

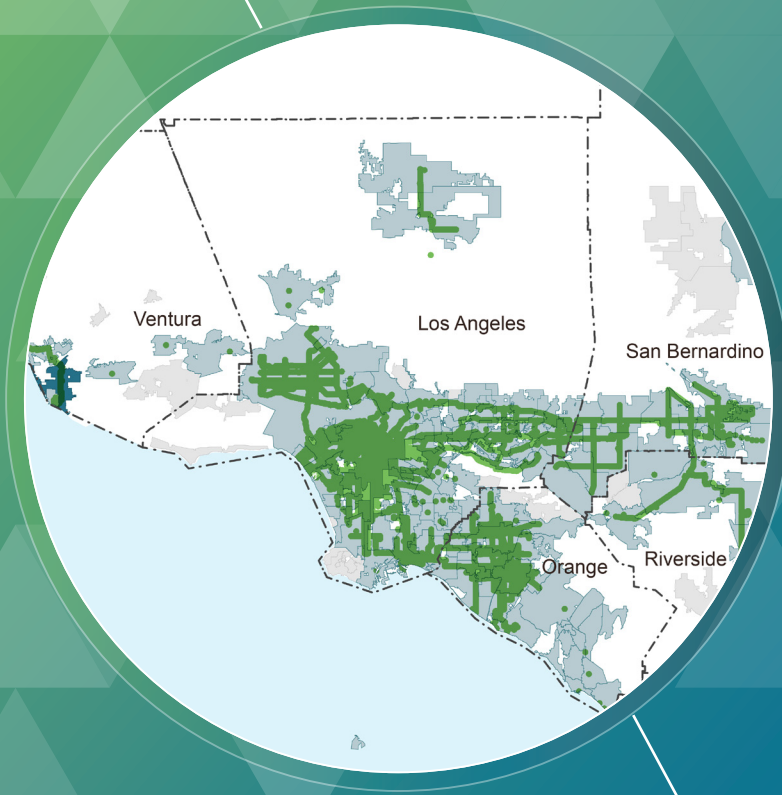
# Part 6

## Implementation Plan

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

### 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.



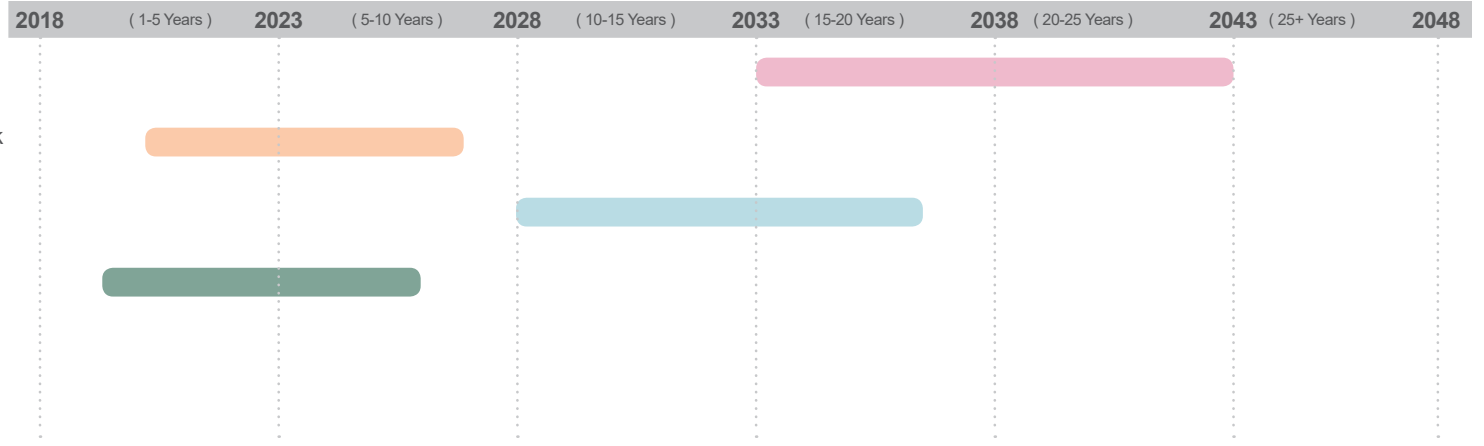


# Prioritization of Major Development Areas and Associated Priority Projects

# PHASING AND FINANCIAL STRATEGY

## Major Development Areas

- MD 1** Oxnard Transit Center Block
- MD 2** Carnegie Museum / Plaza Park Block
- MD 3** Royal Palms Mobile Home Park
- MD 4** Infill along Oxnard Boulevard



## Priority Oxnard 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 Oxnard'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
- AF** Low-Income Housing Tax Credits
- AF** Affordable Housing and Sustainable Communities (AHSC)

### Bicycle and Pedestrian Funding Sources

- BP** Active Transportation Program (ATP)
- BP** Surface Transportation Block Grant
- BP** Congestion Mitigation and Air Quality Improvement Program (CMAQ)

### Urban Greening & Environmental Funding Sources

- UG** Urban and Community Forestry Program
- UG** Urban Greening Grant Program
- UG** Infill Infrastructure Grant Program (IIG)

### Parking and Transit Funding Sources

- PT** SB-325 State Transit Assistance
- PT** SB-862 – Low Carbon Transit Operations Program
- PT** Infrastructure State Revolving Fund
- 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 Oxnard Transit Center Block Redevelopment MDA Priority Projects**

**PHASING AND FINANCIAL STRATEGY**

The transit offices will be rehoused in a more centralized mixed-use building that fronts a new public plaza. New streets will divide the large block to make space for a public park and plaza, street-facing retail, and mixed-use buildings. Much of this land is owned by the City and could become revenue-generating joint development projects that could add to general operating funds.



Priority Projects within MD 1	General Timeline	Stakeholders	Cost Estimate*	Cost Estimate Assumptions	Potential Funding Sources
<b>B 1 Bike Hub</b> A bike hub with storage, repair, and showering facilities is proposed near the Transit Center.	Start: 2033 → End: 2043	- City of Oxnard	\$13.10M - \$19.65M	Precedent: Bikestation in Washington D.C.(2010)	BP Active Transportation Program (ATP) BP Surface Transportation Block Grant PT Infrastructure State Revolving Fund VC TIF/ EIFD
<b>PG 1 Transit Plaza</b> Landscaping, seating, lighting, and other park amenities.	Start: 2033 → End: 2043	- City of Oxnard	<i>More detailed design documentation is required to provide accurate cost estimates</i>	N/A	PT SB-325 State Transit Assistance PT Infrastructure State Revolving Fund VC TIF/ EIFD VC Parking Fees/ Congestion Pricing
<b>PG 8 3rd Street Bridge Vertical Transportation and Bridge Sidewalk Improvements</b> New sidewalk along the south side of the 3rd Street Bridge connecting to a new pedestrian staircase and elevator.	Start: 2033 → End: 2043	- City of Oxnard			
<b>PT 1 Reconfigured Bus Bays</b> Curb extensions, new sidewalks, and arterial bus bays along Oxnard Boulevard, 4th Street, and Meta Street.	Start: 2033 → End: 2043	- City of Oxnard - VCTC - Gold Coast Transit	\$1.86M - \$2.726M	Precedent: UC Riverside Mobility Hub (2018)	PT SB-325 State Transit Assistance PT Infrastructure State Revolving Fund VC TIF/ EIFD VC Parking Fees/ Congestion Pricing
<b>PT 4 New Public Parking Structures</b> Four new public parking structures around the Oxnard Transit Center.	Start: 2033 → End: 2043	- City of Oxnard - Private Developers	\$24.81M - \$33.08M	827 stalls in 4 structures at \$30,000 - \$40,000 per stall	
<b>Other Associated Projects</b> (see pages 87 and 88 for more detail)					
C 1 3rd Street Corridor Improvements, C 2 4th Street Corridor Improvements, C 3 5th Street Corridor Improvements, C 4 Oxnard Boulevard Corridor Improvements, B 2 Rail Path Bicycle Trail, PG 6 Rail Bicycle Path Greening, PT 2 Transit Priority Corridors, PT 3 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 Carnegie Museum / Plaza Park Block Redevelopment MDA**

PHASING AND FINANCIAL STRATEGY

**Priority Projects**

The block bounded by Plaza Park and 4th Street will be substantially redeveloped to take advantage of prime land fronting the new festival B Street and an expanded Plaza Park. The Carnegie Art Museum will be preserved and a new museum could be located across from the Art Museum and Plaza Park, creating a cultural hub for downtown Oxnard.



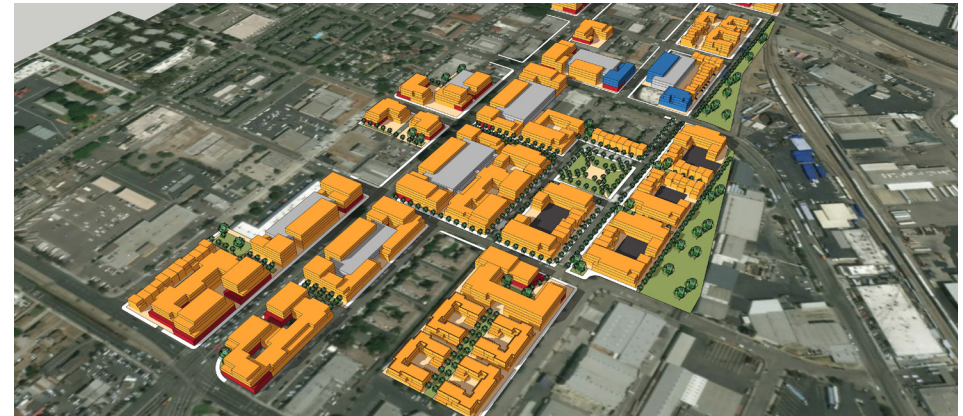
Priority Projects within <b>MD 2</b>	General Timeline	Stakeholders	Cost Estimate*	Cost Estimate Assumptions	Potential Funding Sources
<p><b>B 3 B Street Bicycle Track</b> B Street will be redesigned to accommodate a center cycle track to provide cyclists with a safe, shaded path in the heart of downtown.</p>	<p>Start: 2020 → End: 2026</p>	- City of Oxnard	Cost of project included in cost estimation for Project <b>C 6</b>	N/A	<p><b>BP</b> Active Transportation Program (ATP)</p> <p><b>BP</b> Surface Transportation Block Grant</p>
<p><b>PG 3 Festival Street</b> Regularly programmed public events, removable bollards, farmers markets, etc. For more details see Project <b>C 6</b> and Project <b>B 3</b>.</p>	<p>Start: 2020 → End: 2026</p>	- City of Oxnard	Cost of project included in cost estimation for Project <b>C 6</b>	N/A	<p><b>BP</b> Congestion Mitigation and Air Quality Improvement Program (CMAQ)</p> <p><b>VC</b> TIF/ EIFD</p>
<p><b>Other Associated Projects</b> (see pages 87 and 88 for more detail)</p> <ul style="list-style-type: none"> <li><b>C 1</b> 3rd Street Corridor Improvements</li> <li><b>C 2</b> 4th Street Corridor Improvements</li> <li><b>C 3</b> 5th Street Corridor Improvements</li> <li><b>C 6</b> B Street Corridor Improvements</li> <li><b>C 7</b> C Street Corridor Improvements</li> <li><b>B 4</b> North-South Bicycle Connection</li> <li><b>B 5</b> East-West Bicycle Connection</li> <li><b>PT 2</b> Transit Priority Corridors</li> </ul>					

\* 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** Royal Palms Mobile Home Park Redevelopment MDA Priority Projects

PHASING AND FINANCIAL STRATEGY

The mobile home park at the southeast corner of the Pilot Project Area will be redeveloped into higher-density housing. The superblock on which the mobile home park sits will be divided with new streets and paths to improve vehicular and pedestrian circulation by reconnecting the street grid. A central town square will provide recreational amenities for local residents.



Priority Projects within <b>MD 3</b>	General Timeline	Stakeholders	Cost Estimate*	Cost Estimate Assumptions	Potential Funding Sources
<p><b>PG 4</b> <b>Street Grid at Mobile Home Park</b> New street paving, sidewalks, landscaping, lighting, and signalized intersections.</p>	<p>Start <span>2028</span> → End <span>2035</span></p>	<ul style="list-style-type: none"> <li>- City of Oxnard</li> <li>- Private Developers</li> </ul>	<p>\$5.07M - \$6.91M</p>	<p>Construction of new street network approximately 0.45 miles long</p>	<ul style="list-style-type: none"> <li><b>BP</b> Active Transportation Program (ATP)</li> <li><b>ER</b> Public-Private Partnership/ Joint Development</li> <li><b>VC</b> TIF/ EIFD</li> <li><b>VC</b> Developer Impact Fee</li> </ul>
<p><b>Other Associated Projects</b> (see pages 87 and 88 for more detail)</p>					
<ul style="list-style-type: none"> <li><b>C 4</b> Oxnard Boulevard Corridor Improvements</li> <li><b>B 2</b> Rail Path Bicycle Trail</li> <li><b>PG 6</b> Rail Bicycle Path Greening</li> <li><b>PT 2</b> Transit Priority Corridors</li> </ul>					

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**MD 4** Infill along Oxnard Boulevard MDA Priority Projects

PHASING AND FINANCIAL STRATEGY

The many lots owned by public and private entities in Downtown Oxnard will be gradually redeveloped into mixed-use buildings that suit the character of Downtown, particularly near the Oxnard Transit Center. Surface parking lots on Oxnard Boulevard will be redeveloped into mixed-use developments. A new shared parking structures will be added when necessary to form localized parking districts.



Priority Projects within <b>MD 4</b>	General Timeline	Stakeholders	Cost Estimate*	Cost Estimate Assumptions	Potential Funding Sources
<p><b>PG 2</b> Green Alleyways New landscaping, signage, and lighting.</p>	<p>Start                      End  <span>2020</span> → → → <span>2025</span></p>	<ul style="list-style-type: none"> <li>- City of Oxnard</li> <li>- Private Developers</li> </ul>	<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"> <li><b>BP</b> Active Transportation Program (ATP)</li> <li><b>UG</b> Urban and Community Forestry Program</li> </ul>
<p><b>Other Associated Projects</b> (see pages 87 and 88 for more detail)</p> <ul style="list-style-type: none"> <li><b>C 4</b> Oxnard Boulevard Corridor Improvements</li> <li><b>B 2</b> Rail Path Bicycle Trail</li> <li><b>PG 5</b> Infill Public Parks</li> <li><b>PG 6</b> Rail Bicycle Path Greening</li> <li><b>PG 7</b> Tree Canopy Gap Closure</li> <li><b>PT 2</b> Transit Priority Corridors</li> <li><b>PT 3</b> Arterial Bus Rapid Transit</li> </ul>					

\* 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
<b>C 1</b> <b>3rd Street Corridor Improvements</b> Lane Width Reduction, Gateway Element / Wayfinding Signage, Unique Paving, Bicycle Lanes, Protected Intersection, Signalized Intersection	Start 2025 → End 2030	- City of Oxnard	\$6.63M - \$9.04M	Minor surface street interventions, substantial bridge interventions	<b>BP</b> Active Transportation Program (ATP) <b>BP</b> Surface Transportation Block Grant
<b>C 2</b> <b>4th Street Corridor Improvements</b> Bus-only Lanes, Enhanced Bus Stop, Wayfinding Signage, Scramble Crosswalk, Enhanced Paving	Start 2025 → End 2035	- City of Oxnard - VCTC - Gold Coast Transit	\$0.89M - \$1.48M	Moderate interventions from C St to Meta St	<b>UG</b> Urban and Community Forestry Program <b>UG</b> Urban Greening Grant Program
<b>C 3</b> <b>5th Street Corridor Improvements</b> Lane Width Reduction, Bicycle Lanes, Scramble Crosswalk, Protected Intersection, Greenway / Street Trees / Bioswale	Start 2020 → End 2025	- City of Oxnard	\$1.02M - \$1.45M	Moderate interventions from D St to Meta St	<b>VC</b> TIF/ EIFD
<b>C 4</b> <b>Oxnard Boulevard Corridor Improvements</b> Reconstructed Median, Enhanced Bus Stop / Shelter for BRT, Gateway Element / Wayfinding Signage, Scramble Crosswalk, Refuge Islands	Start 2020 → End 2025	- City of Oxnard - VCTC - Gold Coast Transit	\$10.63M - \$14.49M	Complete street reconstruction from Wooley Rd to 2nd St	
<b>C 5</b> <b>A Street Corridor Improvements</b> Curb Extensions, Mid-Block Crosswalks / Refuge Islands, Parklets, Greenway / Street Trees / Treelets	Start 2022 → End 2024	- City of Oxnard	\$0.52M - \$1.05M	Moderate interventions from Wooley Rd to 2nd St	
<b>C 6</b> <b>B Street Corridor Improvements</b> Removable Bollards, Enhanced Paving / Civic Plaza, Scramble Crosswalk, Cycle Track, Enhanced Bus Stop / Shelter, Greenway / Street Trees	Start 2022 → End 2024	- City of Oxnard	\$2.29M - \$3.12M	Complete street reconstruction from 3rd St to 5th St	
<b>C 7</b> <b>C Street Corridor Improvements</b> Lane Width Reduction, (Potential) Bus Rapid Transit, Enhanced Bus Stop / Shelter, Bicycle Lanes	Start 2023 → End 2026	- City of Oxnard - VCTC - Gold Coast Transit	\$0.35M - \$0.44M	Moderate interventions from Wooley Rd to 2nd St	
<b>B 2</b> <b>Rail Path Bicycle Trail</b> The new rail-adjacent Class I trail will provide cyclists with a safe path of travel in the north-south direction through the Pilot Project Area as it is separated from vehicle traffic.	Start 2025 → End 2035	- City of Oxnard	<i>More detailed design documentation is required to provide accurate cost estimates</i>	N/A	<b>BP</b> Active Transportation Program (ATP) <b>BP</b> Surface Transportation Block Grant
<b>B 4</b> <b>North-South Bicycle Connection</b> Bike lanes and amenities along C Street. For more details see Project <b>C 7</b> .	Start 2023 → End 2026	- City of Oxnard	<i>Cost of project included in cost estimation for Project <b>C 7</b></i>	<i>Lane re-striping for bicycle lanes estimated at \$25 - \$30 per linear foot</i>	<b>UG</b> Infill Infrastructure Grant Program (IIG) <b>VC</b> TIF/ EIFD

## 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
<b>B 5 East-West Bicycle Connection</b> Bike lanes and amenities along 5th Street. For more details see Project <b>C 3</b>	Start <span>2022</span> → → → End <span>2024</span>	- City of Oxnard	Cost of project included in cost estimation for Project <b>C 3</b>	Lane re-striping for bicycle lanes estimated at \$25 - \$30 per linear foot	<b>BP</b> Active Transportation Program (ATP) <b>BP</b> Surface Transportation Block Grant <b>UG</b> Infill Infrastructure Grant Program (IIG) <b>VC</b> TIF/ EIFD
<b>PG 5 Infill Public Parks</b> New landscaping, pavement, lighting, seating, signage, etc.	Start <span>2024</span> → → → End <span>2030</span>	- City of Oxnard	More detailed design documentation is required to provide accurate cost estimates	N/A	<b>UG</b> Urban and Community Forestry Program <b>UG</b> Urban Greening Grant Program <b>UG</b> Infill Infrastructure Grant Program (IIG)
<b>PG 6 Rail Bicycle Path Greening</b> Site cleanup, new landscaping, pavement, lighting, seating, signage, etc.	Start <span>2025</span> → → → End <span>2035</span>	- City of Oxnard			
<b>PG 7 Tree Canopy Gap Closure</b> New landscaping (tree wells).	Start <span>2020</span> → → → End <span>2024</span>	- City of Oxnard			
<b>PT 2 Transit Priority Corridors</b> Enhanced bus stops and shelters along Oxnard Boulevard. Cost estimate may vary if C Street is selected as the north-south Transit Priority Corridor.	Start <span>2020</span> → → → End <span>2026</span>	- City of Oxnard - VCTC - Gold Coast Transit	Cost of project included in cost estimation for Projects <b>C 2</b> and <b>C 4</b>	Enhanced bus shelters and lane restriping	<b>PT</b> SB-325 State Transit Assistance <b>PT</b> Buses and Bus Facilities Grant Program
<b>PT 3 Arterial Bus Rapid Transit</b> Facilities for a bus rapid transit (BRT) stop at or around the Oxnard Boulevard / 4th Street Intersection. Cost estimate may vary if C Street is selected as the north-south Transit Priority Corridor.	Start <span>2020</span> → → → End <span>2026</span>	- City of Oxnard	More detailed design documentation is required to provide accurate cost estimates	N/A	

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## Metrics Overview

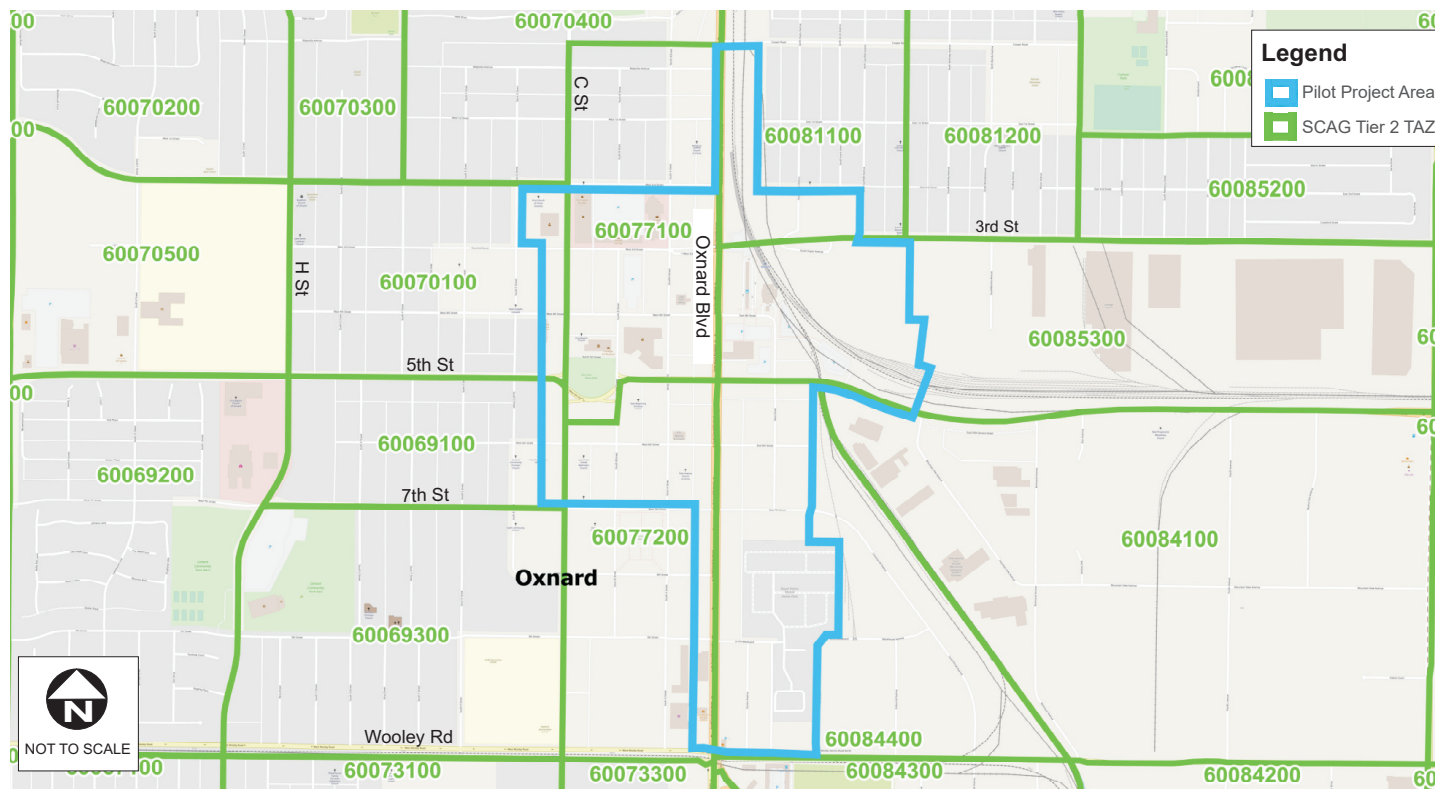
## METRICS

The Oxnard HQTa Pilot Project Vision Plan is made up of four districts: Oxnard Transit District, Downtown Commercial District, Civic Arts District, and Meta Housing District. The districts consist of or overlap with seven 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 HQTa Vision Plan on transportation metrics. The HQTa 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.

The following pages compare the No Build scenario to the HQTa Vision Plan using the following metrics: vehicular delay (in hours), transit mode share (in % of total travel trips), public transit usage, vehicular miles traveled (VMT), and vehicular hours traveled (VHT).

### SCAG 2016 Tier 2 TAZ Boundaries



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

### Vision Plan Outcomes

As described, with the increased density resulting from buildout of the Vision Plans in the Oxnard HQTa 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 HQTa 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
<b>2016</b>	1,989	8,036	451	6,287
<b>2040 (No Build)</b>	2,331	8,594	688	7,000
<b>2040 (Vision Plan)</b>	5,941	18,704	1,508	7,958

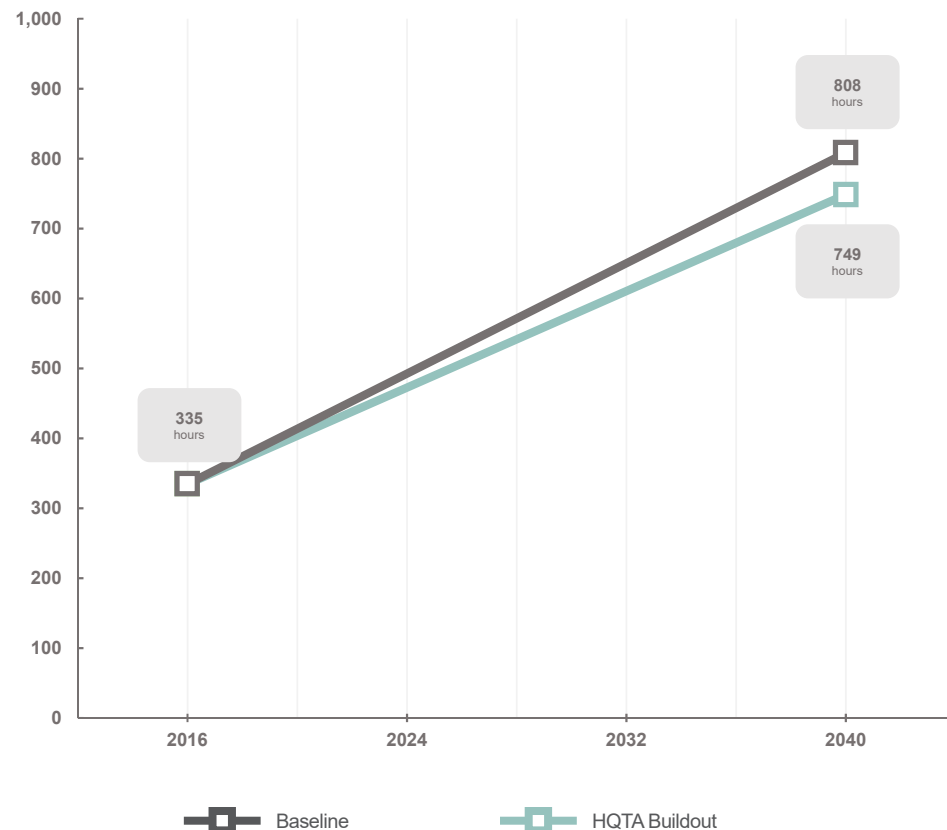
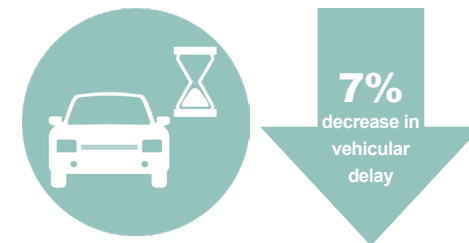
## Additional Factors which may Affect Outcomes

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 Oxnard Pilot Project Area can potentially achieve a 7% decrease in non-freeway vehicular delay in hours total, and a 57% decrease in non-freeway vehicular delay per capita by the year 2040 compared to baseline delay projections.

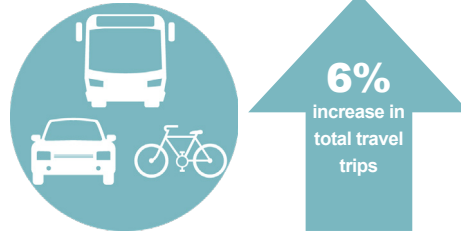




# SCAG Model Output Data

## Transit Mode Share

Transit usage estimates are limited to the Pilot Project Area boundary. The Oxnard Pilot Project Area can potentially achieve a 6% increase in the proportion of travel trips by public transit to other modes by the year 2040 compared to baseline transit usage projections.

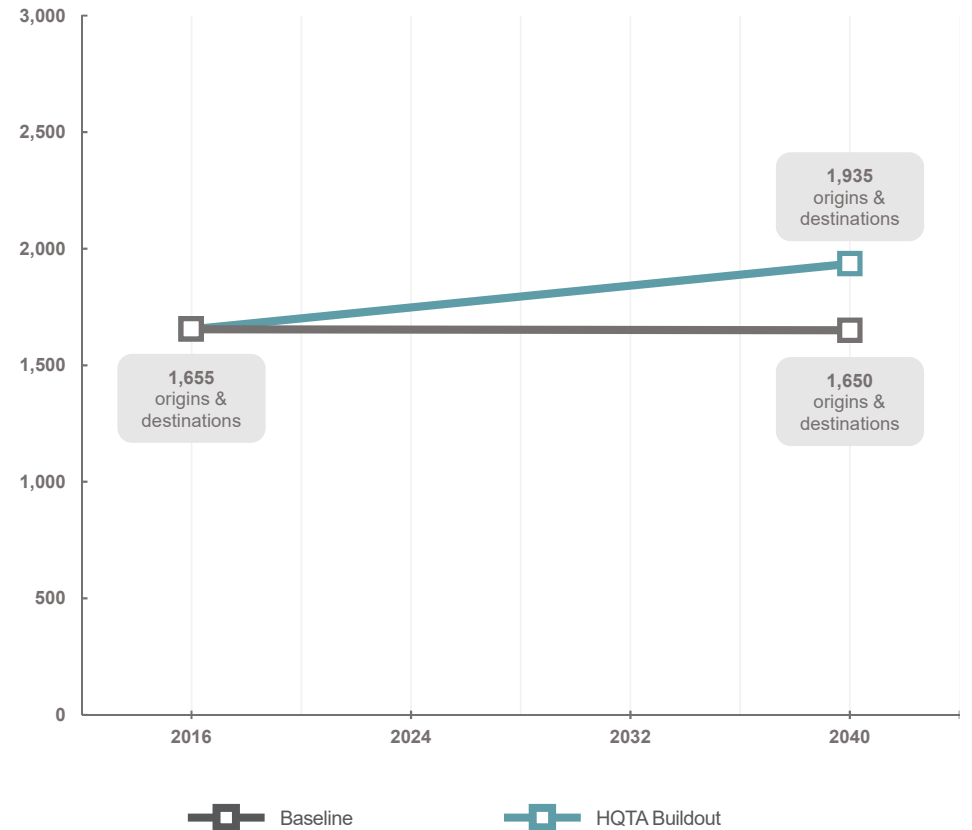
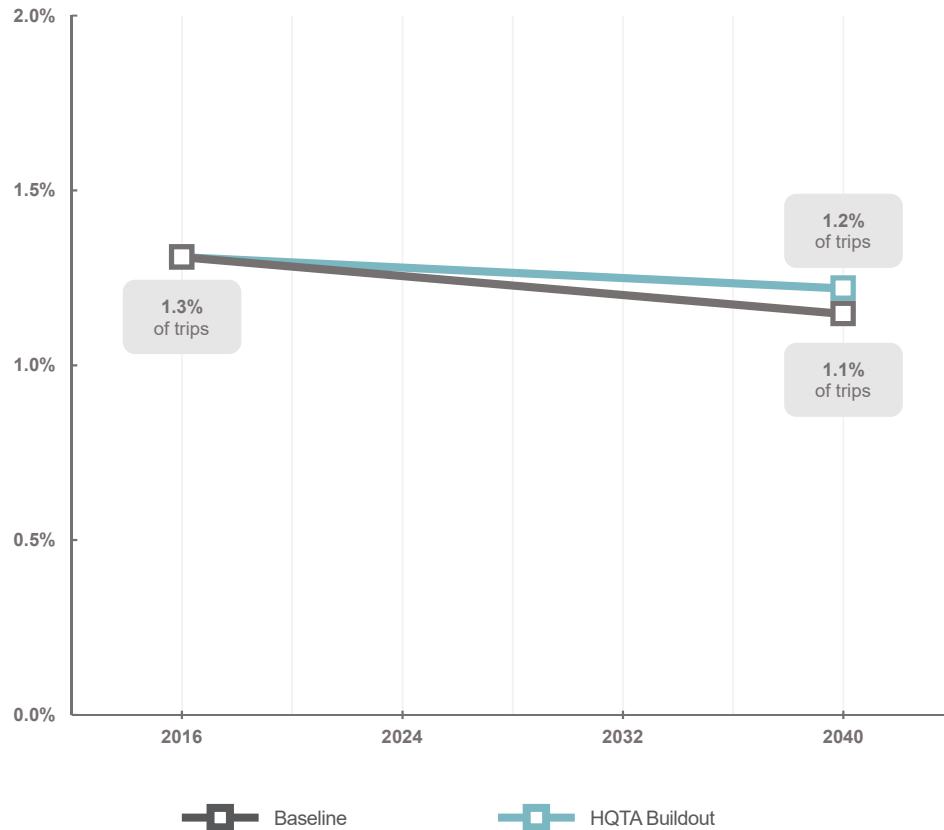


## Public Transit Usage

Transit usage estimates are limited to the Pilot Project Area boundary. The Oxnard Pilot Project Area can potentially achieve a 17% increase in public transit origins and destinations by the year 2040 compared to baseline transit usage projections.



# METRICS

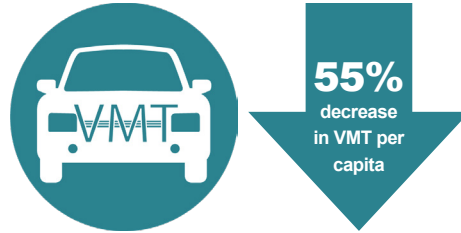


### SCAG Model Output Data

### METRICS

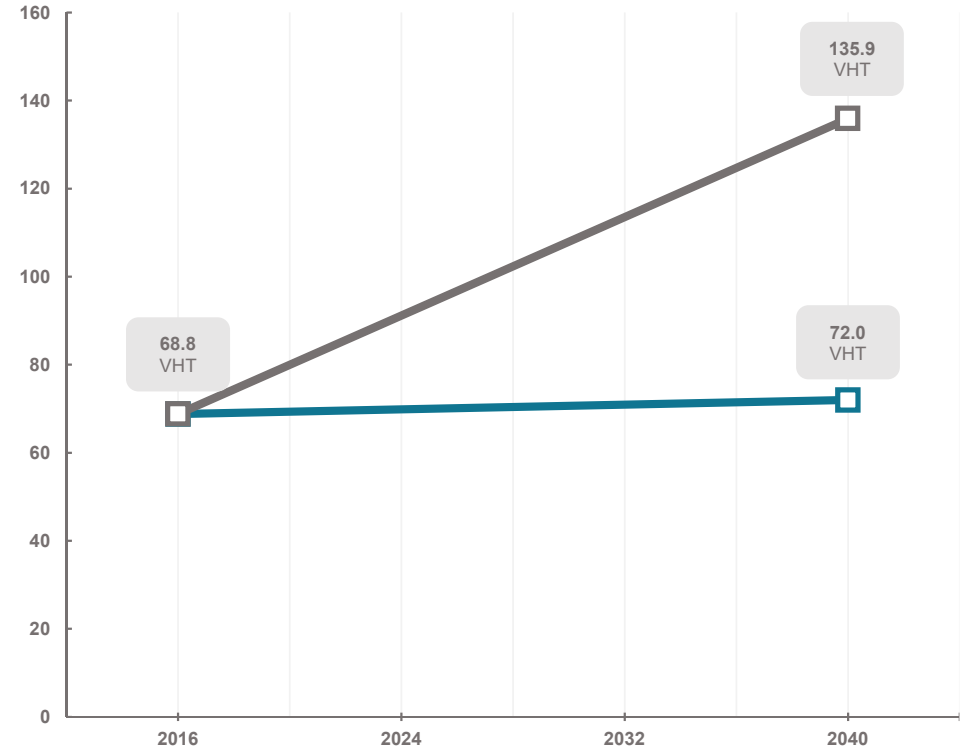
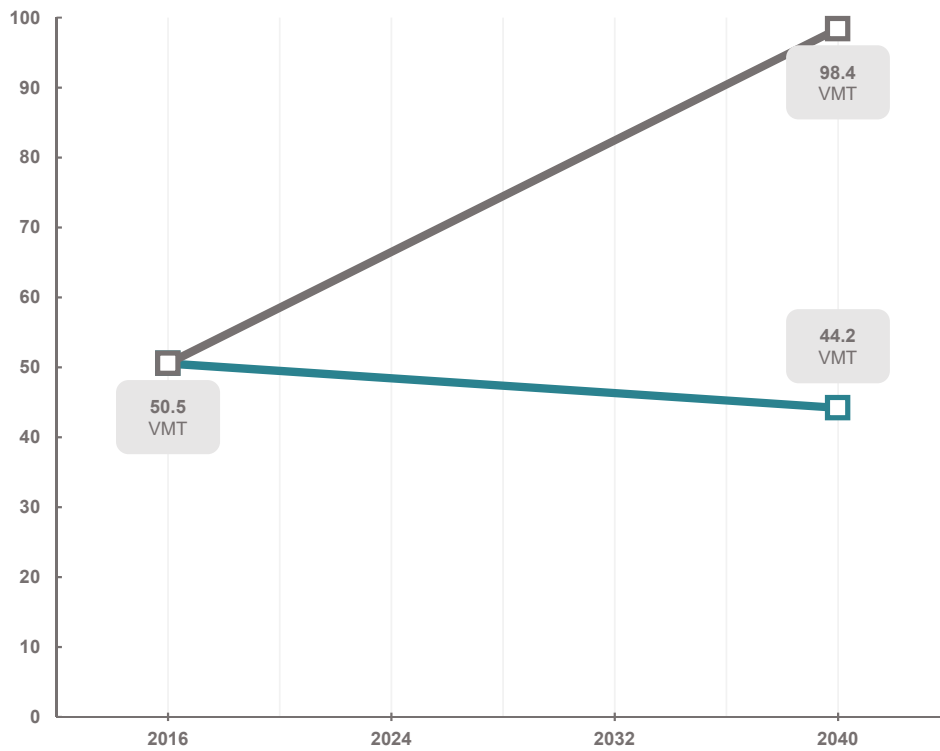
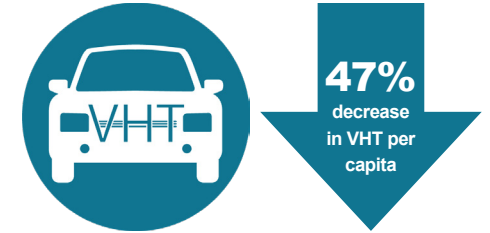
#### Vehicular Miles Traveled (VMT)

VMT is measured in miles per capita. The Oxnard 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 Oxnard Pilot Project Area can potentially achieve a 47% decrease in vehicle hours traveled per capita by the year 2040 compared to baseline VHT projections.



Baseline

HQTA Buildout

Baseline

HQTA Buildout