersede, replace, and shall take precedence over conflicting County standards governing the Plan Area.

Refer to Appendix B for the details regarding the Development Standards and Design Guidelines, requesting changes or amendments to permitted uses or development standards, and the enforcement of these development standards.

### 8.3.4 Subsequent Entitlement Process

Development within the Plan Area may be subject to approval of subsequent entitlements by the County. Examples of such entitlements include tentative maps, Specific Plan amendments, Conditional Use Permits, Minor Use Permits, Tree Permits, and Design/Site Review applications. Individual project applications will be reviewed to determine consistency with the Specific Plan and other regulatory documents and guidelines.

Application and processing requirements shall be in accordance with the Placer County Zoning Ordinance and other regulations, unless otherwise modified by this Specific Plan. All subsequent development projects, public improvements, and other activities shall be consistent with this Specific Plan and its appendices, the Specific Plan Development Agreement, and applicable County policies, requirements, and standards. In acting to approve a subsequent project or permit, the County may impose reasonable and necessary conditions to ensure that the project is in compliance with the Specific Plan and all applicable plans, ordinances, and regulations.

#### ***Application Requirements***

Once the Specific Plan and large lot tentative maps are approved, individual developers may submit applications for vesting

tentative maps, small lot tentative maps and/or other entitlements as necessary. Large lot and small lot tentative maps may also be processed concurrently, but will be approved sequentially. Applications shall be made in writing on forms provided by the County Planning Department and shall be accompanied by required application fees and such data and information as may be prescribed for that purpose.

#### ***Application Processing***

Applications will be analyzed by County staff members for consistency with the Specific Plan. Plan consistency must be demonstrated in several ways:

- ▶ Consistency with policy language (goals, policies, objectives, etc.);
- ▶ Consistency with land use designations, roadways, and bike paths;
- ▶ Consistency with development standards and design guidelines;
- ▶ Consistency with figures and tables; and
- ▶ Consistency with the property Development Agreement, large-lot tentative map, small-lot tentative map, and other

relevant implementation documents.

Consistency is also required with the Specific Plan Mitigation Monitoring and Reporting Program, infrastructure and County facilities plans, and other implementing documents of the Specific Plan.

### ***Implementation Policies and Procedures Manual***

To assist the County in implementing and performing its various administrative tasks as contemplated by the entitlement process and Development Agreement, an Implementation Policies and Procedures Manual will be prepared by the applicant in association with the County Chief Executive Officer and approved by the County Board of Supervisors prior to the approval for recordation of the first final large lot final map or tentative map within the Specific Plan area. The manual shall provide for a comprehensive approach for processing approvals and issuing of permits for development within the Plan Area, including but not limited to developing forms and checklists to assist the County staff in tracking and accounting for credits, reimbursements, and processing approvals consistent with the procedures set forth in the Development Agreement and the Specific Plan.

### **8.3.5 Environmental Review**

All applications for a development entitlement that are submitted after approval of the Specific Plan shall be reviewed for conformity with the Specific Plan and for compliance with the California Environmental Quality Act (CEQA), Public Resources Code Section 21000 et seq. A Program Environmental Impact Report (EIR) and a

Phase 1 focused EIR will be certified concurrent with the approval of the Specific Plan and shall serve as the base environmental document for subsequent entitlement approvals within the Plan Area.

The determination of whether the requested subsequent development entitlement is consistent with the Specific Plan and whether the Specific Plan EIR considered the project-specific effects will be made through the Subsequent Conformity Review process as described in the next section.

### ***Subsequent Conformity Review Process***

In conjunction with submitting any required County application for approval of a subsequent development entitlement within the Plan Area, the applicant for each proposed project shall complete a Subsequent Conformity Review questionnaire. The purpose of the questionnaire will be to enable the County to determine whether the proposed project is consistent with the Specific Plan, to examine whether there are project-specific effects that are particular to the project or its site that were not considered in the Specific Plan EIR, and/or whether an event as described in Section 15162 of the State CEQA Guidelines has occurred. The County may require additional information to make such a determination, including, but not limited to, the following:

- A. Preliminary Grading Plan (including off-site improvements);

B. Preliminary Geotechnical Report (including seismic analysis);

C. Preliminary Drainage Report;

D. Preliminary Water Quality Best Management Practices (BMP) Plan;

E. Traffic Circulation Plan;

F. Traffic Study;

G. Tentative Map (Section 16.12.040 of the Placer County Code);

H. Acoustical Analysis;

I. Hazards/Past Use Studies (Phase I Environmental Site Assessments and Phase II limited soils investigation, and/or Preliminary Endangerment Assessment with California Department of Toxic Substances Control, as determined by County Environmental Health Services);

J. Water Quality Related Studies/Details (BMPs, Preliminary

Grading Plan, Preliminary Drainage Plan);

K. Senate Bill (SB) 221 Water Supply Assessment Information;

L. Hazardous Materials Usage Information;

M. Water Supply Well Information (as applicable);

N. Biological Pre-Construction Surveys as needed;

O. Public Safety Assessment;

P. 100 Year Floodplain Study;

Q. Air Quality; and

R. Climate Change/ Greenhouse Gas Analysis.

Based on the information provided, the County will determine whether the proposed development entitlement is consistent with the Specific Plan and related documents, whether additional environmental review is required, and if so, the scope of such additional review. Based on the content of future submittals and

the process described above, the County will determine whether performance standards are still achievable given the nature of the submittal, current conditions, and/or changed circumstances. In the event that the performance standards do not appear to be achievable, the County may perform subsequent environmental review pursuant to Sections 15162, 15163, or 15164 of the State CEQA Guidelines to identify additional or alternative mitigation measures.

### ***Mitigation Monitoring***

CEQA requires all state and local agencies to establish reporting and monitoring programs for projects approved by a public agency whenever the approval involves adoption of either a “mitigated negative declaration” or specified environmental findings related to EIR’s. The Mitigation Monitoring and Reporting Program is intended to satisfy the requirements of CEQA as they relate to the FEIR for the Specific Plan. This monitoring program is to be used by County staff and the project developers to ensure compliance with adopted mitigation measures during project implementation. Monitoring and documentation of the implementation of mitigation measures will be coordinated by County staff according to Article 18.24 of the Placer County Environmental Review Ordinance. The Mitigation Monitoring and Reporting Program is provided as Appendix D to this Specific Plan.

### **8.3.6 Interpretations, Amendments, and Entitlements**

Implementation of the Specific Plan is anticipated to occur over several years. During the long-term build-out of the Plan Area, property owners will face dynamic and evolving market conditions.

Situations may arise where amendments to the adopted Specific Plan are necessary because of changing circumstances. Additionally, because of unforeseen circumstances, some design guidelines or development standards may not be feasible on a parcel-by-parcel basis. An alternative design solution that meets the goals and objectives of the Specific Plan may also be developed, reviewed and approved at the discretion of County Planning Staff as an Administrative Modification (See 8.3.6B).

### ***A. Interpretations***

Interpretations are judgments that apply the vision, goals, and intent of the Specific Plan to specific issues and situations related to the land use decisions and development. Interpretations are generally limited to details where the requirements and guidelines of this Specific Plan may appear to provide alternative guidance, differ from each other, or from other adopted County policies or requirements from other agencies. Interpretations may be needed when the County is considering discretionary development applications (such as a subdivision map), or a ministerial application (such as a building permit). Interpretations for the Specific Plan shall be made as described in Section 17.02.050 of the Placer County Zoning Ordinance. In making interpretations, the Planning Director will consult with any other affected County department or other agency as needed.

### ***B. Administrative Modifications and Amendments***

Amendments to the adopted Specific Plan shall be categorized by the County Planning Director as either an Administrative Modification or an Amendment.

Administrative Modifications do not have a significant impact on the character of the Plan Area. Administrative Modifications are consistent with the spirit and intent of the vision, goals, and policies of the Specific Plan.

Amendments to the Specific Plan are changes to the plan elements, including differences in land use development types assigned to specific parcels; changes to capacity requirements; changes to the intensity or density of land uses on specific parcels (including public facilities); density transfers; changes in the Plan Area boundaries; or changes in policies. Amendments usually involve issues of consistency with the original vision and intent of the Specific Plan or with the Placer County General Plan.

Proposed amendments to the Specific Plan can include, but are not limited to, changing land use designations, design criteria, detailed road alignments, road classifications, or Specific Plan policies. Typically, amendments to the Specific Plan will be requested by property owners. There may also be circumstances, however, where the County may wish to request an amendment. The procedures described below shall be followed to amend the adopted Specific Plan.

**Administrative Modification and Amendment Requests**

All requests to amend the Specific Plan shall be made using the appropriate application forms, required documentation, and applicable fees as established by the County Planning Department. Any or all of the following information may be required:

1. A detailed justification statement that explains in detail why an amendment to the Specific Plan is warranted, and any exhibits deemed necessary by the Planning Director;
2. A statement of consistency with Placer County General Plan policies and Specific Plan land use designations;
3. A statement of consistency with the Specific Plan;
4. Analysis as required by CEQA; and
5. Identification of any required modifications of the public infrastructure improvements that are not currently mandated by the Specific Plan (description, location, timing, funding source, method, etc).

**Administrative Modifications**

Administrative Modifications do not have a significant impact on the character of the Plan Area. Administrative Modifications are consistent with the spirit and intent of the vision, goals, and policies of the Specific Plan. Administrative Modifications shall conform to the following criteria:

- ▶ The Planning Director determines that the proposed adjustments to the design guidelines are offset by the merits of the proposed design and do not significantly

change the anticipated physical characteristics, goals, and intent of the Specific Plan;

- ▶ Proposed changes to the alignment of arterial and local streets, if adopted, would not substantially alter the land use or circulation concepts set forth in the Specific Plan;
- ▶ Proposed changes to land use diagram shapes or to the alignment of collector and secondary streets maintain the general land use pattern and/or provide an improved circulation system consistent with the intent and direction of the vision, goals, and policies of the Specific Plan;
- ▶ The proposed change is not expected to increase environmental impacts beyond the levels identified in the EIR; and
- ▶ The proposed change will not result in an increase in the total maximum number of units proposed in the Specific Plan.

An Administrative Modification may be reviewed and acted upon by the County Planning Director. No Planning Commission or Board of Supervisors review is required, unless the Administrative Modification is appealed.

Policy IM-3: Modification of the Land Use Diagram

Figure 3.1- The Land Use Plan is intended to provide the structural framework for the land use program within the Plan Area. Land use boundaries may be modified or reconfigured on site plans and designs through the Administrative Modification process, in conjunction with the Subsequent Conformity Review and Design Review process, without an amendment to the Specific Plan, so long as the modifications comply with the following criteria:

- ▶ The Planning Director has determined that the proposed village project is consistent with the intent of the approved Specific Plan and with land use patterns and assumption analyzed in the Specific Plan EIR;
- ▶ The density of development does not exceed the permitted range of the land use designation and the allowable number of units is not exceeded within the Plan Area;
- ▶ The area planned for parks, open space, public facilities and other such public amenities described on the Land Use Diagram is not reduced; and no final small lot map has been recorded.

### **Amendments**

An Amendment is any change proposed to the Specific Plan that could significantly increase environmental impacts or other changes determined to be significant by the Planning Director. An Amendment is the appropriate procedure where changes to the

Specific Plan are proposed that meet one or more of the following criteria:

- ▶ A new category of land use not specifically discussed in the Specific Plan is introduced;
- ▶ Significant changes to the distribution of land uses beyond those allowed under an Administrative Modification or other changes affecting land use are proposed and may substantially affect the Specific Plan;
- ▶ Proposed changes to the design guidelines and/or development standards that if adopted, would substantially change the physical character of the Plan Area as envisioned by the Specific Plan and the Planning Director; or
- ▶ Proposed changes to the development sequencing that would significantly increase or alter Plan Area boundaries or units allocated.
- ▶ Amendments require approval by the County Planning Commission and Board of Supervisors. They shall comply with the procedures outlined in Section 17.60.090 of the Placer County Zoning Ordinance.

***Density Transfer for Lodging Units***

To further the intent of providing development flexibility, units assigned to specific properties may be transferred between development land use parcels provided that all the following criteria are met:

- ▶ The sending and receiving parcels are within the Plan Area and the total does not exceed the total maximum number of approved units for the entire Plan Area;
- ▶ The density transfer does not increase or decrease the number of units allocated to any one receiving parcel (or combination of receiving parcels) by more than 25%;
- ▶ The adjustment is made between parcels before a small lot tentative map is approved by Placer County for either the receiving or sending parcel;
- ▶ The transfer of units would not result in increased impacts beyond those identified in the EIR;
- ▶ The adjustments in density and units would not significantly affect planned infrastructure, roadways, other public facilities, or Plan Area financing districts;
- ▶ Transfer would not affect the total number of employee

**8.3.7 Transfer of Density**

housing units called for in the Specific Plan; and

- ▶ The County Planning department shall track sending and receiving parcels.

The transfer may occur between different legal owners. To request a density adjustment, the owner or owners of both the sending and receiving parcels shall submit to the County Planning Director all information needed to determine compliance with the above unit transfer criteria. This submittal shall include information identifying the affected parcels and designating the number of units being transferred, an Administrative Modification application with filing fee, and any other necessary documentation requested by the Planning Director. The applicant shall also provide a revised Specific Plan table reflecting the adjusted unit counts and densities, as well as any necessary maps. The revised table will allow the Planning Department to track unit allocations.

Density transfers that fulfill the above criteria and are consistent with the intent of the Specific Plan and EIR will be processed as an Administrative Modification (see 8.3.6, above). If a request for density adjustments does not comply with the above criteria, the applicant must request an amendment to the Specific Plan.

If a density transfer is requested after a small lot tentative map has been approved for either the sending or receiving parcel a revised tentative map for both parcels shall be submitted to the Planning Commission for review and approval as revised tentative maps. This request shall follow the County's normal process for

such approval including payment of normal processing fees.

### **8.3.8 Design/Site Review**

The purpose of the County's Design/Site Review process is to ensure that the design of buildings constructed in the Plan Area is of high quality and to prevent new construction from adversely affecting the desirability of the immediate and nearby areas for residents and businesses. All development within the Plan Area will be subject to Design/Site Review in accordance with the procedures outlined in Section 17.52.070 of the Placer County Zoning Ordinance. Through the Design/Site Review process, applications are approved, conditionally approved, or denied, based on consistency with the design standards and guidelines established for each district and the Plan Area.

## ***8.4 Timing of Development Infrastructure***

The Plan Area is anticipated to be built-out over 12-15 years and may evolve in a variety of ways depending on several factors. These factors include shifts in market demand for various housing/lodging types and non-residential uses and changes in the development goals or financial capabilities of property owners. This section describes the process and sequence of infrastructure and facilities to serve the Plan Area over time.

Chapter 6 – Public Services and Utilities of the Specific Plan describes the infrastructure and public service facilities required to serve the build-out of the Plan Area. As development occurs,

infrastructure and services will be extended and expanded, as required, to serve new development. At this time, it is expected that these improvements will be self-funded by the applicant. A Public Facilities Financing Plan, Urban Services Plan and/or Development Agreement shall be prepared that provides a detailed analysis regarding the timing and costs for planned infrastructure and public facilities and the ongoing provision of public services to support development of the Plan Area as such development proceeds.

#### **8.4.1 Infrastructure and Public Facilities Systems**

The Village at Squaw Valley Specific Plan provides for a comprehensively planned infrastructure system with coordinated phasing and construction of facilities. A series of infrastructure construction phases are anticipated as Squaw Valley builds out.

In general, the phasing plan has been structured to ensure that the improvements in each phase can support its respective development in compliance with County policies and standards, and that the development in each phase can support the portion of its costs of the required improvements.

The infrastructure requirements for each phase of development include all on-site and off-site facilities necessary for the build out of each phase. These may include roadways, sewer, water, storm drainage, dry utilities, bike paths and trails, and other facilities and improvements.

#### ***Phasing Performance Standards***

Phasing performance standards are intended to provide guidance in determining the required elements and conditions of phased development within the Plan Area. The following is a general series of standards for phased development to assure adequate provision of public services and adherence to sound planning principles:

- ▶ Developers are responsible for the funding, design and construction of all facilities and infrastructure required to serve the development identified in each phase. Certain facilities are sequential; accordingly, parcels developed out of sequence may be required to construct additional infrastructure and facilities outside of the phase boundary as necessary to provide services to the phase proceeding.
- ▶ Developers may propose the installation of interim facilities should the timing to complete certain permanent infrastructure components otherwise result in a delay of project construction. Proposals for interim facilities to serve one or more phases of development within the Plan Area shall be accompanied by studies demonstrating the adequacy of the proposed interim facilities to provide service pending completion of permanent facilities.
- ▶ Developers may request to enter into reimbursement agreements with the County or other agencies for on-site or off-site improvements constructed by the developer which benefit other properties or projects.

Phasing shall demonstrate that the following performance criteria are met and are in substantial conformance with the Master Plans:

- ▶ Sanitary sewer: One point of connection is required.
- ▶ Water: A looped system is required.
- ▶ Roadways: Two points of access required (one may be a temporary or permanent EVA).
- ▶ Drainage: One outfall or point of connection is required, including best management practices.

### **Public Facilities**

Public Facilities are the amenities to the Specific Plan (e.g., park facilities and libraries) or facilities that house employees providing services to the area (e.g., sheriff, fire, public administration). Public facilities may include the following:

- ▶ Schools;
- ▶ Public buildings, Fire Stations, Sheriff Substation, and their corresponding equipment;

- ▶ Corporation Yard; and
- ▶ Parks and open space.

### **8.4.2 Urban Services**

Urban Services, described in more detail in the Urban Services Plan, are the new and/or enhanced services to be provided by the County, SVPSD, CalFire, North Lake Tahoe Fire, Squaw Valley Fire, Angel Medflight Worldwide Air Ambulance, and/or Advanced Air Ambulance, within the Plan Area, these include:

- ▶ Sheriff services;
- ▶ Fire protection and suppression services, including ambulance and paramedic services;
- ▶ Recreation program services;
- ▶ Library services;
- ▶ Maintenance of parks, landscaping, and open space, including all off-site open space and habitat preservation lands;

- ▶ Maintenance of storm drainage system within the County right-of-way;
- ▶ Maintenance of roads, traffic signals, and streetlights; and
- ▶ Any other service provided by the County to the property that may be allowed by law to be funded through a Community Facilities District.

- ▶ Water Master Plan;
- ▶ Sewer Master Plan;
- ▶ Drainage Master Plan;
- ▶ Parking Master Plan; and
- ▶ Transportation Master Plan.

### 8.4.3 General Timing/Development Policies

Policy IM-4: Infrastructure and Services Planning.

Development and the required infrastructure and public facilities shall be timed to be available for new development in the Plan Area as the development proceeds.

Seven master plans are required as one of the first steps in implementing this Specific Plan. These plans are described in Section 8.3.1, in other chapters of the Specific Plan and in the Development Agreement and are as follows:

- ▶ Landscape Master Plan;

All seven master plans shall be completed and accepted by the County before the first large lot final map is approved for recordation (or the approval of the first small lot tentative map for an entire property) within the Plan Area.

### 8.5 Development Sequencing

Development of the Plan Area may evolve in a variety of ways depending upon several factors. These include shifts in market demand for various housing types and changes in the development goals and capabilities of property owners within the Plan Area. In addition, sub-phases may occur within phases (i.e., building by building) to properly align the pace of development with the rate of product absorption and to facilitate prudent capital/risk management. The phase boundaries are intended to be

conceptual in nature and may be amended, revised or combined as development progresses, as approved by the County.

### ***Phase I - Village Core***

Several prime snow frontage sites would be developed in phase I providing new bed base, replacement ski services, and major new amenities located to take advantage of the expanded ski teaching area and new family center at Far East and Papoose and the new ski connection to Red Dog and the Funitel.

Phase I will be separated into two sub-phases. During Phase 1A, ski services currently located in facilities within Lots A, B, C and D will be displaced during construction. To accommodate these services during construction of Phase 1A, an appropriately sized sprung structure will be erected on Lot P as a temporary facility. The sprung structure will require both dry and wet utilities as it will operate as a fully functioning office, shop, and maintenance facility. There will be few additional improvements needed to support the construction of the sprung structure and no new grading is expected. This facility will comply with County standards and building codes as applicable.

Phase I includes the development of VC-C sites A, B, C, D, V-HC site F, and V-FR site Q. See Figure 8.1- Phasing Plan.

### ***Phase II - Village Neighborhoods***

High and low density resort residential and fractional ownership units at the west neighborhoods would be developed in phase

II to provide additional variety in housing types for the Squaw destination guests. Some of these sites would displace surface parking and would be replaced by podium parking with new residential and parking above. Phase II includes the development of VC-N sites I, J, K, L, M, and N. The new ballroom on lot DD adjacent to Building A would also be developed in Phase II.

### ***Phase III - Village Core***

Most of the new Village Core lodging and commercial would be completed in this phase expanding the Village to the north and east. These sites would displace surface parking spaces which would be replaced by podium parking with the new lodging and parking above. Phase III includes the development of VC-C sites E, G, H and P.

### ***Phase IV***

The last remaining site in the Village Core would be developed in the final phase. The Olympic House (Site O) would be replaced by a major Condo Hotel as a new landmark for the Village and the resort.

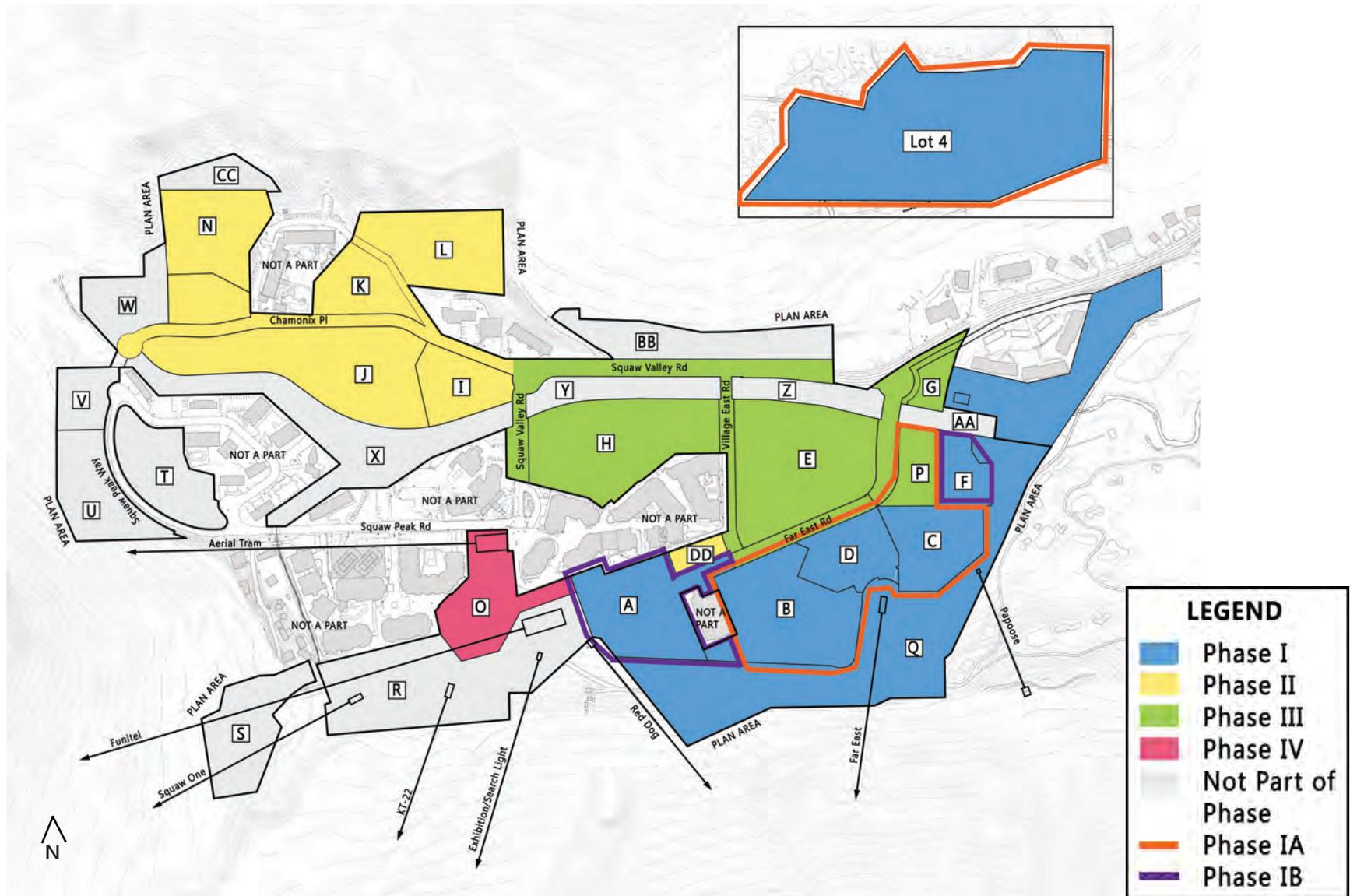


Figure 8.1-Phasing Plan

## 8.6 Specific Plan Financing Strategy

### 8.6.1 General Financing Policies

#### Policy IM-6: General Public Facilities Financing Policy

The following policies shall be implemented to ensure that the required public facilities are adequately funded as needed:

1. The fair-share cost of both on-site and off-site public infrastructure and public facilities required to support the Plan Area will be funded first and foremost from private financing and revenues generated by development within the Plan Area. Some regionally serving public facilities may be funded by a larger fee program that includes areas both within and outside of the Plan Area.
2. Development projects will be required to provide up-front funding for the fair-share cost of installing and expanding infrastructure and public facilities as and when necessary to adequately serve and support their projects. Developers will be subject to fee credits or future reimbursements. The costs for public facilities will be allocated as much as possible based on a project's fair share of required improvements.
3. Equitable Plan Area fees may be imposed for infrastructure improvements and Public Facilities that are not funded by existing fee programs. A fair-share cost allocation of the

Plan Area fee for required backbone improvements and public facilities will be established for each land use.

4. The use of public financing to fund urban services shall take priority over the use of such financing to fund infrastructure improvements in the Plan Area.
5. When public financing is used, the total annual tax and/or assessment rates for developed land shall not exceed fiscally prudent levels and will be consistent with the Rules and Procedures of the Placer County Bond Screening Committee.
6. Before properties can be developed, such properties shall be required to annex into the Community Facilities District for Services (Services CFD) and/or the County Services Area (CSA) prior to recording of the final map.

#### Policy IM-7: General Urban Services Financing Policies

The following policies shall be followed in implementing the Urban Services Plan for the Plan Area:

1. Services will be funded and provided to residents, businesses, and employees of the Plan Area at a higher urban level commensurate with similar urban communities, and above the existing levels provided by the County with

the unincorporated area and cities.

2. Ensure timing for funding of urban and county-wide services is coordinated so that services are available when needed as the population and employment grows as possible based on a project’s fair share of required improvements and as described in the Public Facilities Financing Plan and the Development Agreement.
3. A funding strategy shall be developed to ensure that the County’s General Fund is not negatively impacted by the cost of providing urban and countywide services in a sustainable and reliable manner.
4. Use of public financing to fund services shall take priority over the use of such financing for infrastructure and public facility improvements in the Plan Area.
5. When public financing is used, the total annual tax and/or assessment rates for developed land shall not exceed fiscally prudent levels and will be consistent with the rules and procedures of the Placer County Bond Screening Committee.
6. Before properties can be developed, such properties shall be required to annex into the Community Facilities District for services (Services CFD) and/or the County Services Area (CSA) prior to recording of the final map.

### Policy IM-8: Other Financing Mechanisms

As noted, other financing mechanisms, such as creation of private districts or associations, may be used to fund maintenance of certain facilities in the Plan Area. Any such alternative or supplemental financing mechanisms shall comply with the policies described in Policy IM-8 above.

### 8.6.2 Financing Public Improvements

As described below, the construction of backbone and other public improvements, public facilities and services designed to serve the Plan Area will be funded by a variety of mechanisms: county-wide impact fees, Specific Plan fees, the use of CFD’s and/or a CSA, developer financing, and other potential methods.

#### ***County Impact Fees***

Placer County has adopted a set of development impact fees to finance capital improvements. Future updates to the Placer County fees may include certain improvements within the Plan Area.

#### ***School District Impact Fees***

The various school districts have established fees, in accordance with state regulations, to be used to construct school facilities. School impact fees are collected by the County before the issuance of a building permit and are forwarded to the applicable school districts.

### ***Community Facilities District***

A community facilities district may be established to help fund the construction and/or acquisition of backbone infrastructure and facilities in, and will be established to fund some of the County services for, the Plan Area. The 1982 Mello-Roos Community Facilities Act enables cities and other entities to establish a community facilities district to fund various facilities and services. Under this act, an annual special maximum tax may be levied on land within the boundaries of the community facilities district. The proceeds from a bond sale by the community facilities district can be used for direct funding of improvements, to acquire facilities constructed by the developer, and/or to reimburse developers for advance funding of improvements. The annual maximum special tax can be used toward bond debt service or to build infrastructure as needed.

The proceeds of the Mello-Roos special tax can be used for direct funding of facilities and/or to pay off bonds. The proceeds of the Mello-Roos special tax for services can be used to fund such services in perpetuity.