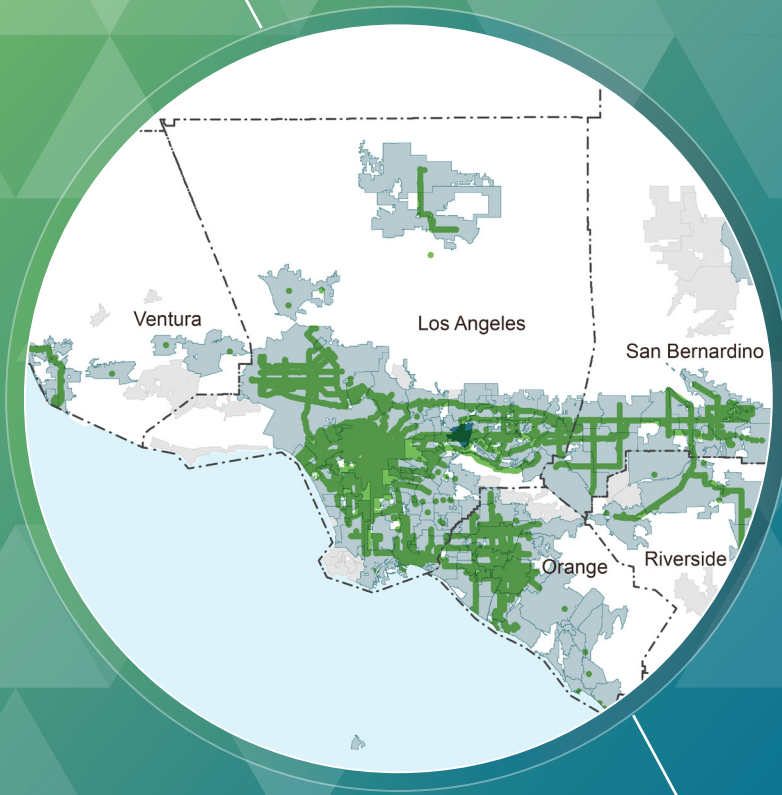


Part 6

Implementation Plan

Policies, programs, initiatives, and partnerships will be key to the success of the plan. A customized financial strategy is included that targets funding streams to specific priority projects outlined in the Vision Plan. In addition, the Vision Plan's full buildout is c



Phasing and Financial Strategy

Metrics



Overview

PHASING AND FINANCIAL STRATEGY

Phasing and Financial Strategy

Priority projects have been organized by Major Development Area (MDA). Projects that fall within multiple MDAs are summarized following the MDA profiles.

Phasing Strategy

The Implementation Plan generally identifies the order by which priority projects, grouped by MDA, can be approached between 2018 and 2048.

Cost Estimates

All order of magnitude cost estimates are conceptual and assume no modifications to utilities or escalation beyond 2018. Costs of Amenity Zones and other private property improvements have not been estimated.

Major street reconstruction cost estimates used an average per-mile cost of similar precedents. Other cost estimates used average unit costs for project elements in similar precedent projects.

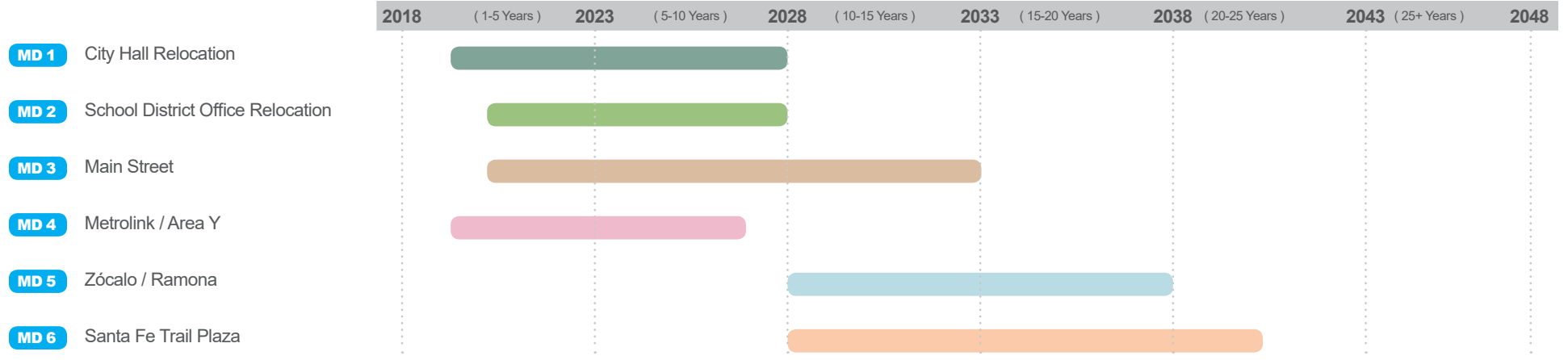
Metrics

The Implementation Plan uses the SCAG 2016 RTP/SCS to establish baseline conditions and evaluates the impact of the Pilot Project Buildout through a series of metrics.



Prioritization of Major Development Areas and Associated Priority Projects

PHASING AND FINANCIAL STRATEGY



Priority El Monte Funding Sources

Based on the list of priority projects identified in the Vision Plan, this section identifies priority funding sources and value capture mechanisms, customized for the City of El Monte's HQTAs. The priority funding list is drawn from a larger master list of funding sources, which is included in the HQTAs toolkit. The master list contains additional information about each of the sources, including an overview of the funding source, eligibility criteria, description of the application process, and key considerations.

For the Vision Plan and its implementation strategy, the priority funding sources list, shown below, has been crafted to prioritize the resources that would be most applicable to projects identified within the Vision Plan based on ease of access to the funding resources, level of potential competition for the resources, and restrictive covenants associated with the resources.

Major Development Projects Funding Sources

- ER** Public-Private Partnership/ Joint Development
- ER** CDBG – Community Development
- ER** New Market Tax Credits
- AF** Low-Income Housing Tax Credits
- AF** Affordable Housing and Sustainable Communities (AHSC)

Bicycle and Pedestrian Funding Sources

- BP** Active Transportation Program (ATP)
- BP** Local Returns Program (LA County)
- BP** Measure M ATP
- BP** Transportation Development Act (Article 3)

Urban Greening & Environmental Funding Sources

- UG** Urban and Community Forestry Program
- UG** Urban Greening Grant Program
- UG** Rails to Trails Program
- UG** AHSC

Parking and Transit Funding Sources

- PT** Prop C – Transit Centers, Park-n-Ride
- PT** Local Transit Funds SB-325
- PT** Cap & Trade – Transit and Rail Capital Program
- PT** Cap & Trade – Low Carbon Transit Operations Program
- PT** Buses and Bus Facilities Grant Program

PHASING AND FINANCIAL STRATEGY

Funding sources have also been presented by implementation phase. It may be helpful to strategically pursue funding for multiple projects at once by implementation phase. There are also a number of value capture sources that could be used on a district-wide basis to support multiple projects within each phase or across implementation phases.

It should be noted that the funding sources presented here represent those resources the City could potentially utilize to support implementation. However, the City should carefully consider its ability to mobilize these funds based on its existing capital plans, citywide budget, and other existing funding commitments.

District-wide Value Capture Mechanisms

- VC** TIF/ EIFD
- VC** Parking Fees/ Congestion Pricing
- VC** Community Facilities/ Special Assessment District
- VC** Community Revitalization and Investment Authorities
- VC** Developer Impact Fee
- VC** Bond/Debt Financing

MD 1 City Hall Relocation MDA Priority Projects

PHASING AND FINANCIAL STRATEGY

City Hall’s administrative offices will be moved to a new civic center near the intersection of Santa Anita Avenue and Main Street to replace land currently underutilized by the El Monte School District. This will free up a substantial portion of land for redevelopment and will create a unified civic center and plaza much closer to the area’s transit stops.



Priority Projects within MD 1	General Timeline	Stakeholders	Cost Estimate*	Cost Estimate Assumptions	Potential Funding Sources
<p>B 2 Rio Hondo Path Bicycle Access Point As part of the Grapevine development west of the HQT, a new access point to the Rio Hondo Trail will benefit visitors to the new City Hall.</p>	<p>Start: 2020 → End: 2028</p>	<ul style="list-style-type: none"> Private Developer 	<p><i>More detailed design documentation is required to provide accurate cost estimates</i></p>	<p>N/A</p>	<ul style="list-style-type: none"> ER Public-Private Partnership/ Joint Development AF Affordable Housing and Sustainable Communities (AHSC)
<p>PG 3.1 Infill Public Park 1 A new public park fronting the new City Hall Building along Main Street will add much needed public space to the downtown area and outdoor dining space for nearby restaurants.</p>	<p>Start: 2020 → End: 2028</p>	<ul style="list-style-type: none"> City of El Monte 			<ul style="list-style-type: none"> UG Urban and Community Forestry Program UG Urban Greening Grant Program
<p>Other Associated Projects (see pages 76 and 77 for more detail)</p> <ul style="list-style-type: none"> C 1 Santa Anita Avenue Corridor Improvements C 2 Ramona Boulevard Corridor Improvements C 4 Main Street Corridor Improvements PG 2 Las Flores Street Pedestrian Shared Street Extension PT 2 Arterial Bus Rapid Transit 					

* All rough order of magnitude cost estimates are conceptual and assume no modifications to utilities or cost escalation beyond 2018. The cost of Amenity Zones and other private property improvements have not been included.

MD 2 School District Office Relocation MDA Priority Projects

PHASING AND FINANCIAL STRATEGY

The El Monte City School District's administrative offices will be moved to new office space at Santa Anita Avenue and Main Street near the new City Hall. This allows for residential development at the current school district sites to form a more consistent gradient of land uses from the downtown core to the surrounding residential neighborhoods.



Associated Projects (see pages 76 and 77 for more detail)

- C 2** Ramona Boulevard Corridor Improvements
- C 4** Main Street Corridor Improvements
- PG 2** Las Flores Street Pedestrian Shared Street Extension
- PT 2** Arterial Bus Rapid Transit

* All rough order of magnitude cost estimates are conceptual and assume no modifications to utilities or cost escalation beyond 2018. The cost of Amenity Zones and other private property improvements have not been included.

MD 3 Main Street MDA Priority Projects

PHASING AND FINANCIAL STRATEGY

Properties along Main Street will generally be preserved and adaptively reused over time. With the goal of maintaining the classic small downtown main street character, facades will remain unchanged in the short term while streetscape restructuring will be undertaken in the meantime.



Priority Projects within MD 3	General Timeline	Stakeholders	Cost Estimate*	Cost Estimate Assumptions	Potential Funding Sources
PT 1.3 Shared Parking Structure 3 New shared parking structures will replace surface parking and increase the amount of developable land along major corridors like Valley Boulevard.	Start: 2023 → End: 2033	• City of El Monte	\$28.35M - \$37.8M	945 parking stalls at \$30,000 - \$40,000 per stall	PT Prop C – Transit Centers, Park-n-Ride VC Parking Fees/ Congestion Pricing
PT 1.4 Shared Parking Structure 4 New shared parking structures will replace surface parking and increase the amount of developable land along major corridors like Valley Boulevard.	Start: 2023 → End: 2033	• City of El Monte	\$10.14M - \$13.52M	338 parking stalls at \$30,000 - \$40,000 per stall	
Other Associated Projects (see pages 76 and 77 for more detail)					
<ul style="list-style-type: none"> C 3 Valley Boulevard Corridor Improvements C 4 Main Street Corridor Improvements C 5 Tyler Avenue Corridor Improvements B 1 Protected Bicycle Intersection 					

* All rough order of magnitude cost estimates are conceptual and assume no modifications to utilities or cost escalation beyond 2018. The cost of Amenity Zones and other private property improvements have not been included.

MD 4 Metrolink / Area Y MDA Priority Projects

PHASING AND FINANCIAL STRATEGY

As of September 2018, a request for proposals (RFP) for design concepts is still open for “Area Y” which is roughly bounded by El Monte Avenue to the east, the Santa Fe Trail Plaza to the west, Valley Boulevard to the south, and the rail tracks to the north. In addition to Area Y, the Metrolink / Area Y Major Development Area includes the remaining parcels east of Area Y between Valley Boulevard and the rail tracks, in addition to the first block north of the tracks.



Priority Projects within MD 4	General Timeline	Stakeholders	Cost Estimate*	Cost Estimate Assumptions	Potential Funding Sources
PG 1 El Monte and Monterey Street Paseos Extensions of El Monte Avenue and Monterey Avenue will increase pedestrian circulation in the area to and from the Metrolink Station.	Start: 2020 → End: 2026	• City of El Monte	<i>More detailed design documentation is required to provide accurate cost estimates</i>	N/A	BP Active Transportation Program (ATP) BP Local Returns Program (LA County) BP Measure M ATP ER Public-Private Partnership/ Joint Development AF Affordable Housing and Sustainable Communities (AHSC)
PG 4 Transit Plaza An enhanced transit plaza at the Metrolink Station will provide bicycle storage and repair facilities, plaza space, and an improved shelter.	Start: 2020 → End: 2026	• City of El Monte			
PT 1.1 Shared Parking Structure 1 New shared parking structures will replace surface parking and increase the amount of developable land along major corridors like Valley Boulevard.	Start: 2020 → End: 2026	• City of El Monte	\$12.3M - \$16.4M	410 parking stalls at \$30,000 - \$40,000 per stall	
PT 1.2 Shared Parking Structure 2 New shared parking structures will replace surface parking and increase the amount of developable land along major corridors like Valley Boulevard.	Start: 2020 → End: 2026	• City of El Monte	\$16.62M - \$22.16M	554 parking stalls at \$30,000 - \$40,000 per stall	
Other Associated Projects (see pages 76 and 77 for more detail)					
C 3 Valley Boulevard Corridor Improvements, C 5 Tyler Avenue Corridor Improvements, B 1 Protected Bicycle Intersection					

* All rough order of magnitude cost estimates are conceptual and assume no modifications to utilities or cost escalation beyond 2018. The cost of Amenity Zones and other private property improvements have not been included.

MD 5 Zoćalo / Ramona MDA Priority Projects

PHASING AND FINANCIAL STRATEGY

The Zoćalo / Ramona Major Development Area is largely characterized by programming the area as an arts hub.



Priority Projects within MD 5	General Timeline	Stakeholders	Cost Estimate*	Cost Estimate Assumptions	Potential Funding Sources
<p>PG 3.2 Infill Public Park 2 A new public park fronting the new City Hall Building along Main Street will add much needed public space to the downtown area and outdoor dining space for nearby restaurants.</p>	<p>Start End 2028 → 2038</p>	<ul style="list-style-type: none"> • City of El Monte 	<p><i>More detailed design documentation is required to provide accurate cost estimates</i></p>	<p>N/A</p>	<ul style="list-style-type: none"> UG Urban and Community Forestry Program UG Urban Greening Grant Program
Other Associated Projects (see pages 76 and 77 for more detail)					
<ul style="list-style-type: none"> C 2 Ramona Boulevard Corridor Improvements C 5 Tyler Avenue Corridor Improvements PG 2 Las Flores Street Pedestrian Shared Street Extension PT 2 Arterial Bus Rapid Transit 					

* All rough order of magnitude cost estimates are conceptual and assume no modifications to utilities or cost escalation beyond 2018. The cost of Amenity Zones and other private property improvements have not been included.

MD 6 Santa Fe Trail Plaza MDA Priority Projects

The parking lot serving the Santa Fe Trail Plaza is underutilized. Incremental infill development along with necessary parking structures should replace the parking lot, especially along the perimeter fronting Valley Boulevard and Monterey Avenue.

PHASING AND FINANCIAL STRATEGY



Associated Projects (see pages 76 and 77 for more detail)

C 3 Valley Boulevard Corridor Improvements

* All rough order of magnitude cost estimates are conceptual and assume no modifications to utilities or cost escalation beyond 2018. The cost of Amenity Zones and other private property improvements have not been included.

Priority Projects in Multiple Major Development Areas

PHASING AND FINANCIAL STRATEGY

Priority Projects	General Timeline	Stakeholders	Cost Estimate*	Cost Estimate Assumptions	Potential Funding Sources
C 1 Santa Anita Avenue Corridor Improvements Community Amenity Zone, Lane Width Reduction, Monument Wayfinding Signage, Pedestrian Push Button, Scramble Crosswalk, Greenway / Street Trees / Bioswale	Start 2025 → End 2035	• City of El Monte	\$5.5M - \$7.5M	Major street reconstruction from Brockway St to Valley Blvd	BP Active Transportation Program (ATP) BP Local Returns Program (LA County) BP Measure MATP UG Urban and Community Forestry Program UG Urban Greening Grant Program VC TIF/ EIFD VC Community Facilities/ Special Assessment District
C 2 Ramona Boulevard Corridor Improvements Lane Width Reduction, Bicycle Lanes, Scramble Crosswalk, Curb Extensions, Greenway / Street Trees / Bioswale	Start 2020 → End 2030	• City of El Monte	\$6.6M - \$9.0M	Major street reconstruction from Santa Anita Ave to Valley Blvd	
C 3 Valley Boulevard Corridor Improvements Community Amenity Zone, Lane Width Reduction, Pedestrian Push Button, Bicycle Lanes, Curb Extensions, Greenway / Street Trees / Bioswale	Start 2020 → End 2030	• City of El Monte	\$0.76M - \$1.38M	Moderate interventions from Santa Anita Ave to Wiggins Ave	
C 4 Main Street Corridor Improvements Pedestrian Push Button, Unique Intersection Pavers, String Lights	Start 2023 → End 2033	• City of El Monte	\$6.16M - \$8.40M	Major street reconstruction from Santa Anita Ave to Tyler Ave	
C 5 Tyler Avenue Corridor Improvements Community Amenity Zone, Lane Width Reduction, Bicycle Lanes, Curb Extensions, Protected Bicycle Intersection, Greenway / Street Trees / Bioswale	Start 2025 → End 2035	• City of El Monte	\$540,000 - \$796,000	Moderate interventions from Brockway St to Valley Blvd	
B 1 Protected Bicycle Intersection A new protected intersection at Valley Boulevard and Tyler Avenue will provide safer bicycle connections and transfer point in the HQT.	Start 2025 → End 2035	• City of El Monte	Cost of project included in cost estimation for Project C 3		BP Measure MATP BP Transportation Development Act (Article 3)

Priority Projects in Multiple Major Development Areas (cont.)

PHASING AND FINANCIAL STRATEGY

Priority Projects	General Timeline	Stakeholders	Cost Estimate*	Cost Estimate Assumptions	Potential Funding Sources
<p>PG 2 Las Flores Street Pedestrian Shared Street Extension</p> <p>Las Flores Street will be extended eastward to Granada Avenue, which will add more connections to the new City Hall and will provide a new public park adjacent to it.</p>	<p>Start End</p> <p>2026 → 2036</p>	<ul style="list-style-type: none"> • City of El Monte • Private Developer(s) 	<p><i>More detailed design documentation is required to provide accurate cost estimates</i></p>	N/A	<ul style="list-style-type: none"> BP Active Transportation Program (ATP) BP Local Returns Program (LA County) BP Measure MATP UG Urban and Community Forestry Program UG Urban Greening Grant Program VC TIF/ EIFD VC Community Facilities/ Special Assessment District
<p>PT 2 Arterial Bus Rapid Transit</p> <p>Enhanced bus shelters and signage denoting bus rapid transit accommodation on Ramona Boulevard.</p>	<p>Start End</p> <p>2020 → 2025</p>	<ul style="list-style-type: none"> • City of El Monte • Metro • Foothill Transit 			<ul style="list-style-type: none"> PT Cap & Trade – Low Carbon Transit Operations Program PT Buses and Bus Facilities Grant Program

* All rough order of magnitude cost estimates are conceptual and assume no modifications to utilities or cost escalation beyond 2018. The cost of Amenity Zones and other private property improvements have not been included.

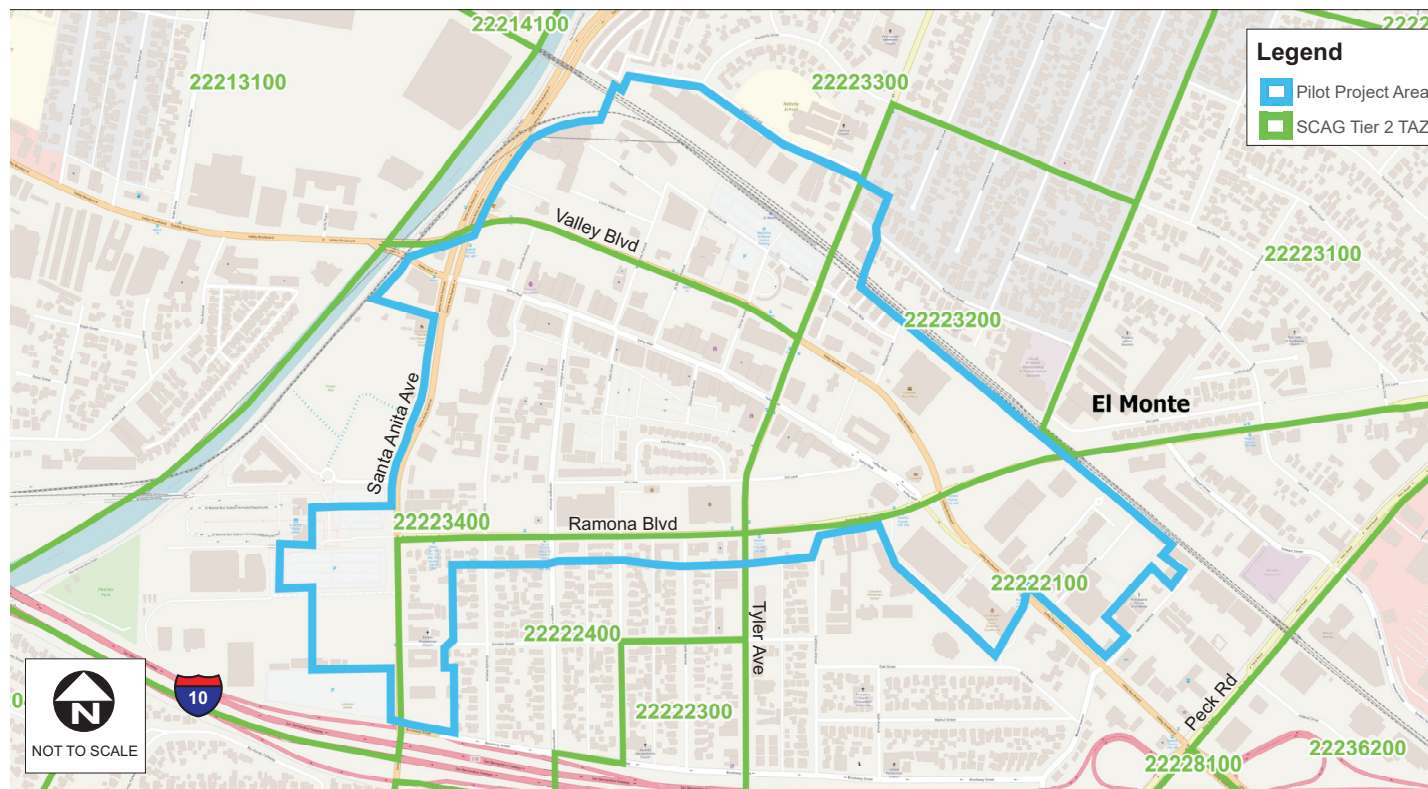
Metrics Overview

METRICS

The El Monte HQT Pilot Project Vision Plan is made up of four districts: Transit Core, Main Street, Zocalo Village, and Ramona Corridor. The districts consist of or overlap with five SCAG Model TAZ's (Tier 2 level). The current 2040 SCAG Model scenario Socio-economic data (SED) is considered as the "No Build" (i.e., business as usual) condition for the purposes of evaluating the effectiveness of the HQT Vision Plan on transportation metrics. The HQT Vision Plan land use was converted to SED (households, population, employment) for use in the model, using industry standard factors. Residential dwelling units were used to calculate the estimated population, and office and retail square footage was used to calculate employment. The Vision Plan SED was then proportionally added to the appropriate TAZ's based on the district, thus creating a 2040 With Vision Plan scenario, considered the "Build" scenario.

In total, the El Monte HQT Pilot Project Area is anticipated to add approximately 4,410 residential dwelling units, approximately 2,460 office-type jobs, and approximately 890 retail-type jobs.

SCAG 2016 Tier 2 TAZ Boundaries



Source: Iteris, SCAG 2016-2040 Regional Transportation Plan/ Sustainable Communities Strategy (2016 RTP/SCS)

El Monte Vision Plan

Vision Plan Outcomes

As described, with the increased density resulting from buildout of the Vision Plans in the El Monte HQT Pilot Project Area, several long-range transportation benefits enumerated in the 2016 RTP/SCS have the potential to be achieved.

A comparison of the 2040 "Build" versus "No Build" model results show the following anticipated projections for the HQT with full buildout of the Vision Plan:



in non-freeway vehicular delay (per capita)



in transit mode share (as a percentage of total travel trips)







in vehicular miles traveled (VMT) (per capita)



in vehicular hours traveled (VHT) (per capita)

SCAG Model Output Data

Socio Economic Data (input)

	 Households	 Population	 Retail Employment	 Non-Retail Employment
2016	1,670	6,590	308	5,001
2040 (No Build)	1,857	7,290	325	5,362
2040 (Vision Plan)	6,267	19,638	1,214	7,828

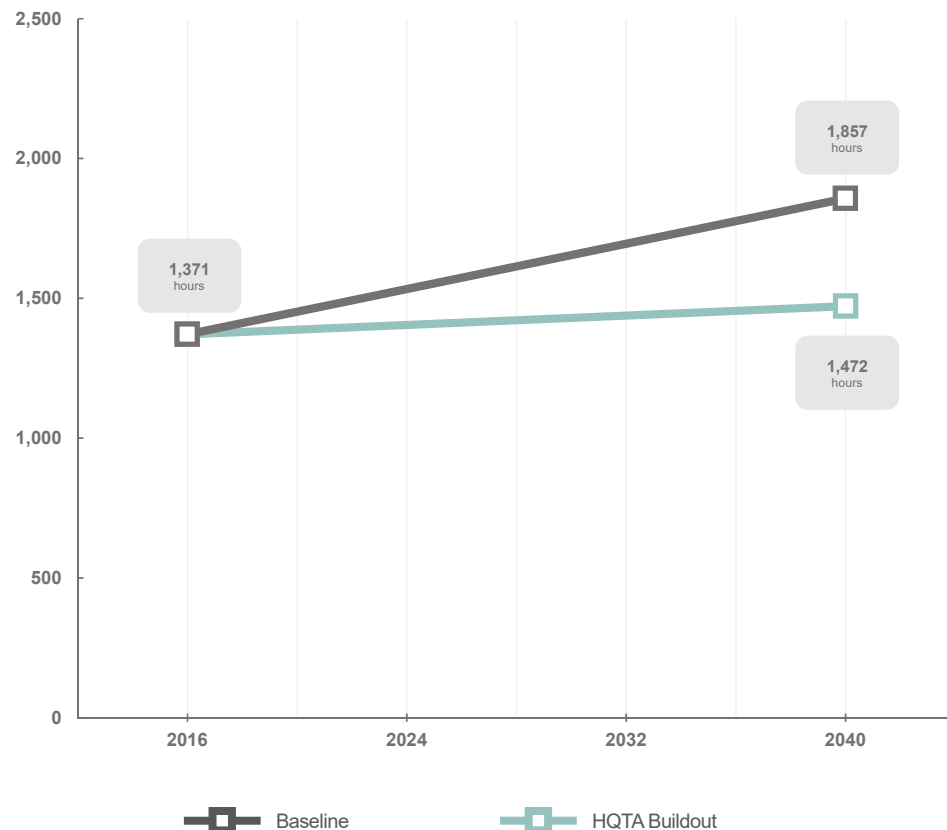
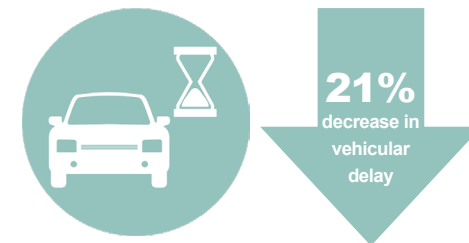
Additional Factors which may Affect Outcomes

The estimates provided in the Implementation Plan are estimates, and actual numbers may increase or decrease due to a variety of factors. Additional investments in transit infrastructure, for instance, may increase public transit usage and decrease vehicular miles traveled.

METRICS

Non-freeway Vehicular Delay

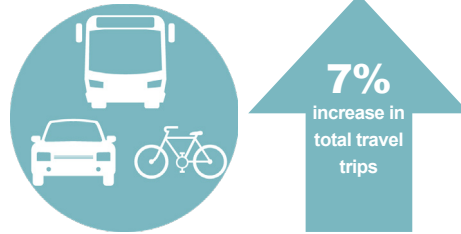
Non-freeway vehicular delay is measured in total hours, limited to the Pilot Project Area. The El Monte Pilot Project Area can potentially achieve a 21% decrease in non-freeway vehicular delay in hours total, and a 71% decrease in non-freeway vehicular delay per capita by the year 2040 compared to baseline delay projections.



SCAG Model Output Data

Transit Mode Share

Transit usage estimates are limited to the Pilot Project Area boundary. The El Monte Pilot Project Area can potentially achieve a 7% increase in the proportion of travel trips by public transit to other modes by the year 2040 compared to baseline transit usage projections.

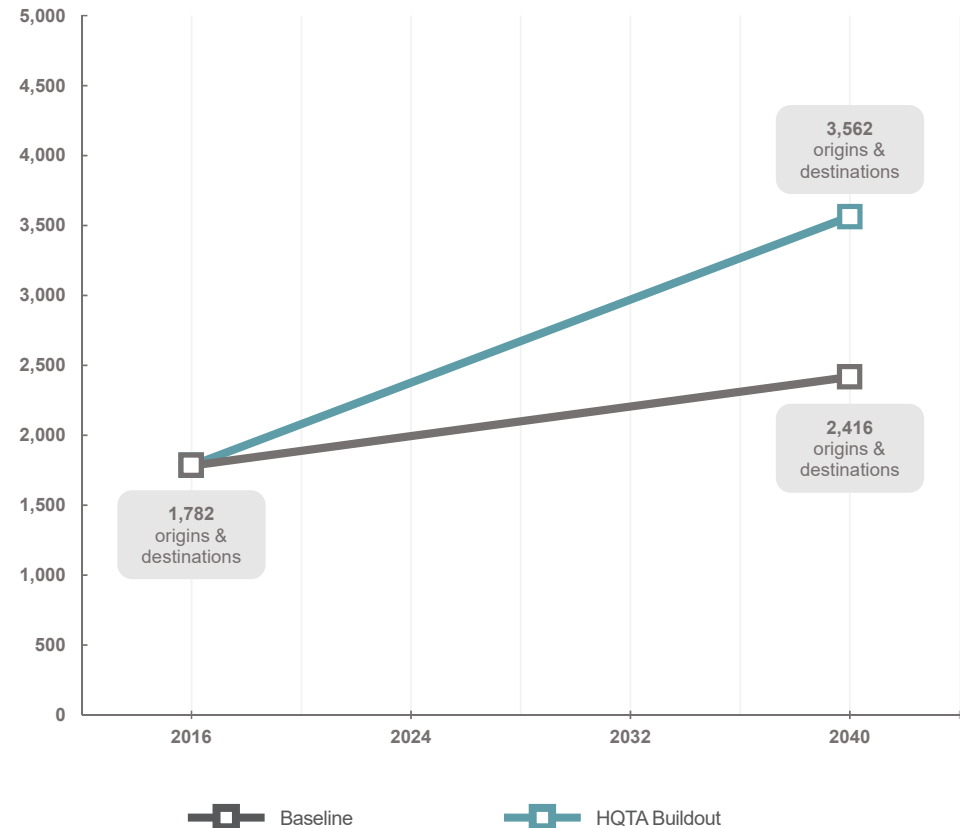
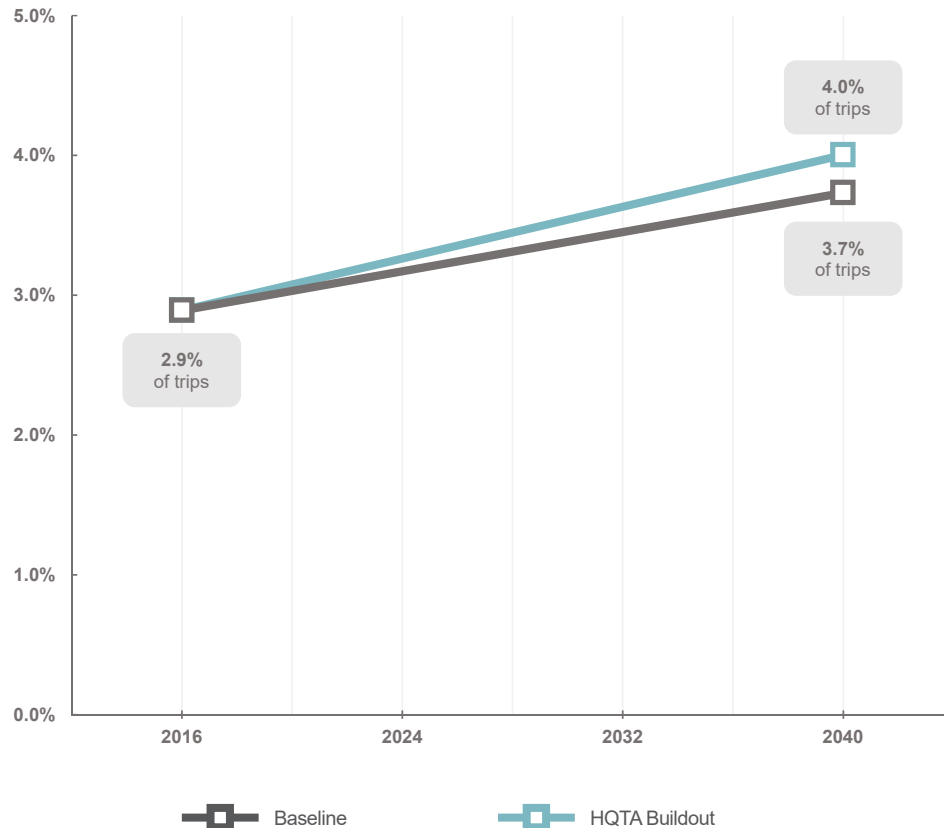


Public Transit Usage

Transit usage estimates are limited to the Pilot Project Area boundary. The El Monte Pilot Project Area can potentially achieve a 47% increase in public transit origins and destinations by the year 2040 compared to baseline transit usage projections.



METRICS

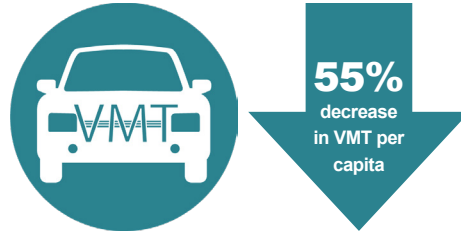


SCAG Model Output Data

METRICS

Vehicular Miles Traveled (VMT)

VMT is measured in miles per capita. The El Monte Pilot Project Area can potentially achieve a 55% decrease in vehicle miles traveled per capita by the year 2040 compared to baseline VMT projections.



Vehicular Hours Traveled (VHT)

VHT is measured in miles per capita. The El Monte Pilot Project Area can potentially achieve a 42% decrease in vehicle hours traveled per capita by the year 2040 compared to baseline VHT projections.

