Chapter Five
Implementation

The Campus Master Plan will be implemented in stages over the next 15 years (2015–2030). During this time coordination and collaboration between St. Mary’s College and the Town of Moraga will be essential, as well as communication with College donors and stakeholders, the campus and Moraga communities, and public agencies.
“This is a school for students. We have a lot of capacity to act on campus. It’s an inclusive community. I mean, where else can you have breakfast with the provost?”

- Saint Mary’s College Student
Introduction

The Campus Master Plan is the policy and regulatory document governing new projects on the campus. However, the Campus Master Plan does not itself entitle any new construction. The College must submit applications to the Town of Moraga for each individual project. In addition, the College is required to either construct or pay in-lieu for certain off-site improvements that are required to mitigate impacts. This chapter provides an overview of the internal and external project review and approval processes, a summary of the environmental analysis process, and discussion on the methods that will be used for project funding and financing. It also includes a detailed Implementation Action Plan that identifies specific projects and actions that will be taken by the College and Town to implement and maintain the Campus Master Plan.

Specifically, this chapter includes the following sections:

- College Review and Approvals
- Town of Moraga Review and Approvals
- Environmental Analysis
- Project Funding and Financing
- Modifications and Amendments
- Implementation Action Plan
Chapter Five: Implementation

College Review and Approvals

Prior to submitting an application for a specific project, the College will need to go through an internal design and financing process. When a planning or facilities project is in early programming and design stages, it will be presented to the Campus Facilities Planning Committee (CFPC). The CFPC is advisory to the College President and the President’s Cabinet, and will ensure that each project fits into the general context of the Campus Master Plan. When funding is secured and detailed designs are established, the College will submit a formal project application to the Town of Moraga.
The main campus of Saint Mary’s College is located entirely within the city limits of the Town of Moraga. As such, the Town is the public agency responsible for the administration, implementation and enforcement of this Campus Master Plan. Administration of this plan includes subsequent project application reviews, plan amendments and modifications (if necessary), and compliance with the California Environmental Quality Act (CEQA).

The following is a summary of the role of this plan, how future projects will be reviewed and approved by the Town, and how changes or modifications to the plan will be administered. The provisions included in this section are set forth to properly relate the Campus Master Plan with the Moraga Municipal Code. Where provisions of the Campus Master Plan are in conflict with the Moraga Municipal Code, the Campus Master Plan shall take precedence. Where the Campus Master Plan does not contain specific language, the provisions of the Municipal Code shall govern.

**Review of Subsequent Project Applications**

To ensure adequate implementation of the Campus Master Plan, individual projects and physical improvements within the Campus Master Plan Area shall be reviewed and approved by the Town Planning Director. Each individual project shall be reviewed by the Planning Director pursuant to Chapter 8.12, Article 4 (Decisions and Approvals) to ascertain whether the project is consistent with the Campus Master Plan and follows the design guidelines and standards set forth herein.

Approval or denial of project plans rests with the Town Planner or designee. Additional review by the Planning
Chapter Five: Implementation

Commission or City Council is only required if the project is inconsistent with the Campus Master Plan or appealed (see below).

Interpretations and Enforcement

The Town Planning Director or designee shall be responsible for interpreting and enforcing the design guidelines and standards contained in this plan. Any administrative interpretation of the Campus Master Plan shall be submitted for review to the Planning Director or designee. Any such interpretation may, at the discretion of the Planning Director, be referred to the Planning Commission for action.

Interpretations and actions of the Town Planning Director and Planning Commission may be appealed to the Town Council in accordance with provisions set forth in the Town of Moraga Municipal Code. The Town Council has ultimate authority to make final project decisions for the Town of Moraga.

Development Projects Requiring Approval

Any development project that requires exterior renovation to or demolition of an existing structure, construction or erection of a new structure, or placement of a temporary structure, will require approval by the Town Planning Director or designee. Other development activities, such as interior renovations or minor landscaping projects, shall secure all applicable building permits from the Town of Moraga.

Findings for Approval

The Town Planning Director or designee shall grant approval of a project if all of the following findings are made:

- The project is consistent with the Campus Master Plan;
- The site is adequately served by streets, facilities, and improvements, utilities and other services as set forth in the Campus Master Plan; and
- The use will not adversely affect the character and integrity of the campus, and the health, safety and welfare of the
Conditions of Approval
The Town Planning Director may impose such conditions as it reasonably deems necessary to ensure that the project will meet the design guidelines and standards, and the purpose and intent, of this Campus Master Plan and the Town of Moraga General Plan.

Building Permits

Project Review and Approval Process

No building permit shall be issued for any project within the Campus Master Plan Area, or part thereof, until the Town Planning Director or designee has approved the design review. Building permits for plans that do not require design review, such as interior renovations, can be issued.

Appeals
Appeals of decisions related to the Campus Master Plan shall occur in accordance with Title 8, Chapter 8.12 (Decision and Appeals).

Appeals to the decision of the Planning Director shall be made to the Planning Commission. Appeals of the decision of the Planning Commission shall be made to the City Council.

Review and Approval Process
The following graphic illustrates the overall Town of Moraga project review, approval and appeal process.
Chapter Five: Implementation

Environmental Analysis

The Environmental Impact Report (EIR) prepared for the Campus Master Plan serves as the environmental assessment for future campus development. All subsequent development applications for projects included in the Campus Master Plan will be reviewed by the Town Planning Director or designee to determine consistency with both the Plan and the EIR. In particular, the Town will prepare an internal Initial Study that compares the potential impacts of the individual project with those identified in the EIR. The Initial Study would provide the “substantial evidence” for “no further environmental review required.”

Those applications determined to be consistent with the Campus Master Plan and EIR will require no further environmental review. If inconsistent with the Campus Master Plan and/or substantial evidence exists that supports the occurrence of any of the events set forth in CEQA Guidelines Section 15183 (Project Consistency With a Community Plan or Zoning), a determination shall be made as to the appropriate subsequent environmental document.

Ensuring new projects and changes to the campus protect or enhance natural systems is a key focus of the Campus Master Plan.
Saint Mary’s College of California will be responsible for funding all capital projects on the campus (e.g., new buildings, remodeled buildings, infrastructure, site improvement elements, habitat restoration, etc.). Financing of infrastructure and improvements related to traffic mitigation shall be defined at the time of construction planning, and appropriate agreements with regard to cost-sharing will be made at that time between the College, Town of Moraga, Lamorinda Transportation Agency, or other applicable agencies.

Where there may be sharing of municipal or regional infrastructure or connection to existing municipal or regional utilities, the College will pay pro rata fair share for costs of regional improvements required to support campus development. On-site development costs will be privately funded. Specific financing costs and financing plans will be developed at the time that each project within the Campus Master Plan is developed, and as identified in the Implementation Action Plan.

Securing adequate funding and financing for on and off campus projects will be critical as new buildings and amenities are implemented in the coming years.
Certain changes to Campus Master Plan text and figures may be necessary or desired during the life of the document (2015–2030). Any modifications to this document shall occur in accordance with the amendment process described in this section. This includes minor modifications and formal amendments and described below. The determination of whether an amendment or modification is required shall be made by the Town Planning Director.

**Minor Modifications**

Certain modifications to the Campus Master Plan are specifically exempted from the formal amendment process, including public hearings. However, they are subject to review and approval by the Town Planning Director or designee. These consist of minor changes that do not materially affect the overall purpose and intent of the Campus Master Plan. A minor modification may be processed if determined by the Town Planning Director that the change(s) would not:

- Create variations in permitted use types and development standards;
- Be considered a substantial or fundamental change in land use relative to the original approval;
- Have a substantial adverse impact on surrounding properties;
- Alter any findings contained in the Campus Master Plan Environmental Impact Report (EIR);
- Affect the total number of student beds or student enrollment and overall development area as approved by the Campus Master Plan;
- Affect the ability to meet infrastructure and service provisions contained in the Campus Master Plan; and/or
- Significantly affect the overall design and visual quality of the College.
The following are examples of minor modifications that do not require a Campus Master Plan Amendment and are subject to review and approval by the Town Planning Director:

1. The adoption of new or updated information that does not substantially change the Campus Master Plan.
2. Modifications to the Design Guidelines and Standards, such as revisions to design treatments or changes to specific plant materials, if it is determined that such changes achieve the design intent.
3. Final utility sizing and precise location of water, sewer and storm drainage improvements when directed by the Town Engineer and when these modifications do not impact the level of service provided or affect development utility.
4. Minor adjustments to land use boundaries and street alignments where the general land use pattern is maintained.
5. Specific modifications of a similar nature to those listed above, that are deemed minor by the Town Planning Director, that are in keeping with the intent of the Campus Master Plan and in conformance with the Town of Moraga General Plan.
6. Minor modification applications must include findings that demonstrate consistency with the Campus Master Plan goals and objectives.

**Formal Amendments**

All Campus Master Plan changes that do not meet the criteria of a minor modification shall be deemed to require a formal amendment to the approved Campus Master Plan. The Town of Moraga Planning Commission and Town Council shall review all formal amendments for approval. All formal amendments to the Campus Master Plan shall satisfy the following criteria:

1. Demonstrate that the proposed amendment meets the vision and goal of the Campus Master Plan and Town of Moraga General Plan;
2. Ensure that any impacts from the amendment can be satisfactorily mitigated;
3. Provide a strikeout/underline copy of the Campus Master Plan text when changes are proposed, and update any exhibits affected by the proposed amendment; and
4. Update any Campus Master Plan technical studies and/or provide additional environmental studies deemed necessary by the Town Planning Director and/or Planning Commission.
Chapter Five: Implementation

Implementation Action Plan

The following Implementation Action Plan (Tables 6.1 through 6.4) lists the specific actions that need to be taken by Saint Mary’s College, the Town of Moraga and other public agencies in order to fully implement the Campus Vision and Phase 1 and 2 projects. The Implementation Action Plan summarizes each action by the following topical areas:

- **Town and College Coordination and Regulatory Actions:** Actions and processes that will improve coordination and ensure consistency within the decision making process and between various regulatory documents.

- **College Programmatic and Procedural Actions:** Actions that will be taken by the College to implement the Campus Master Plan, which are not physical projects.

- **On Campus Capital Improvements Actions:** Physical improvement projects on the campus that will be undertaken by the College.

- **Off Campus Capital Improvements:** Physical improvement projects and programs within the Town of Moraga or other neighboring jurisdictions necessary to mitigate campus improvements.

Each specific action includes a timeframe, primary responsibilities and approximate costs. It should be noted that phasing and cost estimates are based on current 2015 costs, funding sources and logistics. The Implementation Action Plan will be used by the College and Town of Moraga throughout the life of the Campus Master Plan, and as such should be periodically reviewed and updated to reflect conditions as they change over time.
<table>
<thead>
<tr>
<th>Specific Actions</th>
<th>Responsibility</th>
<th>Timeframe</th>
<th>Cost and Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action A.1: Town Resident Use of College Facilities and Open Space</td>
<td>College President Town Council</td>
<td>2015</td>
<td>Minimal</td>
</tr>
<tr>
<td>The Town and College will enter into a Memorandum of Understanding (MOU) that will governs public access to athletic fields and facilities, open space areas, and other locations on Saint Mary's College of California property. The MOU shall take into account:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Safety issues associated with public access to College property</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Liability issues associated with public access to College property</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Reductions in required park mitigation fees, as appropriate, if those facilities or services are being provide on College property</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action A.2: Town/Gown Subcommittee Meetings</td>
<td>College President Town Council</td>
<td>Ongoing</td>
<td>Minimal</td>
</tr>
<tr>
<td>The Town/Gown Subcommittee of the Town Council will meet on a regular basis to discuss pending College projects, implementation of the Campus Master Plan, off campus issues or concerns, and ways to improve coordination and collaboration between the College and Town of Moraga.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional actions to be determined based on discussions with the Town of Moraga</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5.1 Town and College Coordination and Regulatory Actions

TO BE EXPANDED – This table will include actions the College will do to implement the Campus Master Plan that are not physical projects (e.g., sustainability programs, TDM, etc.)
### Table 5.1 Town and College Coordination and Regulatory Actions

<table>
<thead>
<tr>
<th>Specific Actions</th>
<th>Responsibility</th>
<th>Timeframe</th>
<th>Cost and Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>TO BE EXPANDED – This table will discussing timing of specific projects, improvements and infrastructure based on Technical Study analysis and EIR.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. TO BE EXPANDED – This table will include specific mitigations and actions from the EIR.