

A photograph of a large, colorful butterfly sculpture with blue and yellow wings, perched on a golden, swirling ribbon-like structure. The background is a clear blue sky and a building with horizontal wooden slats.

LAGUNA NIGUEL STRATEGIC PLAN

MARCH 2024





BACKGROUND

The City of Laguna Niguel adopted the City's first ever strategic plan in November 2019. This plan has provided a clear set of goals and strategies to guide the City's decisions and resources for the 30-year period.

The strategic plan was developed utilizing a collaborative process with a variety of stakeholders. Those include residents, business owners, City Council Members, commissioner, committee members, and City executive leadership. The process included the preparation of an environmental scan, a strategic plan survey, and a workshop which led to the development of the City's goals and strategies.

The City's success in 2022 has furthered the achievement of the goals established by the City Council. This 2023 Strategic Plan update reflects new and modified strategies and timelines to ensure those goals are achieved.

An aerial photograph of a city with a large lake and a golf course. The city is densely packed with houses and buildings, and the lake is surrounded by greenery and trees. A blue curved banner is overlaid on the bottom half of the image.

ELEMENTS OF THE STRATEGIC PLAN

MISSION STATEMENT

- The mission statement provided the framework and direction for the City. It gives the rationale for programs that are carried out by the City and guides the prioritization of opportunities.

VISION

- Where the mission states the purpose of the City, the vision describes the future of the City.

VALUES

- The values describe how the members of the City Council and City staff conduct themselves.

GOALS

- A goal is a desired result for the City.

STRATEGIES

- The strategies are the specific projects that the City will complete to achieve each goal.

IMPLEMENTATION ACTION PLAN

- The implementation action plans are a detailed planning tool for showing each strategy, key tasks, financial resources needed, human resources needed, costs, and timelines to achieve each goal.



MISSION

The City of Laguna Niguel is committed to providing a vibrant quality of life for all residents, businesses, and visitors in a safe, beautiful and involved community.

VISION

The City of Laguna Niguel is dedicated to preserving a safe, flourishing and community-oriented environment through thoughtful engagement, financial responsibility, and a commitment to innovation.

VALUES

**Integrity
Excellence**

**Innovation
Security**

**Quality
Service**



GOALS

GOAL 1: PUBLIC SAFETY

GOAL 2: FISCAL SUSTAINABILITY

**GOAL 3: OPEN SPACE AND
ENVIRONMENTAL PRESERVATION**

**GOAL 4: INFRASTRUCTURE AND
TECHNOLOGY**

**GOAL 5: ECONOMIC AND COMMUNITY
DEVELOPMENT**

**GOAL 6: COMMUNICATION AND
COMMUNITY OUTREACH**



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 1: Public Safety

Strategy	1. Maintain Current Service Levels
Key Implementation Task	<ul style="list-style-type: none"> • Monitor calls for service on an annual basis
Lead Responsibility	<ul style="list-style-type: none"> • Chief of Police Services, Administrative Sergeant, OCFA Division Chief
Other Agencies Involved	<ul style="list-style-type: none"> • None at this time
Staff Resources	<ul style="list-style-type: none"> • No additional
Financial Resources	<ul style="list-style-type: none"> • If determination of additional resources is made
Timeline	<ul style="list-style-type: none"> • Staffing levels are still appropriate. No changes are needed at this time.
Success Indicators	<ul style="list-style-type: none"> • Maintaining staffing levels will help to maintain current crime levels.
Strategy	2. Neighborhood Watch
Key Implementation Task	<ul style="list-style-type: none"> • Continue to increase Neighborhood Watch in multi-family & single-family neighborhoods using small group meetings, block captain meetings, and community-wide safety meetings • Coordinate with property management companies of apartment buildings • Contact current HOAs not participating in the Neighborhood Watch program
Lead Responsibility	<ul style="list-style-type: none"> • Crime Prevention Specialists (CPS), Administrative Sergeant
Other Agencies Involved	<ul style="list-style-type: none"> • None
Staff Resources	<ul style="list-style-type: none"> • Crime Prevention Specialists
Financial Resources	<ul style="list-style-type: none"> • None at this time
Timeline	<ul style="list-style-type: none"> ✓ Established relationships with multiple large apartment complexes within the City ✓ Hosted a community information sharing meeting ✓ Continued outreach efforts to HOAs
Success Indicators	<ul style="list-style-type: none"> • Increase participation from the apartment & multi-family housing complexes • Continue to increase Neighborhood Watch Meetings

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 1: Public Safety

Strategy	3. Sharing Resources with Surrounding Communities
Key Implementation Task	<ul style="list-style-type: none"> • Study the feasibility of sharing resources with neighboring cities (i.e., emergency management, homeless services) • Share homeless and mental health resources with surrounding cities • Share Flock System with neighboring cities • Coordinate with localized Public Information Officers (PIO) and host information share meetings
Lead Responsibility	• City Manager, Chief of Police Services, Senior Emergency Management Programs Coordinator
Other Agencies Involved	• Neighboring cities
Staff Resources	• City Manager, Chief of Police Services, Senior Emergency Management
Financial Resources	• N/A
Timeline	• Ongoing
Success Indicators	<ul style="list-style-type: none"> • MOUs with surrounding agencies approved • Attain shared county Homeless Emergency Aid Program grant funding for homeless services • Hold quarterly PIO meetings <ul style="list-style-type: none"> ✓ Actively collaborating with the Behavior Health Bureau ✓ Access continues to be granted to the Flock System for Neighboring cities

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 1: Public Safety

Strategy	4. Community Wide Public Safety Public Relations Campaign
Key Implementation Task	<ul style="list-style-type: none"> Utilize social media platforms, message boards, Neighborhood and Business Watch, HOA meetings to send messages Utilize Nixle.com, Alert OC, and social media platforms to alert for natural disasters, traffic related issues, missing persons, and police activity Increase community public safety communications Walk the Kids to School Day (Annually) Teenage traffic safety seminar (bi-annually), e.g., Electric Bicycle Education Senior traffic safety seminar (bi-annually) Expand the YANA program (bi-annually)
Lead Responsibility	<ul style="list-style-type: none"> Chief of Police Services, Crime Prevention Specialist, Senior Emergency Management Programs Coordinator
Other Agencies Involved	<ul style="list-style-type: none"> OCSD
Staff Resources	<ul style="list-style-type: none"> City Manager's Office, Public Works, PIO, PACT Volunteers
Financial Resources	<ul style="list-style-type: none"> None
Timeline	<ul style="list-style-type: none"> Ongoing ✓ Since January 2023, the LNPS Instagram account has increased by 3,000 followers and Facebook by 1,000 followers ✓ Completed two Walk the Kids to School Day Events ✓ Nixle is also being used for sending notifications to residents, e.g., road closures and emergency notifications ✓ Monthly Chief's Brief and Community Education Program
Success Indicators	<ul style="list-style-type: none"> Decrease in property crime, increase in social media followers and memberships Increase YANA program participation

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 1: Public Safety

Strategy	5. OCFA CPR Training
Key Implementation Task	<ul style="list-style-type: none"> Public education (Chest compressions only training) Provide CPR Training to City Staff
Lead Responsibility	<ul style="list-style-type: none"> OCFA, Senior Emergency Management Programs Coordinator
Other Agencies Involved	<ul style="list-style-type: none"> None
Staff Resources	<ul style="list-style-type: none"> OCFA RN Educator
Financial Resources	<ul style="list-style-type: none"> None
Timeline	<ul style="list-style-type: none"> 2024-2026 ✓ OCFA has conducted CPR training for PACT volunteers and ✓ OCSD provided Stop the Bleed training to PACT Volunteers
Success Indicators	<ul style="list-style-type: none"> Increase in the number of City Staff who are CPR-trained
Strategy	6. Business Watch/Business Enhancement Team
Key Implementation Task	<ul style="list-style-type: none"> Utilize Police Services volunteers to connect and create relationships with local businesses Obtain updated emergency contact information Educate about security and safety implementation along with the procedures for reporting crimes
Lead Responsibility	<ul style="list-style-type: none"> Crime Prevention Specialists, Administrative Deputies
Other Agencies Involved	<ul style="list-style-type: none"> None
Staff Resources	<ul style="list-style-type: none"> Volunteers, Crime Prevention Specialists, Administrative Deputies
Financial Resources	<ul style="list-style-type: none"> None
Timeline	<ul style="list-style-type: none"> Ongoing ✓ Quadrants were established across the City. Three quadrants have been contacted, with the fourth currently in progress. The next phase will be to distribute Business Watch window stickers.
Success Indicators	<ul style="list-style-type: none"> Implementation of the program with a goal of 100% participation of businesses

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 1: Public Safety

Strategy	7. Public Safety Technologies
Key Implementation Task	<ul style="list-style-type: none"> • MESH (Emergency communication tool) project implementation • Strategic implementation of cameras on trails
Lead Responsibility	• Chief of Police Services, Public Works, IT
Other Agencies Involved	• OCSD
Staff Resources	• Chief of Police Services, Emergency Management, Public Works
Financial Resources	• \$12,000 included general fund budget
Timeline	<ul style="list-style-type: none"> • MESH Program by 2025 ✓ Trail Cameras pilot program is currently underway
Success Indicators	<ul style="list-style-type: none"> • Implementation of the MESH program • Evaluation of trail camera pilot program
Strategy	8. Emergency Preparedness
Key Implementation Task	<ul style="list-style-type: none"> • Update Emergency Operation Procedures • Conduct annual mock tabletop exercises • Create Nixle/Alert OC Use Policy • Leverage GIS tools to enhance public safety
Lead Responsibility	• Chief of Police Services, Administrative Sergeant, Senior Emergency Management Programs Coordinator
Other Agencies Involved	• OCFA
Staff Resources	• City Manager's Office, CERT, ACS
Financial Resources	• TBD
Timeline	• Ongoing, additional resources will be added as needed
Success Indicators	<ul style="list-style-type: none"> • Complete Emergency Operation Procedures Update • Adopt Nixle/Alert OC Use Policy • Utilize GIS tools to enhance public safety

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 2: Fiscal Sustainability

Strategy	1. Analyze and Monitor the Current Fee Structure
Key Implementation Task	<ul style="list-style-type: none">• Analyze existing data• Review and consult with department heads and the City Manager when modifications to fees are suggested or necessary• Present updated fees to the City Council for approval• Update Skate Park Facility Use Policy and Fee Schedule• Update General Parks Use Policy and Fee Schedule• Update Public Works Fees
Lead Responsibility	<ul style="list-style-type: none">• Finance Director & Executive Team
Other Agencies Involved	<ul style="list-style-type: none">• N/A
Staff Resources	<ul style="list-style-type: none">• Department Directors & Key Support Staff
Financial Resources	<ul style="list-style-type: none">• N/A
Timeline	<ul style="list-style-type: none">• Ongoing✓ Fees Updated: Athletic, Aquatic, Community Development, Credit Card✓ Skate Park Facility Use Policy and Fee Schedule completed by end of 2024✓ Implement updated Public Works Fees as part of the FY 24-25 budget
Success Indicators	<ul style="list-style-type: none">• Ability to provide services, permits, licenses, rentals, and recreation activities at reasonably low costs to our residents• Adopt updated Skate Park Facility Use Policy and Fee Schedule

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 2: Fiscal Sustainability

Strategy	2. Implement Efficiencies for City Payments
Key Implementation Task	<ul style="list-style-type: none"> • Evaluate virtual payment platform offered through credit card merchant • Transition vendors to an electronic payment platform • Evaluate current internal controls to prevent and detect fraudulent activities
Lead Responsibility	• Finance Director
Other Agencies Involved	• N/A
Staff Resources	• Finance Department and key support staff
Financial Resources	• N/A
Timeline	• Ongoing
Success Indicators	<ul style="list-style-type: none"> • Reducing the use of paper checks • Increasing rebates received via credit card program
Strategy	3. Maximize Return on Investment on City Investments
Key Implementation Task	<ul style="list-style-type: none"> • Continue to monitor economic conditions and trends • Stagger maturities evenly throughout the maturity curve • Maximize “invested cash” consistent with the investment policy
Lead Responsibility	• Finance Director
Other Agencies Involved	• N/A
Staff Resources	• Finance Director and City Manager
Financial Resources	• N/A
Timeline	• Ongoing
Success Indicators	<ul style="list-style-type: none"> • Investment performance relative to key benchmarks like rates available for LAIF, OCIP, or 5-year Treasuries • Investments staggered across the maturity curve

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 2: Fiscal Sustainability

Strategy	4. Citywide Review of Financial Procedures to Ensure Efficiency
Key Implementation Task	<ul style="list-style-type: none"> Review procedures and ensure internal controls are in place citywide
Lead Responsibility	<ul style="list-style-type: none"> Finance Director and Finance Manager
Other Agencies Involved	<ul style="list-style-type: none"> N/A
Staff Resources	<ul style="list-style-type: none"> Finance Director, Department Directors and key support staff
Financial Resources	<ul style="list-style-type: none"> N/A
Timeline	<ul style="list-style-type: none"> Ongoing
Success Indicators	<ul style="list-style-type: none"> Processes reviewed Evaluations conducted Recommendations implemented
Strategy	5. Laguna Niguel Aquatics Center Operational Enhancements
Key Implementation Task	<ul style="list-style-type: none"> RFP Selection Transition of Contractor Services
Lead Responsibility	<ul style="list-style-type: none"> Parks and Recreation Director
Other Agencies Involved	<ul style="list-style-type: none"> N/A
Staff Resources	<ul style="list-style-type: none"> Department Director and key support staff
Financial Resources	<ul style="list-style-type: none"> N/A
Timeline	<ul style="list-style-type: none"> RFP Award in June with implementation in December 2024
Success Indicators	<ul style="list-style-type: none"> Contracting out services All current employees are provided the opportunity for continued employment Increases customer service and operational hours Annual Savings of \$250,000

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 3: Open Space and Environmental Preservation

Strategy	1. Inventory of All Components of Open Space
Key Implementation Task	• Create an inventory map and list all open spaces in the City
Lead Responsibility	• Public Works Director, Parks and Recreation Director, Community Development Director
Other Agencies Involved	• None
Staff Resources	• Consultant Required, Parks and Recreation Director, Community Development Staff
Financial Resources	• TBD
Timeline	<ul style="list-style-type: none"> • 2025 ✓ Inventory is 25% complete through Phase One (trails) ✓ Phase Two (remaining open space components) will be completed by December 2024
Success Indicators	• Complete Inventory
Strategy	2. 10-Year Trail and Open Space Maintenance Plan
Key Implementation Task	• Assign oversight of Open Space to the Parks and Recreation Commission
Lead Responsibility	• Parks and Recreation Director, Community Development Director, Public Works Director
Other Agencies Involved	• County of Orange, State Regulatory Agencies, Pertinent Federal Agencies
Staff Resources	• Parks and Recreation Staff, Community Development Staff, and Consultant required to develop plan
Financial Resources	<ul style="list-style-type: none"> • TBD based on maintenance plan outcome ✓ Plan Development included in FY 2023-24 budget
Timeline	<ul style="list-style-type: none"> • 2025 ✓ No responses to the RFP – needs to be recirculated
Success Indicators	• Completion of a 10-year maintenance plan

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 3: Open Space and Environmental Preservation

Strategy	3. Public Education
Key Implementation Task	<ul style="list-style-type: none"> Update website, flyers, etc., to include Open Space information similar to and in conjunction with Trails information Quarterly trail promotion and safety videos Continue to promote the OCSD/CUSD electric bicycle safety action plan Continue to enhance wildfire awareness prevention Further publicize organic recycling requirements
Lead Responsibility	City Manager and Parks and Recreation Director, OCFA
Other Agencies Involved	OC Parks, Surrounding municipalities, OCFA, CalFire
Staff Resources	In-house
Financial Resources	<ul style="list-style-type: none"> TBD CalRecycle Grant Funding
Timeline	<ul style="list-style-type: none"> Ongoing ✓ Hosted multiple education and outreach events and multiple electric bicycle education events
Success Indicators	<ul style="list-style-type: none"> Increased public education Website Social media Print Wildfire prevention education Reduce organic contamination rates
Strategy	4. Tree City USA
Key Implementation Task	<ul style="list-style-type: none"> Enact a community tree ordinance Recognize Arbor Day Public outreach
Lead Responsibility	Public Works
Other Agencies Involved	Arbor Day Foundation
Staff Resources	Public Works Staff, Parks and Recreation
Financial Resources	Included in the operating budget
Timeline	2024-2025
Success Indicators	Tree City USA Designation

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 4: Infrastructure and Technology

Strategy	1. Energy Efficiency
Key Implementation Task	<ul style="list-style-type: none">• Issue RFP and award contract for consultant to evaluate City facilities energy usage• Identify a priority project list for the energy efficiency program• Prepare City Council report summarizing findings
Lead Responsibility	<ul style="list-style-type: none">• Public Works Director
Other Agencies Involved	<ul style="list-style-type: none">• None
Staff Resources	<ul style="list-style-type: none">• Consultant required
Financial Resources	<ul style="list-style-type: none">• Included in the FY 2023-2024 budget
Timeline	<ul style="list-style-type: none">• 2024✓ City Council awarded the contract in April 2023, with an anticipated completion in June 2024
Success Indicators	<ul style="list-style-type: none">• Reduction in utility costs
Strategy	2. Infrastructure Study
Key Implementation Task	<ul style="list-style-type: none">• Evaluate the infrastructure and maintenance needs of the City
Lead Responsibility	<ul style="list-style-type: none">• Public Works Director
Other Agencies Involved	<ul style="list-style-type: none">• None
Staff Resources	<ul style="list-style-type: none">• Consultant required
Financial Resources	<ul style="list-style-type: none">• TBD
Timeline	<ul style="list-style-type: none">• 2021 – RFP• 2022 – Parks• 2024 – Facilities• 2025 – Streets
Success Indicators	<ul style="list-style-type: none">• Complete study

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 4: Infrastructure and Technology

Strategy	3. Smart Cities Solutions
Key Implementation Task	<ul style="list-style-type: none">• EV Charging Stations and future site plans• Enhanced technology citywide• Broadband discussion/review• Increase wireless capabilities at City Hall, Community Centers, and Crown Valley Park
Lead Responsibility	<ul style="list-style-type: none">• Public Works Director/IT Director
Other Agencies Involved	<ul style="list-style-type: none">• None
Staff Resources	<ul style="list-style-type: none">• Public Works/IT Services
Financial Resources	<ul style="list-style-type: none">• CIP Budget✓ Traffic Management Center Implementation: Grant funding obtained from OCTA to connect fiber optic services all along Crown Valley Parkway/ Moulton back to City Hall
Timeline	<ul style="list-style-type: none">• Annually✓ Citywide broadband RFP in late 2024✓ Traffic Management Center design will be completed in 2024/25
Success Indicators	<ul style="list-style-type: none">• Completion of Smart Cities Capital Improvement Projects• Increase the number of City owned EV charging stations
Strategy	4. Active Transportation Study
Key Implementation Task	<ul style="list-style-type: none">• Obtain grants• Select consultant• Complete study
Lead Responsibility	<ul style="list-style-type: none">• Public Works Director
Other Agencies Involved	<ul style="list-style-type: none">• None
Staff Resources	<ul style="list-style-type: none">• Public Works Department
Financial Resources	<ul style="list-style-type: none">• City match funding
Timeline	<ul style="list-style-type: none">• 2023-2025• Study is scheduled to begin in March
Success Indicators	<ul style="list-style-type: none">• Study is completed

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 4: Infrastructure and Technology

Strategy	5. Public Works Facility
Key Implementation Task	<ul style="list-style-type: none">• Identify potential locations for the facility
Lead Responsibility	<ul style="list-style-type: none">• City Manager, Public Works Director
Other Agencies Involved	<ul style="list-style-type: none">• None
Staff Resources	<ul style="list-style-type: none">• N/A
Financial Resources	<ul style="list-style-type: none">• TBD
Timeline	<ul style="list-style-type: none">• TBD
Success Indicators	<ul style="list-style-type: none">• Potential locations are identified
Strategy	6. Citywide Bus Shelter Improvements
Key Implementation Task	<ul style="list-style-type: none">• Redesign of bus shelters• Construct bus shelter improvements
Lead Responsibility	<ul style="list-style-type: none">• Public Works
Other Agencies Involved	<ul style="list-style-type: none">• OCTA
Staff Resources	<ul style="list-style-type: none">• Public Works staff; consultants
Financial Resources	<ul style="list-style-type: none">• Adoption of CIPs for design and construction
Timeline	<ul style="list-style-type: none">• Design: FY2024-25• Construction: FY2025-26
Success Indicators	<ul style="list-style-type: none">• Completion of bus shelter installations

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 4: Infrastructure and Technology

Strategy	7. Restoration of La Paz Road with Mobility Enhancements
Key Implementation Task	<ul style="list-style-type: none">• Obtain funding• Initiate Environmental clearance and design• Complete construction
Lead Responsibility	<ul style="list-style-type: none">• Public Works
Other Agencies Involved	<ul style="list-style-type: none">• County of Orange
Staff Resources	<ul style="list-style-type: none">• Public Works staff; consultant
Financial Resources	<ul style="list-style-type: none">• \$5 million in City match funds and consultant costs (will be budgeted in subsequent fiscal years)• \$15.5 million in state and federal grant funding
Timeline	<ul style="list-style-type: none">• 2023-2027
Success Indicators	<ul style="list-style-type: none">• La Paz Road is fully reopened to the public with mobility enhancements
Strategy	8. Emerging Technologies
Key Implementation Task	<ul style="list-style-type: none">• Utilize GIS Technologies to enhance user experience with CIP Projects• Natural Language Processing Tools
Lead Responsibility	<ul style="list-style-type: none">• Public Works Director/IT Director
Other Agencies Involved	<ul style="list-style-type: none">• None
Staff Resources	<ul style="list-style-type: none">• Public Works Department/IT Services/Management Analyst
Financial Resources	<ul style="list-style-type: none">• CIP Budget FY 24-25 Operation Budget
Timeline	<ul style="list-style-type: none">• Ongoing
Success Indicators	<ul style="list-style-type: none">• Increase the use of GIS technologies, improving user experience• Streamline administrative process using Natural Language Processing Tools

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 4: Infrastructure and Technology

Strategy	9. Spring Street Banner
Key Implementation Task	<ul style="list-style-type: none">• Select a design for spring banners• Fabricate spring banners• Install banners in Spring 2025
Lead Responsibility	• Design: City Manager's Office; Installation: Public Works
Other Agencies Involved	• None
Staff Resources	• City staff, consultant
Financial Resources	• FY 2024-25 operating budget
Timeline	<ul style="list-style-type: none">• Design: 2024• Installation: Spring 2025
Success Indicators	<ul style="list-style-type: none">• Selection of spring banner design• Installation of spring banners

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 5: Economic and Community Development

Strategy	1. Local Coastal Program (LCP) Updates
Key Implementation Task	<ul style="list-style-type: none"> • Prepare Draft Local Coastal Program updates (South Laguna Specific Plan/LCP Guidebook Completed, Aliso Creek LCP Guidebook in Progress) • Work with California Coastal Commission (CCC) staff to refine updates (In Progress) • Planning Commission review • City Council adoption • California Coastal Commission adoption
Lead Responsibility	• Community Development Department
Other Agencies Involved	• California Coastal Commission
Staff Resources	• City Manager, City Attorney, Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner, Management Analyst, Contract Staff
Financial Resources	• TBD
Timeline	• 2020-2026 (Pending California Coastal Commission review/adoption process)
Success Indicators	• California Coastal Commission adoption of Local Coastal Program Updates
Strategy	2. Gateway Specific Plan Update
Key Implementation Task	<ul style="list-style-type: none"> • Assessment of existing Gateway Specific Plan (Completed) • Commission studies as needed (In Progress) • Prepare Draft Update (In Progress) • Planning Commission review • City Council adoption
Lead Responsibility	• Community Development
Other Agencies Involved	• N/A
Staff Resources	• City Manager, City Attorney, Community Development Director, Public Works Director, Deputy Community Development Director, Planning Manager, Senior Planner, Management Analyst, Contract Staff
Financial Resources	• Allocated in the FY 23-24 budget
Timeline	• 2023-2026
Success Indicators	• City Council adoption of Gateway Specific Plan Update

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 5: Economic and Community Development

Strategy	
3. Gateway Specific Plan Implementation	
Key Implementation Task	<ul style="list-style-type: none"> • Oso Creek softening • Oso Creek Trail extension • Galivan Basin activation
Lead Responsibility	• Community Development Department
Other Agencies Involved	• Orange County Flood Control District (OCFCD)
Staff Resources	• Community Development Director, Public Works Director, Deputy Community Development Director, Planning Manager, Senior Planner
Financial Resources	• \$50,000
Timeline	• 2024-2026 (Pending OCFCD review/approval)
Success Indicators	• OCFCD/City agreement on the conceptual improvement plan
Strategy	
4. Comprehensive General Plan Update	
Key Implementation Task	<ul style="list-style-type: none"> • Explore grant opportunities (In Progress) • Consultant RFP/selection (Completed) • Complete baseline assessment (Completed) • Conduct special studies (Completed) • Community engagement (Completed) • Prepare Vision Plan (In Progress) • Prepare General Plan Update/EIR • Planning Commission review • City Council adoption
Lead Responsibility	• Community Development Department
Other Agencies Involved	• OC Sheriffs, OCFA, MNWD, OCPL, CUSD
Staff Resources	• City Manager, City Attorney, Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner, Assistant/Associate Planner/Tech, Management Analyst, Public Works Director, Parks & Recreation Director

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 5: Economic and Community Development

Financial Resources	<ul style="list-style-type: none"> • \$450,000 Funding allocated each year for the next phase in the General Plan Update process
Timeline	<ul style="list-style-type: none"> • 2021-2025 ✓ Community Engagement completed; Vision Plan underway
Success Indicators	<ul style="list-style-type: none"> • City Council adoption of General Plan Update
Strategy	5. General Services Administration (GSA) Federal Building Property Disposal
Key Implementation Task	<ul style="list-style-type: none"> • EIS participation/review (Completed) • GSA Community Design Charrette participation (Completed) • Discussions with prospective bidders, 1st Auction (Completed) • Section 106 consultation participation (Completed) • Monitoring of GSA marketing efforts (In Progress) • Consultation with federal elected/appointed officials (In Progress) • Development Management Team (DMT) review of prospective bidder concept plans
Lead Responsibility	<ul style="list-style-type: none"> • Community Development Department
Other Agencies Involved	<ul style="list-style-type: none"> • GSA, Public Building Reform Board, State Historic Preservation Officer, OC Sheriffs, OCFA, MNWD
Staff Resources	<ul style="list-style-type: none"> • City Manager, Community Development Director, Deputy Community Development Director, Senior Planner, Management Analyst, Public Works Director, Parks & Recreation Director
Financial Resources	<ul style="list-style-type: none"> • None
Timeline	<ul style="list-style-type: none"> • 2018-2024 (Pending successful completion of the GSA property disposal process) ✓ GSA to auction property June 5, 2024
Success Indicators	<ul style="list-style-type: none"> • Consistent participation and advocacy for City interests throughout the GSA property disposal process

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 5: Economic and Community Development

Strategy	6. Trail Master Plan Update
Key Implementation Task	<ul style="list-style-type: none"> • Consultant RFP/selection (Completed) • Update trail inventory (Completed) • Update trail design standards (Completed) • Update improvement priorities (In Progress) • Prepare draft document (In Progress) • Commission review (as needed) • City Council adoption
Lead Responsibility	• Community Development Department
Other Agencies Involved	• OC Parks
Staff Resources	• City Manager, City Attorney, Community Development Director, Deputy Community Development Director, Senior Planner, Management Analyst, Public Works Director, Parks and Recreation Director
Financial Resources	• TBD
Timeline	• 2022-2026
Success Indicators	• City Council adoption of Master Plan Update
Strategy	7. Town Center Area Specific Plan
Key Implementation Task	<ul style="list-style-type: none"> • Consultant RFP/selection • Preparation of specific plan/supplemental EIR (assumes prior General Plan update) • Planning Commission review • City Council adoption
Lead Responsibility	• Community Development Department
Other Agencies Involved	• OC Sheriffs, OCFA, MNWD
Staff Resources	• City Manager, City Attorney, Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner, Management Analyst, Public Works Director
Financial Resources	• \$500,000
Timeline	• 2025-2027
Success Indicators	• City Council adoption of Specific Plan

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 5: Economic and Community Development

Strategy	8. Business Attraction/Retention/Education
Key Implementation Task	<ul style="list-style-type: none"> • Promotional materials • Broker services • Regional Economic Development Working Group participation • SCORE events • Commercial stakeholder meetings • Coordination with the Laguna Niguel Chamber of Commerce • Weekly Economic Development newsletter • Economic Development website
Lead Responsibility	• Community Development Director
Other Agencies Involved	• N/A
Staff Resources	• City Manager, Community Development Director, Deputy Community Development Director, Senior Planner, Assistant/Associate Planner/Tech, Management Analyst
Financial Resources	• TBD
Timeline	• On-going (Annual)
Success Indicators	• Completion of annual programs, maintenance of City informational resources

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 5: Economic and Community Development

Strategy	9. Comprehensive Municipal Code Update
Key Implementation Task	<ul style="list-style-type: none"> • Develop amendment schedule • Conduct special studies (as needed) • Draft code language • Planning Commission review (as needed) • City Council adoption
Lead Responsibility	• City Manager's Office/Community Development Department
Other Agencies Involved	• Varies
Staff Resources	• City Manager, City Attorney, Assistant City Manager, Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner, City Clerk
Financial Resources	• \$30,000 (General Fund)
Timeline	• 2023 – 2025
Success Indicators	• Completion of Comprehensive Update
Strategy	10. Housing Element Implementation
Key Implementation Task	<ul style="list-style-type: none"> • Monitoring and reporting • Iterative code updates • Community outreach & education • Grant related activities
Lead Responsibility	• Community Development Department
Other Agencies Involved	• HCD
Staff Resources	• Community Development Director, Deputy Community Development Director, Senior Planner, Assistant/Associate Planner/Tech, Management Analyst
Financial Resources	• TBD
Timeline	• On-going (Annual)
Success Indicators	• Completion of work program items pursuant to the Housing Element implementation schedule

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 5: Economic and Community Development

Strategy	11. Housing Program: Pre-Approved Construction-Level ADU Plans
Key Implementation Task	<ul style="list-style-type: none"> Plan preparation Post to City website
Lead Responsibility	<ul style="list-style-type: none"> Community Development Department
Other Agencies Involved	<ul style="list-style-type: none"> HCD
Staff Resources	<ul style="list-style-type: none"> Community Development Director, Deputy Community Development Director, Senior Planner
Financial Resources	<ul style="list-style-type: none"> \$75,000
Timeline	<ul style="list-style-type: none"> 2024 – 2025
Success Indicators	<ul style="list-style-type: none"> Completion of ADU Plans
Strategy	12. Housing Program: Low-Income Homeowner ADU & SB-9 Loan Program
Key Implementation Task	<ul style="list-style-type: none"> Explore funding sources/community partners Develop pilot program Advertise pilot program
Lead Responsibility	<ul style="list-style-type: none"> Community Development Department
Other Agencies Involved	<ul style="list-style-type: none"> HCD
Staff Resources	<ul style="list-style-type: none"> Community Development Director, Deputy Community Development Director, Senior Planner
Financial Resources	<ul style="list-style-type: none"> \$10,000
Timeline	<ul style="list-style-type: none"> 2024 – 2025
Success Indicators	<ul style="list-style-type: none"> Complete feasibility determination, implement if feasible

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 5: Economic and Community Development

Strategy	13. Housing Program: Low-Income Homeowner Housing Rehabilitation Loan Program
Key Implementation Task	<ul style="list-style-type: none"> • Explore funding sources/community partners • Develop pilot program • Advertise pilot program
Lead Responsibility	• Community Development Department
Other Agencies Involved	• HCD
Staff Resources	• Community Development Director, Deputy Community Development Director, Senior Planner, Management Analyst
Financial Resources	• \$10,000
Timeline	• 2024 – 2025
Success Indicators	• Complete feasibility determination, implement if feasible
Strategy	14. Housing Program: Affirmatively Furthering Fair Housing Marketing Plan Template
Key Implementation Task	<ul style="list-style-type: none"> • Template preparation • Update housing development standard Conditions of Approval
Lead Responsibility	• Community Development Department
Other Agencies Involved	• HCD
Staff Resources	• Community Development Director, Deputy Community Development Director, Senior Planner
Financial Resources	• \$10,000
Timeline	• 2024 – 2025
Success Indicators	• Complete Marketing Plan Template

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 5: Economic and Community Development

Strategy	15. Code Amendments in Response to New State Legislation
Key Implementation Task	<ul style="list-style-type: none"> • Monitor recently enacted State legislation • Develop amendment schedule • Conduct special studies (as needed) • Draft code language • Planning Commission review (as needed) • City Council adoption of code amendments
Lead Responsibility	• Community Development Department
Other Agencies Involved	• N/A
Staff Resources	• City Manager, City Attorney, Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner
Financial Resources	• TBD
Timeline	• On-going (Annual)
Success Indicators	• City Council approval of related code amendments
Strategy	16. Subdivision Code & Manual Updates
Key Implementation Task	<ul style="list-style-type: none"> • Prepare draft code update & manual • City Council adoption
Lead Responsibility	• Community Development Department/Public Works Department
Other Agencies Involved	• N/A
Staff Resources	• City Attorney, Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner, Principal Civil Engineer
Financial Resources	• \$75,000
Timeline	• 2024 – 2026
Success Indicators	• City Council adoption of Code Update, posting of Manual Update to City website

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 5: Economic and Community Development

Strategy	17. Discretionary Design Guidelines Update
Key Implementation Task	<ul style="list-style-type: none"> • Consultant RFP/selection • Prepare draft text/graphics • Planning Commission review • City Council adoption
Lead Responsibility	• Community Development Department
Other Agencies Involved	• N/A
Staff Resources	• Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner, Assistant/Associate Planner/Tech
Financial Resources	• \$150,000
Timeline	• 2024 – 2026
Success Indicators	• City Council adoption of Code Update
Strategy	18. Sign Code Update
Key Implementation Task	<ul style="list-style-type: none"> • Consultant RFP/selection • Prepare draft text/graphics • Planning Commission review • City Council adoption
Lead Responsibility	• Community Development Department
Other Agencies Involved	• N/A
Staff Resources	• City Attorney, Community Development Director, Deputy Community Development Director, Planning Manager, Senior Planner, Assistant/Associate Planner/Tech
Financial Resources	• \$75,000
Timeline	• 2025 – 2026
Success Indicators	• City Council adoption of Code Update

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 5: Economic and Community Development

Strategy	19. Triennial Local Building Code Update
Key Implementation Task	<ul style="list-style-type: none"> Review of State Building Codes Collaboration with Cal Fire and OCFA on potential local amendments Preparation of the draft code update City Council adoption of the code update
Lead Responsibility	Community Development Department
Other Agencies Involved	Cal Fire, OCFA
Staff Resources	City Attorney, Community Development Director, Deputy Community Development Director, Senior Planner, Building Official
Financial Resources	None
Timeline	2025
Success Indicators	City Council approval of Code Update
Strategy	20. HOA Engagement & Education Program
Key Implementation Task	<ul style="list-style-type: none"> HOA roundtables HOA property managers working groups Quarterly HOA newsletters Web resources
Lead Responsibility	Community Development Department
Other Agencies Involved	TBD
Staff Resources	Community Development Director, Senior Planner, Management Analyst
Financial Resources	TBD
Timeline	On-going (Annual)
Success Indicators	Completion of community engagement & education activities

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 6: Communication and Community Outreach

Strategy	1. Social Media
Key Implementation Task	<ul style="list-style-type: none">• Post consistent, meaningful content across all social media platforms• Conduct page growth advertisements that encourage residents to follow the City's social media platforms• Enhance City's presence on Instagram to further strengthen community engagement• Commit to the best standards for the archival of all social media actions
Lead Responsibility	<ul style="list-style-type: none">• Assistant City Manager
Other Agencies Involved	<ul style="list-style-type: none">• None
Staff Resources	<ul style="list-style-type: none">• Management analyst
Financial Resources	<ul style="list-style-type: none">• No additional funds needed
Timeline	<ul style="list-style-type: none">• In progress/Ongoing✓ As of January 1, 2024, the ranked 3rd out of 20 Orange County Cities with a population under 70,000
Success Indicators	<p>IN PROGRESS</p> <ul style="list-style-type: none">• Reach various benchmarks:<ul style="list-style-type: none">○ Facebook: 12,500 followers○ Instagram: 10,500 followers○ NextDoor: 35,000 members and 360,000 annual impressions○ X (formerly Twitter): 5,000 followers and 300,000 annual impressions○ Gain enough Facebook followers to be in the top 10 in Orange County <p>COMPLETED</p> <ul style="list-style-type: none">• Produced 2023 Communications infographic• Adopted City Council Social Media Policy• Procure PageFreezer software• Facebook: 600,000 annual reach

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 6: Communication and Community Outreach

Strategy	2. Utilize New and Existing Technologies to Expand Extensive Community Outreach
Key Implementation Task	<ul style="list-style-type: none"> • Maintain a social media presence • Improve upon website content and user experience • Improve upon City app usage and direct communications • Hold in-person meetings with stakeholders • Hold virtual meetings with stakeholders • Target age-specific groups • Explore the usage of printed, mailed newsletter • Increase digital/online outreach to community organizations • Continue and grow outreach meetings with HOAs and property owners • Explore additional methods of communication and outreach that have not been used thus far • Designate Department representatives for consolidated communications and community outreach • Utilize video content for outreach efforts • Utilize telephonic and virtual technology to communicate internally and externally • Utilize print materials for residents lacking in use of technology • Implement Chat Bot on the City website • Enhance City's presence on Instagram to further strengthen community engagement
Lead Responsibility	• Assistant City Manager
Other Agencies Involved	• OCSD, OCFA, FAM, South County Outreach, CUSD, Mission Viejo Animal Services, SDGE, SCE, MNWD, SoCalGas, etc.
Staff Resources	• Management Analyst, Community Development Department staff
Financial Resources	• Allocate funding in the FY 2024-2025 budget process for Chat Bot Implementation
Timeline	<ul style="list-style-type: none"> • Ongoing/ In Progress <ul style="list-style-type: none"> ✓ Additional website navigational and organizational updates are conducted on a regular basis ✓ The City actively tags public agencies partnered with the City to promote collaboration and engagement on social media ✓ The City distributes various communication resources curated for specific community members ✓ Utilization of Chief Brief and Mayor's Message to further promote public engagement ✓ The City continues to provide and promote its 'Featured Business Program' to various local businesses ✓ Reengaged in the use of Nixle and further promoted the communication tool ✓ Mobile App utilized for traffic-related and health/safety incident alerts

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 6: Communication and Community Outreach

	<ul style="list-style-type: none">✓ The Community Development Department continues utilizing Constant Contact software to release a reoccurring E-Newsletter, and mass emails to City businesses, HOAs, and property owners✓ The City has established a robust communication system which is utilized to provide the public with the most up-to-date information on community events, projects, initiatives, resources, and local alerts✓ Extensive video content has been created, produced, and distributed monthly via social media platforms
Success Indicators	<p>IN PROGRESS</p> <ul style="list-style-type: none">• Reach all social media benchmarks• Continue stakeholder outreach meetings and meet with HOAs and property owners• Conduct cost-benefit analysis of mailed newsletter• Successfully reach City residents who are difficult to connect with• Continue to maintain the City website to enhance user experience and maintain ADA compliance• Utilize the City's newest newsletter, 'The Laguna Niguel Beacon,' as an additional communication tool to reach residents <p>Completed</p> <ul style="list-style-type: none">• Increased the use of the City's mass email functions and improved user experience• Revamped the City app and increased usage• Developed Communications Plan• Obtained email Marketing software to consistently disseminate important information to all City stakeholders• Created and held internal monthly communications team meetings• Created an online City services portal• Consistently used video content for outreach• Procured necessary telephonic and virtual technology to communicate internally and externally• Increased user engagement and followers on Instagram

LEGEND	
	Ongoing/In Progress
	On Schedule



**City of Laguna Niguel
Strategic Plan
Implementation Action Plan**

Goal # 6: Communication and Community Outreach

Strategy	3. Update City Audio Visual Production Services and Quality
Key Implementation Task	<ul style="list-style-type: none"> • Issue and complete Request for Proposals (RFP)
Lead Responsibility	<ul style="list-style-type: none"> • Assistant City Manager
Other Agencies Involved	<ul style="list-style-type: none"> • None
Staff Resources	<ul style="list-style-type: none"> • Management Analyst
Financial Resources	<ul style="list-style-type: none"> • Allocate Funding in the Fiscal Year 2024-2025 budget process
Timeline	<ul style="list-style-type: none"> • Ongoing
Success Indicators	<ul style="list-style-type: none"> • Obtain approval for Audio Visual vendor's contract • Enhance the City Cox Channel 853 with regular updates • Produce consistent, high-quality videos of City Council meetings and community events
Strategy	4. Enhance Existing Partnerships and Regular Communication with Key Stakeholders
Key Implementation Task	<ul style="list-style-type: none"> • Hold quarterly meetings with regional stakeholders to improve government services • Expand upon media point of contact document
Lead Responsibility	<ul style="list-style-type: none"> • City Manager, Assistant City Manager, Public Works Department
Other Agencies Involved	<ul style="list-style-type: none"> • OCSD, OCFA, CUSD, Mission Viejo Animal Services, SDGE, SCE, MNWD, SoCalGas, etc
Staff Resources	<ul style="list-style-type: none"> • Management Analyst, Public Works Department
Financial Resources	<ul style="list-style-type: none"> • None
Timeline	<ul style="list-style-type: none"> • Ongoing
Success Indicators	<ul style="list-style-type: none"> • Host quarterly meetings with regional stakeholders
Strategy	5. Leverage Data Analysis to Curate Citywide Messaging
Key Implementation Task	<ul style="list-style-type: none"> • Conduct data analysis to establish baseline indicators • Further develop a strategic messaging strategy
Lead Responsibility	<ul style="list-style-type: none"> • Assistant City Manager
Other Agencies Involved	<ul style="list-style-type: none"> • None
Staff Resources	<ul style="list-style-type: none"> • Management Analyst
Financial Resources	<ul style="list-style-type: none"> • None
Timeline	<ul style="list-style-type: none"> • Ongoing
Success Indicators	<ul style="list-style-type: none"> • Fully develop a data-driven citywide messaging strategy

LEGEND	
	Ongoing/In Progress
	On Schedule